Directors (As of July 1, 2026)

Harufumi Mochizuki
Member of the Board
(Independent Director)



Yoshihito Yamada
Member of the Board
(Independent Director)



Shinjiro Sato
Member of the Board
(Independent Director)



Mika Nishimura
Member of the Board
(Independent Director)



Tomomi Yatsu
Member of the Board
(Independent Director)



Elly Keinan
Member of the Board
(Independent Director)



Joseph A. Kraft Jr.
Member of the Board
(Independent Director)



Takashi Niino
Chairperson of the Board
(Chairperson of
the Board of Directors)



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

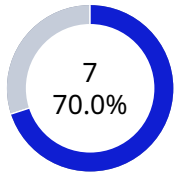


Kunikazu Amemiya
Corporate Senior
Executive Vice
President and CFO
(Representative
Executive Officer),
Member of the Board

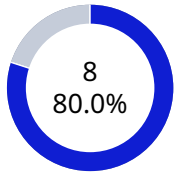


Composition of the Board of Directors (10 Directors)

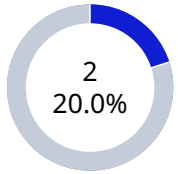
Independent



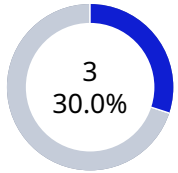
Non-executive



Female



Non-Japanese



Directors

Directors' Career Skill Matrix

The Board of Directors of NEC Corporation maintains a compact structure in which Independent Outside Directors comprise the majority of the Board of Directors and the number of Inside Directors is kept to the minimum necessary. In determining its composition, consideration is given to the balance of diversity in such factors as career background, specialist field, nationality, and gender.

In addition, to 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, 2026)	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	Harufumi Mochizuki	3	■	■		●	●					●	●	■ Chairperson		■
	Yoshihito Yamada	3	■	■		●	●	●		●			●	■	■	
	Shinjiro Sato	2	■	■		●	●	●			●		●	■		■ Chairperson
	Mika Nishimura	1	■	■	■ Female, Nationality		●	●	●	●			●		■ Chairperson	
	Tomomi Yatsu	1	■	■	■ Female						●	●	●			■
	Elly Keinan	—	■	■	■ Nationality	●	●	●		●			●		■	
	Joseph A. Kraft Jr.	—	■	■	■ Nationality		●		●		●	●	●			■
Chairperson of the Board (Chairperson of the Board of Directors)	Takashi Niino	15		■		●			●				●	■		
President and CEO (Representative Executive Officer), Member of the Board	Takayuki Morita	10				●	●			●	●		●		■	
Corporate Senior Executive Vice President and CFO (Representative Executive Officer), Member of the Board	Kunikazu Amemiya	—						●		●	●					

● indicates that the respective Director has extensive experience and deep insight. This Career Skill Matrix does not cover all the experience and insight possessed by the Directors.

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 DX, 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