



"NEC BluStellar"—A Value Creation Model that Leads Our Customers to Their Future

NEC will continue to transform itself by implementing advanced technologies and putting DX into practice, while leading the transformation of our customers and society. This is one of the key roles of the Company. NEC BluStellar is a value creation model that allows NEC to fulfill this role and resolve social issues and customer's business challenges. We leverage the insights gained through our own "Client Zero" initiative and our extensive experience in supporting DX across a wide range of industries to help our clients achieve transformation through cutting-edge technologies.

For details on NEC BluStellar, please visit the website below.
<https://www.nec.com/en/global/necblustellar/index.html>

NEC BluStellar's Competitive Edge

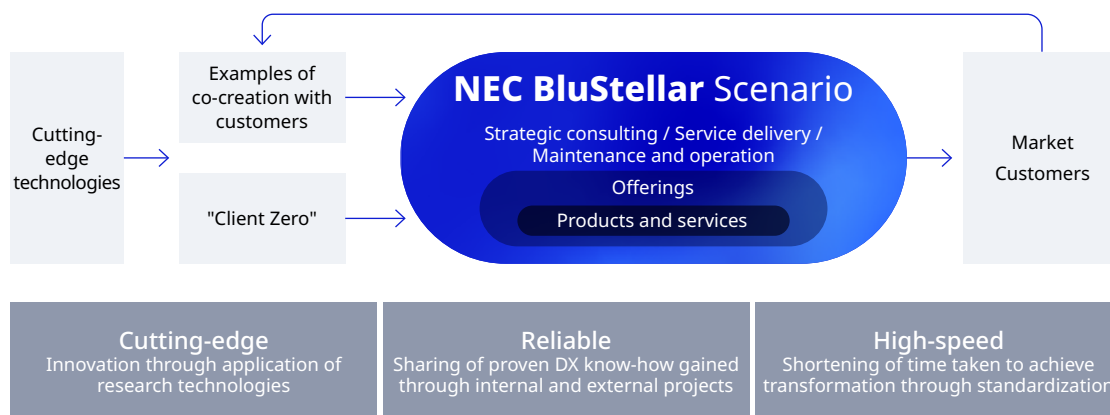
NEC BluStellar has three competitive advantages. The first is the ability to identify management issues that customers need to address through AI-based consulting and incorporate them into strategies to resolve them. Second, in the implementation phase of digital strategies, NEC's strength lies in its technological excellence and practical know-how. We apply internally developed and tested technologies, including our proprietary generative AI cotomi and security solutions that safeguard digital infrastructure, to deliver optimal solutions to client issues. Last, NEC's strength also lies in its

organizational and human resources capabilities that contribute to enhancing our customers' self-reliance. To fully realize the benefits of DX, continuous implementation at the operational level is essential. Through initiatives such as DX talent development and training programs, NEC supports clients in building the human resources and organizational structures necessary to independently leverage DX. In this way, we will steadily promote the DX of our customers by working closely with them at all stages—from consideration to adoption, to implementation, and supporting it as it takes root.

Outlook

NEC is currently developing and delivering tailored Scenarios that combine optimal offerings across strategic consulting, system development, implementation, and maintenance, based on practical insights gained through both our own and our clients' DX initiatives. This can be said to be a model that consolidates the success factors of DX, serving as the foundation for the Company to provide leading-edge DX in the fastest time possible. We will continue to evolve these Scenarios and strive to expand the value we provide to customers. NEC accelerates the DX efforts of its customers based on its own technology and know-how, and then reapplies the practical knowledge it gains through this process. In this way, NEC BluStellar allows us to constantly evolve, and is precisely what the Company needs to drive future growth.

Identifying, Analyzing, and Systemizing Success Factors from Internal and External Case Studies Rapid Deployment of Advanced DX Backed by a Proven Track Record



NEC BluStellar's Strengths in Customer's Value Creation Process

Identification of Issues Identification of management issues that need to be addressed	Resolution of Issues Provision of optimal solutions to issues	Results Continuous building of autonomous on-site capabilities to generate results
Translate management strategy into digital strategy Strategic planning capabilities	Ensuring of practical incorporation into systems Technology and know-how	Linkage of management and business divisions to achieve full DX throughout the Company Organizations and people
Japan's largest consultant resource AI-powered consulting 10,000 people (Fiscal 2026 target)	AI and security-based Offerings NEC BluStellar Scenario Around 150 sets 30 sets	In-house DX talent In-house DX talent DX training program 12,000 540 (Fiscal 2026 target) companies