### Efforts to Develop Human Resource in Accordance with Management Strategy

Fujitsu and domestic Group companies are carrying out human resource development at each department with an emphasis on specialization closer to their respective fields.

| Sales | (1) Fujitsu conducts training programs at its domestic and overseas sales sites to help employees experience and gain a first-hand understanding of each other's actual business situation and nurture a Fujitsu sales mindset.  
  - Overseas training program for sales persons in Japan (34 participants in FY 2018; 35 participants scheduled for FY 2019)  
  - Training program in Japan for overseas site sales persons (32 participants in FY 2018; 35 participants scheduled for FY 2019)  
(2) Fujitsu is working with the Asia Region's Human Resources Unit and Human Resources Development Unit to hold e-learning for account planning in FY 2018. In addition to sales staff, e-learning is also taken by System Engineers (SE).  
  - E-learning for account planning (1,400 participants from the Asia Region in FY 2018)  
(3) In the Domestic Sales Unit, Fujitsu has held a program for improving sales performance ability in the digital business era since last year. Approximately 2,600 leaders and regular employees participated in the program. In FY 2019, we plan to further increase the practicality of the program for young employees. |
| Technology Solutions | (1) Fujitsu is making the following efforts to develop global SEs capable of performing in global business.  
  - At the recommendation of the unit, Fujitsu registers SEs at a level capable of engaging in global business, a level of intensively acquiring global experience and training, and a level for candidates as global human resources in several years. We provide training opportunities for each level. (1,616 participants in FY 2018)  
  - As part of training opportunities, we hold training overseas in order to gain practical experience at overseas sites. (24 participants in FY 2018; 35 participants scheduled for FY 2019)  
  - As part of human resources development at overseas service provision sites, we hold events for becoming familiar with our Japanese headquarters and Japanese culture. These increase the level of engagement from core human resources. (38 participants visited Japan in FY 2018)  
(2) In response to the accelerated shift toward digital business, we are strengthening cultivation of agile development human resources for quickly identifying customer needs and providing new digital services. (4,000 participants scheduled by FY 2021)  
(3) With a focus on considering career formation and reflecting on the work in which one is involved, we are expanding support measures with priority on career education for young employees (1st-year employees, 3rd-year employees, and age 30 employees) and organizational communication such as career counseling.  
(4) In order to raise awareness for security, we are enabling new high-level managers to get hands-on experience for security attacks and countermeasures using actual equipment. We are also continuing to hold required training for incorporating security measures at the time of system design. |
| Service Platform | (1) Training for young business leaders  
  - G3 business ideas proposal worksheets (33 participants in FY 2018)  
  - Next Leader Development Program (NLDP), a fast-track training program for young leaders (27 participants in FY 2018)  
(2) Early development of solid engineers  
  - Strengthened shared education for all research and development positions (in FY 2018, held software development exercises as a shared education program)  
  - Established a course system for developing young engineers capable of adapting to new times (established 103 courses in FY 2018)  
  - Established a group of courses for supporting the growth of engineers (FY 2018 plan)  
(3) Overseas workshop programs for developing a global mindset  
  - Fujitsu sent employees on short-term study-abroad trips (14 participants in FY 2018)  
  - Fujitsu offered overseas business trip programs (25 participants in FY 2018) |
| Global Corporate Functions | Fujitsu is cultivating human resources and dispatching employees to sites, graduate schools, and other locations overseas to help employees develop stronger expertise in their respective functions. |
| Fujitsu Laboratories | Since 1970, Fujitsu Laboratories has offered one-year overseas dispatch programs for young researchers, sending participants to prestigious graduate schools and research institutions in hopes of helping the researchers deepen their expertise and forge a global network of colleagues. Over the last five years, the programs have sent 35 participants to various locations, mostly in North America. |