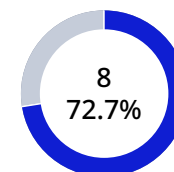
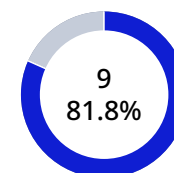


**Directors** (As of July 1, 2025)**Masashi Oka**Member of the Board
(Independent Director)**Harufumi Mochizuki**Member of the Board
(Independent Director)**Joji Okada**Member of the Board
(Independent Director)**Yoshihito Yamada**Member of the Board
(Independent Director)**Shinjiro Sato**Member of the Board
(Independent Director)**Shiori Nagata**Member of the Board
(Independent Director)**Mika Nishimura**Member of the Board
(Independent Director)**Tomomi Yatsu**Member of the Board
(Independent Director)**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**Composition of the
Board of Directors
(11 Directors)**

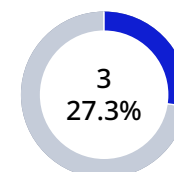
Independent.....



Non-executive



Female

For brief career profiles of the Company's directors and officers, please visit the website below.
<https://www.nec.com/en/global/about/executives/directors.html>



Directors

Directors' Career Skill Matrix

The Board of Directors of NEC Corporation is comprised with consideration given to the balance between diversity, in such factors as career background, specialist field, nationality, country of origin or cultural background, and gender. From the perspective of ensuring independence, the majority of the Board of Directors is comprised of Independent Outside Directors.

In addition, to ensure and improve the effectiveness of the Board of Directors, the Company has defined the following eight skills that are particularly expected of Directors and has clearly specified the details of each skill. Based on this Career Skill Matrix, the Company regularly confirms the sufficiency level of the Board of Directors as a whole for the career background and skills particularly expected of Directors. Based on perspectives such as lacking career background and skills, and diversity, the Company makes a list to identify a broad range of candidates for Director, which is used for deliberations for election of candidates.

		Years served as Member of the Board (as of June 30, 2025)	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	Masashi Oka	3	■	■		●	●				●	●	●	■	■	
	Harufumi Mochizuki	2	■	■		●	●					●	●	■		■
	Joji Okada	2	■	■			●				●	●	●			■
	Yoshihito Yamada	2	■	■		●	●	●		●			●	■		
	Shinjiro Sato	1	■	■		●	●	●			●		●		■	■
	Shiori Nagata	1	■	■	■ Female		●		●	●	●					■
	Mika Nishimura	—	■	■	■ Female		●	●	●	●			●		■	
	Tomomi Yatsu	—	■	■	■ Female						●	●	●			■
Chairman of the Board (Chairperson of the Board of Directors)	Takashi Niino	14		■		●			●				●	■		
President and CEO (Representative Executive Officer), Member of the Board	Takayuki Morita	9				●	●			●	●		●		■	
Corporate Executive Vice President and CFO (Representative Executive Officer), Member of the Board	Osamu Fujikawa	3						●	●	●	●					

● 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

Skills	Details
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