

# STAKEHOLDER DIALOGUE

## Enhancing Business Management through Dialogue with Outside Experts

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

The Fujitsu Group aims to reflect the opinions of diverse stakeholders in its business management and regularly invites outside experts to participate in dialogues with its senior management team. Society at large and investors have been shifting their main focus to long-term management and environmental, social, and governance (ESG) initiatives when evaluating companies. Against this backdrop, Fujitsu hosted a lively discussion to identify what is important for innovation and transformation, with the SDGs as the starting point, and how to loop that back into sustainable growth for the Company.



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|-------------------|---------------------|----------------------|----------------|-----------------|------------------|
| Experts           |                     |                      | Fujitsu        |                 |                  |
| Mr. Sooyoung Song | Mr. Hiro Nishiguchi | Dr. Michiyo Morisawa | Tatsuya Tanaka | Nobuhiko Sasaki | Yoshiteru Yamada |

#### After the Dialogue

##### Experts



**Mr. Hiro Nishiguchi**  
Executive Managing Director,  
Japan Innovation Network (JIN)  
Senior Innovation Advisor for United  
Nations Development Programme (UNDP)

### Innovation on top of imagination and effort to attain the SDGs for defining a more ideal world

Innovation used to be regarded as a question of individual effort. Today, it has become something undertaken by organizations and represents a source of competitiveness. To create new value, though, Japanese companies need more than effort alone. They need to have the imagination to come up with original ideas and pinpoint the issues that must be addressed. That is the impetus for starting new businesses.

The essence of innovation is breaking away from the present to how things should be in the future. That is precisely what the global society is doing with regard to the SDGs targeted for attainment by 2030. I hope that Fujitsu will offer new value globally by bringing the unlimited possibilities of ICT to bear on the imperatives set out in the 169 targets and the 232 indicators of the SDGs.



**Dr. Michiyo Morisawa**  
Head of Japan, Global Network and  
Outreach, Principles for Responsible  
Investment

### Securing talent that understands SDG-driven global and business model changes and making the most of the opportunity

Environmental, social, and governance (ESG) criteria, which are said to encompass non-financial information on a company, can be regarded as long-range financial information that indicates the source of corporate added value in the future.

This is why it has become necessary in the investment world to evaluate companies based on a long-term view that takes ESG criteria into consideration, and companies need to design ways to disclose relevant information. For a company like Fujitsu, human resources are particularly important in the “social” aspect. There is a growing need for human resources that understand and create value from the changes the SDGs are bringing to the world and business models. To secure the people capable of understanding and executing management’s SDG strategies, we need to look closely at the performance evaluation system, expand the scope of staff training, and create a greater sense of belonging among employees.



**Mr. Sooyoung Song**  
CEO,  
Deloitte Tohmatu Consulting LLC

### Providing value that goes beyond problem-solving is the key to the sustainable development of businesses and society

Tackling global social issues such as those brought forward by the SDGs is vital for the sustainable growth of businesses as well. With that in mind, over the last 10 years, we have been working on various social agenda as a key initiative of our management. This includes building an ecosystem consisting of various stakeholders for problem solving. To bring that into our DNA, we have come up with a corporate slogan, “Energizing sustainable value for the century ahead.”

Although we need to address increasing levels of complexities and uncertainties in tackling social problems with diverse stakeholders, we are taking every step to embed it into our corporate culture through the use of staff training and performance evaluations, while encouraging our professionals, particularly young people, to pursue subjects related to the SDGs and related social issues. It is essential to offer new value to society together with clients.

#### Fujitsu



**Tatsuya Tanaka**  
Representative Director and President

### Contemplating the real value Fujitsu provides society from the SDGs as the starting point

We at Fujitsu aim to realize a sustainable society while always keeping in mind our belief that technology will bring happiness to people. This business direction is in alignment with the SDGs. At the moment, the SDGs are in the process of shifting to the implementation stage by businesses, and we need to show tangible contributions through innovation.

To that end, we must forget maintaining the status quo and following precedent, as we embrace radically different approaches to providing value to society. I ask people to think deeply about what Fujitsu must contribute to society and where its quality lies when we design our services and products. A conservative mindset sometimes kicks in at the execution stage, and today’s discussion reminded me once more of the need to avoid this way of thinking and always return to that core concept.

To grow as a global service company, we must ensure a balance between technology development from a global perspective and services tailored to different regional needs, between short-term profit and medium- to long-term vision, and between the perspectives of the management team and those of our younger and mid-level staff. To create greater value as we head toward the attainment of the SDGs, I am resolved to keep reminding the entire Group of the importance of taking a broader perspective.



**Nobuhiko Sasaki**  
Corporate Executive Vice Chairman  
SEVP, Public Policy and  
Business Development  
& Responsible Business Unit

### Finding hints for innovation from the SDGs and stepping up initiatives globally

The SDGs are an extension of the Company’s goals. In a sense, all of Fujitsu’s business is connected to the SDGs. However, we must not be satisfied simply with that. It is essential to align our contribution to the SDGs with our business to make profits, and to tackle issues on a broader scale.

Japanese companies have long recognized the importance of paying attention to sustainability from a medium- to long-term perspective. Moreover, companies desire to be respectable corporate citizens. This provides a fertile ground for employees to do more than just try to figure out under what goal among the SDGs their work falls. Rather, we encourage staff to find hints for new business opportunities and innovation by being aware of the SDGs. Also, the knowledge that their company is undertaking business with universal value in mind, and that they are personally involved in that venture in different ways boosts the sense of fulfillment. Everyone in the Fujitsu Group, including the youngest and the Group’s people overseas, needs to step up efforts toward tackling the SDGs as a common language of the world.



**Yoshiteru Yamada**  
EVP, Head of Global Marketing Group,  
Global Corporate Functions

### Using the SDGs to create business impact for customers

This year Fujitsu has adopted the theme “Digital Co-Creation for Success.” I believe pushing forward digital transformation together with our stakeholders will enhance business continuity and, in turn, contribute to the attainment of the SDGs. The SDGs are also an important theme as a corporate message. They were addressed in the Fujitsu Technology and Service Vision, our concept paper, and showcased at the Fujitsu Forum, our annual event.

A key concept underpinning the SDGs is to “leave no one behind.” That dovetails with Fujitsu’s human-centric thinking. It is important for Fujitsu’s business growth to utilize ICT innovation that takes people into consideration and works to address the world’s problems. This not only requires a deep understanding of the tasks at hand, but also the greater challenges customers face. Until now, Fujitsu has focused mainly on individual companies. From now on, a key theme will be to go beyond the surface and identify challenges faced by customers and bring about changes that impact their businesses. We are trying to achieve this by using our “design thinking” approach. Moreover, from this fiscal year we are incorporating the SDGs as a theme for medium- to long-term proposals. I want us to bring together business proposals from around the world and execute them while spreading awareness of the international objective of the SDGs.

This dialogue has made it clear that investors’ and society’s expectations are an opportunity for new growth to bring about innovation from the starting point of the SDGs as common goals shared worldwide. It has been pointed out that to achieve this, we need to review the value that Fujitsu can offer and that the Group must continue to pursue

innovation in which all employees are pulling together. Based on the opinions received, we aim to push ahead with deeper transformation to realize contributions through the use of ICT on an even larger scale going forward.