

Utilizing Dialogue with Outside Experts in Management

Corporate Disclosure Based on Sustainability and Relationships with Investors

The Fujitsu Group hosts periodic dialogues between outside experts and Fujitsu executives to enhance our management through the opinions of a diverse range of stakeholders.

*The positions and titles of participants are as of the time of the dialogue.



Experts:

Ayako Sonoda
President, Cren-en Inc.

Kunio Ito
Professor, Graduate School of
Commerce and Management,
Hitotsubashi University

Fujitsu Executives:

Masami Fujita
Corporate Senior Executive Vice
President and Representative
Director, Head of Global
Corporate Functions

Mitsuya Yasui
Corporate Executive Officer,
Executive Vice President, Head
of Legal, Compliance & IP Unit

Kazuo Yuasa
Executive Vice President,
Vice Head of Corporate
Finance Unit

With the publication of this integrated report and in order to promote better relationships with investors, the Fujitsu Group hosted a discussion with Kunio Ito, who has created an important set of guidelines*¹ on dialogue between Japanese corporations and investors, and Ayako Sonoda, the leading figure in Japan promoting more widespread use of guidelines related to disclosure of non-financial information. A lively discussion was

held on how to disclose information necessary for creating sustained corporate value, how to conduct management with this as the starting point, and a number of other related topics.

Details on the dialogue can be found on our website (About Fujitsu / Corporate Responsibility / With Our Stakeholders / Stakeholder Dialogue).
<http://www.fujitsu.com/global/about/csr/activities/society/dialog/>

After the dialogue

Experts:



Kunio Ito
Professor, Graduate School of
Commerce and Management,
Hitotsubashi University

Earning Power through Value

It is important in corporate governance to hold discussions, with a degree of tension and outside viewpoints, on the problem of the conflict between activities that create innovation over the medium- to long-term and assessments based on raising capital productivity each year. It is also important that medium- to long-term scenarios be presented to investors through dialogue and integrated reporting. Japanese corporations have great potential to create innovation, but they tend to focus on sustaining a moderate level of profitability. In order for Fujitsu to achieve sustained growth, I think it is important that the Company not only look to its technologies, but also parlay its initiatives into value, and, with a mindset of “earning to generate innovation, and raising corporate value,” boost its earning power through value.



Ayako Sonoda
President, Cren-en Inc.

Very Long-Term Vision for the Future

The emphasis on sustainability was triggered by the global financial crisis of 2008, and companies are now thinking in a more integrated way about management, which includes non-financial information and long-term strategy. Particularly, in the United Nation's common global 2030 Agenda for Sustainable Development (SDGs)^{*2}, companies are expected to build new business models with a view to 2030, and this integrated way of thinking has been gaining momentum. I would like Fujitsu to completely discard its past record of successes and through backcasting, which is thinking about the present from the standpoint of the future, use all-new ideas to consider what mechanisms are needed, on the basis of future values. The optimal present strategy depends completely on one's vision for the future, and in creating a vision for a hopeful future utilizing ICT, I would like to see Fujitsu start by presenting its goals for 2020 to the world while focusing on the very long term of up to 2030.

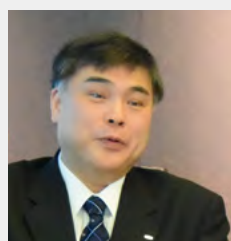
Fujitsu Executives:



Masami Fujita
Corporate Senior Executive Vice
President and Representative
Director, Head of Global
Corporate Functions

Enhancing Communication Ability to Raise Corporate Value

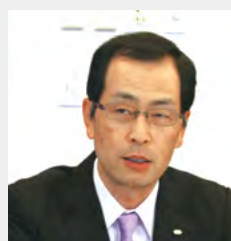
We bring outside perspectives into our management, through actions such as reflecting the Board of Directors' deliberations into the Management Council. However, listening to today's discussion, I felt the need for further enhancement of Fujitsu's external communication capabilities. Looking ahead, guided by management policies based on a long-term perspective, I hope to strengthen our engagement with investors and stakeholders through communication centered on integrated reporting. I would like to consider reporting, and by extension, the role of the organization, so that our engagement can contribute to increasing corporate value.



Mitsuya Yasui
Corporate Executive Officer,
Executive Vice President, Head
of Legal, Compliance & IP Unit

Corporate Governance Code as an Opportunity for Management Reform

We are currently actively creating systems to further enhance discussion on the medium- and long-term direction of the Company, having decided, for example, to establish an Independent Directors & Auditors Council so that executive and non-executive officers can attend Board of Directors meetings with the same level of access to information. In general, we see the corporate governance code as an opportunity for management reform. However, with regard to disclosure, there are issues such as disclosure of information outside the Company being divided among several departments. In the future, we intend to more fully recognize external communications and to unify information as our corporate communication.



Kazuo Yuasa
Executive Vice President,
Vice Head of Corporate
Finance Unit

Information for Management Decisions and Useful Information for Investors

With the adoption of IFRS in fiscal 2014, we are now able to conduct financial reporting in accordance with international standards and with a global viewpoint. We have also constructed a global matrix structure and are providing information from a variety of approaches. It is also true, though, that we are currently struggling with how to succinctly convey innovation assessments and new Fujitsu initiatives. Going forward, we intend to focus on providing timely information that is even more helpful to management decision-making and continuing to provide information that is useful to investors.

^{*1} Key guidelines on dialogue between Japanese corporations and investors: Kunio Ito served as the chair of the Ministry of Economy, Trade and Industry's "Competitiveness and Incentives for Sustainable Growth—Building Favorable Relationships between Companies and Investors" project, and compiled the project's Final Report ("Ito Review"). The report has had a major impact on Japan's corporate governance code and stewardship code.

^{*2} SDGs (Sustainable Development Goals): Development goals to be addressed from 2015, the deadline for achievement of the Millennium Development Goals (MDGs) set by the United Nations in 2000. The SDGs aim to address a wide range of issues including climate change, energy issues, disasters, and disparities, with 17 goals and 169 targets scheduled for adoption by the United Nations General Assembly in September 2015.