

Cross-company Corporate Strategy Promotion Framework

(As of July 1, 2017)

NEC introduced its Chief Officer System in 2011 in order to promote the execution of strategy that spans across the entire company. From April 2017, we have increased the number of Chief Officers and are promoting the delegation of authority to each of them to further improve the speed of our management.

Specifically, we have appointed eight Chief Officers to cover nine themes representing efforts that go beyond the boundaries of our business units and Group companies. These officers determine the strategies for the areas they specialize in that extend beyond the framework of each business unit and Group company, and work to solve issues that affect the entire Company.

Here, each of the Vice Presidents and Chief Officers, who are in a position to plan and execute cross-company strategies, will introduce the issues they face in their respective areas and their efforts to solve those issues.



Manabu Kinoshita

Senior Executive Vice President

Driving Company-wide Growth Through Customer-Oriented Social Value Innovation

In order to solve increasingly complex social issues and continually contribute to society, the sales staff, who are the point of contact with our customers, must have a deep understanding of the market and make use of the technologies and strengths we have cultivated to create the future we are aiming for.

We will train our employees to be able to think on their feet, with the ability to quickly and appropriately grasp changes in the market and to think and act on their own. We will also offer value proposals that make use of our unique technology assets, like AI, and make full use of the knowledge and solutions held by each business unit and related company, and also achieve co-creation with our customers and sales partners. Through these activities, we will drive company-wide growth and management with a sense of speed.



Norihiko Ishiguro

Senior Executive Vice President

Becoming a Global Social Value Innovator

The building of safe and reliable cities and public services, and the formation of communication infrastructure that supports a thriving society, are some of the seven themes for social value creation presented by NEC. These themes are deeply connected to the SDGs, which are universal issues affecting developed and emerging countries around the world. Through PR and sales activities pitched to national and local governments for each country, international organizations, and local companies, NEC is aiming to increase its presence and is working to contribute to the solution of the world's issues as a global Social Value Innovator.



Takayuki Morita

Executive Vice President and CGO (Chief Global Officer)

Speedy Policy Development for Realizing Global Growth

NEC's biggest challenge is the realization of "growth." To meet that challenge, NEC must narrow its wide-ranging business portfolio down to businesses that can win in the global market, concentrating resources and prioritizing investment into those businesses. In addition to these kinds of organic policies, we will also boldly and speedily move forward with inorganic policies, such as co-creation with customers, partnering with governments, international organizations, and other companies, and even acquisition of other businesses, in order to achieve growth. As CGO, I will emphasize safety and security, SDN/NFV and IoT, and promote these policies to allow NEC to achieve growth as an industry leader.



Isamu Kawashima

Executive Vice President and CFO (Chief Financial Officer)

Reforming Cost Structure and Response to Underperforming Businesses while Redistributing Resources for Growth Areas

In fiscal 2017, new businesses failed to pick up as expected while existing businesses were on the decline. The emergence of underperforming businesses and problems with compliance also caused business performance to take a major downturn.

For the next fiscal year, we will reinforce compliance while also promoting reforms to our profit structure and solidifying the foundation for improved financial performance in fiscal 2018. From the financial side, we will support the execution of business with a balance of offense and defense through measures such as capital investment to realize growth strategies, and shifting resources as required to meet our goals.



Katsumi Emura

Executive Vice President and CTO (Chief Technology Officer)

Creation of Business Based on Technology that Leads to the Next Level of Growth for NEC

By envisioning the society of tomorrow and its issues, and carrying out a wider range of problem solving and value creation activities, we can aim for our own growth as well. We can create a competitive business by building a research and development strategy that is integrated with our business strategy, and thus further improve our own strengths.

In order to advance these efforts with a sense of speed, we will use NEC's technological strengths, such as image processing technologies like face recognition, AI technologies, named as "NEC the WISE," and security solutions, to drive collaboration with external parties. Promotion of strategic cooperation with other firms, large-scale collaboration with universities and research institutes, and the use of ventures, beyond what we have traditionally done, will lead to the creation of even greater value.



Susumu Makihara

Executive Vice President and CHRO (Chief Human Resources Officer)

Increasing Profitability and Getting on a Trajectory of Growth Based on Excellent Technology and Resources

The needs of the customer are constantly shifting due to changes in the structure of society and the evolution of technology. In order to deal with these changes, we support the transformation of NEC by encouraging the development of employee skills and promoting the optimal placement of human resources.

In addition, we also aim to improve productivity through changes in work style and to promote diversity. By changing our style of work through careful arrangement of our work environment, we can change NEC into a company where diverse human resources can play an active role. Through these efforts, we will improve the organizational capabilities of the NEC Group to achieve globalization.



Kazuhiro Sakai

Executive Vice President, CIO (Chief Information Officer) and CISO (Chief Information Security Officer)

Preparing ICT for the Realization of Digital Management

ICT will become even more important in the age of digital transformation. NEC is contributing to the sophistication of business management systems by expanding data utilization and supporting digital management based on business management infrastructure that it has improved over the years. It is also promoting the enhancement of ICT infrastructure that takes advantage of NEC's strengths, including AI, IoT, cloud, and security.



Hajime Matsukura

Executive Vice President, CSO (Chief Strategy Officer)

Improve Earning Power in the Workplace

We will redesign our company-wide strategy with the goals of accelerating our business model shift and increasing the value we provide. To that end, we need to be thorough in clarifying the appropriate allocation of resources, as well as responsibilities and authority. At the same time, we will thoroughly continue to have open and essential communication between management and the employees on site, until they can share their opinions and have a common sense of urgency.

Our goals are both to create an organization that constantly transforms itself without lagging behind market changes, and to improve earning power in the workplace.



Makoto Enomoto

Senior Vice President, CMO (Chief Marketing Officer)

Establishing a Brand Image Centered Around "Co-Creation" as a Suitable Transformative Partner in the Digital Age

To realize our goal of becoming a sustainable company, we are working to improve the aspect of "co-creation" in addition to NEC's reliable and friendly brand image. The CMO office actively oversees the story of "One NEC" from a company-wide perspective, and in doing so we improve our ability to disseminate information, supporting the side of our branding that makes NEC into "a partner for transformation," recognized by its customers.

In addition, we will quickly recognize market trends and the expectations of our customers, and incorporate them into our strategy with a sense of speed.



Shinobu Obata

Senior Vice President, CCO (Chief Compliance Officer)

How to Establish a Corporate Culture of Compliance

In fiscal 2017, NEC received certified notification from the Japan Fair Trade Commission for three violations on our part of the Antimonopoly Act of Japan. The NEC Group has for a long time regarded compliance to be a major issue for management and is one for which it has taken various measures. As Chief Compliance Officer, I will work to thoroughly prevent recurrence of such violations. In order to restore trust in NEC, we will reinforce compliance within our corporate culture, not allowing these incidents to be forgotten within the NEC Group.

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

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