

# Cross-company Corporate Strategy Promotion Framework

(As of July 1, 2019)

NEC Corporation has introduced a chief officer system and is working to solve challenges from a company-wide perspective. In 2019, the Company set the term of office for corporate officers at one year and reformed its management system, seeking to establish mission clarity and greater responsibility for results. By having corporate officers work with urgency to complete their respective missions, NEC aims to increase its execution capability.

Here, the vice presidents, chief officers, and business unit heads who are in charge of proposing and executing strategy from a company-wide perspective explain the issues in their respective areas of responsibility and their initiatives to solve them.

	<p><b>Norihiko Ishiguro</b> Senior Executive Vice President</p>	<p><b>Creating a Suitable Environment for Growth as a Global Social Value Innovator</b></p> <p>Systems and policies must evolve to keep pace with the progress of technology. Through negotiation and sales activities with global governments and international organizations and companies, I will work to establish a business environment that enables NEC to contribute to solutions to global issues as a Social Value Innovator and realize growth. I will also work to transform our organizational culture so that NEC can maximize value for customers even more quickly.</p>
	<p><b>Takayuki Morita</b> Senior Executive Vice President, CFO (Chief Financial Officer)</p>	<p><b>Working towards Adjusted Operating Profit of ¥165.0 billion in Fiscal 2021</b></p> <p>As CFO, I will lead, continue, and strengthen our various efforts to achieve the medium-term operating profit target that NEC has promised to the market. In particular, I will ensure that measures to improve the profitability of underperforming businesses are carried out and deliver results, while proactively pursuing alliances and partnerships to accelerate our businesses, including those in growth fields.</p>
	<p><b>Akihiko Kumagai</b> Senior Executive Vice President, President of Global Business Unit</p>	<p><b>Aiming to Become a Truly Global Company</b></p> <p>To compete in the global market, NEC needs to operate with greater speed, and take on new challenges, unhampered by fear of failure. As a first step in this direction, I will implement a new global HR strategy. Using NEC's global organization with its rich diversity, by focusing on global talent development and on creating a winning culture, I will work on establishing an environment where NEC employees in every country around the world can fully engage in their roles with pride and motivation.</p>
	<p><b>Chikara Ishii</b> Executive Vice President, CDO (Chief Digital Officer)</p>	<p><b>Creating New Value for a New Digital Era</b></p> <p>The rapid development of digital technology such as AI and IoT is not a passing trend; rather, it will fundamentally change society. As CDO, I am working to prepare for this new digital era, not only by advancing and promoting NEC's digital transformation (DX), but also by accelerating the building of an ecosystem that will continuously realize innovation by making maximum use of NEC's technologies and assets, such as AI and biometrics. In this way, I will work to drive the creation of new value.</p>
	<p><b>Hajime Matsukura</b> Executive Vice President, CHRO (Chief Human Resources Officer)</p>	<p><b>Executing Human Resource System and Culture Reforms</b></p> <p>My goal is to make NEC into an organization that will grow and succeed globally by focusing on securing and developing sustainably and socially literate human resources. If employees work with enthusiasm and grow independently, the company will also grow. I am confident that preparing an environment where employees can be active and reforming our corporate culture will lead to NEC's growth, and I will spend this year advancing human resource system and culture reforms.</p>
	<p><b>Hiroshi Kodama</b> Executive Vice President, CIO (Chief Information Officer) and CISO (Chief Information Security Officer) and President of Digital Business Platform Unit</p>	<p><b>Leading the Creation of a Digitally Inclusive Society</b></p> <p>My goal is to realize a society where individual people can flourish through the benefits of digital technology. I am therefore engaging with the three challenges that form the priority themes of NEC's management strategy, and leading the creation of a digitally inclusive society.</p> <ol style="list-style-type: none"> <li>1) Realize digital workplaces that draw out diverse capabilities</li> <li>2) Build a real-time digital management base that can respond flexibly to transformation</li> <li>3) Implement high-level cyber security countermeasures</li> </ol>

	<p><b>Motoo Nishihara</b> Executive Vice President, CTO (Chief Technology Officer) Head of Central Research Laboratories</p>	<p><b>Build a Competitive Technological Advantage to Form a Source of Business Value</b></p> <p>Amid the acceleration in digital transformation (DX), NEC has the creative technological capability to generate significant social value and lead new businesses. On the other hand, there are also issues to be tackled, such as building up peripheral technologies, proactively in-licensing external technologies, and achieving commercialization speed comparable to a start-up. I will promote "eco-system style R&amp;D" that makes flexible and dynamic use of internal and external human resources and funds, aiming to transform NEC by shifting its value creations speed up a gear.</p>
	<p><b>Yutaka Ukegawa</b> Senior Vice President, President of Cross-Industry Unit</p>	<p><b>Developing New Businesses through Public-Private Partnerships and Cross-Industry Collaboration to Realize "Society 5.0"</b></p> <p>In April 2019 we established a cross-industry unit to drive flexible and swift development of new businesses through public-private partnerships and cross-industry collaboration toward the realization of "Society 5.0". We are responsible for the phase from business verification to business development and up to initial business deployment. To begin, we will focus on business development in the fields of smart cities, mobility, fast travel, and public security networks.</p>
	<p><b>Makoto Enomoto</b> Senior Vice President, CMO (Chief Marketing Officer)</p>	<p><b>Establishing NEC's "Power of Transformation" in the Era of Digital Transformation (DX)</b></p> <p>NEC enjoys strong brand recognition for being reliable, and for technological capability, which is its core competence. However, our brand has yet to achieve the desired level of recognition for "transformation capability." I will raise the level of recognition for NEC's transformation capability by promoting DX internally, while building up innovative case examples of DX through co-creation with customers and partners.</p>
	<p><b>Shinobu Obata</b> Senior Vice President, CLCO (Chief Legal and Compliance Officer)</p>	<p><b>Raising the Integrity of the NEC Group through Compliance Activities</b></p> <p>The NEC Group views compliance as its highest management priority. Management is constantly communicating its importance. In addition, in fiscal 2019 we have included compliance as an aspect of leadership, and we have reformed our system to give each organization head ownership over promotion and penetration of compliance within their respective organizations. I will strive to thoroughly ensure compliance so that employees and directors conduct their duties with a spirit of integrity at all times.</p>
	<p><b>Osamu Fujikawa</b> Senior Vice President, President of Business Innovation Unit</p>	<p><b>Tying NEC's Strong Assets to the Creation of New Social Value</b></p> <p>In fiscal 2019, NEC undertook a completely new initiative with the establishment of dotData, Inc. and NEC X, Inc. in Silicon Valley. Furthermore, in 2019, we decided to enter the drug discovery business in the immunotherapy field using AI. Through these innovative steps, I will make a dedicated effort to build a pillar to support NEC's new growth by creating new businesses to solve social issues based on the outstanding technologies of our laboratories and increasing the value of those businesses.</p>
	<p><b>Shigeki Shimizu</b> Senior Vice President, CSCO (Chief Supply Chain Officer)</p>	<p><b>Accelerating Growth with Sustainable Supply Chains</b></p> <p>Supply chain risks are also opportunities. I will focus on increasing the efficiency of our supply chains and optimizing them, from end to end through collaboration and co-creation with all of the stakeholders involved. By building sustainable supply chains that take the environment and human rights into consideration, we will accelerate the growth of the NEC Group and increase product quality and safety.</p>

For further details on NEC Corporation's corporate officers, visit the following URL.

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