

## Innovation Policy

The Innovation Laboratories of NEC Solution Innovators exist to explore what lies beyond technology—and to transform those insights into meaningful value, delivered through new solutions and businesses for society.

At the Innovation Laboratories, we define our approach to innovation through a shared commitment to **sincere and continuous experimentation**. We believe that meaningful innovation emerges not from certainty, but from repeatedly questioning assumptions, testing hypotheses, and learning through action.

Aligned with the international standard for innovation management, ISO 56001:2024, we advance our innovation activities by focusing on the following:

- 1. Identifying the essential questions to be solved**
- 2. Optimizing solutions through iterative hypothesis testing and validation**
- 3. Making decisions grounded in real-world evidence and data**
- 4. Fostering a culture that values learning from failure**
- 5. Building comprehensive systems that integrate talent development and organizational branding**

Guided by this policy, we respect the eight principles of innovation management—value realization, future-focused leadership, strategic direction, organizational culture, insight generation, uncertainty management, adaptability, and a system-based approach.

We regularly review and continuously improve our Innovation Management System to ensure its effectiveness, relevance, and contribution to long-term value creation.

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Innovation Laboratories

NEC Solution Innovators, Ltd.

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