

# Cross-company Corporate Strategy Promotion Framework

(As of July 1, 2018)

NEC introduced its Chief Officer System in 2011 in order to promote a strategy that spans across the entire company. We have appointed Chief Officers to cover themes representing efforts that go beyond the boundaries of our business units and Group companies. Here, each of the Vice Presidents and Chief Officers, the head of the Central Research Laboratories, and the head of the Business Innovation Unit, 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.



Norihiko Ishiguro

Senior Executive Vice President

## We will increase our presence and speed, realizing growth on a global level as a company that creates value for society

I will strive to increase NEC's presence further so that it can make an even greater contribution to solving the world's issues and grow even more as a global social value creation company. To this end, I will increase and proactively undertake PR and sales activities pitched at governments, local governments, and public institutions, international institutions, and local companies, both in Japan and internationally. At the same time, I will work to transform our organizational culture so that NEC can realize the fullest value for customers even faster than before.



Takayuki Morita

Senior Executive Vice President,  
CFO (Chief Financial Officer)

## Realizing an operating profit ratio of 5% by fiscal 2021

The greatest issue facing NEC today is strengthening its earning capability. As CFO, I will steadily promote the following three initiatives to achieve the Mid-term Management target of a 5% operating profit ratio: 1) resolute optimization of fixed costs, 2) execution of countermeasures for underperforming businesses with clear timeframes, 3) execution of growth investments, including M&A, to generate additional earnings.



Akihiko Kumagai

Senior Executive Vice President

## A culture of "playing offense"

In today's world, where huge amount of information fly back and forth, companies need to respond much faster than in the past, and it is critical to stay one step ahead at all times by taking proactive approaches. Particularly, in order to win in the global market where competition becomes tougher everyday and the needs from customers are diverse, we need to be proactive in proposing new solutions rather than waiting for requests from customers. I am committed to create a culture of taking risks and playing offense, with everyone working together.



Katsumi Emura

Executive Vice President,  
CTO (Chief Technology Officer)

## Taking a wide look at technology and building core competencies for the next generation of business growth

I intend to read the trends in society and technologies from a long-term perspective, then plan and execute multifaceted technology strategies to contribute to the next generation of NEC's growth. In businesses that utilize AI and data, we will create a competitive advantage by taking a wide look at our technological competencies, as well as social standing, intellectual property, standards, and rules. We will also leverage NEC's strengths in technology to strengthen ties with customers, and others such as academia, and venture companies. We will proactively advance these activities to maximize the social value that NEC provides.



Kazuhiro Sakai

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

## Establishing a digital management foundation

We are in an era where to survive companies must visualize their businesses through digitalization, and use that information as an asset to continuously transform and innovate their approach. As CIO and CISO, I will promote digitalization of business processes and workstyle reforms to establish a digital management foundation to support NEC as it shifts into a higher gear.



Hajime Matsukura

Executive Vice President,  
CSO (Chief Strategy Officer) and  
CHRO (Chief Human Resources Officer)

## Carrying out the Mid-term Management Plan 2020 to completion

I consider it my No.1 mission to achieve the Mid-term Management Plan 2020 with a sense of conviction, and to restore the trust of all our stakeholders. To help achieve it, the most important task is to transform NEC's culture through reforms of the personnel evaluation and compensation system, and other means. To this end, we will unify the business strategy and personnel strategy, and accelerate our efforts to create a strong business model and develop human resources.



Makoto Enomoto

Senior Vice President,  
CMO (Chief Marketing Officer)

## Establishing the NEC brand as an essential presence in the digital age

While treasuring our traditional NEC brand image of being trustworthy and familiar, NEC will prepare for an era where digital technology penetrates every part of society by positioning itself to realize a safe, secure, efficient, and equal society through the power of innovation.

I will promote end-to-end marketing and support NEC's transformation, responding quickly to market trends and customers' expectations to ensure that NEC is recognized and supported as an essential presence by all manner of stakeholders.



Motoo Nishihara

Senior Vice President in charge of  
the Central Research Laboratories

## Taking on the challenge of new global research and development to create robust businesses

Society is changing dramatically through AI and IoT. NEC's Central Research Laboratories is responsible for creating the next robust businesses and driving businesses going forward. Through our global research laboratory network, world-leading research personnel, and co-creation with global business partners, we will provide outstanding technological capabilities, business verification, and the necessary common platform.

By transforming R&D into an ecosystem-type structure, we will create key technologies to unlock one-to-many solutions that have unrivalled impact.



Shinobu Obata

Senior Vice President,  
CCO (Chief Compliance Officer)

## Further promoting compliance among Group employees in Japan and internationally

The NEC Group has treated compliance as an important management priority for some time. Management has often declared that compliance is a top priority and has been promoting employee awareness through various measures. I aim to study and implement even more effective measures to further promote compliance among Group employees and firmly establish compliance as a part of the NEC Group's corporate culture.



Osamu Fujikawa

Senior Vice President in charge of  
the Business Innovation Unit

## Strengthening business development capability by creating customer value using the latest technologies

Up to now, NEC has received high evaluations from the markets for its latest technologies, but has not shown a sense of urgency in developing them into businesses. As such, it has not reached its full growth potential. I will pursue various possibilities to create new business opportunities without being tied to existing paradigms and accepted ideas, involving inventive people from in and outside the Company in order to realize growth by promoting commercialization of core technologies.



Shigeki Shimizu

Senior Vice President,  
CSCO (Chief Supply Chain Officer)

## Realizing a sustainable global supply chain

I will engage in co-creation with NEC's partners and focus on streamlining and optimizing the entire supply chain through to the delivery of our technology and solutions as value to customers. By contributing to further gains in quality and safety, I will contribute to driving NEC's global business expansion by realizing environmentally friendly, sustainable supply chains.

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

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