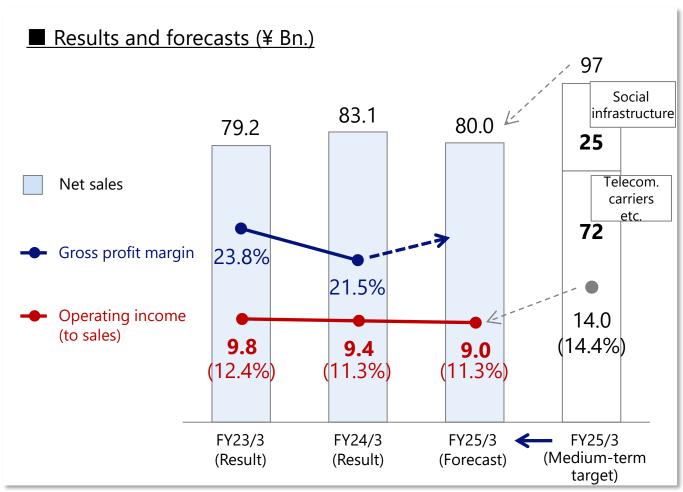


Network Solution Business

June 12, 2024 Yukinobu Noguchi, Senior Vice President NEC Networks & System Integration Corporation (TSE: NESIC, 1973)

Progress of Medium-Term Management Plan

FY25/3 targets have been revised in light of the business environment.



- Structural reform of telecom carrier business completed
 Planning to improve gross margin in FY25/3
 - Cross-BU resource shift
 - Streamlining including in-house production and consolidation of floors
- Aiming for targeted growth of the social infrastructure business

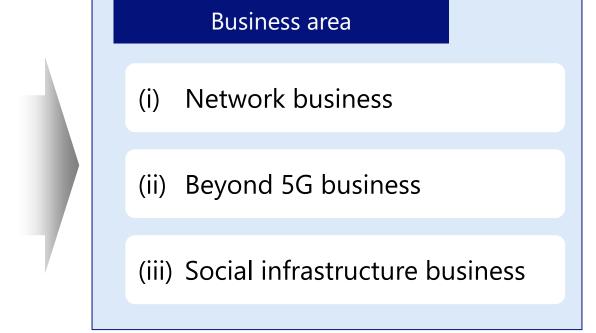
Overview of the Network Solutions (NWS) Business

Basic Policies

Providing highly reliable network systems with multi-vendor SI by leveraging comprehensive SI capabilities for diverse network systems to meet high-level demand from customers, together with nationwide maintenance and operation systems

Strengths of the business

- ICT infrastructure comprising highly-skilled engineers (No. of beyond 5G professionals: over 1,000)
- Industry expertise through collaboration with NEC
- Ability to provide comprehensive solutions in a one-stop manner, from SE to maintenance and operations





Business Strategy

Maximizing the NWS business by focusing on the business of co-creation with customers using unique technologies through cooperation with venture firms in addition to pursuit of deeper cooperation with NEC

Network business

- ✓ Telecom. carrier infrastructure
- ✓ Local NCC
- ✓ Governments and public areas

Pursuing open system business area, such as O-RAN and Whitebox, in greater depth

- Making it a service business by providing operation DX solutions
- Entering the mission-critical areas by using large-scale network-SI technologies cultivated through the telecom carrier business

Beyond 5G business

√ 5G social implementation

Launching the business of co-creation with customers by providing industry-specific solutions based on characteristic infrastructure products and wireless technologies

Social infrastructure business

- ✓ Space and national securities
- ✓ Marine ✓ Media

- Entering the area of direct sales in addition to pursuing cooperation with NEC in greater depth
- Expanding from dedicated machines to the open system area by using multi-vendor SI technologies

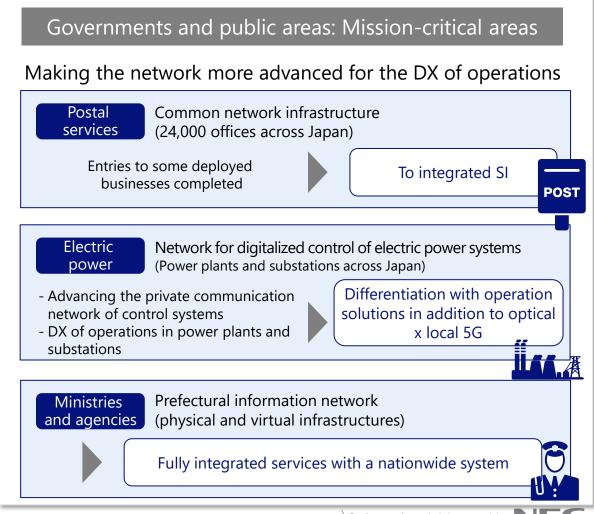


Network Business

Expanding the business volume by entering new network-SI area

Telecom carrier: O-RAN Nationwide deployment of wireless x cloud computing technologies [Areas where we serve] Areas where we build networks - Cloud environment Relay stations and - Site systems - Verify and evaluate GC stations Tens of thousands of bases across Japan Maintenance - Services provided in fields - Various documents - 24/7 year round Cross-telecom-carrier deployment

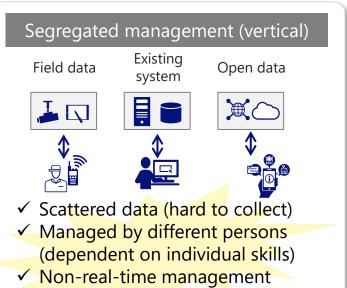
through cooperation with KNSI*

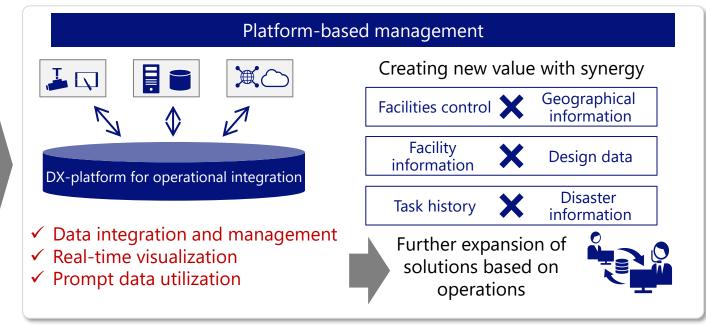


Network Business: Local NCC

Accelerating expansion into new areas, including the businesses of supporting worksite DX based on maintenance and operations (equipment management, visualization, automation with AI, etc.) and local DC, in addition to optical network infrastructures

Operation DX solutions





Network open solutions

Vendor lock-in network

(erroneous judgments)

Expensive/Not flexible/Not expandable



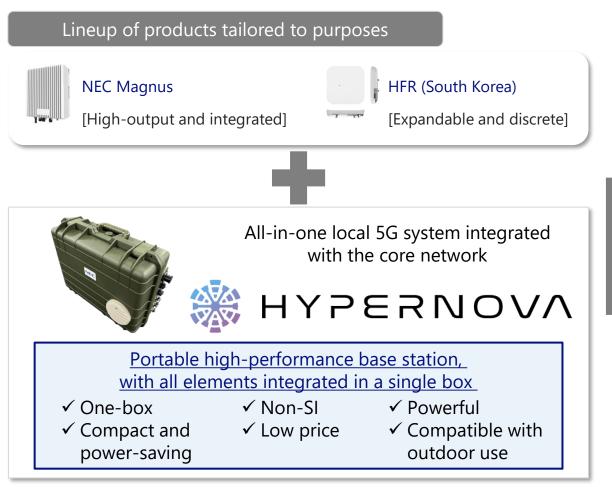
Pursuing the area in greater depth by taking advantage of multi-vendor SI

System selection + SI + Maintenance and operations



Beyond 5G Business

Focusing efforts on launching a market for the social implementation of nextgeneration networks, by using characteristic products and companywide assets



Thoroughly eliminating barriers to the introduction of local 5G to encourage customers to experience the implementation

SI model

Preparing to offer rental equipment in addition to one requiring initial investment

Co-creation model

Implementation of local 5G in practical operations (Small starts)



Expanding areas of applications while checking the effects

Manufacturing, construction, electric power, transportation, and others





Central and local governments

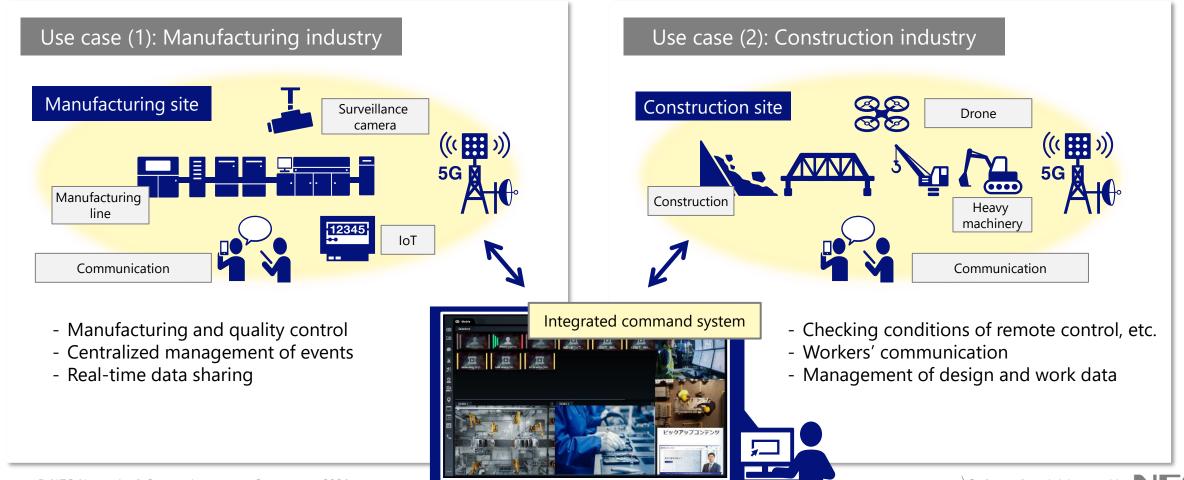
NEC market and others





Beyond 5G Business: Use Cases

Industry-specific local 5G solutions developed through co-creation with the customers in markets where demand for next-generation networks has been actualized



Social Infrastructure Business: Space and National Securities (1)

Expanding the business on an ongoing basis by pursuing cooperation with NEC in greater depth in light of the activation of the security area

Further, expanding the direct sales area with open systems, aiming to maximize the business of the Group

National security business

- Construction of infrastructure facilities
- SI of NEC systems
- SI of open systems (network and IT systems)

Key point

Reinforcing the framework for taking actions in response to market activation and business expansion

Development of engineers
 (Open system engineers, PM, and SE)



Further expansion of

<u>S</u>

areas

Conforming to security standards

 on our own
 (Information and physical security frameworks)



 Accelerating the development and proposal of a solution lineup (Lineup related to local 5G and energy)



Coordination with NEC

- -Undertaking SI projects en bloc
- Expanding the area of maintenance and operations

SL business

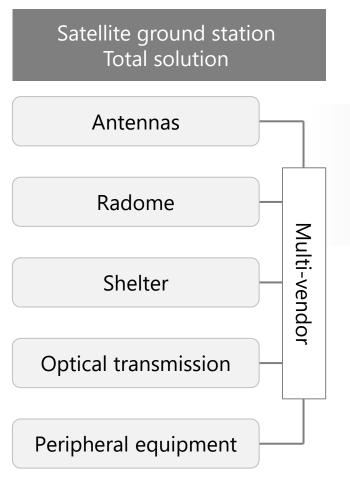
- -Enhancing the resilience of security bases
- → Expanding areas of digitalization

Multi-vendor SI

- Deployment to national security related companies

Social Infrastructure Business: Space and National Securities (2)

Expanding high-quality, cost-competitive solution business by taking advantage of our capability of identifying qualities and multi-vendor SI capabilities, which were cultivated through cooperation with NEC





System integration

To space-related companies (Newspace)



- Discovering and partnering with global vendors
- Ability to control vendors
- Acquiring high-level product knowledge
- Ability to make proposals in new areas





Social Infrastructure Business: Marine

Leveraging marine-related experience spanning more than five decades together with the technological capabilities to enhance activities targeting new growth markets, including offshore wind power generation

Existing businesses

Ability to manage large-scale projects cultivated through cooperation with NEC

System construction

- Route surveys
- Cable landing station construction
- Laying of communication cables

System development

- Earthquake prediction
- Submarine communications extension equipment

Growth of new markets

- Offshore wind market (Cable work + O&M)
- Development of multi-route submarine cables
- Protection and multi-regionalization of cable landing stations
- Improving the resilience of national lands (disaster prevention and mitigation)
- Resource exploration / expansion of undersea surveillance

Initiatives for new areas

Entering projects from the design phase by taking advantage of HDD* method

*HDD: Horizontal Directional Drilling

Utilizing construction expertise, expanding direct sales

Horizontal deployment of observation solutions

Communication

Increasing the Competitiveness of the Entire Company with Advanced Network Technologies

Capturing leading-edge network technologies ahead of others, thus helping differentiate all businesses of the company

Example: Smart security services for electric companies using local 5G technologies

Expertise in

DX technologies and use of DX

(workstyle innovation for

enterprise)

DX Solutions
Business
(DXS)

Next-generation networking technological capabilities with high quality and reliability

Network Solutions
Business
(NWS)

Expertise in the public industry /social implementation capability

Environmental & Social Solutions Business (ESS)

Companywide business foundation







(Foundation for nationwide support services)





NEC Networks & System Integration Corporation will be committed to increasing customer value by redesigning future communications from the user's perspective.

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