

# Messages from an Outside Director and an Audit & Supervisory Board Member

## Creating a competitive business model with a healthy sense of urgency

Today's society is in the midst of a fundamental transformation that is being driven by technologies such as AI, IoT, and big data. Such a dramatic shift in our environment presents significant business opportunities for NEC, considering that its competitive advantages are derived from its cutting-edge technologies and top-tier talent pool.

With international competition becoming even more intense, it is no longer enough to develop the most advanced technologies. A company is also required to triumph over its competitors from a business standpoint. I have been an Outside Director of NEC for seven years, and during this time I have come to the conclusion that developing the ability to consistently convert technological prowess into revenue is a challenge which NEC should be focusing on. In order to achieve this goal, NEC would first need to acquire a clear understanding of current trends, how those trends are evolving, and customers' latent needs. Using this understanding as the starting point, NEC would then move beyond its traditional boundaries and engage in dynamic third-party collaborations while establishing a competitive business model that will flourish on the global stage.

The Mid-term Management Plan 2020 which was introduced in Fiscal 2019 is an important step towards realizing this transformation. Given the rapid pace at which technology is evolving, it is vital that all NEC directors, corporate officers, and employees share a healthy sense of urgency and focus on swiftly achieving the mid-term management targets. I hope to see NEC push forward with its efforts to create social value under its brand message "Orchestrating a brighter world" by assembling knowledge and expertise from both internal and external sources.

I look forward to supporting NEC in realizing sustainable growth and increasing its corporate value in my role as an Outside Director.



Outside Director  
**Takeshi Kunibe**

## Appointment as an Outside Audit & Supervisory Board Member at a time of transformation

I was appointed Outside Audit & Supervisory Board Member in June 2018. NEC is working to enable people to live in abundance by using advanced technologies. I feel strongly motivated to participate in NEC's activities as a global corporation providing social value in the form of safety, security, efficiency and equality. I am also aware that I will need to prepare myself to grow further so that I can contribute not only in my own field of expertise, but also in the various areas covered by NEC's diverse business activities.

I have worked for many years as an attorney at law specializing in labor law and have been involved in corporate legal affairs in the fields of personnel and labor. Over this time, the labor law field has continued to change in step with economic trends and social changes. Furthermore, as society undertakes workstyle reforms going forward, Japan's personnel and labor affairs are going to be radically transformed. As society changes at a dizzying pace, I believe the experience and knowledge that I have accumulated in the fields of personnel and labor will prove to be a strength.

NEC is taking steps to restructure execution capabilities under the Mid-term Management Plan 2020. These include introduction of a fair personnel evaluation and compensation system that rewards people who produce results and a sweeping transformation of the corporate culture. People are the foundation that supports a company's organizations and technologies, and transforming personnel systems to achieve corporate growth requires serious and bold decisions. My strengths in the fields of personnel and labor will find use in risk management as NEC faces these huge changes. I plan to contribute to increasing corporate value by actively providing opinions from a legal perspective and an external perspective.



Outside Audit & Supervisory  
Board Member (KANSAYAKU)  
**Taeko Ishii**