

# Business Execution Structure

(As of July 1, 2015)

At NEC, the president, chief officers, corporate officers in charge of business units and other officers interact actively in exchanging information and discussion to enhance management speed and to execute business from a companywide perspective.



**Takashi Niino**  
Senior Executive Vice President,  
CSO (Chief Strategy Officer), CIO (Chief Information Officer)

In fiscal 2015 (the year under review) or the second year of the Mid-Term Management Plan 2015, we were able to achieve some positive results in the global development of "Solutions for Society", an area of focus for NEC.

In fiscal 2016 (the upcoming fiscal year), we will enhance our business model and grow these operations as a Social Value Innovator, and further pursue the NEC Group operational reforms and work on formulating the next mid-term management plan to be a leading global company.

**Hideichi Okada**  
Senior Executive Vice President  
In charge of Global Business Strategy

Expanding the global business is necessary to achieve the NEC Group's management targets. I believe it is our mission at NEC to leverage our information and communications technologies to provide social infrastructure essential for safe living that people around the world want and for development in emerging countries, as well as to deliver services that please our customers. I will work to gain the understanding of top leaders in countries around the world and carry out with these initiatives quickly.

**Tomonori Nishimura**  
Executive Vice President  
In charge of Public Business Unit

The upcoming fiscal year is the final year of the current "Mid-term Management Plan 2015," and NEC is committed to making it a year in which we deliver on the goals of the plan. Currently, the market is looking for NEC to both grow and become more profitable. To this end, we will boost NEC's brand strength as a Social Value Innovator, by making our products and services globally competitive and widening the scope of our contribution to society through our business.

In the upcoming fiscal year, the Public Business Unit will evolve into a more profitable business unit by paving the way for overseas sales growth and by further improving the business structure.

**Junji Yasui**  
Senior Executive Vice President and CSCO  
(Chief Supply Chain Officer)

Our efforts over the past two years have shaped NEC into a company capable of posting sustainable profits. In the final year of "Mid-Term Management Plan 2015," we will go a step further and grow. At the same time, as we expand our global reach, NEC ensures compliance with trade and import/export management, as well as to further improve the quality of our products and services.

We have had success in raising the level of customer satisfaction and improving to resolve quality issues, and now we are ready to make further improvements, with global growth in our sights. Through activities to make product quality an integral part of NEC Group's culture, we will continue to build the foundation upon which we will become a leading global company.

**Manabu Kinoshita**  
Executive Vice President  
In charge of Corporate Sales and Sales Operations Unit

In the upcoming fiscal year as the final year of the current Mid-term Management Plan, we focus on three key initiatives targeting continuous growth in the domestic business. First, we enhance sales support functions related to the domains that NEC is focusing on, such as SDN, Big Data, cloud, safety/security, and energy, as well as key sectors including local governments, healthcare, electric power, and broadcasting for further expansion of sales in Japan. Second, we expand the sales partner business by introducing new products and services such as the Social Security and Tax Number System, cloud, and SDN. Finally, we develop salesforce capability in creating new value for our customers and society. We will grow domestic business through these initiatives, and to improve the level of customer satisfaction.

**Masato Yamamoto**  
Executive Vice President  
In charge of System Integration, Services & Engineering Operations Unit

The "Mid-Term Management Plan 2015," which was formulated in April 2013, calls for NEC to focus on "Solutions for Society". As a part of this, I am particularly interested in enhancing our ability to create products, services and solutions that satisfy our customers around the world.

We will continue to integrate the NEC Group's capabilities, and continue tirelessly to be better at what we do and to provide the best for our customers.

**Takayuki Morita**  
Executive Vice President  
In charge of Global Business Unit

I believe our mission is to work with our customers, partner companies, and government bodies around the world to realize a managed service of cutting-edge solutions for society. We leverage NEC's technologies ranked No. 1 in the world, in fields such as biometrics-related technology, network and other virtualization technology, and Big Data-related technology using correlation analytics, and to continuously provide such managed services globally.

To this end, in addition to providing commercial-base systems, we are engaged in many field trials throughout the world. NEC will continue to propose new types of value for society.

**Takaaki Shimizu**  
Executive Vice President and CMO (Chief Marketing Officer)  
In charge of Business Innovation Unit

NEC has established seven themes of social value innovation, and set these as areas in which we will contribute to society going forward. IoT is integrated into all types of industrial fields at a rapid pace. Having devoted ourselves to network and computer technologies for 116 years, NEC will continue to be an innovator in the field of IoT.

This innovation is supported by our cutting-edge technologies in fields including Big Data, cloud, SDN/NFV, and cybersecurity, as well as our system integration capabilities to deliver these technologies as solutions to our customers. Going forward, we will continually refine our technologies and capabilities, and provide new values needed by society.

**Isamu Kawashima**  
Executive Vice President and CFO (Chief Financial Officer)

In the fiscal year under review, we worked in building a stable financial foundation while delivering profit at the same time.

We have achieved the income targets we set at the beginning of the year for three consecutive years, and continue to grow our business operations.

In the upcoming fiscal year, the final fiscal year of "Mid-Term Management Plan 2015," we aim to provide financial support for the execution of growth strategies in key areas, including SDN, Big Data, cloud, safety/security, and energy, and continue to build a foundation for business expansion.

**Katsumi Emura**  
Senior Vice President  
In charge of Central Research Laboratories

NEC is continuously working with customers to deliver innovations. Over the years, we have used our world-leading face recognition technology and unique Big Data analytics technologies to create a host of powerful solutions, including integrated surveillance of cities and infrastructure as well as secure and stable facility operations. We have already begun to roll out these solutions globally. In the upcoming fiscal year, we will further strengthen our global research activities to create new solutions for society, and contribute to NEC's future growth.

**Nobuhiro Odake**  
Senior Vice President  
In charge of Supply Chain Management Unit

Our unit is working to enhance and improve the supply chain optimized for the NEC Group as a whole. Underlying our activities is the strong belief that we are always responsible to provide the highest value for our customers. In the upcoming fiscal year, we will fully apply IoT and the related technologies to make our supply chain faster and more visible through process innovation. Our activities for customer satisfaction come before anything else. Taking this idea to heart, we will raise the level of our procurement, production, delivery and product quality even higher.

**Shunichiro Tejima**  
Executive Vice President  
In charge of Telecom Carrier Business Unit

Telecom Carrier Business Unit brings together NEC's IT and network technologies to build information and communications platforms and thereby contribute to the realization of an affluent society.

In the upcoming fiscal year, we are committing ourselves to serve a wide range of customers in and outside of Japan in delivering solutions to the challenges they face. We will achieve further growth on a global scale with solutions combining SDN, which makes network building easy through virtualization, and TOMS, which boosts network operating efficiency.

**Shinichi Shoji**  
Executive Vice President  
In charge of System Platform Business Unit

System Platform Business Unit continues to provide strong ICT assets as a platform to support "Solutions for Society", as well as sales and system engineers backing the business. Our strong ICT assets are obtained with cost competitiveness on a global scale and high quality, with added value that our competitors cannot imitate. We will take a steadfast approach to evolving components, and continue to lead the IoT era with a solution platforms that integrates NEC's unrivaled strengths in Big Data engines centered on vector computers; virtualized platforms that evolves SDN; and edge computing.

**Takemitsu Kunio**  
Senior Vice President  
In charge of Smart Energy Business Unit

In the global electric utility market, "Distributed Energy" is increasingly widespread as a new energy source. ICT is used for sophisticated power control, a great example of the "integration of ICT and energy technology" that NEC has been proposing over the years. In fiscal 2015, we achieved notable growth by enhancing our product assets, such as large and small electricity storage systems and AMI. In the upcoming fiscal year, we will promote the ICT driven distributed energy, which is expected to become increasingly widespread in Japan, too. We will establish a business model that better serves the market and customers, and achieve sustainable business growth.

**Susumu Makihara**  
Senior Vice President  
In charge of Personnel and General Affairs

Increasing the global competitiveness of our work force is essential in order for NEC to grow. However, Japan is facing demographic issues because of the aging of society and a declining birthrate. Therefore, in fiscal 2015, NEC took initiatives to further pursue diversity in its employment in terms of gender and nationality. Moreover, we have implemented succession planning to develop our future leaders. In addition, in the upcoming fiscal year, we will carry out more initiatives to improve our work styles and establish workplaces more appropriate for a diversified pool of talent.

**Chikara Ishii**  
Senior Vice President  
In charge of Enterprise Business Unit

Enterprise Business Unit contributes to the realization of a safe, secure and affluent society by providing value to customers in the manufacturing, retail and service sectors. In the upcoming fiscal year, we will further expand our business globally by jointly creating value with customers, centered on value chain innovations linking manufacturing, distribution and sales, and work tirelessly to make the final year of the "Mid-Term Management Plan 2015" a year of growth that will lead NEC into the future.

For further details on the corporate officers of NEC Corporation, please visit the following website:

<http://www.nec.com/en/global/about/executives/svp.html>