

STAKEHOLDER DIALOGUE

Enhancing Business Management through Dialogue with Outside Experts

Sustainable Development Goals—The Starting Point for Transforming Our Global Management

Aiming to reflect the opinions of diverse stakeholders in its business management, the Fujitsu Group regularly invites outside experts to participate in dialogues with its senior management team. Recently, we hosted a lively discussion that started with Fujitsu's contributions to the realization of the Sustainable Development Goals (SDGs) and also focused on the opportunities and risks that ICT companies should be aware of, the accomplishments that need to be made in terms of the Company's global management, and how best to tie these into the Company's business strategies for sustainable growth.



Experts			Fujitsu			
Mr. Scott Callon	Mr. Takuya Hirano	Mr. Akira Yokochi	Tatsuya Tanaka	Norihiro Taniguchi	Hidehiro Tsukano	Nobuhiko Sasaki

After the Dialogue

Experts



Mr. Takuya Hirano
 Area Vice President, Japan
 Microsoft Japan Co., Ltd.

Make an Even Greater Impact on Society as a Global ICT Company

It is essential for a company to have a clear mission and passionate management. If a company can realize consistency between its mission and its management, then the culture of that company can be changed. Technology brings with it both positive and negative aspects, and even with the cloud, I believe it is important for ICT companies to consider reliability, accountability, and inclusiveness.

As a company that thrives on global, large-scale ICT, Fujitsu is active in a wide range of fields, so I would like to see the Company carry out activities with an enormous impact in order to bring shared joy to all of its employees around the world. I also hope that Fujitsu solicits the involvement of numerous companies and industries in these activities. In addition, by pursuing such activities, I hope that the Company can raise the level of trust in ICT while maintaining the provision of safety and peace of mind as its foundation.



Mr. Scott Callon
 Chief Executive Officer
 Ichigo Asset Management, Ltd.

Companies Exist to Serve Society—Looking Forward to Fujitsu's Global Contribution

As a Fujitsu shareholder, I fully support Fujitsu contributing to the realization of the SDGs. Along with working towards positive SDG achievement in its core business activities, Fujitsu should carry out a comprehensive assessment to verify that it is not generating negative outcomes with respect to the 17 specific SDG targets.

Global contributions start locally and practically. In generating SDG alignment and ethical profits, Fujitsu should focus on areas where it can make significant SDG contributions and support Fujitsu Group employees globally in bringing the SDGs into their own work.



Mr. Akira Yokochi
 Director
 Global Issues Cooperation Division
 International Cooperation Bureau
 Ministry of Foreign Affairs

Promote Actions That Change Society

The SDGs represent goals for the entire world, including developed countries, and the commitment underpinning these goals is conveyed through the concept of "leaving no one behind." There are numerous SDGs that address issues applicable to the current conditions in Japan, such as children living in poverty, which means that the SDGs are deeply related to our daily lives. Also, a unique characteristic of the SDGs is that they are closely linked with each other, and therefore making efforts toward achieving one goal will have an impact on numerous other goals.

I would like to see Fujitsu make contributions toward achieving the SDGs through its global business activities. At the same time, I hope Fujitsu can make changes to its day-to-day actions that allow it to place more emphasis on the SDGs. Fujitsu is working to reduce activities that have an adverse impact on society and increase activities that have a positive one. I hope that the public and private sector will gain inspiration from Fujitsu's efforts and work together to create a movement in which more companies, both inside and outside the ICT industry, adopt a similar stance.

Fujitsu



Tatsuya Tanaka
 Representative Director and
 President

Leverage Our Global Operations and Align the Direction of All Employees to Contribute to Realizing the SDGs

Much like air or water, ICT has become an essential aspect of people's daily lives and the activities of corporations. As such, our business is relevant to every one of the SDGs. This is precisely why I endorse the SDGs and believe that we as a company should contribute to the happiness and well-being of people through ICT. By thoroughly understanding the principles behind the SDGs and pursuing global collaboration, I hope that we can establish areas within the SDGs in which we can make unique contributions. Going forward, we will determine specific fields where we can make significant contributions and establish a clear vision for our efforts so that all of our employees can work to realize the SDGs under a uniform direction.

Also, by holding dialogues with our stakeholders, I have come to understand the necessity of receiving opinions from external sources and reflecting those opinions in the kind of transformation we are pursuing as a company. With a foundation of safety and peace of mind, we will actively establish and promote business activities that have an even greater impact on society while seeking the involvement of other companies and society as a whole. Moreover, by listening to opinions regarding the results of these efforts, we will continuously transform ourselves as a company to meet the needs of society and work proactively to contribute to the realization of the SDGs through our core businesses.



Norihiko Taniguchi
 Representative Director and
 Corporate Executive Officer
 SEVP, Head of Business Lines

Flexibly Examine New Innovations Based on the SDGs

By combining the system development know-how we possess in a variety of fields, we are working to integrate our knowledge to create new products that have the power to bring about change in society. With the establishment of the 17 SDGs, I believe it is now easier to link our business activities to social contributions.

We are already pursuing a wide variety of initiatives that relate to Goal 9, "Industry, Innovation and Infrastructure," and we will draw on the discussion we had today as we give flexible consideration to our approach to the other 16 SDGs in the immediate future. In this way, I believe that today's dialogue has offered us a hint for bringing about innovation that will encourage the involvement of other entities and industries in SDG-related efforts. By all means, I want us as a company to examine our approach to spurring such innovation going forward.



Hidehiro Tsukano
 Representative Director and
 Corporate Executive Officer
 SEVP & CFO, Head of Global
 Corporate Functions

Fulfill Our Responsibility for Achieving the SDGs as a Global Citizen

Social contribution is embedded in the DNA of Fujitsu and also embodies the true nature of our corporate philosophy as well as our core businesses. And I believe that our ideology as a company is certainly applicable to the basic concepts of the 17 SDGs. Accordingly, I would like for us to adopt an approach in which we focus on fully understanding the 17 SDGs and naturally contribute to realizing them through the efforts we make in our core businesses, rather than forming measures solely for the sake of achieving the SDGs.

Not only do the SDGs help us accomplish our ideology of contributing to society, they also provide us with a path for fulfilling our responsibility as global citizens to engage in social contribution activities. It is important for us to remember that the SDGs are not merely a negative screening mechanism to ensure compliance, and also, we should not pursue SDG-related efforts simply because this is the current trend. Rather, in accordance with the true purpose of the SDGs, and based on the opinions we received here today, we will promote such efforts as ensuring sustainability and strengthening our initiatives toward diversity.



Nobuhiko Sasaki
 Corporate Executive Officer
 SEVP, Head of Global Strategy,
 Corporate Environmental and
 CSR Strategy

Incorporate the SDGs in the Core of Our Business Model

The main issue Fujitsu must address in order to make genuine efforts toward realizing the SDGs is to determine whether or not it can incorporate the goals of the SDGs in the core of its business model. By making the SDGs a common language within the Group so as to leverage the comprehensive strengths of our 155,000 employees, we will be able to have all employees work toward achieving the SDGs under the same direction.

Genuine efforts geared toward the SDGs will most likely start with establishing clear links between the SDGs and each business. While this is a necessary first step, this task merely provides justification for the businesses in which we engage. By determining small- to medium-sized targets that act as stepping stones toward achieving the major target of realizing the SDGs, we will be able to ascertain the necessary actions we need to pursue and discover the areas in which we can make the biggest contributions. In addition, we will place emphasis on short-term initiatives that lead us to accomplishing our greater goal.

Through this dialogue, we once again recognized the importance of having a large number of people examine our corporate responsibility regarding the SDGs and the actions we need to pursue to accomplish them. With the SDGs providing us with a vision for the future in 2030, we will use the opinions we received today to determine the aspects to which we need to pay close attention. In particular, these opinions will help us establish internal systems that allow us to understand the negative

aspects of our business activities as well as examine how we can make an even greater impact on society. To realize contributions on an even larger scale going forward, we will further pursue the challenge of not only technological innovation but also business transformation.

For details on the dialogue, please visit the Fujitsu website
 (About Fujitsu ▶ Corporate Responsibility ▶ With Our Stakeholders ▶ Stakeholder Dialogue):
<http://www.fujitsu.com/global/about/csr/society/dialog/>