

Directors (As of July 1, 2024)

Christina Ahmadjian

Member of the Board
(Independent Director)



Masashi Oka

Member of the Board
(Independent Director)



Kyoko Okada

Member of the Board
(Independent Director)



Harufumi Mochizuki

Member of the Board
(Independent Director)



Joji Okada

Member of the Board
(Independent Director)



Yoshihito Yamada

Member of the Board
(Independent Director)



Shinjiro Sato

Member of the Board
(Independent Director)

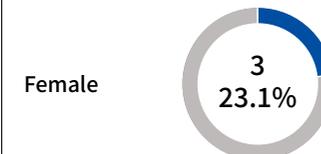
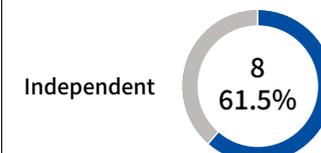


Shiori Nagata

Member of the Board
(Independent Director)



Composition of the Board of Directors (13 Directors)



Takashi Niino

Chairman of the Board
(Chairperson of the Board of Directors)



Takayuki Morita

President and CEO
(Representative Executive Officer),
Member of the Board



Osamu Fujikawa

Corporate Executive Vice President and CFO
(Representative Executive Officer),
Member of the Board



Hajime Matsukura

Corporate Secretary
(Executive Officer),
Member of the Board



Shinobu Obata

Member of the Board



Directors

Directors' Career Skill Matrix

The Board of Directors of NEC Corporation (the "Company") is comprised with consideration given to the balance between diversity, in such factors as career background, specialist field, internationality and gender, and appropriate size.

In addition, to ensure and improve the effectiveness of the Board of Directors, the Company has examined and formulated the career background and skills particularly expected of Directors. Aiming to ensure the functioning of Board of Directors reforms after the transition to a Company with a Nominating Committee, etc., the Company has defined the following eight skills and clearly specified the details of each skill.

	Years served as Member of the Board (as of June 30, 2024)	Attributes			Eight particularly expected career background and skill categories								Nominating Committee	Compensation Committee	Audit Committee		
		Independent director	Non-executive	Gender / Nationality	Corporate management	Global business	Technology / Innovation	Sustainability / ESG	Marketing	Financial accounting / Investment	Audit / Legal / Risk management	Corporate governance					
Independent Directors	Christina Ahmadjian	3	■	■	■ Female, Foreign Nationality		●		●			●	●				
	Masashi Oka	2	■	■		●	●				●	●	●	■	■	Chairperson	
	Kyoko Okada	1	■	■	■ Female				●			●					■
	Harufumi Mochizuki	1	■	■		●	●					●	●	■	■	Chairperson	■
	Joji Okada	1	■	■			●				●	●	●				■
	Yoshihito Yamada	1	■	■		●	●	●		●			●	■	■		
	Shinjiro Sato	—	■	■		●	●	●			●		●		■		■
	Shiori Nagata	—	■	■	■ Female		●		●	●	●						■
Chairman of the Board (Chairperson of the Board of Directors)	Takashi Niino	13		■		●			●			●	■				
President and CEO (Representative Executive Officer), Member of the Board	Takayuki Morita	8				●	●			●	●	●		■			
Corporate Executive Vice President and CFO (Representative Executive Officer), Member of the Board	Osamu Fujikawa	2						●	●	●	●						
Corporate Secretary (Executive Officer), Member of the Board	Hajime Matsukura	7							●		●	●					
Member of the Board	Shinobu Obata	1		■								●	●			■	

● indicates that the respective Director has extensive experience and deep insight

Specific Details of Career Background and Skills Particularly Expected of Directors

Skills	Details
Corporate management	Practical knowledge on company management based on experience as chief executive officer of operating companies
Global business	Experience as chief executive officer or department head in multinational companies or specialized knowledge on global markets
Technology / Innovation	Business experience or specialized knowledge on technology related mainly to ICT and digital transformation, or experience or specialized knowledge on new business creation and market innovation
Sustainability / ESG	Knowledge about diverse values on female, foreign nationality, disabilities, etc., leadership experience in ESG activities or specialized knowledge on ESG management
Marketing	Experience as head in the marketing or brand strategy department or the sales department in operating companies, or specialized knowledge on business-to-business transactions and marketing
Financial accounting / Investment	Experience as chief financial officer of operating companies, professional work experience in major accounting firms, investment companies, etc., or specialized knowledge on investments, finance and accounting, etc.
Audit / Legal / Risk management	Risk management experience in accounting, legal affairs, technology, cybersecurity, etc., in operating companies, or experience as an audit committee member, audit & supervisory board member, or department head in auditing division, or specialized knowledge on international and domestic legal affairs or geopolitics
Corporate governance	Specialized knowledge on recent global corporate governance practices, or experience and practical knowledge of implementing governance reforms at operating companies