

Cross-Company Corporate Strategy Promotion Framework

(As of July 1, 2020)

NEC Corporation has introduced a chief officer system and is working to solve challenges from a companywide perspective. Since 2019, the term of office for corporate officers has been set at one year and we have been reforming our management system, seeking to establish mission clarity and greater responsibility for results. By having corporate officers work with a sense of urgency to complete their respective missions, we aim to increase NEC's execution capability.

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



Norihiko Ishiguro

Senior Executive Vice President

Creating an Optimal Environment for Growth as a Global Social Value Innovator

Through negotiation and sales activities with governments around the world and international organizations and various companies, I am working to accelerate implementation of DX policies and initiatives with a view to contributing to the realization of Society 5.0 and achievement of the SDGs. I also intend to work to establish a business environment that enables NEC to provide solutions for global and domestic issues as a Social Value Innovator and to realize growth. Furthermore, I aim to transform our organizational culture so that NEC can maximize value for customers even more quickly than it has to date, as well as increase employee satisfaction.



Akihiko Kumagai

Senior Executive Vice President

Responding Quickly and Effectively to a Wide Variety of Country-Specific Needs is the Key to a Successful Global Business

I am going to advocate diversity, especially the promotion of diverse talent to executive positions. People who are willing to drive change by questioning the status quo, or people who can accurately capture the true needs of specific markets, will be promoted to leadership positions, regardless of gender or nationality. By doing so, we will be able to effectively respond to the ever-changing social and market environments.



Chikara Ishii

Executive Vice President,
CDO (Chief Digital Officer)

Creating New Social Value through Digital Transformation (DX)

Society needs to adapt and evolve rapidly in response to changes that are occurring on an unprecedented scale and with extraordinary speed. To that end, effective use of digital technology is vital. As CDO, I will lead NEC in maximizing use of our digital assets, such as AI and biometric authentication technologies, to promote the evolution of society and realize digital transformation.



Hajime Matsukura

Executive Vice President,
CHRO (Chief Human Resources Officer)

Encouraging NEC People in Line with the NEC Way and Concentrating Our Abilities

In the final year of Mid-term Management Plan 2020, I will further accelerate reforms with regard to our corporate culture and human resources. In addition, we are working to reshape working styles by identifying the essential changes in society brought about by the spread of COVID-19. In order to realize transformation, we will strive to enhance NEC's corporate value by embodying the NEC Way in our business and by contributing to society, in a manner that leads to a change in the mindset of each employee and fosters a sense of pride.



Hiroshi Kodama

Executive Vice President,
CIO (Chief Information Officer) and
CISO (Chief Information Security Officer)
President of Digital Business
Platform Unit

Leading the Creation of a Digitally Inclusive Society

My goal is to realize a society where individuals can flourish due to the benefits of digitalization. I intend to lead us toward the creation of a digitally inclusive society by supporting both NEC's own reforms and its provision of value to society through ICT.

- Promote DX as the foundation of ICT for supporting NEC's transformation
- Expand the platforms for new working styles in the new normal and for generating value through co-creation that transcends companies and organizations
- Support new work styles by ensuring a zero trust model of security with Security by Design
- Leverage NEC's expertise and digital technologies to provide solutions for social and customer issues



Motoo Nishihara

Executive Vice President,
CTO (Chief Technology Officer)
Head of Research & Development Unit

Enhancing Capabilities for Commercializing NEC's Technology Strengths through the Newly Formed R&D Unit

In April 2020, we established a research and development unit to create new businesses driven by NEC's technology strengths. While continuing to cultivate core technologies that are the source of NEC's competitiveness, I will promote the development of technologies for quick commercialization, synergies between companywide technological strengths, large-scale co-creation projects with industry-leading customers, and other such initiatives.

Through the newly formed R&D Unit, I will endeavor to further accelerate NEC's transformation into a Social Value Innovator.



Tomoyasu Nishimura

Executive Vice President,
System Platform Business

Providing Excellent Platform Products to Support Customers' Business Transformation

In order to achieve transformation that leverages digital technologies, rapid start-up and stable operation of services are indispensable, along with cutting-edge cloud-networked platforms that can migrate and utilize existing ICT assets and data. By combining NEC Corporation's advanced digital technologies with our expertise in delivering highly reliable and high-quality development, production, maintenance, operation, and support services, and integrating those strengths with the assets of our partners, I will work to increase the high value and competitiveness of our platform products, which represent the foundation of NEC's value-provision capabilities.



Yutaka Ukegawa

Senior Vice President
President of Cross-Industry Unit

Developing New Businesses through Public-Private Partnerships and Cross-Industry Collaboration to Realize Society 5.0

With regard to the launch of new businesses through public-private partnerships and cross-industry collaboration for the realization of Society 5.0, as the officer responsible for the phase from business verification to business development and up to initial business deployment, I intend to promote collaborations flexibly and swiftly on a companywide basis. From fiscal 2021, we will pursue business development by including local 5G networks and DX among our areas of focus, in addition to smart cities, mobility, digital IDs, and public safety networks.



Makoto Enomoto

Senior Vice President,
CMO (Chief Marketing Officer)

Presenting a New Digital Marketing Format in the Face of the New Normal

As society faces a new normal, the way we build and maintain relationships with our customers will change dramatically. In the ratio of real (face-to-face) to digital (non-contact) interactions, the digital side is expected to increase in weight. I will work to engineer a major shift in branding and promotion measures from real to digital, and present new forms of digital marketing to our customers.



Shinobu Obata

Senior Vice President,
CLCO (Chief Legal and Compliance
Officer)

Increasing the NEC Group's Integrity through Deeper Penetration of the Code of Conduct

The NEC Group established the Code of Conduct as one of the four elements constituting the NEC Way to prescribe the principles of how all employees should behave. It is my intention to promote permeation of this Code of Conduct within the NEC Group and strive to encourage every member of our organization to not only adhere to the rules of compliance, but also contribute to society as a good citizen of the corporate world with high ethical standards and integrity.



Osamu Fujikawa

Senior Vice President,
President of Business Innovation Unit

Gaining Insight into Future Social Issues and Harnessing NEC's Strong Assets to Develop Core Businesses for the Medium to Long Term

In 2019, in accordance with the Company's medium- to long-term vision, NEC entered the drug discovery business with the goal of leveraging its unique AI technologies. I aim to gain insight into future social issues by strengthening market intelligence, and will do my utmost to develop core businesses from a medium- to long-term perspective, underpinned by the excellent technologies generated by NEC's research laboratories and business assets.



Shigeki Shimizu

Senior Vice President,
CSCO (Chief Supply Chain Officer)

Achieving Sustainable Growth with Sustainable Supply Chains

This year was a year in which the supply chains became a central concern within the context of our BCPS. I see this as an opportunity to deepen collaboration and co-creation with our stakeholders to address supply chain-related risks, and respond with speed and accuracy. Through these proactive efforts, we will further strengthen our sustainable supply chains, for which we are attentive to the issues of the environment and human rights, improve quality and safety, and realize the continuous growth of the NEC Group.

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

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