Sustainability Data Book 2023

Fujitsu Group

FUJITSU

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Message from the CEO

The world is facing a range of crises such as geopolitics, the global environment and widening social divides. Soaring resource prices and energy issues are being exacerbated by rifts in the international community, and climate change is leading to increasingly frequent extreme weather events and natural disasters on a massive scale. The signs are that these crises are becoming more complex and prolonged, and are seriously impacting the global economy and people's day-to-day lives. Many companies now regard sustainability as central to their management, appreciating that they are at a turning point in rolling out specific initiatives aimed at helping build a sustainable society through their business operations. Digital technology has a major role to play in supporting both industry and our lifestyles. People are finding that digital transformation is becoming increasingly familiar and more important. As a technology company, we in the Fujitsu Group are conscious that we have a great responsibility to help with addressing these problems.

Takahito Tokita
CEO, Fujitsu Limited

The Fujitsu Group states Our Purpose, which is "to make the world more sustainable by building trust in society through innovation". To achieve Our Purpose, in May 2023 we defined our Materiality where sustainability is the core focus of business growth. The essential contributions we must make were identified as: solving global environmental issues, developing a digital society, and improving people's well-being. At the core of these three contributions, we specified 11 issues that we need to address, including tackling climate change, maintaining security of information, eliminating the digital divide, and contributing to healthcare for an improved quality of life. In the process of defining our Materiality, we sought the cooperation of a wide range of stakeholders, including customers, institutional investors, and our own employees, in a series of discussions aimed at identifying the areas where the Fujitsu Group, in particular, should be focusing its efforts. Identifying target areas for the Fujitsu Group will enable us to leverage co-creation to accelerate our sustainability transformation (SX) with our customers and partners, solve social issues and, through those initiatives, achieve sustainable growth of the Group.

This year, we also formulated our vision for 2030 of "being a technology company that realizes net positive through digital services". The Fujitsu Group defines net positive as maximizing financial returns, addressing the three essential contributions of Materiality and positively impacting society as a whole through technology and innovation. By creating outputs and outcomes in both financial and non-financial targets and by continuing the cycle of investing in our corporate activities, we will continue to create the value both for our customers and society. As well as making the most of the Fujitsu Group's strengths of leading-edge technology and technical prowess, we are aiming to achieve our vision through cross-industry approaches that go beyond the boundaries of industries and organizations.

The origins of value creation in the Fujitsu Group are closely tied to its efforts in areas such as respect for human rights, acceptance of diversity and equity, human resource development and maintenance of the environment, and we promote them through our GRB (Global Responsible Business) framework. In human rights, in FY2022 the Fujitsu Group revised the "Fujitsu Group Human Rights Statement" for the first time in the eight years, setting out our approach and initiatives on respecting human rights. In the statement, we affirm our

support for the international norms and pledge to respect the human rights of all stakeholders in our business activities in accordance with those norms. The Fujitsu Group demonstrated its commitment to the environment this year by setting a target of net zero greenhouse gas emissions across its entire value chain (Scope 1, 2 and 3) by FY2040, and obtained Net-Zero Target certification from the Science Based Targets Initiative (SBTi). To reach this target, we aim to source 100% of the electricity used in its business operations from renewable energy by FY2030. As a corporate SX leader, the Fujitsu Group not only engages in its own sustainability management but is also leveraging the knowledge and expertise gained through that engagement to work with its customers and partners to solve societal issues.

Finally, as a signatory to the United Nations Global Compact, the Fujitsu Group supports the 10 principles in the four areas of human rights, labor, the environment, and anti-corruption. We are absolutely committed to minimizing negative impacts on people and society and to promoting a corporate culture that does not tolerate any wrongdoings.

Fujitsu Way

The Core Elements of the Fujitsu Way

The Fujitsu Group established the Fujitsu Way in 2002 as a principle for the conduct of its people. In response to changes in society and the business environment, the company revised the philosophy in 2008 to further instill awareness in its people working around the globe.

With the world becoming more closely interconnected, fast-changing and uncertain, and with various threats to global sustainability emerging, the Fujitsu Group renewed the Fujitsu Way in 2020. The goal was to use technology to deliver value for customers and contribute proactively to the transformation of society. Accordingly, we set out Our Purpose, which is "to make the world more sustainable by building trust in society through innovation".

The Fujitsu Way comprises three parts:

- Our Purpose : Why Fujitsu exists in society
- Our Values : The important sense of value each person should have
- Code of Conduct : What we should comply

Our Values represent an action cycle consisting of Aspiration, Trust and Empathy, which is necessary to achieve Our Purpose. As members of society, our employees will comply with the Code of Conduct.

We aim to achieve Our Purpose by engaging in corporate activities that are based on the Fujitsu Way and that underpin the actions of each person in the Group.

Click below for further details.

> [Fujitsu Way](#)

> [Transforming Our Corporate Culture](#)
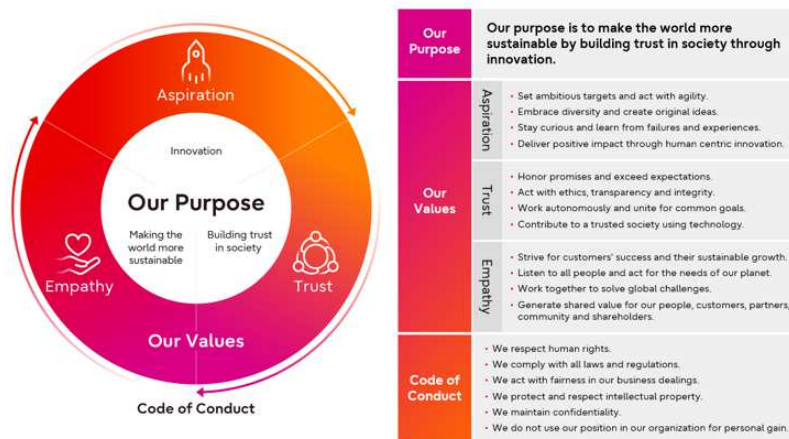
The Structure of Fujitsu Way

Transforming Our Corporate Culture

The Fujitsu Way

We have established the Fujitsu Way, a set of principles for all employees to observe based on Our Purpose, which indicates the reason for Fujitsu's existence in society. All Fujitsu employees work to achieve Our Purpose in their daily activities, while keeping in mind Our Values (Aspiration, Trust, and Empathy) and the Code of Conduct as they deliver value to customers and society.

> Fujitsu Way
> Our Story

Our Purpose

Activities to Promote the Fujitsu Way

In-house Communication Initiatives

Fujitsu has been deploying in-house communication initiatives to boost the degree of empathy with the Fujitsu Way.

To promote the Fujitsu Way globally, we have appointed Fujitsu Way promotion leaders as part of the corporate governance structure. These individuals are responsible for promoting the Fujitsu Way on the front lines, and they participate in regular Fujitsu Way Meetings with the CEO as a way of spurring motivation.

We have also produced a Fujitsu Way booklet and shared it with employees worldwide to ensure that each and every Fujitsu employee understands the Fujitsu Way and makes it their own. The booklet

Sample pages from the Fujitsu Way booklet

incorporates management's thinking on ways to implement change in Fujitsu. It also includes the words of former CEOs and other pioneers plus the background to their messages, which today form the company's DNA, embedded in the Fujitsu Way. We will continue to communicate the Fujitsu Way through workshops and videos, to ensure that all employees engage in the Fujitsu Way and work toward achieving Our Purpose.

Broadening the Message through Purpose Carving®

In 2020, with the need to coalesce the ideas of each and every employee to generate greater synergy and achieve Our Purpose, we started rolling out the Purpose Carving® program(*1), an initiative to shape and inform each individual's own purpose (My Purpose).

Purpose Carving® is an interactive program that enables participants to reflect on their personal journeys and values, carving out their own purpose as they contemplate the future. With 70,000 employees worldwide having completed the program as of July 2023, the overlaying of their purposes on Fujitsu's corporate Purpose

provides the driving force for transformation. Fujitsu also initiated Purpose Reflections, a program in which participants reflect on the overlap between their daily work and My Purpose, engaging in growth and relationship-building initiatives which are driven by My Purpose and supported by materials and applications.

In 2021, as part of the Purpose Carving® program, we launched a program of live-streamed events titled 'Fujitra Radio with Leaders'. This enabled employees to watch interviews with Fujitsu's executive leaders, who shared their insights into their individual purposes and thoughts on transformation. A total of 38 executives took turns participating in this weekly program, attracting an overall audience of 56,500. Through such promotional activities, Fujitsu aims to generate individual and organizational behavior transformation by helping employees to discover their own purpose and by reconciling everyone's own purpose with Fujitsu's Purpose.

Illustration of executives who participated in 'Fujitra Radio with Leaders'

*1 Purpose Carving® was selected as the winner of the Excellence Award in the Corporate HR category of HR Award 2022 (sponsored by the HR Award Steering Committee and supported by the Ministry of Health, Labour and Welfare).

Sustainability Contribution Awards

The Sustainability Contribution Awards program is an in-house program established to help achieve Fujitsu's Purpose. To create the type of sustainable society that Fujitsu envisions, the entire organization - individuals and the company - must innovate and generate new value based on Our Purpose and business direction. Therefore, the Sustainability Contribution Awards are designed to not only recognize Outputs to Society, but to also include awards for Organizational Cultural Change that brings meaningful transformation to the way things have traditionally been done. General Judges recruited from within the Fujitsu Group, Fujitsu Way promotion leaders, and the CSuO(*2) serve as judges; they base their decisions on the extent to which the entries embody the values and purpose reflected in the Fujitsu Way and on the various elements of Global Responsible Business (GRB).

In FY2023, a total of 222 applications were received from Fujitsu Group companies worldwide, resulting in the presentation of one Grand Prize and five Excellence Awards. Overviews of the winning projects are listed below.

*2 Chief Sustainability Officer

Grand Prize Winner

- Rapid discovery of unknown causes and effects related to cancer drug resistance using Fugaku
  In collaboration with Tokyo Medical and Dental University, we developed a technology to discover, from among more than 1,000 trillion different possibilities, the previously unknown causal factors that characterize a patient in whom a drug is expected to be effective. Fugaku was used to implement the newly developed AI technology for scientific discovery, intended to make it possible to discover new causal relationships. This technology is expected to be utilized to facilitate the discovery of effective, personalized anticancer drugs.

Excellence Award Projects

- Driving carbon neutrality across industries in a mobility society
  To achieve a carbon-neutral mobility society in the last mile and in regional transportation, this project contributes to a reduction in emissions by supporting vehicle electrification and the use of renewable energy to improve the operational and energy efficiency of EVs for fleet operators (e.g., logistics, cabs, buses, and regional transportation) and local governments.
- Success in halving the search period for clean ammonia synthesis catalyst candidates
  In a joint research project with Atmonia, a venture company that develops methods of ammonia synthesis designed to reduce CO_2 emissions, a new quantum chemical simulation method was developed and

combined with Fujitsu's AI causal discovery technology to successfully halve the time required to search for ammonia catalyst materials.

- Promoting resource recycling by making recycled materials valuable to the environment
This project is a collaboration with Teijin Limited to build and apply a platform to the market to drive the use of recycled materials and the implementation of environmentally sensitive design, utilizing Teijin's carbon fiber and aramid fiber recycling initiatives and Fujitsu's blockchain technology.

- Design thinking practices for mindset and culture reform
Over the course of a year, 704 employees contributed to solving social and customer issues by participating in a total of 308 sessions to practice and apply design thinking to their work by asking and solving their own questions based on their feelings of empathy with the issues.

One other case

Value Creation Model

Fujitsu's Value Creation Model to Achieve its Purpose

Focused on Societal Challenges Fujitsu is Purpose-Driven to Provide Value to Society

Fujitsu aims to realize its Purpose, which is "to make the world more sustainable by building trust in society through innovation", and thereby create new value while helping to build a better future for customers and for society.

Reflecting the newly established materiality, our vision for 2030 is to be "a technology company that realizes net positive(*1) through digital services".

Our value creation model is based on capital inputs and business activities that aim to create a sustainable society by focusing on key strategies for Fujitsu and to develop the priority issues for sustainability management under the Global Responsible Business (GRB) framework. The outputs derived from these initiatives are positioned as financial and non-financial indicators, and the resulting outcomes provide value to society.

We will continue to invest as inputs the various outputs and outcomes generated through these activities, while also working to enhance the value delivered to a range of stakeholders.

*1 Fujitsu defines net positive as follows: "In addition to maximizing financial returns, we are committed to solving global environmental problems, developing a digital society, and improving people's well-being. Technology and innovation will have a positive impact on society as a whole."

> Fujitsu Uvance

> Sustainability Management in the Fujitsu Group: Fujitsu Global
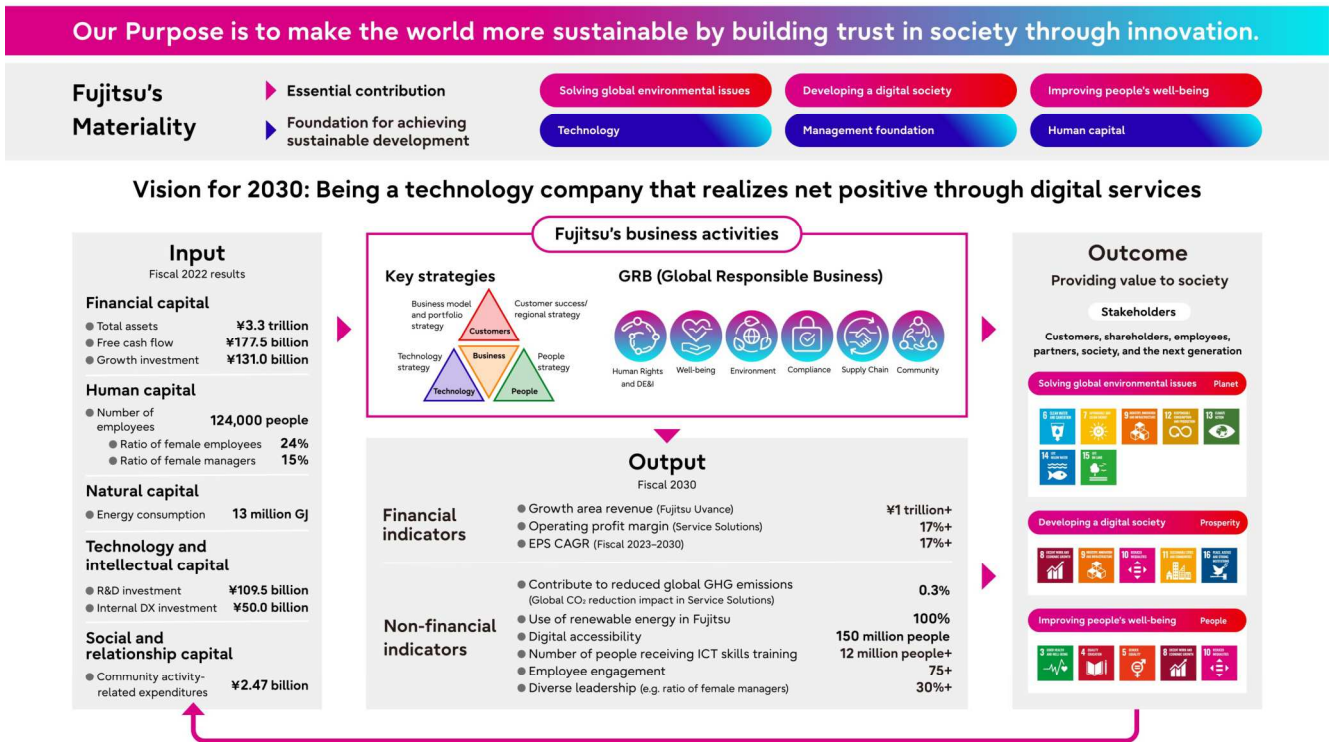
Value Creation Model

Materiality

Materiality in the Fujitsu Group

The Fujitsu Group revised its approach to Materiality in 2023. We specified Materiality in 2018 under the Basic CSR Policy but have now updated it to encompass Materiality in Management, which incorporates the perspective of delivering value to customers and society through our business activities.
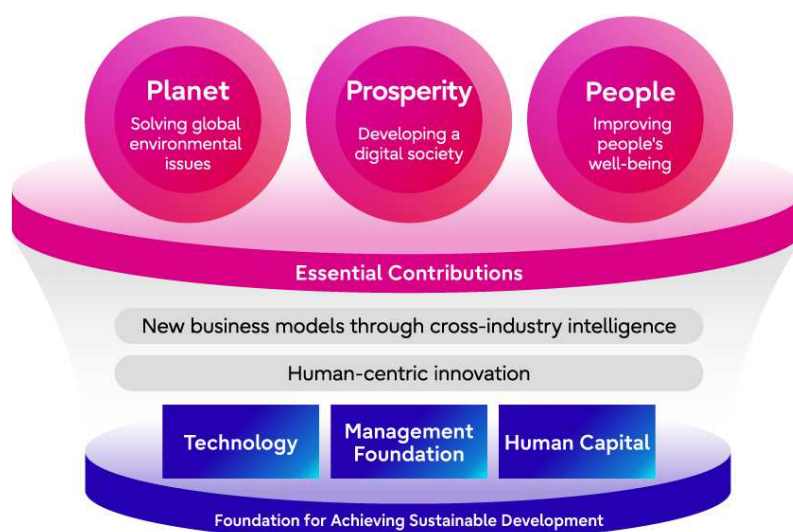
Looking toward 2030, we conducted medium- to long-term evaluations from the perspectives of Fujitsu itself and its stakeholders, and we identified priority issues to be resolved on the path to sustainable growth. These fall under two categories (Essential Contributions and Foundation for Achieving Sustainable Development). In the first category of Essential Contributions, we will leverage the development of Fujitsu Uvance and other businesses to provide customers and society with value that contributes to solving global environmental issues, developing a digital society, and improving people's well-being. Furthermore, we will strengthen our technology, management foundation, and human capital to create the Foundation for Achieving Sustainable Development as the source of value creation for the Fujitsu Group, while supporting the creation of new business models and spurring innovation.

The results of this revised approach to Materiality are being applied to risk management throughout Fujitsu. In the potential risk assessment conducted throughout the Fujitsu Group, issues identified through Materiality assessment are reported as key risks, and "climate change", "human resources and human rights" and "information security" are identified as "main business risks".

And Materiality-related initiatives are recommended as a goal-setting item in the "Executive Performance Management" evaluation system for executives at FUJITSU VP-level and above. The non-financial indicators based on Materiality are being progressively linked to the evaluation indicators for executive remuneration (Executive Director bonuses).

Going forward, we will continue to promote company-wide initiatives related to Materiality, reduce and avoid critical management risks, and maximize business opportunities. In this way, we aim to enhance the corporate value of the Fujitsu Group and contribute to achieving net positives in the areas of environmental issues, digital society, and people's well-being.

Materiality

Essential Contributions (3 global imperatives, with 11 issues where we will contribute in)

Planet: Solving global environmental issues Contribute to creating a future earth where both people and nature can thrive	Prosperity: Developing a digital society Contribute to creating a trusted digital society where global prosperity and stability are compatible	People: Improving people's well-being Contribute to improving quality of life and opportunities across society to support the well-being of peopl
Climate change (Carbon neutral)	Maintaining security of information	Contributing to healthcare for an improved quality of life
Resource circulation (Circular economy)	Eliminating the digital divide	Promoting lifelong education and reskilling
Living in harmony with nature (Protection and restoration of biodiversity)	Leading ethical AI and IT	Improving customer/consumer experience
	Ensuring a positive work environment and addressing labor shortages	
	Assuring responsible supply chains	

Foundation for Achieving Sustainable Development (7 issues)

Technology Innovating cutting-edge digital technologies which co-create new opportunities to transform to a sustainable society	Management Foundation Data-driven management that pre-empts and flexibly responds to the business environment with highly efficient, rapid decision making	Human Capital Creating innovation everywhere in society by bringing together agile and versatile people from inside & outside the Company
Creating and developing cutting-edge innovative technologies	Governance and compliance	DE&I
	Risk management	Well-being and Human resource development
	Economic security management	
	Digital transformation	

Materiality Assessment Process

The Fujitsu Group identified Materiality based on the principles of double materiality, whereby the mutual impacts of corporations and the environment and society are taken into account (i.e. both the financial impact of environmental and social issues on Fujitsu and the impact of Fujitsu business activities on the environment and society). Going forward, we will conduct periodic reviews on an annual basis and revise as necessary.

This process receives third-party assurance.

Step1 Organize and Identify Social Issues

- Create a long list of various social issues (163 issues) that will flow from the future megatrends anticipated for 2030 based on the following:

  - ➢ SDGs
  - ➢ Evaluations of ESG indices (FTSE, MSCI and DJSI)
  - ➢ ESG reporting framework (GRI Standards, SASB Standards)
  - ➢ World Economic Forum (WEF) Global Risk Reports
  - ➢ Responsible Business Alliance (RBA) Code of Conduct
  - ➢ World Business Council for Sustainable Development (WBSCD), Global Enabling Sustainability Initiative (GeSI) documentation

- Identify 40 social issues by integrating similar items and deleting items with minimal business relevance
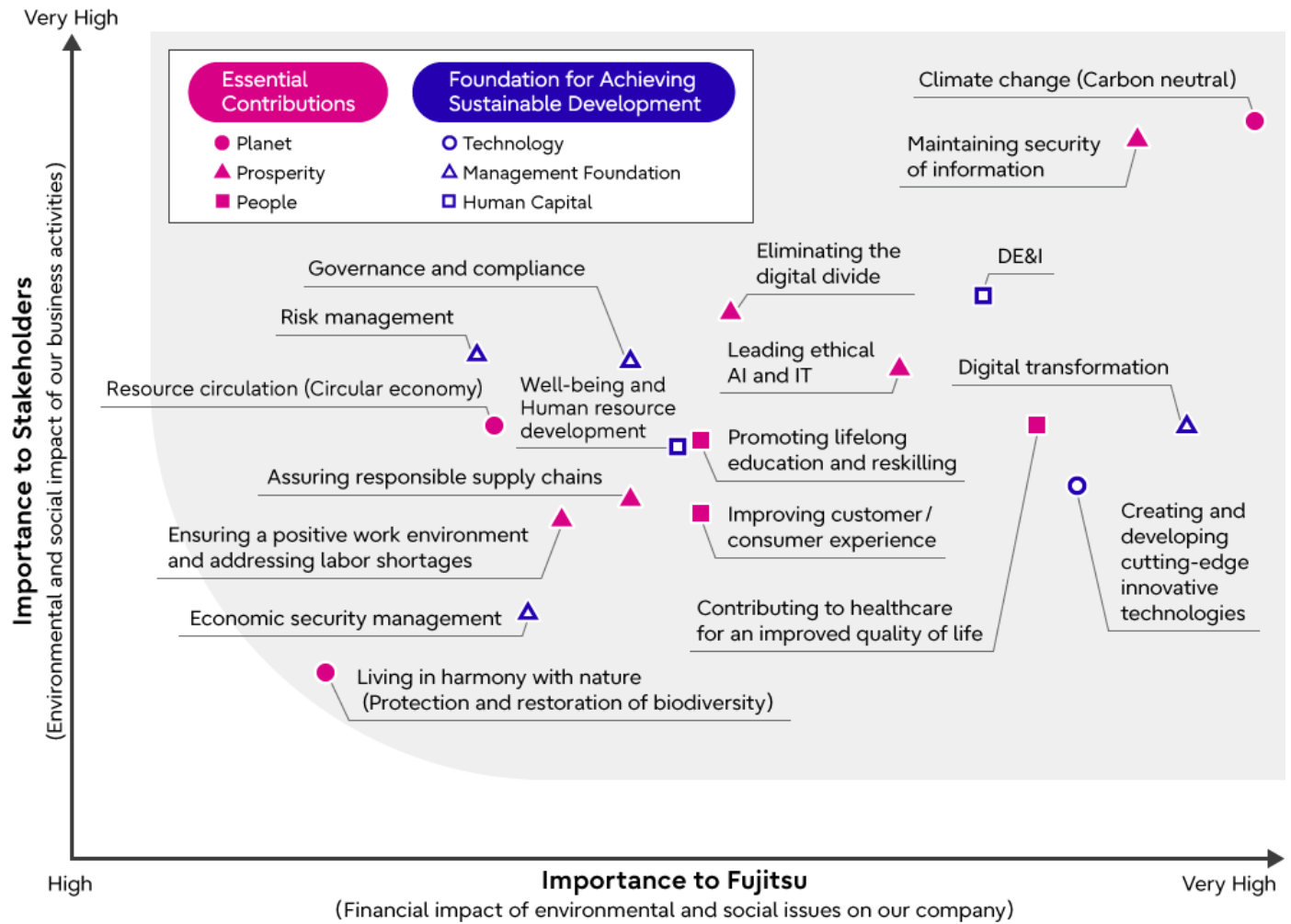
Step2 Prioritization

- Conduct surveys, interviews and desktop research with a wide range of internal and external stakeholders based on the identified social issues. In anticipation of future circumstances in 2030, create a draft materiality matrix that prioritizes 25 social issues from 40 social issues in terms of the risks and opportunities those issues present. The draft materiality matrix is created by conducting comprehensive assessments and assigning scores to issues from the perspectives of their importance to Fujitsu (financial impact of the environmental and social issues on Fujitsu) and their importance to stakeholders (environmental and social impact of Fujitsu business activities).
- Through personal interviews and meetings of the Sustainability Management Committee, conduct assessments and discuss the validation of the draft materiality matrix in terms of Fujitsu's distinctiveness (affinity with the Fujitsu brand), and determine the final materiality matrix (consolidated from 25 issues to 18 issues). (This process entails assessments and discussions by Executive Directors and other executives together with reviews by non-executive directors and the Audit & Supervisory Board Members.)
- Organize the materiality concept and then classify and arrange the 18 issues into 2 categories and 6 areas.

Fujitsu and Stakeholder Assessment

	Assessment method		Details
Fujitsu	Surveys, interviews	Executives	Survey and/or interview a total of 43 executives, including the Sustainability Management Committee, Executive Directors, and other executives.
		Fujitsu Way promotion leaders	Survey 94 Fujitsu Way promotion leaders.
	Desktop research		Use internal and external data to quantitatively and qualitatively evaluate the extent of the impact of social issues in terms of sales, costs, reputation, compliance and consistency with business strategy.
Stakeholders	Surveys, interviews	Employees	Select employees in each of the company-wide (global) divisions at random and survey 1,160 employees in total.
		Market (customers and suppliers) *1	Survey and/or interview company management and middle management working in Fujitsu customer and supplier industries globally (9 countries, 14 industries)
		Investors	Survey and/or interview Fujitsu capital markets participants.
	Desktop research		Quantitatively and qualitatively assess importance from the perspective of stakeholders based on the survey forms used by representative ESG rating agencies and various other external documents and reports.

*1 A commissioned study conducted by Forrester Consulting on behalf of Fujitsu, August 2022

Materiality Matrix

Very High

Essential Contributions
- ● Planet
- ▲ Prosperity
- ■ People

Foundation for Achieving Sustainable Development
- ○ Technology
- △ Management Foundation
- ▢ Human Capital

Importance to Stakeholders
(Environmental and social impact of our business activities)

Climate change (Carbon neutral) ●

Maintaining security of information ▲

Governance and compliance △

Risk management △

Eliminating the digital divide ▲

DE&I ▢

Resource circulation (Circular economy) ●

Well-being and Human resource development ▢

Leading ethical AI and IT ▲

Digital transformation △

Assuring responsible supply chains ▲

Promoting lifelong education and reskilling ■

Creating and developing cutting-edge innovative technologies ○

Ensuring a positive work environment and addressing labor shortages ▲

Improving customer / consumer experience ■

Economic security management △

Contributing to healthcare for an improved quality of life

● Living in harmony with nature (Protection and restoration of biodiversity)

High

Importance to Fujitsu
(Financial impact of environmental and social issues on our company)

Very High

Step3 Management Approval

- Through the Sustainability Management Committee, discuss and approve materiality and the direction for promoting company-wide initiatives. Materiality as included in the Medium-Term Management Plan is then discussed and approved by the Board of Directors.

Step4 Review

- Discussions will be held at the time of annual review and mid-term management plan review.

Approach to Materiality

Taking into account the risks and opportunities posed by materiality, we have discussed our approach for FY2025. Fujitsu will implement measures to address risks, focusing on our internal initiatives, while addressing opportunities by expanding Fujitsu Uvance and other businesses to solve social issues and provide value to customers and society. Moving forward with this approach to materiality will hasten reductions in the negative impacts while promoting greater positive impacts, leading to net positive outcomes for Fujitsu businesses and society.

Planet: Solving global environmental issues -- Contribute to creating a future earth where both people and nature can thrive

SDG Icons	FY2025 targets
6 CLEAN WATER AND SANITATION, 7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND	FY2025 targets • Scope 1, 2 GHG emissions: 50% reduction (on FY2020 levels) • Scope 3 GHG emissions (Category 11): 12.5% reduction (on FY2020 levels) Please also refer to our other environmental targets

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Climate change (Carbon neutral)	**Risks** • Higher costs of coping with more stringent energy savings and GHG emissions regulations • Higher operating costs due to the increasing severity of natural disasters	**Internal initiatives** • Reduce GHG emissions at business sites (promote energy savings and increase renewable energy use) • Promote energy-saving product design and reduce GHG emissions in the supply chain
	Opportunities • Increased demand for the adoption of renewable energy, energy savings and visualization of GHG emissions, including in supply chains • Increased demand for mitigation measures that offer society-wide energy optimization to reduce GHG emissions and for adaptation measures that build resilient communities and industries	**Business growth for customers and society** • Visualize/reduce GHG emissions in the supply chain • Visualize energy usage at factories and other facilities (automate primary data collection) • Identify a broad spectrum of supply chain risks, including disasters, pandemics, and international political risks • Develop and make effective use of new energy sources and materials, such as clean ammonia, and improve traceability • Optimize and integrate natural energy into social infrastructure systems • Enhance resilience against emergencies in cities • More accurate weather forecasts and disaster prevention simulations
Resource circulation (Circular economy)	**Risks** • Increased costs for operations and for handling the reputational risk arising from resource constraints resulting from resource depletion and escalating conflicts over scarce resources resulting from resource maldistribution	**Internal initiatives** • Reduce water usage at business facilities and raise awareness of water source security upstream of the supply chain • Promote greater resource savings in products and improved resource circulation • Get involved in activities to standardize business models and circular economy indicators, and measure social impacts
	Opportunities • Increased demand for support to create a circular (recycling-based) society by building economic mechanisms that will sustainably recycle resources and promote zero waste and the effective use of resources	**Business growth for customers and society** • Reduce losses and enhance traceability through the use of blockchain • Promote the effective use of materials through the visualization of product quality, etc. • Enhance resource traceability with the aim of creating environmental value through recycling • Establish recycling schemes and assure a stable supply of recycled resources though business-to-business data sharing
	Risks • Amid increasingly strict controls on land use and	**Internal initiatives**

| Living in harmony with nature (Protection and restoration of biodiversity) | information disclosure, there is increased reputational risk and the risk of difficulty in raising capital due to delays in addressing biodiversity | • Reduce negative impacts and increase positive impacts on biodiversity in areas of business activities, including the supply chain |
| | Opportunities
• Increased demand for assessing, visualizing, monitoring, and reducing impact on the environment and biodiversity, and urban development that co-exists with nature | Business growth for customers and society
• In business activities that take biodiversity into account, use business planning simulations to visualize environment conservation and impact severity
• Protect water and forestry resources and limit excessive consumption by developing new materials and adopting new production methods |

Business Impacts

• Promoting activities that minimize environmental impacts in our areas of business activity, including the supply chain (reducing GHG emissions, saving and recycling resources, protecting biodiversity) can help to reduce or avoid risks such as reputational damage and excessively strict regulatory controls

• With the transition to a more environmentally friendly society, there is increasing demand for minimization of the environmental impacts on each industry's entire value chain. Expanding businesses that are designed to address environmental issues and create value for the environment can lead to increased financial returns

See TCFD Information Disclosure for more information on the analysis of business impacts from climate change

Societal Impacts

• By developing solutions such as using digital technology to visualize environmental footprints and improve traceability, we can contribute to restoring biodiversity, building a circular economy and a carbon-neutral society, as well as reducing our customers' environmental impacts

Prosperity: Developing a digital society -- Contribute to creating a trusted digital society where global prosperity and stability are compatible

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Maintaining security of information	Risks • Amid increasingly strict regulatory regimes, risks include loss of credibility, fines and penalties for violations of laws and regulations if the rights and interests of individuals are violated or customer information is leaked due to leakage of information related to business activities	Internal initiatives • Stronger governance: Implement countermeasures more quickly and effectively by bolstering on-site security systems and active intervention by management • Stronger responses to cyber threats: Use more rigorous information management and responses, and security risk visualization that includes prediction • Stronger supply chain security: Consolidate data in secure development environments and data management environments, and develop training to achieve more mature security
	Opportunities • Increased demand for more advanced information infrastructure that is trusted and secure	Business growth for customers and society • Ensure that customer systems and businesses are trusted by providing secure Hybrid IT platforms • Provide resilient Hybrid IT platforms along with more rigorous IT and security governance for

	with the aim of providing data security at the society, corporate and individual levels	mission-critical areas such as public-sector and financial institutions • Enable security management that is capable of responding quickly to stricter and more sweeping regulations, such as the Data Protection Directive • Combine Zero Trust Security technology and other technologies to create a new high-speed, high-capacity network security technology that offers enhanced reliability and convenience
Eliminating the digital divide	Opportunities • Increased adoption of "digital democratization" whereby anyone can independently, freely and autonomously use digital technology, leading to increased demand for digital platforms that do not encourage discrimination, prejudice or hate	Business growth for customers and society • Optimization tailored to patients and the democratization of advanced healthcare • Enable more advanced decision-making and problem solving for the traceability and verification of raw materials • Promote the adoption of integration and corporate IT consulting through co-creation with financial institutions • Build broadband networks for local governments (US)
Leading ethical AI and IT	Risks • Ethical or other issues that originate from data or other input to an AI pose the risk of problems such as diminished social trust or litigation • If employees or customers lack understanding or practical experience of AI ethics, this could prevent the growth of trust in AI and risks thwarting the innovation and progress that is possible using AI	Internal initiatives • Implement initiatives aimed at disseminating AI ethics, such as providing AI ethics training to employees and customers, and formalizing the Fujitsu internal practice of AI ethics • Provide technology and ecosystems that simplify the identification of AI ethics risk by AI developers and customers themselves, and present solutions
	Opportunities • Given the enormous expectations for the development of a trusted information society, there will be increased demand for AI use that embodies appropriate AI ethics and for appropriate AI ethics practices within companies	Business growth for customers and society • Provide AI that complies with AI ethics guidelines and ensures reliability and transparency with respect to AI by providing explainable AI (Improve sustainable reliability in business by using explainable AI to predict the risk of illegality from companies' financial and non-financial data) • Provide consulting services for areas such as creating guidelines and ethical rules for the appropriate use of AI
Ensuring a positive work environment and addressing labor shortages	Opportunities • Increased demand for the creation of pleasant, safe and secure working environments intended to improve employee motivation, and for increased automation and efficiency so as to improve productivity and quality and address labor shortages	Business growth for customers and society • Provide ways to make work (production, distribution, shipping, sales, etc.) both safer and more efficient by using automation technology, AR/VR, and remote communication • Respond to changes in working environments, formulate and implement strategies by visualizing and analyzing worker feedback and working conditions, thereby improving engagement and innovating workstyles with the focus on the workers themselves • Make operations more efficient and advanced using digital technology, and plan the optimal workspace for customers' business transformation

		• Provide high-usability services by using more advanced digital touchpoints with automated technology, multilingual support, and AIOps
Assuring responsible supply chains	Risks • If problems arise in the supply chain, such as human rights violations involving conflict minerals or the working environment, or damage due to environmental destruction or climate change, these problems pose risks such as impacts on continued business activity, erosion of social trust in the company following administrative penalties, and lost business opportunities	Internal initiatives (approach to the supply chain) • Prevent and reduce human rights risks in the supply chain • Promote reduction of GHG emissions in the supply chain • Ensure supply chain diversity
	Opportunities • Increased demand for the building of platforms and the enhancement of information disclosure, optimization and visualization of supply chain management in the environmental and social areas, particularly with regard to the environment, human rights and mineral resources (procurement)	Business growth for customers and society • Provide stronger management through improved supply chain traceability • Enable detection of a broad spectrum of supply chain risks, including disasters, pandemics, and international political risks • Enable digitalization and resilience in supply chains that are shared by multiple corporations on a global scale • Enable sustainable consumption and waste product reductions through end-to-end optimization of the value chain • Offer logistics optimization and retail (OMO) management • Enable digital tracking of products along the supply chain • Enable new value creation/conversion using secure platforms that support expanded ethical purchasing

Business Impacts

- While issues such as insufficient information security measures, ethical problems associated with AI and human rights violations in supply chains can result in outcomes such as loss of trust by customers and society as well as increases in the cost of dealing with such issues, these risks can be minimized by setting up strong governance structures and introducing effective countermeasures
- Our customers and society also face the above issues, as well as problems such as a growing digital divide and worsening labor shortages. With the transition to a digital society, developing businesses aimed at resolving these issues can help to increase our financial returns

Societal Impacts

- By developing solutions such as explainable AI and secure information infrastructure, we can build trusted digital technology into society and help to build a more resilient society where more people can reap the rewards of digital technology

People: Improving people's well-being -- Contribute to improving quality of life and opportunities across society to support the well-being of people

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Contributing to healthcare for an improved quality of life	Opportunities • Increased demand in communities for healthcare that is integrated into daily life, such as the digitalization of medicine and preventive healthcare that uses AI and the IoT	Business growth for customers and society • Connect medical institutions with external institutions and services to enable the mutual exchange of consumers' and patients' treatment and lifestyle information • Individualize and optimize a patient's end-to-end healthcare journey, from prevention through to treatment and recuperation (effective personal healthcare)
Promoting lifelong education and reskilling	Opportunities • Increased demand for initiatives that allow people to live rich and fulfilling lives, such as the building of digital education platforms that enable people to learn freely at any time and to have their achievements evaluated appropriately	Business growth for customers and society • Provide micro-learning environments that use AI to provide personally optimized education, regardless of time or location • Enable strategic reskilling by defining the type of personnel needed to achieve DX, supporting the formulation of personnel strategy and personnel development plans, and providing education and training programs
Improving customer/consumer experience	Opportunities • Improvements in peoples' attitudes towards new consumption, new relationships and new work styles as their values become more diverse. Greater demand for personalized consumer experiences and the creation of new ways to exchange personal, corporate and social values.	Business growth for customers and society • Personalize marketing/promotions and enable new online and offline purchasing • Offer consistent, fluid, and personalized shopping experiences wherever there is contact between consumers and any type of brand channel • Provide efficient monitoring, operation, and maintenance for retail systems • Enable sophisticated promotions that target consumers by predicting their behavior

Business Impacts

• As peoples' values transition from material wealth to spiritual richness, they will demand more advanced medical treatment, healthcare, education and customer/consumer experiences. Developing human-centric business that help people to enjoy quality lives that are safe and secure can help to increase our financial returns

Societal Impacts

• By providing services that cater to people's individual healthcare needs and respond to consumption trends while providing them with the upskilling they need for their career plans, we can not only help people live longer, healthier lives, but we can also help build a society where everyone lives a full and happy life where they can maximize their own potential

Common indicators for essential contributions	FY2025 targets • Customer NPS(Net Promoter Score): +20 (against FY2022)
Common initiatives for essential contributions: Contribute to global and regional communities	• Promote ongoing participation in community activities to boost employees' level of engagement and improve their experience and perspective by helping to resolve social problems • Expand partnerships that link us to future businesses and address social issues through community investment (including people, goods, and money) in NPOs, NGOs and regional communities • Promote initiatives involving activities that make appropriate social contributions, through monitoring of impacts and the number of beneficiaries to identify the outcomes of activities

Technology: Innovating cutting-edge digital technologies which co-create new opportunities to transform to a sustainable society

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Creating and developing cutting-edge innovative technologies	Risks • R&D into cutting-edge technology is the wellspring of corporate growth. If technology development does not progress, it will lead to the risk of losing competitiveness • Digital innovation that supports DX/SX is essential for business transformation and a sustainable society	Internal initiatives • Quantum: Work with customers to develop apps that use quantum-HPC hybrid technology and develop world-leading error-correction technology. Develop 1,000 qubit machines and further scaling technologies • Computing: Enhance computing workload broker technology, develop frameworks that will accelerate graph AI and expand HPC into new areas such as digital twins • AI: Provide global customer value through AI platforms that feature AI technology, such as world-leading graph AI and AI trust. Strategically acquire specialists in the AI area. • Data & Security: Accelerate innovation-creation using ecosystems with world-leading Web3/Trust technology that allows the distribution and use of highly reliable distributed data maintained by companies or individuals • Converging Technologies: Establish the world's first social digital twin platform to continually improve society by enabling SX and develop initiatives that use environmental, social, and economic synergies, and then roll out solutions globally

Business Impacts

• Helping to achieve sustainable business innovation by conducting R&D into the 5 technology areas of Computing, AI, Data & Security, Converging Technologies and Networks and creating digital innovation

Societal Impacts

• Continue supporting sustainable transformation and address customer and social issues by providing comprehensive value that brings together technologies

Management Foundation: Data-driven management that pre-empts and flexibly responds to the business environment with highly efficient, rapid decision making

FY2022 targets
• DX promotion index: 3.5

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)

Governance and compliance	Risks
	• If a strong governance structure is not maintained, and disclosure and oversight of execution are not enhanced, there is a risk of undermining sound management
	• Situations that violate national or international laws or regulations risk exposure to surcharges or financial compensation, and erode public trust
		Internal initiatives
		• Corporate governance:
		  • Undertake continual reviews of corporate governance
		  • Fully disclose corporate information that is conducive to cooperative relations with all stakeholders, including shareholders
		  • Promote constructive interaction with shareholders
		• Compliance:
		  • Promote the Global Compliance Program to raise awareness of compliance
		  • Provide compliance training to suppliers

Risk management	Risks • The absence of a strong risk management, can have an impact on the company's business continuity	Internal initiatives • Conduct internal assessment reviews using tools to measure potential risk, visualize the impacts of those risks using actualized data, and formulate and implement recurrence-prevention measures • Build data-driven risk management systems • Build a global solutions network to ensure that overseas risk information is reported to and acted upon by the Head Office promptly
Economic security management	Risks • Given the current global instability and the trend towards stronger regulation of corporate activity in the interests of maintaining economic security, there are risks in the form of impacts on supply chains and markets targeted by companies, together with burdens such as the increased costs of responding to such impacts and financial penalties for companies found to have breached the regulations	Internal initiatives • Bolster business resilience by assessing risks to business continuity from the perspective of economic security and geopolitics, and then reflect those risks in the business continuity plan (BCP) • Strengthen companywide management across all departments for technologies that include important cutting-edge fields • Respond to the economic security countermeasures in each country and region

Digital transformation	Risks
	• Failure to achieve digital transformation risks declines in productivity and delayed responses to the external environment, which can adversely affect our competitiveness
		Internal initiatives
		• Expand data-driven management and operational excellence by promoting the OneFujitsu Program:
		  • Real-time management to support speedy and practical decision-making
		  • End-to-end management resource visualization and conversion to digital data
		  • Global standardization of business processes

Business Impacts

- Failure to maintain a strong management infrastructure and improved management efficiency poses serious risks such as lower productivity and lower levels of social trust. Establishing robust governance structures and introducing effective countermeasures can help to minimize such risks

Societal Impacts

- Failing to maintain a strong management infrastructure and improved management efficiency could also result in losses for customers and suppliers in the business area. Establishing robust governance structures and introducing effective countermeasures can help to minimize these risks

Human Capital: Creating innovation everywhere in society by bringing together agile and versatile people from inside & outside the Company

FY2025 targets
• Employee engagement : 75
• The percentage of women in leadership roles: 20%

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)

DE&I	Risks
	• Human rights violations and disrespect for or insufficient consideration of diversity in stakeholders such as employees or people in the supply chain poses a wide range of risks, including loss of business opportunities, erosion of social trust in the company following administrative penalties and loss of personnel
		Internal initiatives
		• Diversity:
		  • Build an inclusive and egalitarian corporate culture that makes everyone feel included and free to express themselves
		  • Boost the participation of women in leadership positions
		  • Develop a comprehensive strategy for cultures and ethnicities that operates globally
		  • Introduce the FWEI (Fujitsu Workplace Equality Index)
		  • Promote and advocate for digital accessibility as one corporate strategy, including in-brand communication, customer experience, and the workplace
		  • Ensure supply chain diversity through:
		    • Activities to determine diversity indicators based on the societal requirements in each country or region
		    • Development of mechanisms to determine the support for female participation in key activities in the domestic supply chain and to measure the progress of initiatives by suppliers
		• Human rights: Prevent or reduce human rights risks in the value chain (human rights training, dialog with experts)

Well-being and Human resource development	Risks
	• Failure to create an environment that enables employees to be happy and healthy, both physically and mentally, in their work, or failure to provide opportunities for employees to achieve personal growth, risks losing personnel and eroding the brand value
		Internal initiatives
		• Stronger personnel development platforms: Job-based human resource management, measures to encourage the evolution of employees into DX personnel, etc.
		• Improved well-being:
		  • Develop measures to promote understanding and wider acceptance of well-being
		  • Data-driven visualization and analysis
		• Thorough preventive measures for health and safety

Business Impacts

- Boosting investment in human capital, such as through stronger personnel development platforms and personnel portfolios, can assist in extracting the maximum possible value from personnel and increase sustainable value creation and corporate value

Societal Impacts

- Promoting activities to protect diversity and respect for human rights in the supply chain can help to lessen or avoid DE&I-related supply chain risk

*2 Recognition of risks & opportunities was organized and analyzed based on various publicly available information in Step 1 (Organize and Identify Social Issues) of the materiality assessment process.

Non-Financial Indicators

Approach

To ensure a stable, long-term contribution to the realization of Our Purpose, it is essential to build trusted relationships with all stakeholders and to pursue sustainable growth. We have therefore incorporated non-financial indicators as part of our core business activities, and we are promoting initiatives to achieve them in tandem with our financial targets. Based on this approach, and to measure the progress of in-house reforms, the Fujitsu Group established three non-financial indicators: the Net Promoter ScoreSM (NPS®) (*1) represents trust from customers; Employee Engagement indicates the relationship between the company and its employees; and the DX Promotion Indices highlight the advances made in the Fujitsu Group's own digital transformation initiatives.

As part of a review of non-financial indicators in May 2023, we determined to continue measuring NPS and Employee Engagement and we added two new indicators. In the area of Diverse Leadership we will track the ratio of women in leadership roles, and as an environmental indicator we are focusing on the Reduction of Greenhouse Gas (GHG) Emissions.

*1 Net Promoter, Net Promoter Score, and NPS are trademarks of NICE Satmetrix, Inc., Bain & Company, Inc. and Fred Reichheld.

Net Promoter ScoreSM (NPS®)

NPS® is an indicator that enables objective evaluation of the relationship of trust with customers, or customer loyalty. Unlike customer satisfaction, which indicates the degree of satisfaction or dissatisfaction with a purchased product or service, customer loyalty is characterized by the ability to determine the degree of customer attachment and the likelihood of repeat purchases. The Fujitsu Group employs customer NPS as one of its non-financial indicators with the aim of realizing customer-centric management. By listening to our customers' views via NPS and offering services that appropriately suit their requirements, or by making proposals that anticipate their future needs, the value of the customer experience will be enhanced and our customer NPS will rise further. We believe that creating such a positive cycle will result in a boost to the corporate value of the Fujitsu Group.

NPS results and target
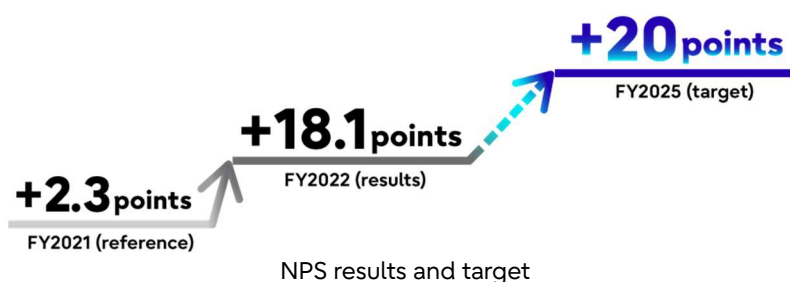
As a structure to achieve this objective, at the working level we have appointed customer experience leaders in each region to take the lead in a timely manner in relation to improvement activities. On the management side, meetings of the CX Steering Board are convened every quarter, headed by the CEO and attended by those responsible for Fujitsu's business operations in all regions. This system ensures that customer issues are reliably resolved at the working level while simultaneously addressing them as management issues. The implementation of a "feedback loop" allows those involved to propose improvement actions, examine areas for investment, and verify the effectiveness of measures already taken.

Given this background, we set a target of 3.7 points in FY2022 based on the improvement result of +2.3 points in FY2021. As a result of our activities, however, we recorded a significant jump of 18.1 points over the previous fiscal year. Specifically, the Fujitsu Group was recognized for providing proposals based on a deep understanding of the customer's business challenges, for our experience in offering digital transformation projects, and for the initiatives undertaken in Fujitsu's own transformation.

At the same time, for the future, we acknowledge the need to focus on consultancy support relevant to our customers' business challenges and on execution capabilities to advance transformation for our customers. Promoting reskilling and digital transformation offering enhancement will elevate the capability of the entire Fujitsu Group to offer comprehensive business support for customers.

Based on the results of the customer survey conducted globally in FY2022, we will continue to improve our strengths in the areas that were highly appraised and focus on areas that require improvement, aiming to boost the score by 20 points until FY2025 as the target of the medium-term management plan.

Employee Engagement

The Fujitsu Group's greatest management resource is its employees, who are the source of the value provided to customers. Our experience suggests that highly engaged employees are better able to provide high-quality services to our customers, and that positive customer feedback correlates to an increase in employees' responsiveness to their work. We believe that improving the engagement of each employee leads to the growth of both the individual and the Fujitsu Group.

Based on this concept, to measure the sustainable growth of the Fujitsu Group we established Employee Engagement as a non-financial indicator that shows the mindset of employees and their empathy with the organizational culture. At Fujitsu, Employee Engagement is defined as "an indicator that shows the degree of employees' motivation and attachment to work and their willingness to contribute independently in empathy with the company's direction and purpose." Employee Engagement can also be considered an indicator that illustrates the Fujitsu Group has the necessary human resources and other capabilities, including organizational culture, to gain the trust of customers as a DX partner.

FY2020 (results)	FY2021 (results)	FY2022 (results)	FY2025 (target)
68	67	69	75
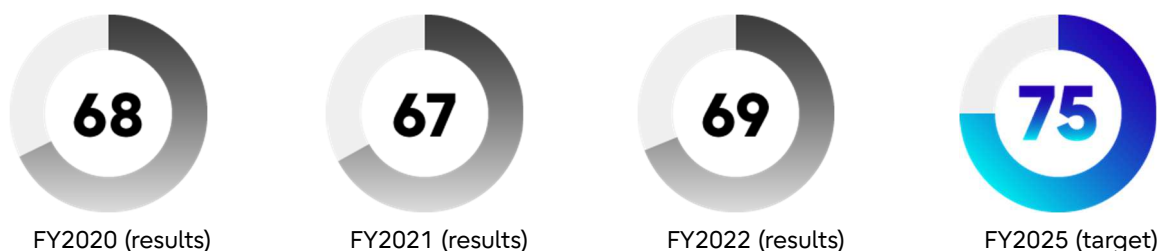
Employee Engagement

The target Employee Engagement value of 75 for FY2022 is a figure that has been determined by benchmarking against global corporations. The actual scores can vary greatly across the Group, because they are impacted by the relevant company's business area, the business environments in different countries and regions, and the diversity of our employees' countries of origin. While it is true that 75 is an ambitious target for the Fujitsu Group, we are nonetheless striving to achieve this goal with the aim of being on par with other global enterprises.

Fujitsu has put in place a structure for global collaboration across all regions to boost engagement. This includes the Center of Excellence, a specialist team dedicated to creating highly engaged organizations, and Human Resource Business Partners, a team of strategic HR partners who are active in every work location. As a specific initiative, we have introduced measures to broaden employees' workstyle options, after clarifying their individual purpose. This includes a semiannual survey conducted on a global basis to measure employee engagement. The objective is to gauge in a timely manner changes in organizational culture, employee workstyles, opinions, and awareness, and to swiftly reflect the outcomes back to management.

Based on the surveys conducted to date, to enhance engagement it is important for senior and middle management to take action together with team members, so this point is being reinforced in every organization. Also, it is crucial that managers and staff develop a strong relationship of trust. Trust is a core feature of the Fujitsu Way and the corporate purpose, and trust is built by discussing a shared vision based on each person's individual purpose and does not flow simply from routine task reporting and discussions. Strong trusted relationships can help to overcome a range of environmental changes and lead to mutual growth for both parties. The surveys include questions to periodically measure these relationships, with the questions leading to mutual opportunities for behavioral change and growth while also serving as a catalyst for initiatives to boost engagement. Non-financial indicators are very effective, and we believe it would be even better if we could incorporate employee engagement data and publish a reference model in the future, based on data analysis, with the aim of improving each of the non-financial indicators.

DX Promotion Indices

To capture the changes that the Fujitsu Group is undergoing on the path to achieving its Purpose, we have specified DX Promotion Indices*2 as one of the non-financial indicators, and we are conducting a maturity diagnosis on our digital transformation (DX) initiatives in a common format across all Group companies globally. By conducting detailed diagnoses for each department, we can gauge the progress of our DX efforts and the outcomes of measures so that they can be linked to future actions. Another objective in specifying these metrics is to accumulate knowledge that can be leveraged when working as a partner on DX projects with customers. By implementing initiatives in line with the DX Promotion Indices and by enhancing the level of DX maturity, we believe the Fujitsu Group can relay to customers through its business activities the insights gained in the process.

*2 Evaluation indicators for digital management reform on a six-point maturity scale, ranging from 0 to 5. There are seven items relating to "Indices for ideal approaches to management for promoting DX and systems" and two items relating to "Indices for development of IT systems as a foundation in achieving DX".

| 1.9 | 2.4 | 3.2 | 3.56 |
| FY2019(results) | FY2020(results) | FY2021(results) | FY2022(results) |

DX Promotion Indices
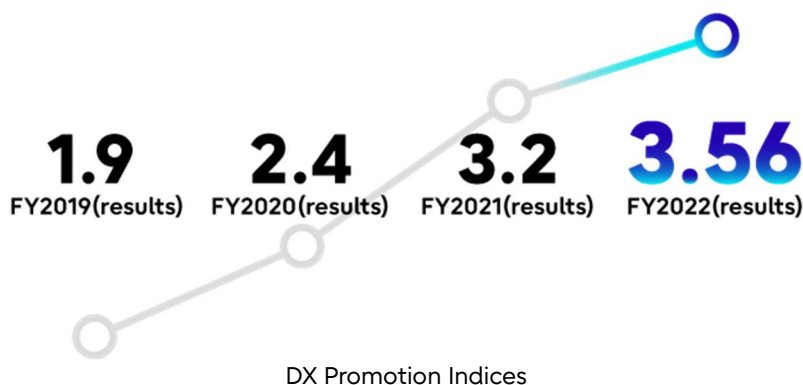
Fujitsu set a numerical target of 3.5 for the DX Promotion Indices in FY2022 but exceeded that with a result of 3.56. According to the Japanese Ministry of Economy, Trade and Industry's DX Promotion Index, companies scoring an average of 3 or more across all qualitative indicators are classified as being a "Noteworthy DX Company". We consider this to be a recognition that we have reached a leading position among Japan's top DX enterprises and the fact that we are also performing at a global level.

Compared with the results from the diagnoses in FY2021, we recorded improvements in three areas: "mindset and corporate culture", "incorporation into the business" and "IT governance framework". In terms of mindset and corporate culture, initiatives such as our job-based personnel system and Fujitsu Innovation Circuit, a business creation program, are now firmly entrenched throughout the company. Regarding incorporation into the business, we accelerated initiatives including Fujitsu Uvance, service delivery reform, and business process transformation, while the promotion of global integration efforts also led to enhancements. Finally, in the area of our IT governance framework, major improvements were triggered by the consolidation of IT systems under the OneFujitsu Project – including OneERP and OneCRM – which led to greater global standardization.

The DX Promotion Indices are specified on the assumption that each company conducts self-diagnosis. To ensure objectivity in the self-diagnoses undertaken at the end of each fiscal year, as a basis for scoring the Fujitsu Group uses input from all employees (gathered in Group-wide semiannual surveys on opinions regarding change) and incorporates a third-party evaluation by Ridgelinez Limited. The feedback from employees is not used solely as the basis for measuring the DX Promotion Indices but is also shared with executives, department heads, and DX leaders across all departments as part of the Group-wide DX project "Fujitra" (Fujitsu Transformation). The objective is to gauge the progress of the Group overall, as well as in each department, and to use the information when making decisions on the next measures to be taken and on any necessary adjustments to the trajectory of the project.

By implementing a range of measures based on the DX Promotion Indices, we have created a foundation that enables all Group employees to adopt initiatives for reform. Furthermore, we view the recognition by external stakeholders of the Fujitsu Group's transformation to be a major achievement.

New Indices

As part of the Medium-Term Management Plan announced in May 2023, in addition to the existing personnel-related indicator of Employee Engagement we specified a new Diverse Leadership indicator, the ratio of women in leadership roles, as well as an environmental indicator for the Reduction of GHG Emissions.

Diverse Leadership (ratio of women in leadership roles)

The DE&I vision for the Fujitsu Group includes "Build an inclusive and equitable culture where everyone belongs and can be completely themselves." Gender is positioned as one of the five focus areas in the Global DE&I Vision & Inclusion Wheel.

To transition into an enterprise capable of sustainably generating innovations and providing value to customers while meeting the requirements of communities with diversified values, it is essential to create an environment and culture in which a diversity of people can each optimally leverage their different viewpoints and abilities. As a first step toward this objective, we have set the ratio of women in leadership roles as a new non-financial indicator. We based this on the results of research that determined "when the ratio of a minority group in an organization reaches 30% a chain reaction occurs that changes the organizational culture." The target set for the end of FY2030 is to have a 30% ratio of women in leadership roles throughout the Fujitsu Group, with an interim milestone target of 20% by the end of FY2025.

In addition to achieving the goals described above, to create an environment and culture in which a diversity of people can each optimally leverage their different viewpoints and abilities, we will encourage various initiatives, such as mindset transformation, positive action, and the promotion of Work Life Shift to enhance our working environments.

15 FY2022(results) **20** FY2025(target) **30** FY2030(target)

Ratio of women in leadership roles
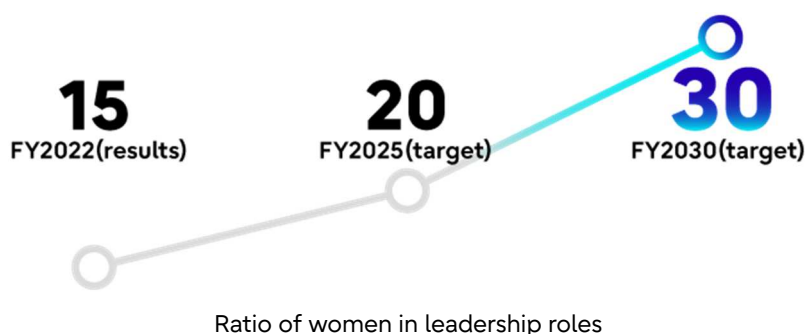
Reduction of GHG Emissions

The Paris Agreement (COP21), adopted in December 2015, set out a long-term, shared worldwide goal of limiting the average global temperature increase to considerably less than 2℃ and preferably 1.5℃ over pre-Industrial Revolution temperatures, as well as the goal of carbon neutrality (net zero emissions) by the second half of this century. Subsequently, following a review of climate change impacts (loss, damage, etc.) based on the latest scientific knowledge, it was declared at the COP26 Glasgow Agreement that the preferred 1.5℃ target would now become the actual target and that the world must aim to achieve net zero by mid-century (around 2050). These rapid changes led the Fujitsu Group to announce a target of net zero for GHG emissions in its supply chain by FY2040, with an interim target of net zero for GHG emissions in Fujitsu's own business areas by FY2030. To help achieve these objectives, we released the Environmental Action Plan (Stage XI). This plan runs up to FY2025, a milestone on the path to the targets, and will give shape to our specific initiatives as we work toward the realization of carbon neutrality.

50%
reduction

12.5%
reduction

Fujitsu Group - Scope 1,2*
*Adjusted for business
acquisitions and divestitures

Fujitsu Group - Scope 3*
*Category 11 CO_2 emissions due to
product power consumption only

GHG emissions FY2025 target (compared to FY2020)

As a leading SX company, Fujitsu has a role to play in applying technology to help solve challenges for customers and society while expanding and enhancing the value provided as we collaborate with customers and partners to achieve a sustainable future. It is therefore essential to confirm the global trends and the actions taken in regard to climate change challenges, because a delayed response could lead to a loss of business opportunities. Against this backdrop, we consider the reduction of GHG emissions to be a critical issue and are working on it as one of our non-financial indicators.

Intellectual Property (IP) Strategy to Support Fujitsu's Purpose

Policy (IP Management and Corporate Value)

Fujitsu's Purpose is to make the world more sustainable by building trust in society through innovation. To achieve this, the aim of our intellectual property management policy is to contribute to innovation and new value creation in the Fujitsu Group by strategically building and utilizing intellectual capital, including our technology, our brand and our designs.

Intellectual property management has two facets. One is the construction of an intellectual property portfolio by acquiring the rights for the intellectual capital already held by the Fujitsu Group and then using that portfolio to create new value. The other facet is risk management, which consists of lowering the incidence of risks likely to diminish our corporate or social value, primarily through measures that promote respect for and prevent violations of our rights and those of third parties.

Contributing to Value Creation

We are progressing and appropriately managing the acquisition of the rights to the technology developed by the Fujitsu Group and to the designs and brands created to deploy that technology in the community. This expands our opportunities for generating licensing income, better differentiates our offerings from the technologies and services provided by competitors and maintains or enhances the competitive advantage of Fujitsu Group technologies and services.

We are also assisting with the search for new growth opportunities by investigating, analyzing and sharing information on a wide range of global technology trends, including the status of patent applications in strategically important areas for the Fujitsu Group. Open Source Software (OSS) is an indispensable resource for digital services, and Fujitsu is an active participant in the OSS community, help

ing to create environments that promote innovation and build a value co-creation ecosystem by formulating rules for the use of intellectual property.

Reducing the Risk of Value Loss

One important way to reduce the risk of losing corporate value by protecting intellectual property. Third party violations of rights held by the Fujitsu Group not only obstruct the progress of our business strategy, they also have the potential to negatively impact customers' trust in the Fujitsu brand in a competitive environment. For this reason, we constantly monitor for violations of our rights, and where a proposal is discovered that could potentially cause a rights violation, we immediately put in place appropriate countermeasures.

Fujitsu's Code of Conduct which, together with our Purpose and Values makes up the Fujitsu Way, clearly states our commitment to respecting and protecting intellectual property and respecting the intellectual property rights of others, just as they respect our own acquisition of rights to intellectual capital. We are formulating Rules for Handling Intellectual Property Rights that link this Code of Conduct to specific actions, and these rules are being applied to Fujitsu and Group companies in Japan that undertake actions involving intellectual property. We are also working to reduce the risks of violating rights held by third parties through measures such as thoroughly researching patent violation avoidance, careful OSS license management, and responding to in-house consultation requests concerning the terms of intellectual property agreements.

❯ Fujitsu's Intellectual Property

Structure of the Intellectual Property Division

The Intellectual Property Division (the Intellectual Property Global Head Office), which belongs to the Legal and Intellectual Property Unit under the General Counsel, consists of the IP Intelligence Service Office, which supports research laboratories and provides IP landscapes to the front office, the Intellectual Property Strategy Office, which formulates and promotes company-wide intellectual property strategies based on communication with management, and the Intellectual Property Center, which implements intellectual property portfolio construction. In addition to collaborating within the division, we also work with the Legal and Intellectual Business Promotion Center, which is affiliated with the Global Business Legal Department and promotes intellectual property activities for business producers and SEs, and Fujitsu Techno Research Ltd., which provides intellectual property-related services, to execute intellectual property management.

The formulation of IP management strategy and policy for the activities of the Intellectual Property Division is not limited solely to the Division itself, but is undertaken in collaboration with the Technology Units headed by the Chief Technology Officer (CTO) and Chief Portfolio Officer (CPO) and with the responsible IP strategy managers within the Business Units. In this way, IP management is integrated with our broader management strategy and business portfolio strategy. In addition, at meetings of the Independent Directors & Auditors Council, which includes external directors and auditors, the Head of the Legal and Intellectual Property Unit reports on the strategy and progress of intellectual property management and provides opportunities for discussion with management.

Group-wide Global Collaboration

Fujitsu has developed an intellectual property governance structure to make the best possible use of its intellectual capital throughout the Fujitsu Group. This ensures that IP-related activities undertaken by Group companies in Japan are integrated. Where a company undertakes independent IP activities as a partial exception, a reporting line is set up and the activity is conducted through close collaboration. Globally, including the utilization of the reporting line, regular meetings are held involving regional IP managers in Europe, India, China, Australia and the United States. Additionally, through intellectual property support for research facilities established in another 8 countries around the world to ensure that all IP management conforms to the realities of global business.

Collaboration with Technology and Business Portfolios

Fujitsu's stated purpose is: "To make the world more sustainable by building trust in society through innovation", and our key strategies have sustainability as their starting point. One of the key strategies for the Intellectual Property Division is its Technology strategy, which is to enhance its core technologies with AI as the focus. Taking a structured approach to progressing Fujitsu's IP activities in collaboration with our Technology and Business Portfolio strategies helps to maintain and strengthen the Fujitsu Group's competitive advantage and acquire new business opportunities. IP activities go far beyond merely exercising our IP rights to generate licensing income. Our focus is on growing our customer base and strengthening our negotiating position by highlighting the Fujitsu Group's technological strengths and the superiority of its offerings, and by distinguishing our own offerings from those of our competitors. We achieve this through activities such as

discovering patents at the development stage and acquiring the rights for those patents, and then highlighting those patents during business negotiations.

In Japan, activities of the Intellectual Property Division are carried out together with those Group companies engaged in IP activities. There are some exceptions, in which the Intellectual Property Division establishes reporting lines to, and implements closely coordinated activities with, certain companies that conduct IP activities independently.

The Division has also established global reporting lines with regional intellectual property managers (IP CoE) in Europe, China, Australia and the United States, and holds regular meetings to ensure that all IP activities conform to the realities of global business.

Initiatives

Fujitsu's purpose is: "To make the world more sustainable by building trust in society through innovation", and we pursue our key strategies with sustainability as the starting point, as set out in the Medium-Term Management Plan released in May 2023. In terms of investment in intellectual property, Fujitsu is building an IP portfolio intended to create added value in our services business and is enhancing AI-centered technologies as part of our Technology strategy, one of our key strategies. We are also engaged in leveraging IP for co-creation, including collaboration to help achieve the SDGs under the FUJITSU Technology Licensing Program™ for SDGs. The Company is also engaged in using OSS, international standardization and rulemaking to establish social rules that engender trust and confidence in deploying Fujitsu's advanced technologies, and strategic initiatives to support the Key Focus Areas from a brand and design perspective.

The following section highlights case studies of open innovation involving key technologies where particular emphasis is placed on building an IP portfolio, as well as case studies of IP activities aimed at solving societal challenges, case studies of open innovation where IP is used for co-creation, and case studies of international standardization and rulemaking that address the creation of social rules that can be used globally.

Open Innovation Cases Studies

Computing: Digital Annealer (Co-creation with MELCO Investments)
Deploying the Digital Annealer architecture in stock portfolio optimization calculations

Having developed Digital Annealer (DA) as a quantum-inspired architecture dedicated to solving combinatorial optimization problems at high speed, Fujitsu is applying for numerous patents, primarily for the core technology. The Company has been conducting trials and co-creation with clients based on differentiated technologies that are supported by patents. In the area of investment in equities managed by MELCO Investments, DA was successfully used to generate portfolios comprising combinations of stocks with the lowest risk. As a result, MELCO Investments began using DA to manage financial assets in some areas of its actual portfolio management operations in January 2022.

Conventional approaches to performing optimization calculations to determine the optimal portfolio from several hundred stocks were highly impractical because they required massive computing power and a lot of time. Using Fujitsu's DA, it is now possible to perform this task in about 10 minutes. This has enabled MELCO

Investments to use analytical results, based on more accurate calculations, in their actual asset management operations.

> ❯ [MELCO Investments: How Digital Annealer is Pushing the Boundaries of Financial Services](#)
> ❯ [Pushing the Boundaries of Financial Services with Digital Annealer](#)

Networking: IOWN (Strategic Business Alliance with NTT)

Joint R&D to develop next-generation 6G network technology

NTT Corporation and Fujitsu forged a strategic business alliance in April 2021 to engage in joint R&D activities toward the "realization of a sustainable digital society." The innovation created through this alliance is designed to contribute to achieving the vision of a new low-energy, high-efficiency digital society through global, open collaboration with a wide range of partners who support the Innovative Optical and Wireless Network (IOWN) initiative.

Through this alliance, the two companies aim to conduct joint research in fields where both can leverage their strengths, backed by communications technologies such as the world's most advanced optical technologies for which NTT and Fujitsu combined hold the largest number of patents worldwide. With their operational expertise, plus Fujitsu's world-leading computing technologies, the companies aim to fulfill their shared vision through global, open innovation that leverages the results of their research.

> ❯ [NTT and Fujitsu Embark on Strategic Alliance to Drive "Realization of Sustainable Digital Society"](#)

AI: Joint Development with Subaru

Employing AI modeling to deliver quality assurance in manufacturing

Subaru Corporation and Fujitsu have been co-creating through PoCs, development, and trials since 2019, using high-precision AI modeling to deliver quality assurance in the engine component (camshaft) grinding process. As part of this collaboration, the two companies created and commercialized the industry's first AI invention to implement automated quality inspection and prediction of engine parts, and jointly applied for patents. In addition, the two companies developed and verified the "FUJITSU Manufacturing Industry Solution COLMINA Production Line Quality AI Operation and Management Package", which provides management support for the AI model in anticipation of mass production operations. The system became fully operational in February 2022. As a result, quality assurance during engine component grinding was achieved with high precision and in real time. The AI model continues to operate at an efficient level, maintaining AI model quality on an ongoing basis. Furthermore, Subaru established an AI platform to improve the level of quality assurance using real-time data throughout its Gunma Manufacturing Division, including at the Oizumi Plant.

> ❯ [High-precision AI Model Providing Quality Assurance in Engine Part Machining Processes Begins Full-Time Operation on SUBARU Production Lines](#)

Solving Societal Challenges: Ontenna – a Wearable User Interface that Turns Sound into Vibration

A mixed-IP strategy to support solutions to societal challenges

Ontenna is a radically new user-interface device that can be worn on the hair, earlobe, collar, cuff, etc., enabling the wearer to pick up tonal characteristics through vibration and light. It was developed in collaboration with the Deaf and the hard-of-hearing to enable a future that they can enjoy together with the hearing.

Ontenna is characterized by a gently rounded shape that does not feel unpleasant as it can be worn like a hairpin. Fujitsu has applied for and registered design patents for the main body, the battery charger, and the controller that can control multiple Ontenna devices, and has also registered the shape of the main body as a 3D trademark.   Fujitsu has also applied for and registered patents for Ontenna's charging method and communication system, using a mixed-IP strategy to protect the main body and peripheral devices.

Ontenna was awarded the "Imperial Invention Prize" in the 2022 National Commendation for its design patent.   It has also won several other awards including the 2019 Good Design Award "Gold Prize," the IAUD International Design Award "Grand Prize,"

Ontenna worn in the hair and on the collar

and the Local Invention Award from the Commissioner of the Japan Patent Office, earning high acclaim from both inside and outside of Fujitsu.

> ❯ Ontenna -- Using Rights Protection Activities in a Mixed-IP Strategy/Turning Sound into Vibration to Enable Sound to be Appreciated by All

> ❯ Ontenna

> ❯ Imperial Invention Prize Awarded to the Design for a Wearable Device Design That Senses Sound as Vibration or Light

Co-creation: FUJITSU Technology Licensing Program™ for SDGs (Haloworld)

Co-creative development of 3D Scanner "BeTHERE"

Fujitsu is promoting the brand FUJITSU Technology Licensing Program™ for SDGs, an initiative that encourages companies and academic institutions to use the Group's intellectual property including patents and know-how as a key means of contributing to SDGs to make the world more sustainable through innovation. Fujitsu engages in collaboration via WIPO GREEN (an online platform for the exchange of environmentally friendly technologies) and IP matching programs at the national and local government levels, at financial institutions, and at universities. This contributes to the social diffusion of Fujitsu technologies to help advance a resolution to COVID-19, to conserve the environment, and to revitalize Japan's regional economies.

One case study of IP matching is the development of the BeTHERE 3D Scanner, commercialized after robotics startup Haloworld was given a demonstration of Fujitsu's patented 3D digitizing technology prototype in 2019. This led to collaboration and the licensing of the patent to Haloworld.

BeTHERE is a 3D scanner that can capture 360-degree images at a chosen location and check the captured data on the spot. It performs texture mapping to map the captured images to 3D point cloud data where distances can be determined. With mass production in mind, Haloworld received the license to the technology for integrating (aligning) 3D point cloud data recorded multiple times from different locations. The company also upgraded the user interface to enhance operability and made additional improvements, such as dustproofing and drip-proofing, as well as improving the measurement accuracy by applying the latest LiDAR (Light Detection and Ranging) sensor to measure the distance to an object.

> Haloworld Inc.: Development of the 3D Scanner "BeTHERE"

BeTHERE

* "Like Being There"

Compact & lightweight, easy to install
WiFi remote control
Has a measurement data transmission function

3D measurement time: 30 sec
Easily consolidate multiple data points
Modeling of 3D visualizations

3D measurement in all directions
Distance radius: max 60 m
Up to 2,770,000 points/measurement

[3D scanner "BeTHERE"]

Data & Security: Rulemaking Activities to Promote Take-up of Japanese Electronic Seals

Developmental and industry activities for electronic seals that enable secure and smooth transactions involving digital documents

Between April and September 2022, Fujitsu, Teikoku Databank, Ltd and several other companies conducted a demonstration test for the social implementation of the Japanese version of electronic seal (e-seal). An e-seal is a mechanism for guaranteeing the legitimacy of the issuing organization when documents are exchanged digitally, and e-seal has been specified in "Guidelines for e-seals" issued by the Ministry of Internal Affairs and Communications (MIC).

By linking Fujitsu's "Fujitsu Computing as a Service Data e-TRUST" service and Teikoku Databank's knowledge of corporate identity certification, we confirmed the usefulness of e-seal in actual business operations such as digital document exchange between companies. We then published a report with recommendations on standards and systems derived from them.

The Japan Digital Trust Forum (JDTF) to which both Fujitsu and Teikoku Databank are members are engaged in making rules and building mechanisms that will help in achieving trust in data (digital trust). This includes helping with research into e-seal systems as well as broader investigations looking at requirements for the wider use of e-seals, both technologically and operationally, and then publishing those findings as instruction manuals.

To build a society in which transactions involving all digital documents are conducted both securely and smoothly, Fujitsu is working to promote the broader adoption of e-seal through rulemaking activities, including proposals with partner companies and cooperation activities within industry associations.

> Secure social data distribution. Teikoku Databank and Fujitsu's Challenge to Promote e-seals
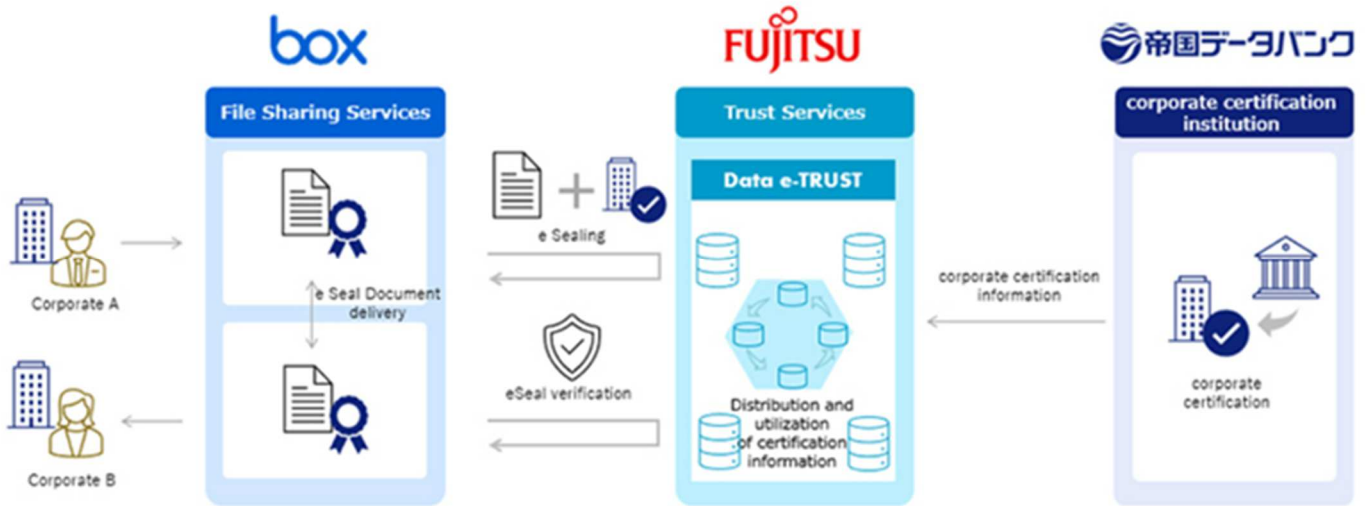
Service model image used in demonstration test

Sustainability Management

Our vision and the policy for achieving a sustainable society.

Sustainability Management in the Fujitsu Group

Policy, Promotion Scheme, and Review

The Fujitsu Group has always been seen by society as a trustworthy and responsible enterprise through its delivery of products and services. However, in the current era of VUCA (*1) we face major changes and the future is difficult to predict. It is therefore important that we, as a member of the global community, conduct business activities under the leadership of senior management that are aimed at resolving environmental, societal and economic problems and that will produce beneficial impacts for society. In April 2020, we established a Sustainability Management Committee that will drive a sustainability-focused management approach under the supervision and direction of the Board of Directors Meeting and the Executive Management Council Meeting. As of fiscal 2023, the committee is made up of members of the Board of Directors, including Representative Directors Mr. Tokita (Chairman), Representative Directors Mr. Furuta (Vice Chairman), and Director Mr. Isobe.

The objective of this committee is sustainability management that takes into account environmental, societal and economic impacts as well as stakeholder (*2) interests, ensuring that the company prospers in the long term as a responsible global enterprise. Specific initiatives will be in line with our values and our purpose, set out in the revised Fujitsu Way, and will include boosting our efforts in non-financial areas. These include respect for human rights, acceptance of diversity and equity, human resource development, maintenance of the global environment and contributing to the development of regional communities. Our goal is to achieve sustainable, long-term improvement in the corporate value of the Fujitsu Group.

The committee is scheduled to meet every six months, and on an ad hoc basis as required, to check on the progress of our activities in non-financial areas and to confirm and discuss if we are on track to meet our targets for the non-financial indicators. The committee will also discuss new activities, including in sustainability businesses, and then report to the Executive Management Council Meeting and the Board of Directors Meeting with the results. The committee is chaired by the CEO, who will nominate executives with a perspective on sustainability management for appointment as committee members. (As of May 2023, the committee had 13 members, including the chair.) The first committee meeting was held in April 2020, followed by semiannual meetings – with the most recent meeting held in March 2023. To date, the meetings have been characterized by lively discussions on topics such as the COVID-19 pandemic, the accelerating global movement toward carbon neutrality, the ideal future shape of the Fujitsu Group, the mission of the committee, details of the non-financial indicators, an overview of Global Responsible Business activities and progress toward achieving the related targets.

System Chart

*1 VUCA: Volatility, Uncertainty, Complexity, Ambiguity
*2 The Fujitsu Group's stakeholders: The Fujitsu Group regards our people, customers, partners, community and shareholders as its stakeholders. Government authorities, NPOs, NGOs, and similar organizations are also particularly important stakeholders within this community.

Global Responsible Business

Since its CSR Promotion Committee established the Basic Strategy Working Group in 2010, the Fujitsu Group has identified Five Priority Issues in its Basic CSR Policy and has been promoting activities that address those priority issues. The working group conducted interviews with outside experts regarding the expectations and demands on Fujitsu, based on an awareness of global CSR standards and social issues.

However, recent years have seen a further ramping up of demand for initiatives aimed at responding to challenges on a global scale, including the adoption of the Sustainable Development Goals (SDGs) by the United Nations and the coming into effect of the COP 21 Paris Agreement related to climate change. The Fujitsu Group has employed a materiality analysis in a Groupwide review of the priority issues to ensure that they reflect changes in its business over the past several years. The result was the establishment of a unified framework for the priority issues under the new name of Global Responsible Business (GRB).

Global Responsible Business

The GRB framework aims to foster the mindset and corporate culture necessary to realize the Fujitsu Way by engaging in specific activities that address our priority issues and to earn and maintain the social trust that is a prerequisite for global business activities. All Group employees must be constantly aware that their companies are part of society and aim to not only pursue profits but also reduce the negative impact of their business activities on sustainability issues while maximizing the positive.

To achieve these objectives, we specified goals for each priority issue with March 2023 set as the deadline for achievement and we have been engaged in a range of activities. We have set new goals with a deadline of March 2026 and, in order to carry out higher-level activities globally while taking into account the differences between countries and regions in such areas as local laws and labor markets, we have set Groupwide targets for all employees. Employees based at our headquarters who are responsible for each of the priority issues led efforts in formulating these targets, while personnel in overseas regions with similar responsibilities also provided input in this regard. We will continue to work on specific measures toward achieving the goals.

Raising Awareness and Disseminating Information Internally and Externally

To realize our corporate purpose, we engage in businesses that have a beneficial impact on resolving challenges in society, and to conduct our operations in a responsible manner throughout all business activities, we are implementing a range of measures to raise awareness and enhance our employees' understanding of GRB. In addition, we disseminate information outside the company to convey to stakeholders the Fujitsu Group's position on sustainability management and related initiatives

- At internal and external events and presentations, we introduce the non-financial framework around Fujitsu's sustainability management and explain how an executive leader has been appointed for each of the priority issues as we implement initiatives on a global basis.
- Employee understanding is further enhanced through our intranet sites in Japanese and English, which are updated as required by GRB operations staff.
- We published a series of 10 articles in Fujitsu's in-house magazine, in both Japanese and English, featuring overviews of each of the priority issues as well as specific initiatives. A survey conducted on this series revealed that approximately 90% of those who read the articles responded that they developed a deeper understanding of GRB, while around 60% stated that they had changed their way of thinking and behavior. This illustrates the link to improved understanding and empathy.
- We conduct employee awareness surveys in relation to sustainability and utilize the responses when planning and implementing internal and external initiatives.
- In terms of business involvement, we incorporate the GRB perspective in our proposal process to help our customers solve their sustainability-related management issues. Contents on GRB initiatives such as environment and wellbeing are included in the proposal materials provided to customers, as we work to promote further usage and deployment in frontline business interactions.

  Reference

- ❯ GRB Goals for FY2025
- ❯ GRB Goals and Major Achievements in FY2022

GRB (Global Responsible Business) Goals for FY2025

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"

<table>
<tr>
<td rowspan="2">Human Rights and DE&I</td>
<td>

◆Human Rights

In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value".

\<Goals\>

Prevent and mitigate Human Rights risks throughout our value chain

- Conduct continuous Human Rights e-learning courses (maintain an attendance rate of 90% or more)
- Hold annual Stakeholder Dialogue sessions
- Work with our partners, customers and NGOs to establish activities that enable Human Rights, using Fujitsu's expertise and technologies

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◆Diversity, Equity & Inclusion (DE&I)

Be a responsible business that reflects the diversity of our world. Build an inclusive and equitable culture where everyone belongs and can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity. Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.

＜Goals＞

Ensure all employees feel supported and respected at Fujitsu regardless of age, gender, culture, ethnicity, sexual orientation, identity, and ability

- Improve the average employee engagement survey score relating to the question on "Respect for individuals" by 7 points (to 80)

Build an inclusive and equitable culture where everyone belongs and can be completely themselves

- Improve the average employee engagement survey score relating to the question on "Equal opportunity" by 4 points (to 74)

Have equal representation of women in Fujitsu with an additional focus on leadership roles

- Increase the ratio of women in leadership roles to 20% across Fujitsu

Reflect the societies we work in, from executive level downwards and promote respect and tolerance to achieve a culturally aware and unbiased work environment

- Build and deliver an integrated, holistic strategy for Culture and Ethnicity which is globally relevant and incorporates local initiatives

Drive LGBTI+ inclusion best practice to support employees and their families across all Fujitsu locations

- Implement FWEI (Fujitsu Workplace Equality Index) Standards to deliver opportunity and belonging for LGBTI+ colleagues

Ensure that all employees, customers, and members of society can use our solutions, products, services, and systems and can understand our communications

- Advocate and improve digital accessibility as part of corporate strategy which covers brand communication, customer experience and workplace

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<tr>
<td>Well-being</td>
<td>

Achieve a state in which each individual can realize their work and private life as they envision, and they have the discretion and decision-making power to achieve self-realization.

＜Goals＞

Each employee can understand and talk about their own Well-being

- Well-being:
  - Send messages globally to promote understanding of Well-being
  - Develop Well-being Indicators

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</table>

	• Occupational Health & Safety • Zero occurrences of serious accidents
Environment	Fujitsu will fulfill its social responsibilities as a global corporate SX leader. In addition to achieving our carbon neutrality goals, we will solve various environmental challenges by providing innovative solutions through co-creation with our customers. **＜Goals＞ (*)** Fulfill our social responsibilities and help to resolve environmental challenges • Reduce greenhouse gas (GHG) emissions from Fujitsu facilities and the supply chain with the aim of achieving Science Based Targets (SBT) net zero • Avoid risks associated with our business activities and minimize our impact on the environment • Help to resolve environmental challenges for customers and society through our business operations * Specific targets are set in the Fujitsu Group Environmental Action Plan (Stage XI)
Compliance	Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness, and through those activities the Fujitsu Group becomes a trusted corporate group that is chosen by stakeholders for investment, business transactions, and employment and that fulfills its role as a model for society. **＜Goals＞** To ensure that the entire organization is familiar with the Fujitsu Way Code of Conduct, relating to compliance, the Global Compliance Program (GCP) will be implemented throughout the Group to instill a high level of awareness toward compliance. The management team will take the lead in fostering a corporate culture where no employees tolerate any kind of misconduct (Zero Tolerance). We will expand our corporate activities in accordance with the GCP and also seek the understanding of all stakeholders involved in our business • Send out annual messages on the importance of compliance from management in Fujitsu's head office, including the CEO, and from the heads of Group companies in each country • Provide annual compliance training to more than 100 business partners • Prevent bribery and cartels from occurring
Supply Chain	The Fujitsu Group will realize a responsible supply chain that takes into consideration human rights, health and safety, and the environment and also ensures diversity. **＜Goals＞** Prevent and reduce human rights risks in the supply chain • To prevent problems from occurring, create a system that promotes visualization of suppliers and identification of issues in parallel with requests for compliance with procurement guidelines Promote GHG emission reductions in the supply chain • Request major suppliers to set numerical targets in line with international standards in order to jointly promote GHG emission reductions (The goal is that emission reduction targets equivalent to SBT WB2°C be set by major suppliers) Ensure supply chain diversity • Establish diversity indicators and activities based on the social needs in each region and country • Create a system to measure the status of supplier initiatives, with activities in Japan defined as women's empowerment
Community	Every employee is increasing their empathy for social issues and engaging in activities through collaboration and co-creation with a wide range of stakeholders, making a significant and positive impact on society, thereby creating growth opportunities for Fujitsu and contributing to the realization of Our Purpose. **＜Goals＞** Foster our corporate culture for community activities* and make an impact on society • Employees participate in community activities (20% of employees) * Community activities: Activities aimed at creating value by resolving challenges in society through global cooperation with local communities, which are important stakeholders

GRB (Global Responsible Business) Goals and Achievements in FY2022

	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2022"	Major Achievements in FY2022
Human Rights and DE&I	◆Human Rights In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value". **\<Goals\>** Embedding "respect for human rights" within the Fujitsu Group • Completion rates for global human rights training : 80%	• Conducted e-learning on business and human rights for all Group employees in 16 languages worldwide. Attendance rate: 92%

	◆Diversity, Equity and Inclusion (DE&I)
	
	Be a responsible business that reflects the diversity of our world. Build an inclusive and equitable culture where everyone belongs and can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity.
	Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.
	
	\<Goals\>
	Cultivation of inclusive corporate culture.
	  • The Fujitsu Group aims to achieve at least consolidated 69% from 66%(FY2019) / non-consolidated 63% from 59%(FY2019), in favorable answers to Diversity, Equity and Inclusion question in the engagement survey by FY2022.
	  • The Fujitsu Group aims to achieve at least consolidated 10% from 8%(FY2019) / non-consolidated 9% from 6%(FY2019) female leadership by FY2022.
		• Favorable answers rate of engagement survey related to "Diversity, Equity and Inclusion" question
		  • Consolidated 73%
		  • Non-consolidated 69%
		• Female leadership rate
		  • Consolidated 10.8%*
		  • Non-consolidated 9.1%
		
		* In the past, standards for leadership rates were set by region, but from FY2023 a unified global standard has been set at 15% on a consolidated basis.

Well-being	To create an environment where all employees can work positively and healthily in both mind and body. We will also endeavor to provide opportunities for employees to develop personally and display their abilities to the fullest extent.
	
	\<Goals\>
	Providing a positive work environment
	  • An average score of 71 globally for "Work Life Balance" and "Well-being (*1)" in the engagement survey
	Provide opportunities for employees to develop personally and display their abilities to the fullest extent
	  • An average score of 70 globally for "Growth Opportunities" in the engagement survey
		• Global average score for "Work Life Balance" and " Well-being (*1)" : 67
		• Global average score for "Growth Opportunities" : 71

Environment	Fujitsu will fulfill its social responsibilities as a global corporate environmental leader. We aim to contribute to achieving the 1.5℃ climate change goal of the Paris Agreement and also to resolving environmental challenges, through such measures as developing innovative solutions that make effective use of resources.
	
	\<Goals\>
	Fulfill our social responsibilities and help to resolve environmental challenges
		• Greenhouse gas emissions reduction rate:
		  • Actual 47.5% ; 403,000 tons-CO_2 against a target of 37.8% or more reduction; down to 478,000 tons-CO_2 or less (reduced by 4.2% each year compared with FY2013)
		  • Renewable energy usage ratio: actual 30.0% against a target of 16% or more

	• Reduce greenhouse gas emissions at Fujitsu sites by 37.8% or more from the base year level (reduce by 4.2% each year compared with FY2013) • Avoid risks associated with our business activities and minimize our impact on the environment • Help to resolve environmental challenges for customers and society through our business operations	• Avoid risks and minimize our impact on the environment : [Business sites] • Improve power usage effectiveness (PUE) at datacenters: actual 1.57 against a target of 1.54 • Water usage: actual 87,645 m^3-reduction from the previous year against a target of 30,000 m^3 or more • Promote eco design for resource savings and circulation and increase resource efficiency of newly developed products: actual 11.2% against a target of 10% or more (compared with FY2019). [Supply Chain] • Reduce CO_2 emissions due to power consumption during product usage: actual 25% against a target of 17% (compared with FY2013). • Reduce CO_2 emissions and conserve water resources in the upstream supply chain: request the Fujitsu Group's key partners to undertake reduction activities, 100% completed • Help to resolve environmental challenges: • Transfer of carbon-neutral knowledge to business units • Improving the professional skills of employees by conducting in-house education such as seminars, workshops and e-learning courses • Support customer proposals to resolve environmental issues
Compliance	Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness and through those activities, the Fujitsu Group fulfills our social responsibilities and earns the trust of our stakeholders. **\<Goals\>** To further disseminate compliance-related part of the Fujitsu Way Code of Conduct throughout the entire organization, the Global Compliance Program is rolled out for the entire Fujitsu Group, thereby instilling a high level of compliance awareness in the organization, and the management is to take the lead in fostering a corporate culture where each employee does not tolerate any wrongdoings (Zero Tolerance). • Deliver messages from the president or the heads of each business group/region on the importance of compliance (at least once a year)	• Delivered messages to all employees from the CEO, the heads of each business region, and presidents of Group companies in each country on the importance of compliance at Fujitsu Compliance Week to coincide with International Anti-Corruption Day
Supply Chain	In its supply chain, the Fujitsu Group will achieve responsible procurement that embraces diversity and gives full consideration to human rights, the environment and health & safety. **\<Goals\>** • The Fujitsu Group will achieve responsible procurement in its supply chain.	• Availability of any of the following documents : 100% • A platinum or gold level of site recognition under the RBA Audit Recognition program • Written consent with the Fujitsu Group CSR Procurement

	To ensure that its major suppliers comply with the international standards for responsible procurement, the Fujitsu Group will obtain one of the following documents from its major manufacturing subcontractors and parts suppliers for its core products (Target KPI =100%)
	• A platinum or gold level of site recognition under the RBA (*2) Audit Recognition program
	• Written consent with the Fujitsu Group CSR Procurement Guideline (equivalent to the RBA Code of Conduct)
	• Promotion of supply chain diversity
	We set supply chain diversity as our goal of Responsible Business and promote it globally.
	• Reduction of Greenhouse Gas (GHG) Emissions in Supply Chain
	We requested our foremost suppliers to set the quantitative targets complying with international standards to reduce GHG emissions
		Guideline Achievement: 100% obtained
		• Achieved procurement KPIs from enterprises with diverse attributes, such as SMEs, women's management, and minority enterprises in the UK, the Americas, and Oceania
		Achievements:
		  • Achieved key targets in each region/country
		  • Determined women's empowerment as the perspective and target for diversity in Japan
		• Completed to request 293 companies to participate in our briefing for target setting
		Achievement: Understood the situation with suppliers, requested responses and provided support in line with targets

Occupational Health and Safety	The Fujitsu Group's first priority in all business activities is to protect the health and safety of our employees both in mind and body by providing a safe and healthy work environment tailored to the different cultures in which we operate.
	• We will foster a culture that does not tolerate accidents, incidents and poor safety performance.
	• We will ensure safety is a core business value, and make safety important and personal in order to influence people's decisions and behavior
	• We will completely eliminate the loss of business opportunities due to preventable illnesses, injuries, and unexpected work-related accidents
	\<Goals\>
	The Fujitsu Group will maintain a safe and comfortable working environment, and promote employees' mental and physical health in every workplace.
	  • Zero occurrences of serious accidents
	  • Implementing health and safety-related management reviews at the global level, conducted once a year
		• One serious accident
		• Replaced management reviews in each country/region with meeting structures (such as the Central Safety and Health Committee and the Europe, GD and Americas OH&S Leadership Forum)

Community	Our employees, who possess an awareness that they belong to a global society, will have a positive impact not just on society, but on the economy and on business, by increasing their empathy for social issues and engaging in the co-creation of activities. We will evaluate, analyze and communicate the impact that our employees have made, and offer greater value to society. **\<Goals\>** Contributing to the transformation of both our corporate culture and mindset of employees • Rate of increase in the number of employees participating in social contribution activities related to social issues : 10% increase compared with FY 2019 under the "new normal" situation	• Increase of 38% compared with FY 2019

(*1) "Work Environment" has been changed to "Well-being" from FY22.
(*2) RBA: Responsible Business Alliance
Fujitsu Joins EICC, a Global Corporate Social Responsibility Coalition (renamed as the Responsible Business Alliance (RBA) in October 2017)

SDG-related Activities in Fujitsu

SDG-related Activities in Fujitsu

The Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 are a set of common goals to be achieved worldwide by 2030. Fujitsu's purpose is "to make the world more sustainable by building trust in society through innovation" and our company has made a commitment, both internally and externally, to contribute to achieving the SDGs. As a global enterprise that for decades has leveraged technology to create value for society, Fujitsu has a responsibility to proactively contribute to societal transformation. To help make the world more sustainable, we aim to generate larger and more beneficial impacts for society, which will also help to spur ongoing sustainable corporate growth. Fujitsu explained the Value Creation Concept for 2030 in the Medium-Term Management Plan which was released in May 2023. Our aim is to contributing SDGs by working on the Essential Contributions of Materiality : "Solving global environmental issues", "Developing a digital society", "Improving people's well-being".

Fujitsu believes the SDGs essentially define a system transformation that must be achieved by 2030 and that will act as the foundation for a world in which more than 9 billion people are able to live well, within planetary boundaries, by 2050. The issues highlighted in the SDGs involve a complex web of environmental, social, and economic elements. One key to solving these inherent problems is through digital transformation (DX). Fujitsu will harness the power of digital technology to create ecosystems that transcend industry boundaries and assist in the transformation of our customers and our own organizations, while playing a part in delivering fundamental changes to the way society interacts and contributes to the resolution of societal challenges.

The SDGs are an overarching framework of global social and environmental needs and form a common language for all stakeholders. Fujitsu will use its efforts to realize the SDGs as an opportunity for co-creation with a wide range of stakeholders, including international agencies, national and regional governments, private companies, non-governmental organizations (NGOs), and non-profit organizations (NPOs). By embracing a multifaceted approach to societal challenges, we can create and maximize positive impacts on an even larger scale.

> Value Creation Model

Practical Application Within Fujitsu

We have built a framework that prompts all our employees to consider which of the 169 targets defined in the SDGs are relevant to our services and solutions when they are engaged in product planning and business discussions and when they issue press releases.

The objective is to make our employees routinely conscious of whether they are contributing to achieving the SDGs so that they approach their business activities from the standpoint of addressing social issues

Fujitsu's Commitment to the Sustainable Development Goals (SDGs)

SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 represent a set of common goals to be achieved worldwide by 2030. Fujitsu's purpose —"to make the world more sustainable by buildingtrust in society through innovation" — is a promise to contribute to thevision of a better future empowered by the SDGs

Using Digital Technology and Services to Contribute to the SDGs

Contributing to zero emissions by accelerating new catalyst discovery for clean ammonia production

Ammonia represents a promising carbon-neutral, next-generation energy source because it does not emit CO_2 when burned and it is easier to transport than hydrogen. However, the current ammonia industrial production methods give rise to the emission of large amounts of CO_2 in the manufacture of the hydrogen raw material, through the burning of fossil fuels such as natural gas and oil.

In April 2022, Fujitsu began joint research with Atmonia ehf.(*1) to accelerate the development of catalysts for the clean production of ammonia, which will contribute to a reduction in CO_2 emissions. In February 2023, the two companies succeeded in reducing the search time for catalyst candidates by more than half by leveraging high-performance computing (HPC) and AI techniques to develop technology that improves the efficiency of materials discovery. Using Fujitsu's HPC, a large number of quantum chemistry simulations were performed based on Atmonia's ammonia synthesis simulation data. An AI simulation model was then developed by training the huge amounts of generated data from the simulations. The trained AI simulation model was used to rapidly generate much larger number of catalyst candidates than those generated by the simulations. Further, Fujitsu employed its proprietary AI causal discovery technology to narrow down suitable materials for alloy catalysts from more than 10,000 ammonia synthesis catalyst candidates .

The two companies aim to contribute to carbon neutrality by using HPC and AI-powered technology to improve the efficiency of materials search and by selecting catalyst candidates at an early stage and thereby making sustainable ammonia synthesis a practical reality.
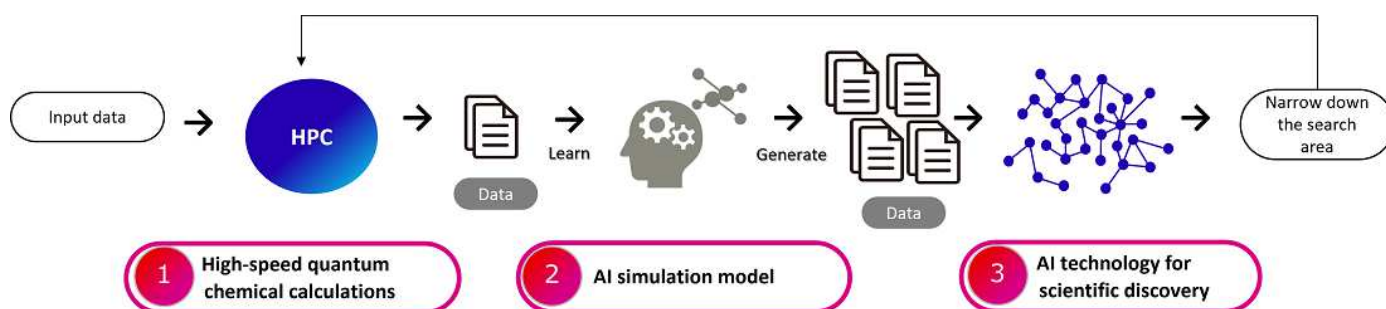
Overview of the technologies developed and applied

*1 Atmonia ehf is a start-up based in Reykjavík, Iceland, that uses computer simulations and experiments to develop catalysts for the efficient production of ammonia. The CEO is Guðbjörg Rist

Japanese text only:

> Fujitsu and Atmonia leverage HPC and AI technology in joint project to contribute to carbon neutrality

> Fujitsu and Atmonia succeed in development of new technology that accelerates search for disruptive catalyst for enabling sustainable ammonia production

   Significant reduction of search times through quantum chemical simulation with HPC and AI

Key SDGs related to this project

(7.a)   (9.1, 9.5)

Teijin and Fujitsu collaborate on initiatives to achieve sustainable lifecycles through recycled materials and environmentally conscious design(*2)

Working toward a common global goal of carbon neutrality, Teijin Limited and Fujitsu began a collaboration in July 2022 on an environmental value(*3) creation platform project. The aims are to achieve circular economies, starting from the material manufacturing origin, and to popularize reliable recycled materials.
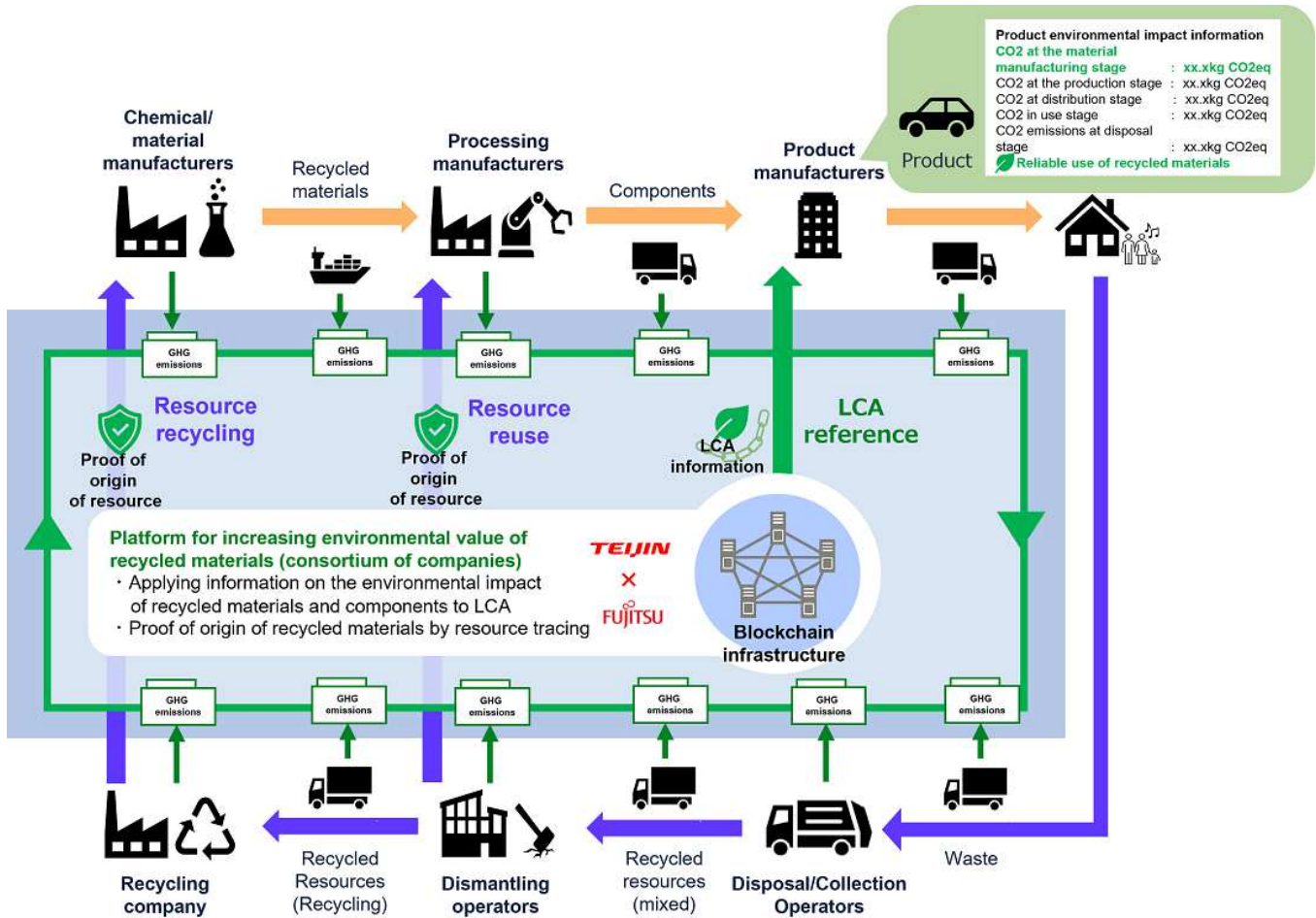
Image of platform for enhancing the environmental value of recycled materials

Teijin and Fujitsu together plan to realize and commercialize this under the Fujitsu Uvance banner, as the first circular economy business.

In January 2023, Teijin and Fujitsu began a demonstration project using the Environmentally Valuable Recycled Materials platform for bicycle frames. There were a number of problems including energy consumption in the long-distance transportation of resources(*4) and the lack of established product recovery schemes, as well as the issue of how to recycle resources from bicycles without green-washing. Despite these, this initiative demonstrated the value of the platform for tracking resources used in bicycle frame materials and information on their environmental impact. It also provided visualization of the tracked data and an assessment of the feasibility of the data collection process.

The project demonstrated the environmental value created through recycling as a business model with guaranteed reliability, and created a path for environmental value creation in resource recycling for the bicycle industry. In the future, the aim is to create value through the disclosure of the traced data to bicycle users and its use in carbon management certification.

Moving forward, the two parties plan further discussions and field trials with partner companies and organizations, and will work toward the realization of a circular economy by supporting the growth of the recycling market not only for bicycle frames but in other industries as well.

*2 Environmentally conscious design: Design that considers the whole product lifecycle and aims to reduce environmental impact.
*3 Environmental value: Added value that contributes to the environment through a reduction in the carbon footprint of product manufacture and transport.

*4 Resource transport-related energy consumption:
CO₂ emissions related to transportation: The issue arising from the global shipment of bicycle frames, more than 90% of which are manufactured in Asia (China).
Environmental problems relating to waste disposal in landfill: The issue of the disposal in landfill of more than 90% of bicycle frames that return to Asia for disposal.

> [Teijin and Fujitsu agree to jointly develop a blockchain-based commercial platform to promote sustainable use of recycled materials](#)

> [Fujitsu and Teijin start joint trials with V Frames and Advanced Bikes to enhance the environmental value of recycled carbon fiber used in the manufacturing process of bicycle frames](#)

> [Realizing a Sustainable Life Cycle - A joint project by Teijin and Fujitsu](#)

Key SDGs related to this project

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION
(9.4)	(12.4)	(13.1)

Contributing to a sustainable society through demand forecasting

Fujitsu is continuing to progress its Digital Shifts initiative, one of the key focus areas under its global business brand Fujitsu Uvance, to realize data-driven management and an agile shift to the "new normal."

In November 2022, Fujitsu and TORIDOLL Holdings Corporation demonstrated the effectiveness of an AI demand forecasting service that uses a dynamic ensemble model, based on patented technology from Fujitsu Research, to predict the number of customers and sales of its Marugame Udon brand by shop, day, and time. The trial of the service had begun in a staged way in June 2021. With a corporate mission to "provide dining experiences that move its customers", TORIDOLL Holdings had formulated a "DX Vision 2028" to leverage digital technologies in its transformation into a truly global food company.

Based on the results demonstrated, TORIDOLL Holdings then decided to deploy the service at all Marugame Udon noodle shops in Japan.

Incorporating AI and machine learning from data characteristics to imitate human thought processes, the dynamic ensemble model can optimally combine multiple demand forecasting models using automatic tuning.

Fujitsu's demand forecasting technology provides stable and highly accurate demand forecasts by leveraging a learning model that accurately captures the characteristics of individual prediction objects that change according to various factors including periodicities, external factors and trends. It will also promote the use of forecast data in various planning operations including order placement, production planning, and work scheduling.
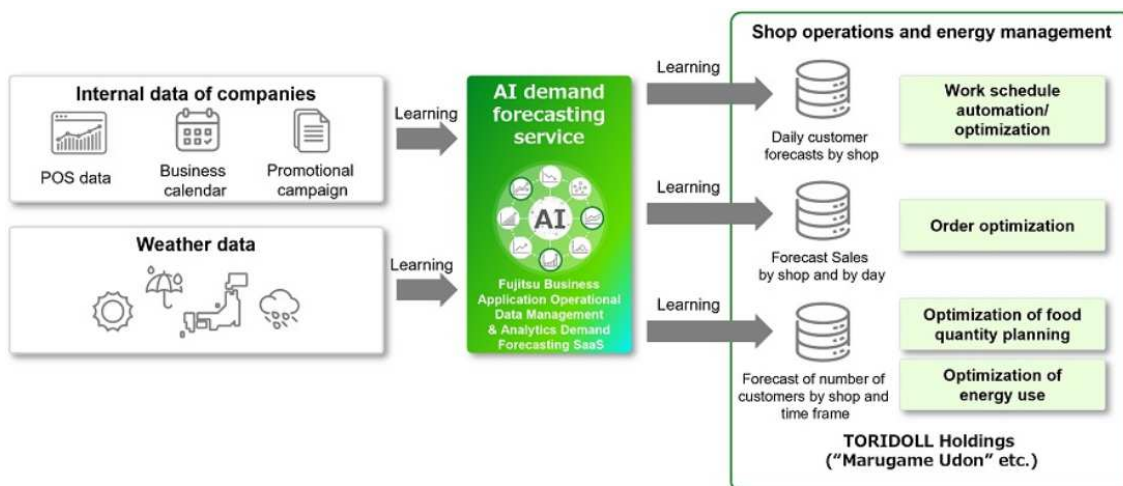
Overview of the AI Demand Forecasting Service

> Fujitsu delivers digital transformation with AI demand forecast service for TORIDOLL noodle shops throughout Japan

Key SDGs related to this project

(7.3)   (8.2)   (12.2)
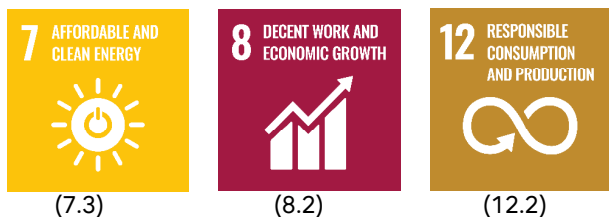
Supercomputer Fugaku and Discovery AI used in new technology for high-speed discovery of causes of cancer drug resistance

In a patient undergoing continued treatment with targeted cancer drugs (*5) , the spread and re-appearance of drug-resistant cancer cells represents an ongoing threat to full remission. To understand the mechanism behind the development of cancer resistance, detailed data and new analysis methods are essential. Fujitsu has further developed Explainable AI such as Wide Learning (*6), which explains the basis for decision making, and Discovery AI which enables the discovery of unknown causal relationships.

One development challenge was to accelerate the speed of processing calculations for a comprehensive search targeting all 20,000 human genes, which on a standard computer would take more than 4,000 years. Fujitsu implemented parallel conditional and causal algorithms on the supercomputer Fugaku to maximize computational performance so that all human genes could be analyzed in a reasonable timeframe. In addition, technology was developed that used Discovery AI to extract in one day promising genetic combinations causing conditions that might create drug resistance. This permitted high-speed calculation of conditional and causal relationship data for the entire human genome within a single day, successfully identifying the genes that caused resistance to lung cancer therapy drugs.

In future, Fujitsu will utilize the new technology to discover complex intersecting causes and resolve decision-making challenges in a variety of fields including marketing, system operations and manufacturing.
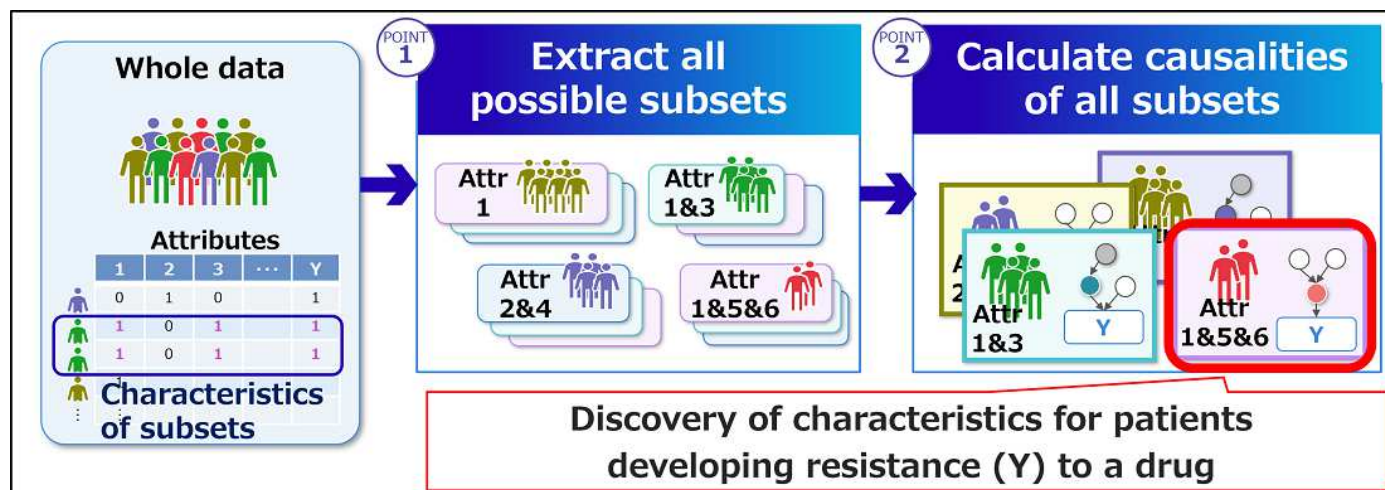
Overview of Discovery AI

*5 Molecularly targeted drugs: Therapeutic drugs designed to act only on the molecule (protein, gene, etc.) causing the disease.
*6 Official website for Hello, Wide Learning!

> Fujitsu and Tokyo Medical and Dental University Leverage World's Fastest Supercomputer to Perform Cancer Gene Network Analysis in Less than a Day

> Fujitsu and Tokyo Medical and Dental University leverage world's fastest supercomputer and AI technology for scientific discovery to shed light on drug resistance in cancer treatment

Key SDGs related to this project

3 GOOD HEALTH AND WELL-BEING

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

(3.4)   (9.5)

Digital collaboration demonstrates possibilities for reducing CO_2 emissions in EV charging

The Electric Vehicle (EV) market has shown strong growth, mainly in Europe and China, with its aim of achieving the decarbonization of transportation. However, the increased demand for EVs, resulting in a greater load on the electricity network during charging, has posed a challenge for energy suppliers, and transport operators have struggled to control charging-related CO_2 emissions. Unless charging uses green power, the impact of EVs on CO_2 emissions reduction is decreased.

In a digital collaboration initiative with the World Business Council for Sustainable Development (WBCSD), Dutch consulting firm Arcadis NV and British electricity company National Grid plc, Fujitsu demonstrated its Fleet Management Optimization (FMO) solution for maximizing delivery efficiency. The goal was to reduce CO_2 emissions from EV charging. Green power generation is subject to fluctuations due to weather conditions. In this demonstration, focusing on charging during periods with an ample supply of green power leads to reduced CO_2 emissions and stability of the energy supply and demand balance. Simulation analysis was performed using FMO with delivery EV data from Arcadis as well as data on the greenness of electricity from National Grid. The results showed that by optimizing the charging schedule of delivery vehicles for transport operators, CO_2 emissions from charging could be reduced by 15%. Based on this demonstration, Fujitsu is developing a Fleet CO_2 Reduction solution, to support the use of green power for EV charging and reducing CO_2 emissions.

Through cross-industry data sharing and collaboration with governments in various countries, Fujitsu will contribute to carbon neutrality by offering solutions that optimize the entire logistics and transportation service sector.

> Fujitsu embarks on digital collaboration with WBCSD for carbon neutral transportation

> Japanese text only:
>
> 15% reduction in CO_2 emissions demonstrated during EV charging: Inter-company data sharing is key

Key SDGs related to this project

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS
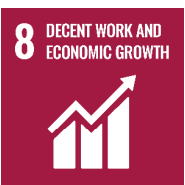
(7.a)   (8.2)   (9.4)   (11.3)   (13.1)   (17.17)

United Nations Global Compact

Fujitsu announced its support of the United Nations Global Compact in December 2009. The Fujitsu Group is committed to global sustainability Activities that uphold the 10 principles of the Global Compact. Through this commitment, we will meet the demands of various stakeholders in international society, and uphold responsible management as a true global ICT company contributing to the creation of a sustainable society.

What is the Global Compact?

<The 10 principles of the UN Global Compact>

The UN Global Compact consists of 10 principles in the four areas of human rights, labor, the environment, and anti-corruption with which companies should rigorously comply.

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labor;

Principle 5: the effective abolition of child labor; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Please refer to the "GRI Standard/UN Global Compact (GC) Index" for the relationship between our sustainability activities and the United Nations Global Compact, as described in the "Sustainability" sites and "Fujitsu Group Sustainability Data Book".

* We have been reporting our COP (Communication on Progress) at the Advanced Level since FY 2012.

External Recognition and Awards

Fujitsu Group continues to be highly regarded throughout the world for its social and environmental initiatives, which have won awards from external organizations and led to inclusion in the following stock market indexes.

Inclusion status for major stock market indexes related to Socially Responsible Investment (SRI)

Stock market index	Description	Logo
Dow Jones Sustainability Indices (Asia Pacific)	Fujitsu has been chosen for inclusion in the Dow Jones Sustainability Index (DJSI), the world's leading Socially Responsible Investment (SRI) index. DJSI is a stock index offered cooperatively by US-based S&P Dow Jones Indices that selects companies for their excellent sustainability, based on an analysis from the perspective of governance and economics, the environment, and society.	Member of **Dow Jones Sustainability Indices** Powered by the S&P Global CSA
FTSE4Good Index Series	FTSE is an investment-related organization established by the London Stock Exchange which has created this globally-recognized SRI index that evaluates companies based on their environmental, social and governance practices. Fujitsu continues to be elected.	FTSE4Good
CDP	International non-profit organization CDP represents a network of institutional investors that control over $96 trillion in assets. CDP scores over 5,000 companies throughout the world on their environmental action and identifies those that it rates highest as the "A List." Fujitsu has been selected for the CDP's A List for both climate change and water security in a row. Fujitsu also received the highest rating, A, in the "Supplier Engagement Rating (SER)" and was certified as a "Supplier Engagement Leader Board".	CDP A LIST 2022 CLIMATE WATER / CDP SUPPLIER ENGAGEMENT LEADER 2022
MSCI ESG Select Leaders Indexes (World)	These world-renowned ESG (Environmental, Social, Governmental) indexes were developed by global stock index provider MSCI. Companies with outstanding ESG performance are selected for the indexes, and Fujitsu has been continuingly included.	2023 MSCI ESG Leaders Indexes Constituent
MSCI ESG RATINGS	MSCI's ESG survey measures exposure to industry-specific ESG risks and risk management capabilities relative to peers. our company won the top prize of "AAA."	MSCI ESG RATINGS AAA CCC B BB BBB A AA AAA
ISS ESG Corporate Rating	Germany-based CSR ratings company ISS-oekom produces these corporate responsibility ratings which rate companies according to environment, social, and governance topics. The ratings have conferred Prime Status on Fujitsu since 2011.	Corporate ESG Performance RATED BY ISS ESG Prime

Major external recognition and awards received from FY 2020 onward

Recognition, Award and Other Index	Scope	Description	Logo
EcoVadis Silver rating	Fujitsu Group	EcoVadis is the world's largest provider of business sustainability ratings, with a global network of more than 90,000 rated companies.	
HRC Equality Index	Fujitsu America	Human Rights Campaign (HRC) Foundation's Corporate Equality Index is the national benchmarking tool on corporate policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and queer employees. Fujitsu scored 100 on the HRC Index for the second year on a row.	
Times top 50 Employer for Women (UK)	Fujitsu	The Times Top 50 Employers for Women are committed to gender equality in the workplace and have each taken action to make this happen. Fujitsu has been listed for outstanding progress and examples of best practice, impact, innovation, and individual achievement.	
Stonewall Top 100 LGBT inclusive employer (UK)	Fujitsu	Fujitsu was listed in the Stonewall Top 100 Employers. This list is compiled from the Workplace Equality Index – the UK's leading benchmarking tool for LGBT inclusion in the workplace.	
ABA100	Fujitsu Australia	Fujitsu Australia has been selected as an ABA100 Winner for Sustainability in The Australian Business Awards 2020. The Australian Business Award for Business Sustainability [BSA] recognizes organizations that execute initiatives that demonstrate leadership and commitment to sustainable business practices.	
PEZA Awards for Community Outreach Programs	Fujitsu Philippines GDC	Fujitsu Philippines GDC scooped the Outstanding Community Projects Award from the Philippine Economic Zone Authority (PEZA). The award was conferred at PEZA's 25th Anniversary and Investors' Day, held on December 10, 2020 at the PEZA Auditorium in Pasay City, Metro Manila.	
Responsible companies, odpowiedzialnych Firm 2020	Fujitsu Poland GDC	Fujitsu Poland GDC was ranked 8th in the "Responsible Companies Ranking" published by Responsible Business Forum. The category was "Services, commerce and transportation".	

Global Responsible Business

Given the requirement to enhance sustainability-focused corporate management, fulfilling corporate social responsibility from a global perspective has become an increasingly important issue. The Fujitsu Group promotes its Sustainability activities based on the Fujitsu Way. In order to strive for global effectiveness, we have established a framework called "Global Responsible Business" by classifying sustainability issues into the following six areas.

Global Responsible Business

ー   Human Rights, Diversity, Equity and Inclusion   ー

Based on the Fujitsu Way Code of Conduct, the Fujitsu Group will ensure to underlie the spirit of "Respect for human rights" for all our corporate and individual activities, and we will strive to have 120,000 Group employees around the world accept diverse human resources and embrace individuality without bias toward nationality, gender, age differences, or disabilities.

Human Rights

Human Rights and DE&I

Goal

WHAT FUJITSU ASPIRES TO BE

In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value".

GOALS FOR FY2025

Prevent and mitigate Human Rights risks throughout our value chain
- Conduct continuous Human Rights e-learning courses (maintain an attendance rate of 90% or more)
- Hold annual Stakeholder Dialogue sessions
- Work with our partners, customers and NGOs to establish activities that enable Human Rights, using Fujitsu's expertise and technologies

GOALS FOR FY2022

Embedding "respect for human rights" within the Fujitsu Group
- Completion rate for global human rights training: 80%

Our Approach

The shared values articulated in the Code of Conduct of the Fujitsu Way are guidelines for each employee to follow when conducting their daily business operations. Prime among them is "We respect human rights", a principle that underpins all our corporate activities. By promoting management that respects human rights, we are working to ensure that this concept becomes an integral part of the day-to-day actions of all employees in the group.

In December 2014, the Fujitsu Group released the "Fujitsu Group Human Rights Statement" to promote activities that respect human rights in accordance with this Code of Conduct, as set out in the Fujitsu Way. The statement was revised in December 2022, and has been prepared in 21 languages, including Japanese and English, with the aim of ensuring that it becomes embedded in the corporate culture of all our group companies. We have notified our major suppliers of the revisions and request that they familiarize themselves with the revised Statement and comply with its content.

Fujitsu has publicly announced its support for the ten principles of the United Nations Global Compact (*1) based on universal principles regarding human rights and rights at work, such as the Universal Declaration of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. We have also made public announcements regarding the Modern Slavery Acts passed in the UK and Australia.

The Fujitsu Group is a member of the Responsible Business Alliance (RBA), which is a global CSR alliance. As such, the Group has adopted the RBA Code of Conduct in its CSR Procurement Guidelines and promotes the Human Rights Enlightenment Structure among its suppliers and throughout its supply chain.

(*1) Ten principles of the United Nations Global Compact:
The compact identifies ten principles that corporations should uphold in four areas: human rights, labor practices, the environment and anti-corruption.

> - Fujitsu Group Human Rights Statement
> - Fujitsu Group Human Rights Statement APPENDIX
> - For other languages
> - Modern Slavery Statement (UK)
> - Fujitsu Modern Slavery Statement September 2022 (Australia)
> - Supply Chain Policy

Organizational Structure and Regular Reviews

The Sustainability Management Committee is chaired by the CEO and meets once every 6 months to check on the progress of our activities to promote respect for human rights and whether we are on track to meet our targets. The committee also discusses new activities and considers non-financial indicators. They then reports to the Management Council Meeting and the Board of Directors Meeting with the results. As part of our activities to promote human rights and DE&I as key issues for globally responsible business, we have established a structure of regular meetings for those responsible for promoting human rights in each of Fujitsu's operating regions. The Committee also works collaboratively with each of the Business Groups, the Corporate Divisions and the regions to put in place actions that will address human rights issues throughout the supply chain.

Structure for Promoting Activities Aimed at Resolving Human Rights Issues

Board of Directors Meeting

Executive Management Council Meeting

Sustainability Management Committee

Human Rights and DE&I

Globally promoting activities intended to resolve human rights issues through the entire value chain by building a structure of regular meetings with human rights management in each region and collaborating with the relevant corporate divisions and business groups

Promotion of Human Rights Due Diligence

In accordance with the "Fujitsu Group Human Rights Statement", the Fujitsu Group is conducting "Human Rights Due Diligence" that identifies the human rights impacts of our business activities throughout the entire global value chain, while also preventing or mitigating any negative impacts.

The Human Rights Due Diligence process has four continuous steps.

We conduct Human Rights Impact Assessment in accordance with the Fujitsu Group Human Rights Statement and implement measures to prevent or mitigate clearly identified risks. We then regularly monitor the progress of those measures to confirm their effectiveness, and the results are disclosed via reports or other information channels.

Human Rights Respect Promotion Framework

Human Rights Statement

Identify and Assess Adverse impacts

Preventing and mitigating adverse impacts

Information disclosure

Human Rights Due Diligence

Tracking

Whistleblowing system

When a new corporate acquisition is made, we carry out due diligence with respect to sustainability, including human rights. We also take steps to mitigate any risk of human rights violations and ensure that the Fujitsu Group human rights initiatives are fully embraced.

Assessment of Human Rights Impacts

To ensure that the effectiveness of human rights due diligence is maximized in the Fujitsu Group, we conduct regular Human Rights Impact Assessment.

In 2022 we enlisted the cooperation of Business for Social Responsibility (BSR), an international NPO, which undertook Human Rights Impact Assessment for Fujitsu Group management and businesses from a third-party perspective. As well as conducting interviews with each of the Fujitsu Group regions, Corporate Divisions and Business Groups, BSR employed desktop research(*2) and analysis of submitted documents to compile a list of human rights issues. They then ranked the issues according to their levels of severity, likelihood and correlation with businesses. The results identified human rights issues such as employees' working environments, workplace health and safety, the use of forced or child labor in supply chains, and data privacy and data security in our businesses.

(*2)   Desktop research:
A research method where data is gathered by referencing websites and other materials. In this instance, the research was carried out based on materials presented by Fujitsu Business Groups, materials published by external sources, and other materials issued by external organizations such as NGOs and NPOs.

Human Rights Issues Identified Through Human Rights Impact Assessment (2022)
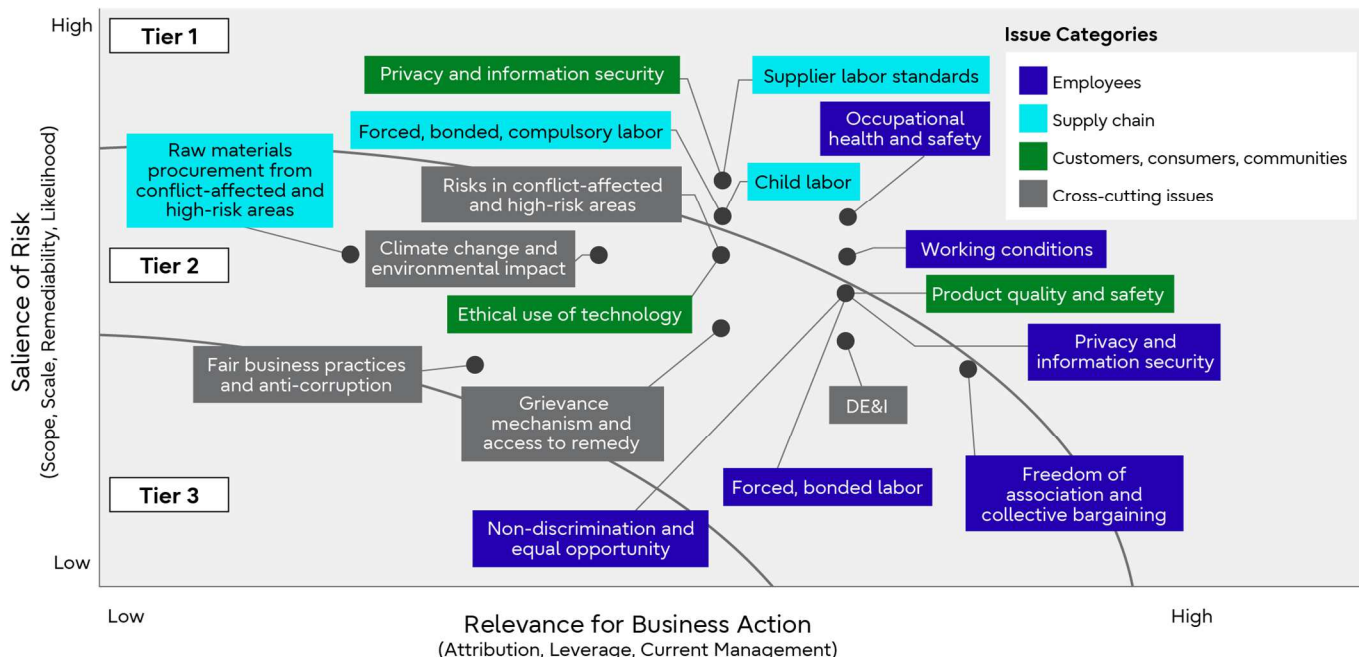
Initiatives to Prevent or Mitigate Negative Human Rights Impacts

Supply Chain (Human Rights Issues: Supply Chain Working Environment, Forced or Child Labor, High-risk Minerals)

The Fujitsu Group requires that all its suppliers support the Fujitsu Group Human Rights Statement. The Group also requires them to support the prohibition of human trafficking, forced and child labor and discrimination, to support freedom of association and collective bargaining rights, and to promote policies such as pay equity. The human rights due diligence initiatives in the Fujitsu Group supply chain are based on the RBA Code of Conduct.

› Supply Chain

Structures for Promoting CSR Procurement

The Fujitsu Group embeds the RBA's Code of Conduct and engages in socially responsible procurement with its suppliers and throughout its supply chain.

We have formulated and made stakeholders aware of the Fujitsu Group's CSR Procurement Guidelines, and we request that suppliers fully understand and comply with that Guidelines. To keep track of the progress of those initiatives, the Fujitsu Group conducts regular CSR surveys of its major overseas and domestic suppliers each year. The FY2022 survey elicited responses from 533 companies. Feedback was actioned based on survey results from 77 of Fujitsu's key suppliers of products and services, including product-related materials, catering, security, and manufacturing employment agencies/subcontractors.

Initiatives to Prevent Forced Labor and Child Labor

The Fujitsu Group has stipulated that it prohibits the use of forced labor or child labor. The Fujitsu Group CSR Procurement Guideline issued to suppliers includes demands that they eliminate forced labor and child labor, and written surveys are used to check their progress with those initiatives.

Addressing High-Risk Minerals

The policy of the Fujitsu Group is to eliminate from its products, components and supply chain any minerals that give rise to conflicts ("conflict minerals"), or minerals that are at high risk of being associated with forced labor or human rights violations. To this end, the Fujitsu Group conducts surveys of high-risk minerals.

❯ Addressing High-Risk Minerals

Employees (Human Rights Issues: Working Environment, Non-discrimination, Equal Opportunity)

The Fujitsu Group takes the rights of all its employees very seriously and complies with the core labor standards set out by the ILO. It also will not discriminate on the basis of race, skin color, religion, beliefs, gender, social status, family origin, disability, sexual orientation or gender identity, birthplace, age, or any other factor that is not related to legitimate business interests.

❯ Diversity, Equity & Inclusion

Activities to Raise Awareness of Human Rights

The Fujitsu Group has established a Human Rights Promotion Committee, chaired by the executive responsible for human resources, that leverages various opportunities to undertake research and awareness-raising activities. Reports on the status of activities and issues within the areas in Japan and in group companies are regularly provided to the secretariat of the Human Rights Promotion Committee. Findings are used by the Human Rights Promotion Committee to summarize activities and set policy direction on an annual basis to drive ongoing, structured educational activities that promote respect for human rights. We are also members of the Industrial Federation for Human Rights, Tokyo, a voluntary organization, and work on mutual training with many of the member enterprises to make respect for human rights an integral part of our corporate culture. In addition, from our standpoint as a company, we engage in activities that work to raise community awareness.

Education on Human Rights

Education and Training

- Conducted an e-learning program on "Business and Human Rights" for all Fujitsu Group employees in FY2021; attended by 92% of all group employees
- Conducted an e-learning program on "AI Ethics and Business" for all Fujitsu Group employees in Japan in FY2022; attended by 94% of all employees in Japan.
- Conducted an e-learning program for all employees on the topic of preventing harassment in the workplace, including discrimination against members of the LGBTI+ community
- Continued training for all new and promoted employees and staff identified for management training, focusing on preventing various forms of discrimination and harassment

Business and Human Rights e-learning program title screen

- Conducted a "Barrier-Free Minds" workshop that includes messaging around employees with a disability and is aimed at establishing workplaces and a society in which everyone can participate actively, whether disabled or not
- Conducted an "Unconscious Bias Awareness: Achieving Greater Diversity and Inclusion" e-learning program

accompanied by video seminars for all employees to help reveal underlying systemic discrimination while further promoting diversity and inclusion

Awareness-raising Webinars

- Period poverty: Held a webinar to improve the health status of women worldwide by enabling informed discussion on the topic of period poverty: what it is, how best to find sustainable solutions to the problem, and how employees can contribute

- Is privilege real? (focusing on human rights): Held a webinar that discussed prejudice, discrimination and the idea of inalienable rights. This included sessions that used case studies taken from everyday life to make employees aware of their own prejudices and the fact that those prejudices can have an enormous impact on their own lives

- Empathy and compassion: Held a webinar teaching a range of methods for dealing with difficult situations. This included considering ways to support others by looking at life from their viewpoint, and also ways to support oneself

- History of rights for LGBTQI+ people: Held a webinar looking back at the history of LGBTQI+ rights around the world. We welcomed a special guest from the Bisi Alimi Foundation who gave a talk on the recent anti-LGBTQI+ laws passed in Nigeria and the impacts those laws have on the rights of LGBTQI+ people

World Human Rights Day

Fujitsu held an internal global event for World Human Rights Day to give all of our employees an opportunity to consider human rights (December 2022).

In addition to the video message from the Chief Sustainability Officer (CSuO), the GRB Director and heads of business groups, we released a video showing the results of the Fujitsu Group human rights impact assessment. We also held webinars in English and Japanese in three time zones in which we discussed the importance for the company of respect for human rights. For the webinars, we invited experts on human rights from the external NPO BSR, along with Fujitsu researchers working on AI ethics.

Video message from the Chief Sustainability Officer (CSuO), the GRB Director and heads of business groups

Working Environment

The Fujitsu Group aims to improve the work-life balance and productivity of every employee through a variety of initiatives aimed at reducing long working hours. By promoting Work Life Shift, we are also enhancing our systems that support diverse modes of employment based on teleworking, allowing employees to make use of flexible working arrangements, such as flex time and exempt labor systems.

- Social Well-being
- Work Life Shift

Initiatives in other regions

UK: The UK has developed Work Your Way commitments which include a Well-being hour each week, opportunity to work core hours, work from different countries for up to 4 weeks per year (subject to approval) and protected focus time which gives people meeting-free focused time to get on with their work.

Portugal: Currently have Gimme 5 and Me Time programs in Portugal Global Delivery Center, where employees can apply to work one hour less every day of the week for a period of time or an afternoon off for personal time.

ISO26000-based Written Surveys

We undertake written surveys of group companies in Japan and other countries based on the ISO 26000 standard to check on the status of initiatives promoting respect for human rights. In FY2022, we conducted surveys at 6 facilities and 79 global group companies to assess the progress of human rights and work practices programs with the aim of identifying problems and helping to expand such programs company-wide. We also conducted a survey of 21 overseas group companies in FY2020 investigating working hours, wages, privacy and reporting systems.

**Results of Fujitsu Group Internal Survey
(Human Rights/ DE&I, Labor Practices)**

Human Rights / DE&I

Promotion of Human Rights
Accurate Grasp of Current Situation Concerning Human Rights
Prohibition of Discrimination
Promotion of Career Opportunities for Women
Inclusion in the workplace (Persons with Disabilities)
Inclusion in the workplace (LGBTQ+)
Prohibition of Child Labor, Forced Labor, and Human Trafficking
Remedies

Labor Practices

Fair Employment
Childcare Leave
Labor Environment Suited for the Local Community
Fair Overtime Work
Dialog Involving Labor and Management
Occupational Health and Safety management system
Mental Health
Human Resource Development

■ Done ■ Partly Done ■ Not Yet ■ N/A

Customers and End Users (Human Rights Issues: Privacy, Data Security, Ethical Use of Technology)

Because the Fujitsu Group shoulders considerable responsibility as an IT developer and supplier, we devote a great deal of effort to deepening our understanding of the potential negative impacts of the many and diverse human rights issues entailed by advanced IT such as AI, and to minimizing those impacts. This applies to areas such as data security, privacy protection, and the ethical use of data.

Initiatives on Ethical AI

The rapid progress of AI is resulting in dramatic changes to people's lives and the communities in which they live. While this innovative technology offers new solutions to social and environmental problems, it remains a "black box" process where people do not understand how its outcomes are achieved. Another issue is that the large volumes of data involved in that process can include inherent biases, which the technology encourages. Even when care is taken with the use of AI, it can lead to unforeseen problems for people. There are reports of cases of wrongful judgment due to misidentification by AI as well as ethical issues such as inequality of access, which can erode people's trust in AI. This is why the Fujitsu Group considers it an essential part of its responsibility as an AI developer, supplier and operator to offer AI that is not only convenient, but also safe and secure.

The Fujitsu Group has long advocated a 'human centric' approach and argued that information technology should fundamentally be used to focus on, and to benefit, people. In March 2019, as a reflection of the rapid recent development of AI technologies, the Fujitsu Group formulated and announced the "Fujitsu Group AI Commitment". As one of the companies which carries out AI-related businesses including research, development, implementation and operation activities, we aim to emphasize the importance of communication with a wide range of stakeholders in the community, including users and consumers, as we distribute the

enormous value of AI to the society. For that purpose, the commitment outlines our promises with the customers and the community.

> ❯ Fujitsu Group AI Commitment

The Fujitsu Group has identified the ethical risks listed below arising from the use of AI, and is formulating mitigation measures to address emerging risks that could significantly impact our future business.

Details of emerging risks

Emerging Risks The Ethical Risks of Utilizing AI	
Description	As a company that has been researching, developing, providing, and operating AI technologies since before the 1980s, Fujitsu has long asserted that information technology must be used in a human-centered manner. In recent years, there have been reports of troubling instances whereby ethical problems arise from the use of AI in the handling of privacy information. Examples include discrimination and unfairness due to negative judgments caused by false recognition by AI. Such cases can undermine people's trust in AI. Fujitsu believes it is critical that those who develop, provide, and operate AI technologies achieve not only convenience but also use that is safe and secure.
Impact	As we see the widespread use of AI increasing with unprecedented speed, particularly in the case of generative AI, there is also a risk that users and consumers who have been inconvenienced by AI supplied by Fujitsu may file claims for damages and thereby harm the Fujitsu Group's reputation. In addition, proposed AI regulation announced by the European Commission (in June 2023) would require developers, users, and others involved to take strict action based on the degree of risk that their AI systems could adversely affect human rights. Violations could result in penalties, including fines of up to 7% of total global sales. This makes implementing appropriate risk management in the development and operation of AI systems essential.
Mitigating actions	The Company established the Fujitsu Group External Advisory Committee on AI Ethics as a body that meets regularly and engages in ongoing dialogue with stakeholders from society. Part of this dialogue involves feedback on the "Fujitsu Group AI Commitment," which serves as the Group's AI ethical guidelines. The Company also participates in international discussions on AI ethics through its membership in AI4People and other forums. By virtue of these risk mitigating actions, the Fujitsu Group management and staff can become aware of the ethical risks of AI and understand the precautions needed when researching, developing, installing and running AI. By minimizing the likelihood of situations that might cause inconvenience to users and customers, we can foster people's trust in AI. In particular, with regard to proposed European AI regulations, the Company has developed an "AI Ethical Impact Assessment" system that comprehensively identifies potential risks in AI systems as a proactive response to regulation violation risks and has released this system free of charge.

Promotion and Practical Application of AI Ethics

As stipulated by the policies laid down in the Fujitsu Group AI Commitment, the Fujitsu Group conducts education and training activities across the entire company and includes content that considers urgent and specific issues in AI.

Because we believe it is crucial for a culture of understanding to be championed by senior management in order to instill respect for human rights, the Fujitsu Group has set up the Fujitsu Group External Advisory Committee on AI Ethics, which comprises external experts in the field, to objectively evaluate ethics as it is practiced in the group. Discussions by this committee use a structure shared with the Board of Directors Meeting, incorporating the group's efforts for AI ethics into its corporate governance framework and allowing for ongoing review and improvement.

> Fujitsu Establishes the Fujitsu Group External Advisory Committee on AI Ethics to Ensure the Safe and Secure Deployment of AI in Society

> Trustworthy AI and a Prosperous Society Created Together with the "Fujitsu Group External Advisory Committee on AI Ethics"

For detailed information on Fujitsu's ethical AI initiatives, view the websites shown below.

> Fujitsu AI Ethics Governance

> Fujitsu Establishes AI Ethics and Governance Office to Ensure the Safe and Secure Deployment of AI and Leading-edge Technologies in Society

> AI Ethics: AI Ethics from Principles to Practical Implementation - Trustworthy AI Design & Auditing

> Fujitsu Delivers New Resource Toolkit to Offer Guidance on Ethical Impact of AI Systems

Framework for Reporting and Consulting on Human Rights Issues

The Fujitsu Group conducts its business activities worldwide in close collaboration with local communities. Working with these communities, we have established systems to engage in human rights-related consultations and information gathering both inside and outside the company, in order to listen to and understand the opinions of various parties.

The Fujitsu Group has created an intranet-based system to consult with and accept input from all Fujitsu Group employees on human rights-related issues. Within Japan, Fujitsu has set up Human Rights Consultation Service facilities in seven geographical areas. The matters discussed are reported to the Human Rights Promotion Committee and regularly communicated to auditors, with careful consideration given to ensuring that personal information and privacy are respected. The objectives are to understand the utilization status of this consultation service and to put in place initiatives designed to prevent recurrences of any breaches.

Through the Compliance Line/Fujitsu Alert structure, the Fujitsu Group receives reports and offers consultations related to compliance issues, including human rights issues, for all Fujitsu Group employees, customers, suppliers and other third parties globally. The Fujitsu Group has also set up the Compliance Line for Suppliers in Japan as a channel for receiving reports from suppliers in Japan regarding any actions that are potential or actual instances of non-compliance in our purchasing activities.

> Global Compliance Program

Human Rights Initiatives in Communities

Assisting NGOs/NPOs

Chamos: Supporting Venezuelan Children

Providing 55 students with access to education for a year
For more information click here

International Rescue Committee: Humanitarian aid, relief, and development nongovernmental organization

Creating a digital literacy curriculum for woman and girls in Yemen

The Pinnacle Foundation

The Foundation provides educational scholarships, mentoring and opportunities for young LGBTIQ+ Australians

Initiatives to Promote Respect for Human Rights

Digital Proof of Age (DPoA) technology to restrict alcohol sales to minors

Fujitsu Services Ltd and our partners have proven our Digital Proof of Age (DPoA) Solution by successfully participating in UK Home Office trials looking at the use of technology to protect children from harm by restricting the retail sale of alcohol products to minors.

At present, alcohol sales in the UK require sales staff to check the age of their customers. As well as being time-consuming and costly, this approach is also vulnerable to the use of false or borrowed IDs.

The DPoA Solution uses two factors to resolve this problem. The first is a function that anonymously confirms the purchaser's age at the time of purchase, and the second demonstrates the purchaser's age to retail outlet staff using the age recorded in the purchaser's mobile phone. This solution offers greater convenience because people purchasing alcohol no longer have to wait for a staff member. It is also expected to improve retail outlet productivity and reduce costs. But its most important benefit is that it offers greater safety. As well as protecting children, this technology solution can also prevent the violence that sales staff often face when required to check people's age.

> Fujitsu Digital Age Assurance

Working with the Aboriginal Community of Cherbourg in Australia

Working with the Cherbourg Aboriginal Shire Council, the Queensland Government's Department of Tourism, Innovation and Sport and TAFE (Technical and Further Education) Queensland, in April 2022 Fujitsu Australia established the First Nations Service Centre (FNSS) to support digital innovation by the aboriginal community in Cherbourg.

Since the arrival of the first European settlers, aboriginal communities in Cherbourg, Australia have endured a tragic past involving enslavement and attempted genocide. Deprived of the benefits of modern-day science and technology and overlooked in terms of education, economic progress and digital inclusion, Cherbourg's First Nations people have struggled to cross the digital divide that lies between many of Australia's rural towns and its cities.

At the opening ceremony for the Service Centre in April 2022

Since 2022, Fujitsu has been supporting the residents of remote Australia to enjoy their rights to their own culture, work and education.

Until recently, the only way for locals to access modern technical education or a career was to leave the regional community, which was far from ideal for a people who have such important ties to their culture. Fujitsu Australia worked with the Cherbourg Aboriginal Shire Council, Deadly Innovation, TAFE Queensland and Australia Post to open the Cherbourg Digital Service Centre, a commercially viable initiative to boost the Community's economy and digital inclusion.

Fujitsu now subcontracts to the Centre, employing locals as service desk representatives who are offered quality technical education through TAFE, improving their ICT skills and providing opportunities for employment and decent jobs. New and upgraded infrastructure was also installed in Cherbourg to support the Community's economic development and digital access.

The community was consulted throughout to discuss the role of Fujitsu in achieving the community's goals.

All Fujitsu staff involved with the project underwent cultural competency training to strengthen trust between the Service Centre and the Fujitsu team members.

> [Australia Post: Driving digital inclusion in First Nations Communities](#)

Event Held in Cambodia to Raise Awareness of Children's Safety

Fujitsu collaborated in conducting a workshop that included lectures highlighting ways to protect Cambodian children from harmful online content and how to safely access online culture and games.

The workshop dealt with a range of cultures and had particular pointers for children on how to communicate safely online, including the importance of not sharing certain images, not oversharing personal details and what constitutes personal information. It also stressed the importance of taking care while online and provided information on the sorts of places where harmful content appears as well as how to respond when confronted by such content.

Speakers enjoying the welcome party at the Cambodia ICT Camp 2022 (Siem Reap, Cambodia)

Collaboration with Malaysian Technology-Oriented Comprehensive Rehabilitation Facility

Fujitsu Malaysia (Fujitsu (Malaysia) Sdn. Bhd.), in a co-creation program with Malaysia's Social Security Organization (SOCSO), has developed the Automated Self-Ordering Food System as a way to help improve patients' health.

SOCSO plays a critical role in providing social security protection to workers in Malaysia. SOCSO also helps to lessen the impact of job losses by providing financial assistance and job training to eligible workers who have been affected by work-related injuries or illnesses.

Process of using Fujitsu's palm secure technology to order food in the canteen

The SOCSO Rehabilitation Centre is a medical facility that provides rehabilitation services to workers who have suffered work-related injuries or illnesses. While helping injured workers recover and return to work, the Centre also provides other service functions:

1. Educational programs on preventing work-related injuries and illnesses
2. Disability evaluation services to determine the extent of a worker's disability and the appropriate level of compensation
3. Advocacy(*3) and outreach(*4) programs to raise awareness, and highlight the importance, of rehabilitation and occupational health

The goal of Fujitsu Malaysia's co-creation program with the SOCSO Rehabilitation Centre is to use technology to both enhance people's lives and change society for the better. The Automated Self-Ordering Food System is one outcome of this program that has yielded benefits for patients. Unlike conventional food ordering kiosks, the model developed for this program was designed to be used as part of the patients' daily rehabilitation.

(*3) Advocacy program:
Activities or campaigns by individuals or groups aimed at influencing a political, economic or social organization
(*4) Outreach program:
A program that delivers information or assistance actively promoted by governments and support organizations to people who need assistance but have not received it

Diversity, Equity & Inclusion

Human Rights and DE&I

Goal

WHAT FUJITSU ASPIRES TO BE

Be a responsible business that reflects the diversity of our world.

Build an inclusive and equitable culture where everyone belongs and can be completely themselves.

We will celebrate difference and ensure that people can succeed regardless of their personal identity.

Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.

GOALS FOR FY2025

All area

Ensure all employees feel supported and respected at Fujitsu regardless of age, gender, culture and ethnicity, sexual orientation and identity and ability

- Improve the average employee engagement score relating to the question on "Respect for individuals" by 7 points (80)

Build an inclusive and equitable culture where everyone belongs and can be completely themselves.

- Improve the average employee engagement score relating to the question on "Equal opportunity" by 4 points (74)

Gender

Have equal representation of women in Fujitsu with an additional focus on leadership roles

- Increase the ratio of women in leadership roles to 20% across Fujitsu

Health, Disability and Accessibility

Ensure that all employees, customers, and members of society can use our solutions, products, services, and systems and can understand our communications.

- Advocate and improve digital accessibility as part of corporate strategy which covers brand communication, customer experience and workplace

Culture and Ethnicity

To reflect the societies we work in, from executive level downwards and promote respect and tolerance to achieve a culturally aware and unbiased work environment

- Build and deliver an integrated, holistic strategy for Culture and Ethnicity which is globally relevant and incorporates local initiatives

LGBTI⁺

Drive LGBTI⁺ inclusion best practice to support employees and their families across all Fujitsu locations.

- Implement FWEI (Fujitsu Workplace Equality Index) Standards to deliver opportunity and belonging for LGBTI⁺ colleagues*

   * FWEI is based on comprehensive standards, such as the Human Right's Campaign's Corporate Equality Index, Stonewalls' Workplace Equality Index and Pride in Diversity's' Australian Workplace Equality Index. It is also aligned to the UN Standards of Conduct for Business Tackling Discrimination against Lesbian, Gay, Bi, Trans, and Intersex People, which Fujitsu is committed to. FWEI is based on rolling out minimum criteria and stretch criteria, where legally and culturally possible in our operating countries.

GOALS FOR FY2022

Cultivation of inclusive corporate culture.

- The Fujitsu Group aims to achieve at least Consolidated 69% from 66% (FY2019) / Non-consolidated 63% from 59% (FY2019), in favorable answers to Diversity, Equity and Inclusion (DE&I) question in the Engagement Survey by FY2022. *
- The Fujitsu Group aims to achieve at least Consolidated 10% from 8%(FY2019) / Non-consolidated 9% from 6%(FY2019) female leadership by FY2022. *

   * Where "Consolidated" relates to all Fujitsu Group Companies globally, and "Non-Consolidated" relates to Fujitsu Limited.

Policy

Here at the Fujitsu Group, we have engaged in efforts to advance diversity and inclusion (D&I), based on the idea that "We respect fairness and equality, and promote diversity and inclusion," as described in the Purpose Statement of the Fujitsu Way.

In 2022, we revamped the Global DE&I Vision & Inclusion Wheel to create an equitable and more inclusive culture where everyone belongs and can be completely themselves. Equity, as expressed in the new vision, is intended to recognize and respond to the fact that all people are in different circumstances and will require a variety of resources and opportunities depending on their circumstances, as opposed to equality, which provides the same things equally to everyone. Through this more inclusive and holistic approach to DE&I, we aim to achieve a sustainable society, looking not only at our own business, but also at the positive impact our technologies and solutions have on society.

Global DE&I Vision & Inclusion Wheel

Promotion Framework for DE&I

Here at Fujitsu, we established an office to promote diversity in 2008. The office, which is under the direction of the President and the Diversity Officer, engages in efforts to promote DE&I in all Group companies.

The office hosts regular meetings, attended by all regional DE&I Promotion Representatives, for them to share information on issues and measures in each region and engage in planning for globally coordinated promotion measures. In order to have an awareness of the current state of diversity promotion, we also include questions on DE&I in our annual global engagement survey. In addition, executive sponsors have been appointed to represent supporters in each of the priority areas, and support the promotion measures in each area.

All domestic group companies in Japan are also required to select a diversity promotion manager. These managers promote DE&I in the Group as a whole by sharing information amongst each other during their meetings, strengthening their coordination with Fujitsu, helping standardize policies, and more.

Furthermore, from FY2020, the system will be designed to allow higher-level executives to include DE&I-related items in their goals.

Initiatives for Fostering Corporate Culture

DE&I Session

In order to foster a corporate culture at Fujitsu where "anyone can play an active role in their own way," the session in FY2022 was held with the aim of getting employees to see DE&I in a new light and inspiring a new mindset and behavioral change. Held on the same day to enable participation from various regions, the event featured a "dialogue session between the President, DE&I Officer, and CSuO and employees" and the "sharing of good practices by employees and workplaces" that were conducted globally.

Each region is working to comprehensively promote DE&I, with East Asia holding Human Rights and DE&I Week, Europe (CEE area) holding the intercultural awareness session "Working with Japanese Employees," and Europe (NWE area) holding Inclusion Week 2022.

DE&I Session 2022

Initiatives Related to Unconscious Bias

In FY2022, the Fujitsu Group created and rolled out video content worldwide to better deal with unconscious bias and improve communication. The content is designed to help employees recognize their own unconscious bias and create inclusive workplaces that embrace diversity through dialogue with case studies by outside lecturers.

Unconscious bias video content aimed at improving communication

Europe and Global Delivery have collaborated on new training to understand unconscious bias and to make inclusion conscious in order to address this bias.

Endorsement of International Standards

In FY2017, the Fujitsu Group issued a CEO Statement of Support for the Women's Empowerment Principles, which were created by the UN Global Compact and UN Women. In doing so, we pledged our support of the principles. In FY2018, we also became the first Japanese company to pledge our support to the UN's LGBTI Standards of Conduct for business, and have been proactive overall in our adaptation to global trends in diversity.

Gender Initiatives

The Fujitsu Group has set goals to increase the ratio of female employees in leadership positions, and we are working to promote initiatives to achieve these goals and reform the culture at Fujitsu Group companies.

At Fujitsu, these efforts involve nominating women employees from the leaders of each department as candidates for top management, and establishing/implementing individually tailored training programs for these employees alongside their workplace, the management, HR, and the DE&I Promotion Office. In addition to these kinds of management-track leadership programs, we also conduct workshops and events that allow female employees to reflect and build on their careers in all other tracks as well. These expand and act as pipelines to drive female employees to further advancement, and allow us to support the careers of each and every employee. Strategic measures are being boldly implemented in other regions, as well, according to the situation of the region and the country.

Ratio of Women Employees / Ratio of Women in Leadership
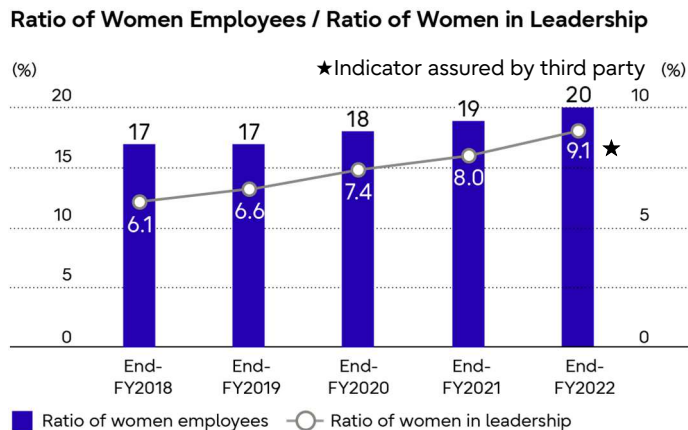
Career Workshop for Female Employees

Fujitsu and its domestic Group companies host workshops that are primarily for female employees that are on a leadership track, where awareness-raising by external lecturers, dialogues with multiple role models, and discussions with executive personnel are held, with the goal of further encouraging the career development of female employees. Our goal with this workshop, which is completely voluntary-participation based, is to help eliminate any internalized prejudice as to their manager-level career development, expand their career options, acquire the broader perspective needed to perform in high-level positions, and develop a sense of ownership over their careers.

International Women's Day Initiatives

The Fujitsu Group uses the occasion of International Women's Day, which falls on March 8 each year, as an opportunity to communicate messages from top management and promote the event outside the company through social media. In addition, we use green, the theme color of gender at the Fujitsu Group, to build a sense of unity and cohesion within the group, while accelerating the transformation of corporate culture by holding various events such as Webinars and lectures in each region. Furthermore, since FY2018, Fujitsu and its domestic Group companies have been hosting lectures and networking events by guests from inside and outside Fujitsu, and other regions have also been implementing events and measures to make this International Women's Day an important opportunity in the area of gender.

In FY2022, Fujitsu implemented various initiatives in conjunction with its "Thanks Project," which is aimed at encouraging employees to express their gratitude to each other more than ever amid changing work styles, and to make this a part of the company's culture.

Other Initiatives

In the Americas region, the Women's Innovative Network (WIN) offered a series sharing challenges and successes. East Asia and APAC (ASEAN and India) hosted online coffee table dialogues during Asia Human Rights and DE&I Week. Two guest female leaders offered advice to female employees. Europe and Global Delivery celebrated International Men's Day on November 19, providing an opportunity to understand DE&I concerning men and achieve it. Europe (NWE area) and Global Delivery are working on a gender pay cap program. Fujitsu Germany hosted a German Girl's Day event, giving female students the opportunity to experience AI. Global Delivery offers INSPIRE, a learning and mentoring program focused on women leaders.

Coffee Table conversation during the Asia Human Rights, DE&I Week

Initiatives for Health, Disability and Accessibility

At Fujitsu, we do not impose restrictions on the types of jobs available to people with disabilities. As such, there are people with disabilities who work in a wide range of jobs, from sales staff to SEs, R&D staff, administrative staff, and more.

During the hiring process, we prepare pamphlets and websites aimed toward job seekers with disabilities. This pamphlet includes employee interviews, as well as information as to our stance on the employment of people with disabilities, and the wide range of jobs available to them. In explaining how we provide an affirming and individually oriented workplace for all, regardless of disability, we hope to relieve them of any anxiety they may have about their employment. We also conduct long-term follow-up on these employees, from training until they become settled in their jobs, to encourage them to stay with us for the long term.

Trend in Employment Rate of People with Disabilities (Fujitsu Limited)

Examples of this include special training programs when they enter the company, and workplace-oriented consultations so that each employee is able to perform to the best of their abilities.

We also created a manual for workplaces, called the Work Style Guideline. It lists the things that employees should consider when working with employees with disabilities, according to each type of disability, to help understanding in the workplace.

In addition, we introduced a diversity communication tool—FUJITSU Software LiveTalk—as a common service for Fujitsu and its domestic Group companies, in order to support smooth communication and efficient operations which include employees who are hearing-impaired. We are implementing strategic measures such as hiring, accessibility improvements, and employee network activities in other regions, as well, according to the situation of the region and the country.

> ❯ FUJITSU Software LiveTalk

Initiatives on the International Day of Persons with Disabilities

On December 3, the International Day of Persons with Disabilities, we used purple, the Fujitsu Group's theme color for health and disability, to create a sense of unity within the Group, and delivered messages from top management. We are working together with DE&I promotion teams and employee network groups in each region to raise awareness of disabilities by holding events such as webinars and roundtables which promote understanding for people with disabilities, as well as conducting various initiatives that are aimed at boosting employee awareness.

Employee Network Groups of Employees with Disabilities

The Fujitsu Group has employee network groups of disabilities in each region. With the support of a global execctive sponsors, they are working to promote understanding of disabilities and create an inclusive environment while forming a global network (Global Network of Persons with Disabilities).

Special Subsidiaries to Promote the Employment of People with Disabilities

At Fujitsu and its domestic Group companies, we have established special subsidiaries in order to provide people with disabilities a wider range of workplaces. These subsidiaries work to cater to the unique needs of each and every individual, and create workplaces where they can thrive.

Initiatives in Other Regions

In certain regions, employees who promote DE&I are providing support for the Human Resources Department and reforming internal regulations and hiring practices, in order to build a workplace that is more inclusive for people with disabilities. Fujitsu has created a system for interviewing people with disabilities about their support needs on a voluntary and confidential basis. By improving the workplace through these initiatives, we will further improve the inclusion of people with disabilities.

	Year Established	No. of Employees with Disabilities	Main Work Tasks	Business Office (s)
Fujitsu FSAS & Sun Ltd.	1995	31	ATM, printer-related and personal computer repair, various services related to maintenance services for Fujitsu products, and system service operations	Beppu
Fujitsu Harmony Limited (as of March 31, 2023)	2013	197	Converting documents to PDF, office cleaning, restocking of office supplies, business card creation, setting up medical examination suits, novelty item creation, health-keeping services (employee massages)	Sapporo Office Numazu Office Niigata Office Aomori Office Sendai Office Kawasaki Office Nagano Office Nasu Office Makuhari Office Kawasaki Tower Kamata Office Shin-Kawasaki Office Nakahara Office Fukuoka Office Saitama Office Osaka Office Naha Office Nagoya Office Hiroshima Office* Shiodome Office* Kanagawa Office* *Health-keeping services only

Accessibility

The Fujitsu Group strives for communication that is open and accessible to all people with diverse characteristics.

Related departments collaborate to achieve accessibility across brand communications, product services, and work environments.

The new corporate brand applies a diversity-conscious design and emphasizes accessibility by developing a unique corporate font that is easy to read.

> A global design award for corporate rebranding: Determination to transform into an SX company with a new Brand Identity

Other Initiatives

Fujitsu UK utilized the newly launched "Be Completely You Passport" to enable employees to share the support they need in the workplace and work with employee network groups to ensure that reasonable accommodations continue to be available to them as their duties change. Fujitsu Thailand, Fujitsu Vietnam, Fujitsu Indonesia, and Fujitsu Singapore donated funds and scholarships to support children with disabilities and those who lack access to education, technology, and employment opportunities.

Fujitsu Thailand employees visited schools to donate and install desktop computers

Initiatives for Culture and Ethnicity

The Fujitsu Group is moving forward with efforts to create a corporate culture which treats people from diverse racial and ethnic backgrounds with respect. We are launching activities related to ethnicity and culture on a global scale. Various events are held in each region, such as employee network group activities to understand diverse cultures and ethnic groups, events to understand national and regional cultures, activities to provide a deeper understanding of specific ethnic groups, and activities to support ethnic minorities.

Fujitsu UK voluntarily published the ethnicity pay gap from 2021 to strengthen racial equality. Black Employee Inclusion Network Group (BEING) in the Americas region provided cultural education through Black History Month celebrations and partnerships with non-profit organizations. BEING also obtained funds from the Fujitsu Group's Strategic Community Investment 2022 program for promoting careers in STEM fields among young people. Fujitsu Australia has established an Indigenous-operated digital service center in Cherbourg, Australia (First Nations Service Centre), employing eight people and helping them develop their careers through training and support. The Fujitsu New Zealand Legal & Compliance Team was selected as a finalist for the D&I Initiative of the Year Award at the New Zealand Law Awards for its Māori and Pacific Peoples Inclusion Plan.

In addition, we, at Fujitsu, hire global personnel, including international students and students from overseas universities, by participating career events and holding in-house seminars for international students in and outside Japan. As a result, we have employed 674 foreign nationals at Fujitsu as of the end of FY2022. To help international employees integrate into Fujitsu's organizational environment and life in Japan, we have implemented a mentoring program, internal recommendations to promote the use of both Japanese and English for internal information and information sharing through our intranet site and internal social media. The English Club, a voluntary employees' network group established in Japan in which employees communicate in English, has developed into a lively exchange activity with participants from other regions joining its online activities, adding vitality to cross-cultural understanding.

Members of the First Nations Service Center supporting the digital transformation of indigenous peoples

Americas region Black Employee Inclusion Network Group (BEING) logo

LGBTI⁺ Initiatives

In June 2018, Fujitsu became the first Japanese company to express its support for the UN's LGBTI Standards of Conduct for Business. To create an environment where everyone can work comfortably and fully demonstrate their abilities, we are promoting efforts to deepen understanding of gender diversity while continuously communicating messages from management to all employees.

In Japan, we are also expanding the scope of application of our internal systems, such as congratulatory and condolence payments, vacation days, and leaves of absence, to include same-sex partners as well. We also take into consideration the use of preferred names based on gender identity and other efforts in order to create a support work environment.

Voluntary company participants in parades
(photos taken in 2019 and 2018)

Our efforts to raise awareness across the entire company include providing training on human rights, hosting lectures, and sending out messages through the intranet. In addition, we also host LGBTI⁺ Ally Meetings, where employees can engage in discussions with a diverse range of LGBTI⁺ individuals, in order to expand the network of LGBTI⁺ allies. Since 2017, we have hosted screening events under the theme of LGBTI⁺ and LGBTI⁺ allyship (2017: The Case Against 8 / 2018: Kalanchoe / 2021 and 2022: I am what I am. – Over the Rainbow – / 2022: I am Here – We Live Together). In recent years, participants of these events have started to naturally declare their LGBTI⁺ allyship in the workplace, by using rainbow-colored backgrounds for online meetings.

We are also committed to activities that contribute to the creation of a diverse and sustainable society. We are a partner in Pride House Tokyo (*1), a project that aims to create a permanent place where the next generation of LGBTQ youth can gather in safety and security, and where organizations, individuals, and businesses across different sectors work together to disseminate information about sexual minorities. In recognition of these efforts, the company received the highest "Gold" rating in the PRIDE Index by the voluntary organization "work with Pride."

> (*1)   Pride House Tokyo : Japanese language
>   English language

The Americas region installed restrooms for all genders and celebrated four pride (Policies on LGBTI⁺) events focusing on transgender people.

Fujitsu America was selected as one of the Best Places to Work for LGBTQ+ Equality 2022. The CEE area of Europe celebrated the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), and

Fujitsu UK was named one of the top 50 companies in the Stonewall Workplace Equality Index as an equal workplace for LGBTI⁺ employees.

Fujitsu Pride

Common global logo

Fujitsu Pride is a movement at the Fujitsu Group where representatives from employee network groups of LGBTI⁺ people and allies from each region come together to collaborate and take action on a global scale with the support of executive sponsors. Since 2020, we have held the first-ever online "Global Fujitsu Virtual Pride Week," hosted by Fujitsu Pride. Executives and employees from Fujitsu and group companies in Japan and overseas participate, and activities such as virtual parades, online seminars, panel discussions, and small group events to discuss LGBTI⁺ issues are conducted.

Initiatives for Inter-generations

The Fujitsu Group strives for a corporate culture where all group ages should feel respected and that they have opportunities to succeed.

As part of this effort, Fujitsu set up a dialogue forum for employees across generations to deepen mutual understanding as they discussed their values and job satisfaction.
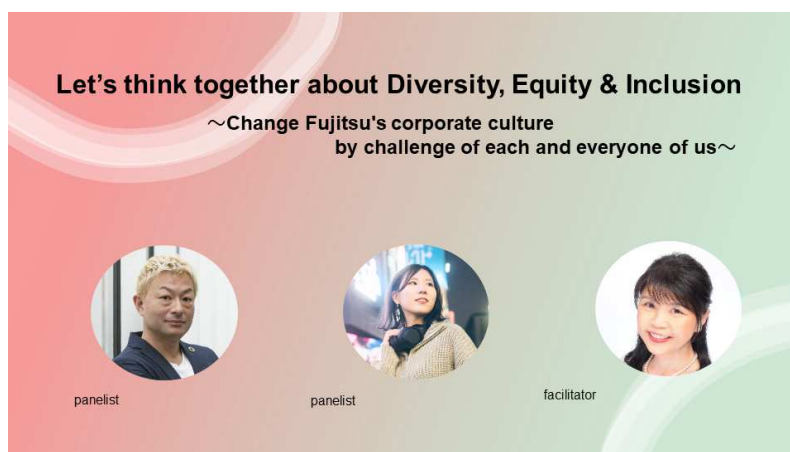
Dialogue forum for employees across generations

The Americas region has a networking group of employees who were in the armed forces. Fujitsu Vietnam encouraged employees who were in the armed forces by donating gifts and donations to wounded and ill veterans. Global Delivery hosted a Webinar for the sandwich generation (the generation that needs to care for older family members and their children). Various other initiatives are also underway in each region.

Support of a Healthy Work-Life Balance

Fujitsu is moving forward with efforts to establish systems that will allow employees to better balance their work and private life, including such events as childbirth, childcare, and long-term care. In addition to introducing and mainstreaming remote work, we are promoting a balance between work and childcare and long-term care by overhauling work systems, such as expanding "flex time" work setups without core work hours, and increasing the number of days men can take our unique parental leave.

Childbirth and Childcare

Fujitsu has established an Action Plan (*2) in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children. We also provide babysitter subsidies and have in-house childcare facilities in our business offices. Several times a year, we also conduct seminars for employees who have just returned from parental leave, as well as seminars for supervisors of employees who are on parental leave, with the aim of

providing workplace support and constructing networks, in addition to promoting diversity management. Furthermore, in addition to support seminars for employees who are about to take maternity or childcare leave, we also hold seminars for employees who are thinking about their career plans based on taking maternity or childcare leave in the future, employees whose spouses are about to have a baby, and supervisors who have such employees under their supervision, to fully support them in balancing work and childcare.

(*2)   Action Plan: The first Action Plan was implemented in 2005. This current one is the 7th Action Plan (April 1, 2021 – March 31, 2024).

❯ 7th Action Plan (61.6KB)

Nursing Care

Since FY2017, we have also hosted the Balancing Work and Nursing Care seminar for employees involved in nursing care. The seminar provides an opportunity to learn basic knowledge about nursing care in general, including support policies both inside and outside of the company, the mental/emotional attitude needed, and the preparation that goes into providing nursing care. In addition, in FY2020, we released a handbook which compiles information about knowledge and behavior to keep in mind for each stage of care, as well as the company systems available for use, with the goal of having employees use them to balance work and nursing care. Furthermore, in conjunction with CareNet, Inc., a Fujitsu Group company that offers nursing care services, we launched a Nursing Care Consultation Service, and are aiming to realize employee wellbeing by addressing the nursing care worries of each employee across the entire Fujitsu Group.

External Awards / Certifications

See here for a list of the external awards / certifications that Fujitsu has received for its diversity efforts.

Initiatives in Other Regions

Region Name	Awards and Recognition in FY2022
Americas	• Best Place to Work for LGBTQ⁺ Equality 2022 (human rights campaign) • Fujitsu America: Selected by its African-American employee network for the Fujitsu Group's Strategic Community Investment 2022 program to support Girls Who Code (a non-profit organization that supports education in STEM fields for women, of which Fujitsu is committed to)
APAC	• Fujitsu Australia: Gold Level Award in the Australia Workplace Equality Index for LGBTI+ inclusion • Fujitsu New Zealand: Certified for LGBTI⁺ Inclusion by Rainbow Tick • Fujitsu Australia and Camp Quality's Kids' Guide to Cancer App win 2023 ISG Paragon Awards™ ANZ • Fujitsu Australia and Camp Quality's Kids' Guide to Cancer App win the Best Not-for-profit Project at 2023 iTnews Benchmark Awards • Fujitsu Asia: 2 employees respectively selected as winners in the Innovation (Partner) category and finalists in the Achievement (Partner) category of the Women in ICT Awards (WIICTA)"
Europe	• Fujitsu UK: Received 2022 Black Tech Achievement Award • Fujitsu UK: Named top company in the 2022 Social Mobility Employer Index • Fujitsu UK: Named Disability Confident Leader by the UK Government for the third consecutive year since 2017 • Fujitsu UK: Named one of the top 50 companies for gender equality by The Times • Fujitsu Germany: Awarded in the Women's Career Index (FKi) for the third time
Global Delivery	• Fujitsu Services' INSPIRE (a learning and mentoring program for female leaders) won the Fujitsu Way Empathy Award in the in-house 2022 Sustainability Contribution Awards

	• Fujitsu GDC India: Named Best DEI Employer and Champion of Change by BW Businessworld • Fujitsu GDC India: Received Bronze Award from India Workplace Equality Index for LGBTI Inclusion

Fujitsu UK's Black Tech Achievement Award 2022

FY2022 Performance

★Indicator assured by third party

Initiatives to Foster Corporate Culture

- DE&I Session (former name: Companywide Diversity Promotion Forum): 516 participants in FY2022 (Fujitsu, domestic Group companies, and each overseas region)
- Incorporated DE&I questions into our annual global engagement survey
- Held Human Rights and DE&I Week (East Asia)
- Held intercultural awareness session "Working with Japanese Employees" (Europe (CEE area))
- Celebrated Inclusion Week 2022 (Europe (NWE area))
- Providing training for inclusive recruitment and aiming to recruit diverse talent (Europe (NWE area))
- Conducted inclusive leadership training (Global Delivery)
- Leaders participated in reverse mentoring program on viewpoints with reverse mentors who were young employee from diverse backgrounds, and fostered inclusive leadership behaviors in one-on-one environment (Europe region)
- Launched "Mystery Coffee" in Europe region to create inclusive atmosphere and sense of togetherness in workplace, and expanded both in-house and globally (Europe (CEE area))
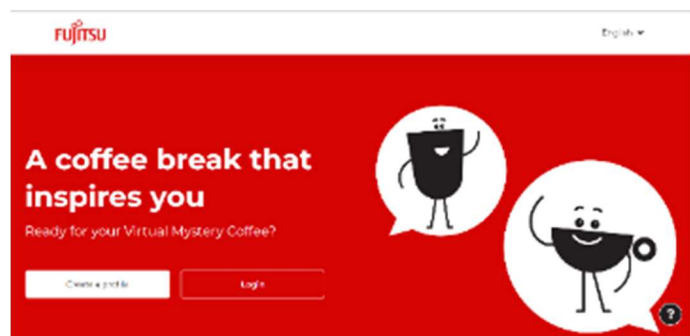
Mystery Coffee in Europe

Gender Initiatives

- Female employee rate: 19.5% / Female manager rate: 9.1%★ / Newly appointed female manager rate:

25.8% (Fujitsu)
- Held Female Employee Career Workshop: 356 participants in FY2022 (Fujitsu and domestic Group companies)
- Implemented measures to celebrate International Women's Day (in each region)
- Implemented measures to celebrate International Men's Day (Europe, Global Delivery)
- Provided External training program for women (Fujitsu)
- Activities of Network groups for gender empowerment and diversity (in each region)
- Conducted Gender Pay Gap Program (Europe (NWE area), Global Delivery)
- Held Girl's Day event in Germany (Fujitsu Germany)
- Offered program for women leaders (INSPIRE) (Global Delivery)

Initiatives for Health, Disability and Accessibility
- Rate of employment for people with disabilities: 2.45%★ (June 2022) (Fujitsu)
- Conducted International Day of Persons with Disabilities event (Japan region): Posted video interviews with people with disabilities regarding their thoughts on DE&I
- Implemented measures to celebrate International Day of Persons with Disabilities (in each region)
- Introduced LiveTalk, a diversity communication tool for hearing-impaired people, company-wide, and for all domestic group companies (Fujitsu and its domestic Group companies)
- Held lectures by employees with disabilities at new employee training (Fujitsu)
- Held seminars to promote understanding of disabilities (FY2022: 2 times)
- Employee network groups for people with disabilities (in each region)
- Conducted photo contest for pets supporting people with disabilities (Americas region)
- Conducted #CaringforCarers campaign to support caregivers (Global Delivery)
- Conducted survey of persons with disabilities through cross-sectional project to improve employment and working conditions for persons with disabilities

Initiatives for Culture and Ethnicity
- Employee network group activities for understanding diverse cultures and specific ethnic groups (in each region)
- Activities of Black Employee Inclusion Network Group (BEING) (Americas region)
- Activities of LatinX Link (Latino employee inclusion network group) (Americas region)
- Mentoring program for foreign employees and support for English Club (Fujitsu)
- Fujitsu New Zealand Legal & Compliance Team selected as finalist for D&I Initiative of the Year Award at the New Zealand Law Awards for Māori and Pacific Peoples Inclusion Plan
- Celebrated National Reconciliation Week (a period for understanding Australian culture, history, etc. and creating a better relationship with indigenous people) (APAC (Oceania area))
- Celebrated Matariki star cluster, which marks Māori New Year, as part of Māori and Pacific Peoples Inclusion Plan for first time (Fujitsu New Zealand)
- Non-Japanese employees share stories of their cross-cultural experiences in Japan

LGBTI⁺ Initiatives
- Global Fujitsu Virtual Pride Week 2022 (Fujitsu Group)
- Employee network groups for LGBTI⁺ employees and allies (in each region)
- Online film screening and discussion (movies "I am what I am. – Over the rainbow –" and "I am Here – We Live Together")
- Participation in "Business For Marriage Equality," a corporate campaign that calls for marriage equality in Japan (from November 2020)
- Participated in career workshop at Pride House Tokyo's "LGBTQ⁺ Youth EXPO"
- Celebrated National Coming Out Day and Transgender Awareness Week (Americas region)
- Selected as one of the top 50 companies in Stonewall Workplace Equality Index (Fujitsu UK)

- Celebrated International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) (Europe (CEE area))
- Awarded Pride Champion Silver 2022 by the PRIDE Champion Audit (Fujitsu Germany)

Intergenerational Initiatives

- Initiatives for Inter-generations Activities of veteran employee network group (Americas region)
- Hosted Webinar for the sandwich generation (the generation that needs to care for older family members and their children) (Global Delivery)
- Donated gifts and money to an agriculture hospital and charitable organization for children with disabilities and orphans on Children's Day (Fujitsu Vietnam)
- Donated gifts and money to wounded and ill veterans for encouragement (Fujitsu Vietnam)
- Donated money and scholarships to support children with disabilities and those with no or little access to education, technology and employment opportunities (Fujitsu Thailand, Fujitsu Vietnam, Fujitsu Indonesia, and Fujitsu Singapore)

Efforts Toward the Support of a Healthy Work-Life Balance (Fujitsu)

Event Name	Frequency	Participants	Details
DE&I / Diversity Promotion Seminar for child-rearing employees	2 times	114	Health advice from public health nurses, lectures by external speakers, dialogue with executive-level staff, group discussions
DE&I / Diversity Management Seminar for supervisors of employees with children	2 times	314	Health advice from public health nurses, lectures on management by external speakers, group discussions
Preparatory seminars for maternity/paternity leave	2 times	412	Policy explanations, health advice from public health nurses, lectures by postpartum doulas, panel discussions, group discussions

- Number of Employees Utilizing Childcare and/or Nursing Care Policies, and Reinstatement/Retention Rates of Employees after Childcare and/or Nursing Care Leave (Fujitsu)

  Number of Employees Utilizing Policies (FY2022: Fujitsu) (Unit: No. of employees) (*3)

	No. of Users	Men	Women
Child Care Leave (*4) (*5)	518★	286	232
Family Care Leave	18★	10	8
Short Working Hours (child care)	670★	21	649
Short Working Hours (family care)	11★	8	3
Paternity Leave (*6)	549★	549	-

(*3)   Data applies to regular employees enrolled as of the end of the fiscal year (March 20).
(*4)   Short-term childcare leave taken within 8 weeks of childbirth and subsequent re-taking (so-called paternity leave) are counted as 1 person each.
(*5)   Employees who have taken parental leave for the first time for a subject child, regardless of whether the child was born within the current year (in accordance with the calculation method accompanying the disclosure of the status of parental leave) (including combined use with childcare leave) are counted.
(*6)   Employees who had a child during the fiscal year and took such leave during the fiscal year (including combined use with childcare leave) are counted.

Reinstatement/Retention Rates After Child Care Leave/Family Care Leave (FY2022: Fujitsu)

	Reinstatement Rate	Retention Rate
Child Care Leave	5-1-2-14 100%	96.6%
Family Care Leave	100%	85.7%

	Reinstatement Rate	Retention Rate

Global Responsible Business

─   **Well-being**   ─

The Fujitsu Group aims to enrich and continuously improve our positive health culture where our employees can work to their full potential, both in mind and body. We value the importance of our people, and will strive to enable them to succeed in their own personal development and growth.

Well-being

Well-being

Goal

WHAT FUJITSU ASPIRES TO BE
A state in which you can achieve the work and private life as you envision, and you have the discretion and decision-making power to achieve self-realization.

GOALS FOR FY2025
Each employee can understand and talk about their own Well-being
- Well-being
  - Sending Well-being Messages to Global for promotion understanding of Well-being
  - Development of Well-being Indicators
- Occupational Health & Safety (*1)
  - Zero occurrences of serious accidents

GOALS FOR FY2022
- Provide a work environment with opportunities to enrich and continuously improve our positivity, including health culture, enabling all of our people to thrive
  → Global average score for "Work-life Balance" and "Well-being (*2)" 71
- Provide opportunities where they achieve success in personal and professional development and can be completely themselves at work
  → Global average score for "Growth Opportunities" 70

*1 "Occupational Health and Safety" has been integrated into "Well-being" since FY2023.
*2 "Work Environment" has been changed to "Well-being" from FY2022.

Fujitsu Group believe our employees' Well-being is

Fujitsu Group believe "Well-being" which focuses on people, the source of our business activities, is one of the most important management issues. We believe our employees' Well-being is "a state which staff can realize their work and private life as they envision, and have the discretion and decision-making power to achieve self-realization." While "Happy" is a momentarily feeling, "Well-being" is more sustainable happiness.

Fujitsu Group has summarized the four key elements of Well-being that can be realized through work. Although each individual will prioritize a different category for their own Well-being because of each individuals' circumstances, we believe that we can approach the state of Well-being through work when these factors are met.

Four Key Elements of Well-being in Fujitsu Group

Career & Growth Well-being
Employees continue to learn and grow for their careers

Financial Well-being
Appropriate and fair remuneration (including psychological remuneration) according to roles and contributions

Improve Individual's Well-being

Social Well-being
Build and maintain trust and good relationship with stakeholders (colleagues, partners, and customers)

Health Well-being
Maintain and promote the physical and mental health of employees and their families.

* Our theme color of Well-being Activities is Magenta Orange. Magenta represents deep warmth and creativity, and Orange represents moving perpetually forwards.

Promotion system and review

Well-being activities are reviewed by the Sustainability Management Committee, which meets semiannually to confirm the progress of activities and achievement of targets, and to discuss new activities. The results are reported to the Management Committee. The Chief HR Officer (CHRO) is the pillar owner and the PMO (Employee Success Unit & International CoE) is responsible for planning and promotion. Regional leaders are appointed from each region to promote specific measures and activities in each region.

Fujitsu Well-being committee

Pillar Owner
Chief Human Resources Officer (CHRO)

PMO
Employee Success Unit
International COE

Region Lead
Japan **Europe** **Americas** **APAC** **Global Delivery**
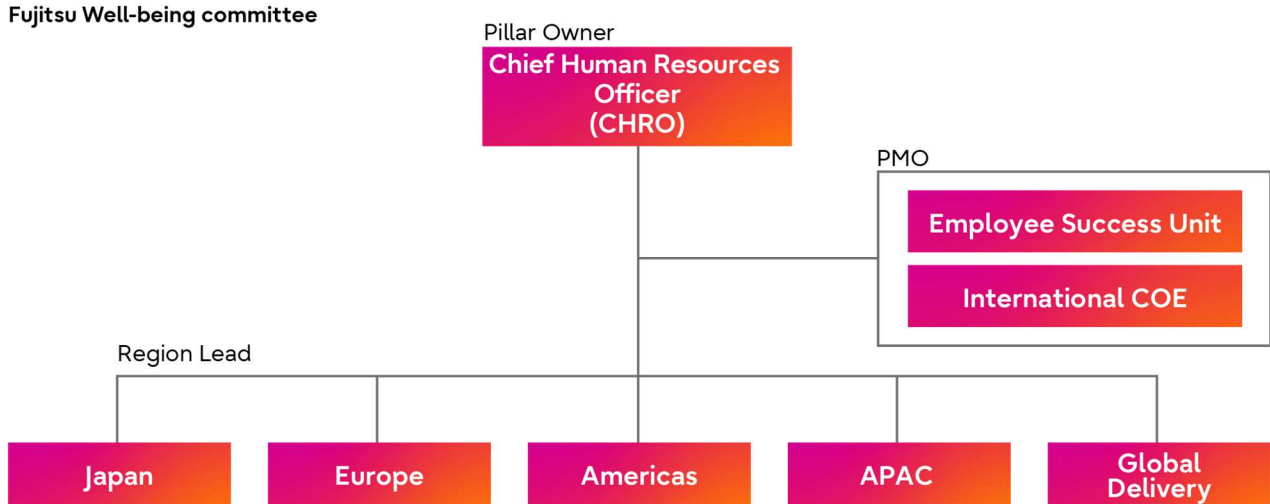
Goals and Results

Stories to 2030 (Goals)

We believe the time when Well-being becomes a common sense of value for people, will come after 2030, in which SDGs goals are set. We envision a Well-being story in three steps to realize the plan as the ideal form for 2030. It is currently in the first stage consists of the aim that "each employee can understand and talk about their own Well-being" by 2025. We are promoting the development of "Promote understanding of Well-being" and "Data-driven visualization and analysis" toward achieving this goal.

Well-being Story by 2030

2031～Post SDGs
·Environmental adaptability/Autonomy maintains and enhances each Well-being

2028～2030 Integration with corporate culture and contribution to society

2026～2027 Understanding Others and Behavior Changes

2023～2025 Visioning and Self-understanding

Employees
·Each employee can understand and talk about their own Well-being

Aspire to be

Company
·Promote measures to understand Fujitsu Group's concept of Well-being
·Establish Fujitsu's Well-being concept/methodology through data-driven visualization/analysis

·Understand the Well-being of your co-worker's and respect each other's Well-being
·Concrete actions toward the realization of their own Well-being

·Team management that ensures psychological safety
·Promote initiatives and events for employees to work with their families on "Well-being"

【What Fujitsu aspires to be 2023】
A state in which you can achieve the work and private life as you envision, and you have the discretion and decision-making power to achieve self-realization

·Enrich and continuously improve our positivity, including health culture, enabling all of our staff to thrive wherever they are located
·Promote Well-being initiatives and events to with countries and regions

·We continue to provide a healthy organization/work environment that supports the promotion of individual Well-being

▼2025 Osaka Expo   ▼2030 SDGs Goals

Major Initiatives in FY2022 (Results)

1. Promote understanding of Well-being

- Promote Well-being Message at Global News

  On January 30, 2023, CHRO sent a message to all global employees (approximately 120,000 employees) to promote understanding of Fujitsu's Well-being. The contents are "The definition of Well-being in Fujitsu Group" and "Our stance as a company for future improvement of our Well-being."

- Lecture by Mr. Yoshiki Ishikawa, Well-being for Planet Earth

  On February 22, 2023, Mr. Yoshiki Ishikawa of Well-being for Planet Earth gave a lecture, question-and-answer session, and a discussion session at Fujitsu Transformation Now with the aim of understanding the positioning of Well-being in the society (approximately 1,200 employees participated).

- International Day of Happiness

  On International Day of Happiness (March 20, 2023), CHRO sent a message to all Fujitsu Group employees around the world (approximately 120,000 employees), aiming to provide them with an opportunity to think their own Well-being. In Japan, we held a Thanks event in which employees could express their gratitude through an app (Target: approximately 30,000 employees in Fujitsu Ltd. / Number of thanks points during the event: approximately 12,000).

  As a member of the Well-being Initiative (*3), we also held joint events with 19 other companies, publicized information on our company's Well-being initiatives, and had an opportunity to communicate with other companies in walking events.

  *3 Well-being Initiative
  The initiative was launched in 2021 by Nikkei Inc. in cooperation with Well-being for Planet Earth, a public interest incorporated foundation, voluntary companies, experts, and organizations. The Fujitsu Group has participated since the first year.

2. Data-driven visualization and analysis

We conducted a Well-being Trial Survey (targeting approximately 2,500 employees) from February 27 to March 10, 2023, with the aim of developing indicators to quantitatively measure the actual feeling of Well-being. We plan to conduct trial surveys in 2Q for all employees in Japan (approximately 80,000 employees) and in 4Q for all employees worldwide (approximately 120,000 employees).

Activities in each category

- [Career & Growth Well-being](#)
- [Financial Well-being](#)
- [Social Well-being](#)
- [Health Well-being](#)
- [Occupational Health and Safety](#)

Career & Growth Wellbeing

Policy

We are working to expand growth opportunities for our employees, aiming to become a company that creates innovation in every corner of society by bringing together a diverse range of internal and external human resources with agility, in order to realize our company's purpose to make the world more sustainable by building trust in society through innovation. So that we can achieve a sustainable world, Fujitsu is focusing on creating an organization that brings together a diverse group of people with expertise and experience, leveraging the technology areas in which the company has always excelled. In addition, to support each employee's autonomous learning and growth rather than providing uniform training from the company, we offer a wide range of learning and career options based on common global policies. We support employees to become their desired selves by revising systems, promoting reskilling and upskilling in accordance with the transformation of our business portfolio, and provide an environment that enables each employee to act autonomously with a sense of fulfillment emphasizing improvements in employees' sense of job satisfaction and engagement.

To Achieve Career Ownership

From April 2022, we have introduced a new personnel system based on the concept of 'job-based human resource management' that encourages each employee to take on challenges and grow with in our domestic Group. In line with this, we are implementing measures focused on each individual to support employees in taking on challenges and growing based on their career ownership.

In order to realize our purpose, Fujitsu has shifted its relationship with employees to one that fosters autonomy and trust while realizing mutual growth, and it has completely revamped its human resources and personnel training system, which now focus on job-based human resources management that supports employees to tackle new challenges. The collection of programs that supports employee career ownership is now named FUJITSU Career Ownership Program (FCOP) to reflect the company's efforts to cultivate career ownership among all employees.

The program offers streamlined career development opportunities, including Understanding and Promotion of Career Ownership aimed at understanding one's own career phase through career ownership diagnosis and age-specific workshops, Career Interviews that provide one-on-one interview opportunities with a career counsellor or a supervisor, Learning Opportunities that allow employees to learn a multitude of content both relevant to and outside of work anytime anywhere through a learning platform, and Opportunities to Take Challenges that enables employees to apply for transfer or promotion to a position they aspire to within the Fujitsu Group through the global internal job posting system. Through these opportunities, FUJITSU aims to growth together with its employees while realizing its purpose based on an autonomous and trusting relationship between employees and the company serving as the foundation.
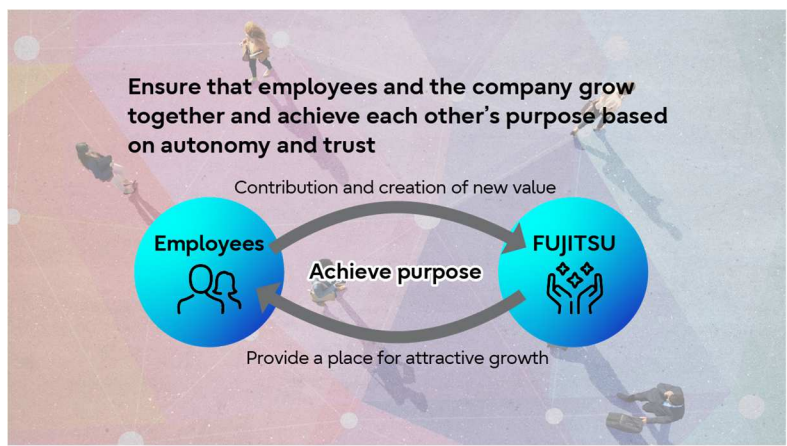
Relationship Between Employees and the Company

Framework for Supporting the Career Realization of Each and Every Employee

Initiatives Supporting Fujitsu Uvance

In order to advance Fujitsu Uvance, the business brand that we have set forth to realize a sustainable world, we need people with expertise and the ability to implement change that will enable us to face and solve the issues facing society and customers. Through various initiatives, we support the realization of Fujitsu Uvance and our purpose from a human resource perspective.

Fujitsu Innovation Circuit

The Fujitsu Innovation Circuit aims to enable us to become a company where anyone can take on challenges, where conversations about what has been learned from challenges and support for those taking on challenges are commonplace, and where intrapreneurs (internal entrepreneurs) are born to lead Fujitsu into the future and realize the world we aim to create with Uvance.

Under the full supervision of Yasuhiro Yamakawa, Associate Professor of Entrepreneurship at Babson College in the US, the Academy and Challenge stage, which began in November 2021, fosters intrapreneurs through learning and practice of entrepreneurship. By the third iteration, 571 people have participated and acquired the corporate know-how and mindset. Moreover, we established the Growth Program in July 2022 as a practical program that incubates high potential projects among business ideas derived from the Challenge Program. In FY2022, there were a total of seven projects promoted.

Global FDE

Global Fujitsu Distinguished Engineers (below, "Global FDEs") are the technological face of Fujitsu, spearheading solutions to our customers' business challenges by leveraging their superior technological capabilities. Recognized as the pinnacle of Fujitsu Group engineers by common global standards, they participate in the formulation of our business and technology strategies.

We have established the seven certification areas of networks, cybersecurity, AI, data, computing, hybrid IT and project management, which are the future key technology areas of our new business. As of FY2022, a total of 33 Global FDEs were certified.

Furthermore, we will position it as a benefit and career path for engineers who contribute to business strategy and customer value creation in conjunction with a job-based personnel system.

Reskilling

Fujitsu offers a reskilling program based on the skill level of individual employees in order to strengthen the workforce for expanding the Business Application business, which is one of the key focus areas for developing a technological foundation to address cross-industry challenges within Fujitsu Uvance.

One of the programs offered is the Global Strategic Partner Academy. This program is Fujitsu's strategic technology partner, which is implemented through collaboration between ServiceNow, Inc., SAP SE, and Microsoft Corporation, the world's top IT service providers. It has been rolled out globally as a universal program, allowing learners to acquire knowledge and skills of the three companies' services, as well as cutting edge digital technology and know-how. The aim of the program is to increase the number of personnel with highly specialized knowledge and know-how. Starting in December 2021, Fujitsu has been offering highly specialized IT services to its customers thanks to the 57 employees who have completed this program to date. We aim to invest in human resources over the long-term to achieve a sustainable society through technological innovation. At the same time, we aspire to create an environment where anyone can take on digital related job duties and work together with partner businesses and customers in maximizing the potential of digital technology. We will aid in addressing challenges faced by customers and society by strengthening global collaboration with human resources that excel in digital technology.

Initiatives Supporting Career Ownership

We are supporting the growth of our people by providing multiple options in career development and training to empower them to take actions towards reaching specific career goals.

FUJITSU Career Ownership Program (FCOP)

We offer the FUJITSU Career Ownership Program (FCOP) as a support program to help each Fujitsu employee take career ownership and realize their career goals. We host Career Café as a practical workshop centered on dialogue, providing participants of the same generation with the opportunity to share ideas with one another and receive new career inspiration. Employees can also use career ownership diagnosis as a tool to understand where they stand in terms of career ownership. The tool contains 16 simple questions that provide insight into an employee's current career ownership status and actionable tips. The accumulated statistical data serves as an important tool for visualizing and utilizing human capital data to better understand career autonomy and challenges faced by the organization.

Furthermore, we offer expanded career interviews with in-house career counselors to provide a third-party perspective for employees to thrive and actively participate at work in their own unique ways. In-house career counselors are staffed by managers with job experience. Over 1,000 employees have sought advice to help achieve their desired goals.

Purpose Carving

"Purpose Carving" is a program that encourages employees to verbalize their own purpose through dialogue with colleagues. At Fujitsu, we focus on the individual purposes of employees and in less than two years since the program's inception, we have carved out "My Purpose" among more than half of our employees, approximately 70,000 people. The program has become an engine that drives our digital transformation. As it shows a growing correlation with personal, organizational and corporate transformation, Fujitsu is also considering expanding the program as an organizational transformation service program available to external parties.

Promotion Structure

We are building a system to promote human resource development measures in a globally integrated manner in order to realize our purpose. The Engagement & Growth Division is in charge of human resource development in line with company-wide management policies, while the Human Resources Development division in each business unit is responsible for human resource development in line with divisional strategies and business needs, and clarifies human resources and skills to be strengthened and plans training measures. In October 2022, the Skill Ownership Office (SOO) was established as an organization dedicated to employees' skill development. The office consolidates the reskilling and upskilling opportunities across the company to promote human resources capable of leading Fujitsu's business globally, with the aim of achieving Fujitsu Uvance. In addition, we are promoting knowledge sharing on a global basis in cooperation with the human resource development departments in each region, and supporting all employees to learn and grow through a combination of region-specific and local measures.

The execution of highly specialized training and education is handled by Fujitsu Learning Media Limited, a Group company that provides human resource development services.

Main Initiatives of Each Region

Employee Support Workshop in Global Delivery

In 2022, a workshop targeting incumbent, new and future managers was launched in the second quarter in Global Delivery, which received positive feedback from participants. To date, a total of six training sessions led by global trainers have been held, with over 100 employees participating in each session. The training covered themes including advice on self-care for managers, staff management in stressful situations, improvement of empathy, unconscious bias, and principles of time management.

Workshop to Improve Work-Life Balance in Taiwan

Fujitsu Taiwan Limited (FTL) conducts an online workshop that supports employees, particularly women, to improve their communication skills aimed at achieving a balance between family, life and work. The goals of the workshop are to enhance employees' well-being and work-life balance, as well as to increase their work engagement. We believe that management of employees that harmonizes and integrates employees who each belong to a different community and affiliation will help empower employees and improve their well-being.

FY2022 Performance

- Average Annual Hours Spent Learning and Annual Cost of Learning Per Employee (Fujitsu and its domestic Group companies)

	Total Average
Average Annual Hours Spent Learning *Global overall	46.5 hours
Annual Cost of Learning *Global overall	75,400 yen

Financial Well-being

Performance Evaluation and Compensation

Reform Towards Position-based HR Management and Job (Responsibility)-Based Compensation

Fujitsu and the group companies in Japan are engaged in reforming their human resource systems as they work towards Position-based HR Management. In April 2020, we introduced job descriptions for manager positions that clearly outlined their jobs. This is now being extended to non-managers, starting in April 2022. This new system uses a globally unified standard to rate the magnitude and importance of the job, not the person, and the compensation reflects this rating. In April 2023, we lifted our average monthly wage in Japan by approximately 10%. To attract and retain diverse and talented employees, we are also reviewing our compensation levels to ensure they are competitive in terms of global corporate benchmarks. The goal of these measures is to encourage every one of our employees to be highly motivated as they rise to the challenge of value creation and to spur their growth as we address the constantly changing issues faced by our customers and by the wider community. In line with this, we are significantly extending our posting structure so that employees can gain entry into their desired jobs and positions based on their own career goals, rather than being promoted or transferred at the recommendation of their superiors. At the same time, we are also recruiting suitable candidates from outside the company, not just from within our own ranks, and adopting career promotions based on an approach of matching the right talent with the right job.
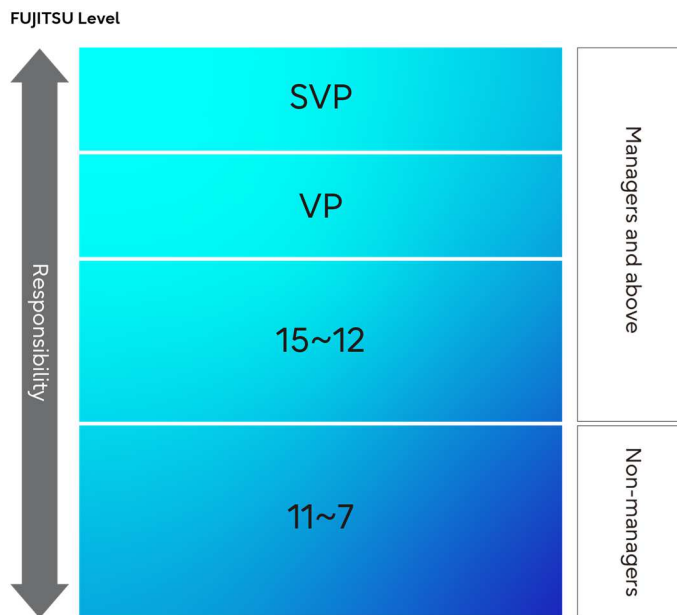
As well as having a quantitative perspective, such as sales numbers or the magnitude and importance of the job (responsibility), these jobs are also rated based on perspectives such as the reporting line, difficulty, impact, level of specialization and diversity. This is referred to as the "FUJITSU Level", and in this structure, the monthly salary is determined by the FUJITSU Level.

For FUJITSU Level 15 positions and below, bonuses are paid based on evaluations. For executive positions of VP and higher, an STI(*1)/LTI(*2) scheme is being introduced that is more closely tied to results. This scheme will also apply to executives both in Japan and overseas.

(*1) Short Term Incentive: Remuneration set based on level of achievement of one-year performance targets, etc.
(*2) Long Term Incentive: Remuneration set based on level of achievement of medium-to-long-term performance targets, etc.

Introduction of a Global Common Evaluation System

As part of our global common evaluation system, we introduced "Executive Performance Management" for executives in FUJITSU Level VP positions and above as well as the "Connect" system for all employees in FUJITSU Level 15 positions and below. These evaluation systems were introduced with the aim of spurring greater ambition among all our employees and promoting both organizational and personal growth. To achieve this, we began by drafting a "Organization's Vision" that depicts the future to be achieved by each organization as we strive to realize Fujitsu's purpose, bringing employees closer to that purpose and encouraging each of them to rise to the challenge. We also made this one of the criteria for assessing the extent to which we embody the "Our Values" in the Fujitsu Way, thereby helping change behaviors in line with achieving our purpose.

Our Executive Performance Management employs the "Balanced Scorecard" method, which involves evaluation from the perspective of "financial indicators", "key indicators" and "behavioral indicators". Rather than being based solely on financial indicators, evaluations are well balanced, using a framework of key indicators and behavioral indicators as well as initiatives related to materiality and non-financial indicators, such as employee engagement, customer NPS, and the percentage of women in leadership roles.

In the "Connect" system, employees are assessed on their "Impact", "Behaviours" and "Learning & Growth" relative to achieving each organization's vision and Fujitsu's purpose. (See figure at right.)

Feedback is provided through regular communication on a monthly or quarterly basis between managers and members, which maximizes behavioral change, growth and impact and also builds trusted relationships that help to improve acceptance of the evaluations. Evaluation results not only feed into bonuses, but are also used by the organization's personnel management to assign higher levels of responsibility and opportunities for growth to highly evaluated employees.
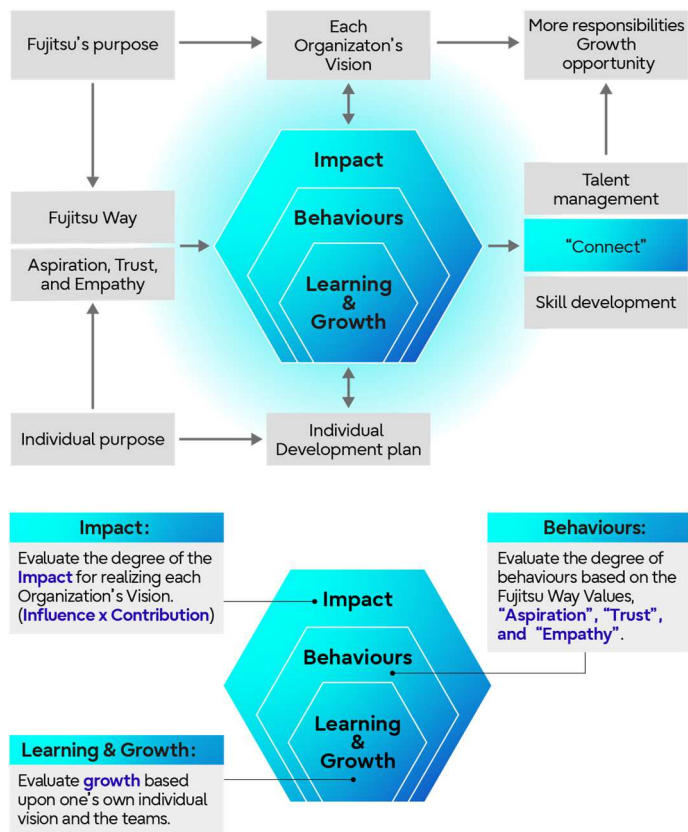
Employee Benefits Program

The Fujitsu Group has programs in place that are suited to the lifestyles of employees and their families and are designed to enable them to achieve a sense of well-being.

As part of the trend toward more diverse and flexible ways of working, and to allow employees to make their own choices, Fujitsu introduced the "F Life+" cafeteria plan(*3). In line with the belief that active work, challenges and personal growth for every employee will lead to growth and development for the company, we have established various incentives to provide medium- to long-term motivation. These include a defined contribution pension plan, an employee shareholding association, a property accumulation savings plan, and group insurance benefits. Additional programs implemented by Fujitsu provide support in the areas of housing, medical care, healthcare, and childcare and nursing.

(*3)   Cafeteria plan: A system under which employees select the employee benefits they want or need from a diverse menu prepared by the company, taking advantage of the chosen options by using "employee benefits points" awarded by the company.

Key Initiatives in Regions Outside Japan

Financial Well-being Support in the UK

There are four ways Fujitsu supports financial well-being for employees in the UK.

- Financial education awareness sessions: Topics include pensions, debt and savings; extensive support is also provided to help with the acquisition of knowledge about financial matters
- An employee assistance program that offers independent one-to-one financial support
- Various financial benefits that support different life priorities and enable employees to select the options that are most suitable for them (such as insurance and healthcare)
- A range of discounts offered to employees

A 24/365 Accident Insurance Scheme in Germany

From Fujitsu's perspective, it is important that all employees have insurance cover 24 hours a day – not only during working hours.

We therefore implemented a universal accident insurance scheme for all Fujitsu employees working in Germany. Since August 2022, even for private accidents, all staff have enjoyed 24-hour, omnidirectional accident coverage.

Cherbourg Digital Service Centre in Australia

Working with the Cherbourg Aboriginal Shire Council and local community, the Queensland Government's Department of Tourism, Innovation and Sport and TAFE Queensland, Fujitsu Australia established the First Nations Service Centre to support digital innovation in the Cherbourg community. The service center (located in an aboriginal community in Wakka Wakka Country, 260 kilometers northwest of Brisbane) is part of a three-year pilot program designed to promote economic development in Queensland's indigenous communities through training in digital skills and by providing employment opportunities.

Social Well-being

Work Environment

Promoting New Ways of Working with 'Work Life Shift' Under the New Normal

Fujitsu is promoting Work Life Shift in these uncertain times to generate higher employee productivity than ever before, while ensuring that creativity and innovation continue to grow.

Work Life Shift is a concept that achieves employee Well-being by focusing not only on 'work', but by completely shifting the 'job' and the 'lifestyle'.

We are implementing various initiatives, both in terms of personnel systems and workplace environment changes, that will allow us to create and deliver value for our customers regardless of location or time and that will enable the ongoing transformation of Fujitsu itself.

The Work Life Shift offering consists of three key categories: Smart Working, Borderless Office, and Culture Change.

Smart Working

Approximately 80,000 employees of Fujitsu Group companies in Japan work principally on a teleworking basis (excluding those in manufacturing facilities and those assigned to customer sites). Our employees enjoy an optimal work style that allows them to choose flexible working hours and a work location that suit the characteristics and objectives of their work tasks as well as their lifestyle.

Borderless Office

Freed from the constraints of working in a traditional fixed workplace, employees can select a location that ideally matches the required task – be it their home, a hub office, a satellite office, or other appropriate workspace.

Culture Change

People management founded on high levels of employee autonomy and trust will generate maximized team performance and enhanced productivity.

Announcing Work Life Shift 2.0 -- DX Company Work Styles that Cater to Everyone's Well-being

In October 2021, Fujitsu announced Work Life Shift 2.0 as a way to achieve a true hybrid work style that includes the effective use of real communication in the office and also aims to provide workers a more fulfilled life. The new version puts in place more advanced measures that reflect both employee feedback and issues that arose when the original Work Life Shift was implemented.

1. Practical Hybrid Work and the Evolution to "Experience Place"

As we look towards a post-COVID future, the office is evolving from the work place of the past to an "experience place" that offers experiences only available at the office. New ways of using the office provide greater collaboration through real communication as we transition to a true hybrid work style that combines the real with the virtual.

2. Evolution of Work Styles for a DX Corporation

At Fujitsu, we are making the value of the various experiences gained from putting hybrid work into practice visible as data as we move towards a work style that boosts productivity while allowing for greater creativity. We are also further stepping up our collaborations with other corporations and local governments who support

the Work Life Shift concept and contributing to the resolution of problems for our customers and the community more broadly.

3. Enabling Work-Life Synergies

By leveraging flexible work styles to make workers' home lives more fulfilling, we are generating synergies and promoting new value creation, as well as achieving greater engagement and improving the wellbeing of all our employees.

Fujitsu Telework System

In April 2017, Fujitsu formally introduced a telework system that allows for flexible ways of working that are not tied to a specific location. This system is available to all 35,000 Fujitsu parent company employees in Japan and includes working from home or a satellite office as well as working during business trips.

The telework system facilitates business continuity in emergency situations such as the spread of infectious diseases and during natural disasters, providing for work innovations such as holding online meetings and digitizing written materials. It also provides an environment that makes it easier for employees with other commitments, such as raising children or caring for relatives, to continue working, helping Fujitsu to support and retain valuable personnel.

Goals of the System

- To boost individual productivity and maximize the benefits of team work
- To build an environment that supports continued participation by a diverse range of staff
- To ensure business continuity and rapid responses to disasters

Initiatives Aimed at Reducing Long Working Hours

The Fujitsu Group aims to improve the work-life balance and the productivity of every employee through a variety of initiatives aimed at reducing long working hours. By promoting Work Life Shift, we are also enhancing our systems that support diverse modes of employment based on tele-working, allowing employees to make use of flexible working arrangements, such as flex time and exempt labor systems.

Examples of specific initiatives aimed at reducing long working hours:

- Adopting flex time that is not tied to a core time and exempt labor systems for professional and management-related work
- Sending alert e-mails regarding overtime work
- Specifying recommended days for taking annual leave
- Emphasizing the concept of working hours management during management training
- Adjusting work patterns and leisure patterns according to fluctuations in workload

Support of a Healthy Work-Life Balance

Fujitsu and its domestic Group companies aim to generate new forms of value through Work-Life Synergies. We support each employee's efforts to enrich their career with initiatives in areas such as childcare and nursing care.

1. Childcare
- Childbirth/childcare support leave (spouse or partner is entitled to 20 days of leave within 8 weeks before or after birth)
- Use of annual leave is permitted during childcare leave
- Child illness/injury leave (up to March 31 in Year 6 of elementary school)
- Childcare reduced working hours system (up to March 31 in Year 6 of elementary school; can reduce by a maximum of 2 hours per day)
- Establishment of corporate childcare centers

- Subsidies for babysitting service expenses

2. Nursing care

- Leave for nursing care and preparing for nursing care
- Nursing care reduced working hours system
- Remote work
- Establishment of a contact point for advice

VOICE Program

The Fujitsu Group launched the VOICE Program in October 2020, as a project to "not only listen indirectly to customers' 'voices', but also listen more directly and more often" as well as to "directly link the opinions of the Fujitsu Group's 130,000 employees to management". The concept of VOICE is symbolized by the slogan "change one's voice into a force and create a wind of change". This is an activity that aims to heighten corporate competitiveness by collecting the 'voices' of customers and employees and – by using them to speed up decision-making in business activities – thereby change behavior, raise awareness, and generate encounters.

As part of efforts to enhance the workplace environment, we periodically conduct surveys related to Work Life Shift and the results are reflected in a range of measures that leverage the VOICE program, such as business process reforms and the review of systems and operations. This leads to improvements in employee experience and employee engagement.

Measures to Enhance Communication

Labor Relations

Fujitsu has a union shop agreement with the Fujitsu Labor Union, Based on the union agreement, we hold discussions about various employment conditions and explains management policies and business conditions, along with business reorganization and other matters, to its employees through regular and ad hoc meetings such as the Labor Council or Productivity Council. These agreements also stipulate the collective bargaining rights of the union.

In Europe, the Fujitsu European Labor Relations Council Annual General Meeting has taken place every year since 2000, with the overall financial conditions of the Fujitsu Group and other issues shared with the employee representatives from Fujitsu Group companies.

Fujitsu has established a consultation service as a contact point for email and phone queries to the Human Resources and Administration Units. This is part of a structure that is designed to make it easy for employees to seek guidance on human resource and administrative programs.

In-house Social Media Network

The Fujitsu Group uses an in-house social media network to strengthen the ties between people all round the world, enabling diverse and talented employees to engage in communication that goes beyond the organization. As communities become more diverse, this network offers spontaneous forms of communication for employees that go beyond mere interchanges within the organization, encouraging new business plans, secondary jobs and workations, and allowing exchanges of information on careers in the life sphere, such as child-raising and caring.

It is also used by employees to discuss opinions and aspirations circulating in the community, such as staff management policies and the environment.

Key Initiatives in Regions Outside Japan

Technology Support in Rural Thailand

Fujitsu (Thailand) Co., Ltd. offers technical training in Thailand's rural areas and also supports access to future employment opportunities. For example, as part of our efforts to boost the availability of personal computers, we donated computers, educational tools, and meals to schoolchildren in Phetchaburi Province. As the issue of digital inclusion becomes increasingly important, Fujitsu wants to help reduce gaps in learning opportunities and thereby create a more inclusive digital society on a global level.

Mindfulness Lab in the Americas

The Mindfulness Lab has been launched in Americas Region, in response to requests from participants, and features mindfulness webinars hosted by the Americas Responsible Business Wellbeing Lead. The 30-minute, biweekly Mindfulness Lab sessions include exercises that support calmness, focus, and connection. Guided by the Lead, who is a certified Mastermind Mindfulness Facilitator, the sessions incorporate a mindfulness topic, a relevant practice, and time for discussion.

Moving your Wellbeing Dial in Australia and New Zealand

Fujitsu invited Dr. Sarb Johal to present a session to employees in Australia and New Zealand. Active in many disciplines, the psychologist is also a broadcaster and best-selling author of books such as "Finding Calm: Managing Fear and Anxiety in an Uncertain World". During the session, Dr. Johal encouraged participants to think about and acknowledge recent global and regional challenges and he explored tools and practical tips to move our well-being initiatives in a more positive direction.

FY2022 Performance

Initiatives Aimed at Reducing Long Working Hours

The discretionary working system applies to 17% of employees, and the flex time system applies to 78% of employees (Fujitsu Limited)

Telework Rate

The telework rate is around 75%.

Unionization Rate

The unionization rate is 75.4% (Fujitsu Limited)

* Calculation basis includes managers and non-regular employees who are not union members

Turnover Rate (Fujitsu)

(%)

	2018	2019	2020	2021	2022
Total	2.69	3.06	2.44	2.94	2.60
Voluntary	2.28	2.72	2.01	2.40	2.16

(FY)

■ Total ● Voluntary
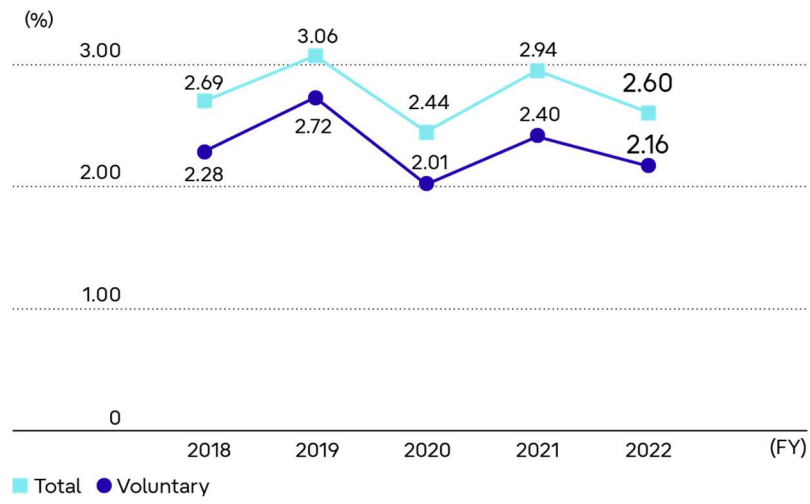
Health Well-being

Our Health Management Policy

As a technology company, Fujitsu recognizes that human resources are its most important capital. To achieve our purposes, we have therefore set "protecting the physical and mental health of our employees and creating an environment where all employees can work positively and healthily, both in mind and body" as a key sustainability issue to be shared globally, which we are promoting in tandem with our health and safety activities as the "Health Well-being" initiatives of a Global Responsible Business (GRB).

In Japan, we have announced the Fujitsu Group Health Statement and are promoting GRB Health Well-being activities as health management initiatives. We believe that our efforts to maintain and boost the health of employees and their families and to improve the work environment will lead to higher productivity, invigorate individuals and organizations and enhance human resource retention, and that aiming to create a work environment where each employee can work positively and healthily both in mind and body will help us to fulfill our purposes. Moreover, the results obtained through Fujitsu's health management initiatives will be broadly publicized to society, and through the provision of ICT we will contribute to resolving social issues.

> Fujitsu Group Health Statement and Key Measures

Positioning of Health Management
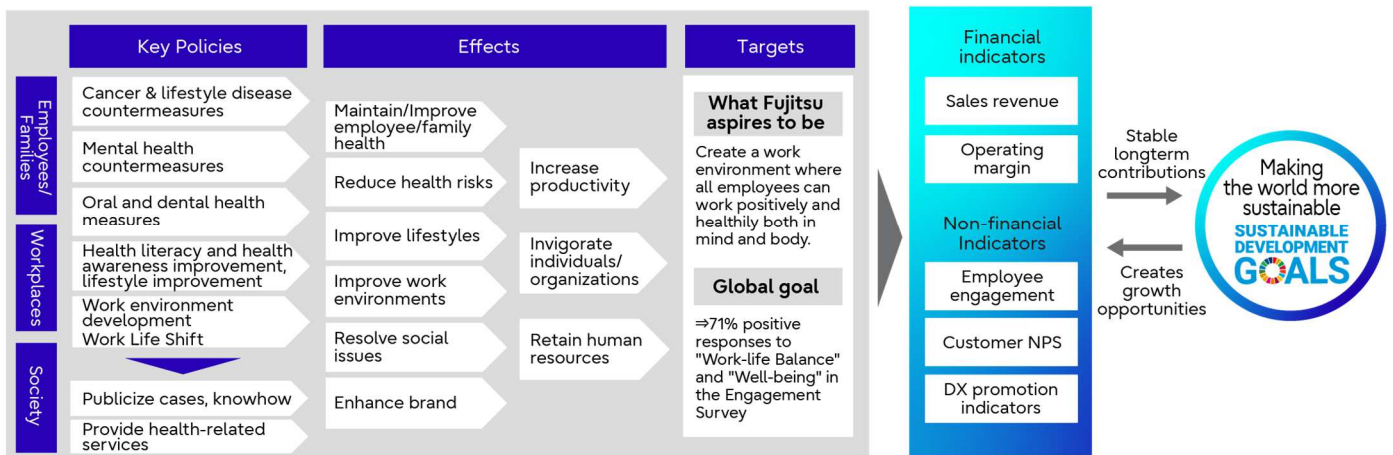
Domestic Structure for Promoting Health Management and Conducting Reviews

All regions and Group companies participate in GRB Health Well-being activities in accordance with their local laws and circumstances. At the Sustainability Management Committee that meets every six months, committee members check the progress of activities and the achievement status of targets, deliberate on new activities and report the results to the management council and the Board of Directors.

In Japan, health management is led by the Chief Health Officer (CHO). The CHO heads the Health Management Office, which consists of the Employee Success Unit, the Health Promotion Unit and the Fujitsu Health Insurance Society. The Health Management Office holds regular meetings twice a month to analyze health-related data and issues, set targets and indicators, draw up plans, carry out measures and manage, evaluate and improve progress. The results are regularly reported to the CHO. The Health Management Office plays a central role in the implementation of measures, working together with the Health and Safety Committees in offices and Group companies, occupational health physicians and industrial health and safety staff to urge organizations (division heads, managers, Work Environment Improvement Support Staff) and individuals (employees and their families) to action.

Two meetings have been established to promote health management initiatives: the Central Health and Safety Committee and the Health Management Cooperation Council. The Central Health and Safety Committee reflects the opinions of employees by discussing issues and sharing information with the representatives of labor unions and the representatives from offices and divisions. At the Health Management Cooperation Council, the Health Management Office and corporate, research and business divisions share information in both directions about Fujitsu's health management initiatives and about health management-related business initiatives being carried out by research and business divisions. They encourage the adoption of health management in business while promoting the application of ICT (such as in demonstration experiments).

Health Well-being Promotion System
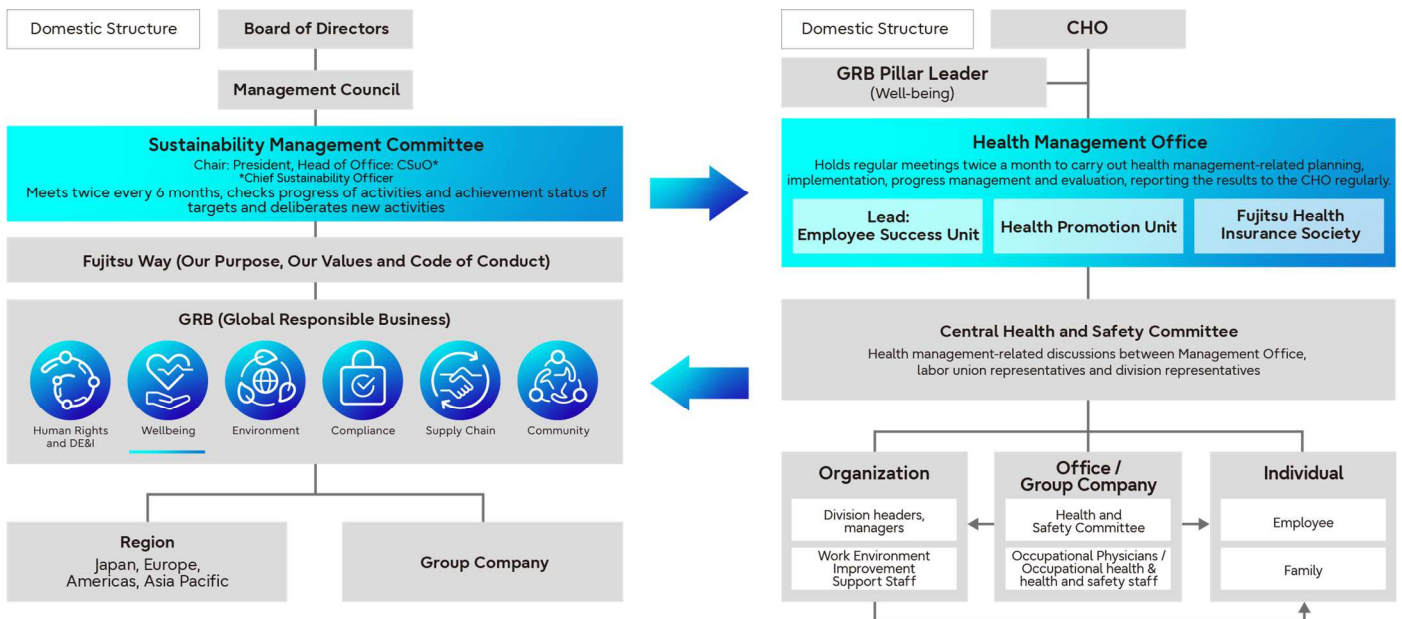
Allocation of occupational health staff in Japan

	Health Promotion Unit		
	Full-time	**Part-time**	**Total**
Occupational health physician	17	98	115
Clinician, etc.	1	35	36
Public health nurse	87	24	111
Nurse	17	15	32
Psychologist	6	0	6
Other healthcare professionals	1	1	2
Administrative staff	41	5	46
Total	170	178	348
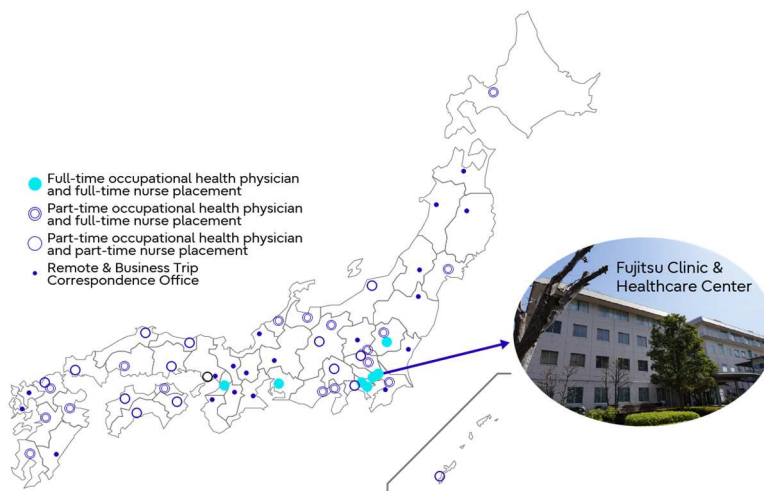
Targets and Results

Health Well-being initiatives are linked to Career & Growth Well-being, Financial Well-being and Social Well-being initiatives with the goal of creating an environment where all employees can work positively and healthily while also enabling employees to develop personally, and offering opportunities for them to demonstrate those abilities to the fullest extent. To that end, our goal for 2022 is to have an average score of 71 globally for "work-life balance" and "work environment" in the Engagement Survey, which we are working to achieve in all regions and Group companies.

In Japan, under our aim of creating an environment where all employees can work positively and healthily, we set five indicators about improving productivity, invigorating individuals and organizations, and enhancing human resource retention to serve as final health-related evaluation indicators. To improve and reinforce each indicator, we created a health management strategy map. We are tackling the areas representing the five priority measures on the map, namely

1. Cancer & lifestyle disease countermeasures
2. Mental health countermeasures
3. Oral and dental health measures
4. Health literacy and health awareness improvement, lifestyle improvement, and
5. Work environment development, while performing the PDCA cycle.

Final target indicator		FY2020	FY2021	FY2022
Improve productivity	Improve absenteeism (*1)	0.84%	1.32%	1.24%
	Improve presenteeism (*2)	—	1.27%	1.34%

Invigorate individuals & organizations	Improve work engagement (*3)	2.48	2.41	2.47
	Improve overall health risks	99	99	96
Enhance human resource retention	Improve job turnover	2.44%	2.94%	2.60%
(Reference indicators)	Medical expenses per person Out of which insured persons	296,521 yen 188,265 yen	317,483 yen 200,056 yen	339,472 yen 215,860 yen

*1 Absenteeism: (number of days of absence or days off taken due to illness or external injury /total number of prescribed working days for full-time workers) × 100

*2 Presenteeism: the loss percentage for a year calculated from the number of days in the past three months where the employee attended work but was unable to perform up to their usual standard due to an illness or symptom as stated in a survey, and from an investigation of the resulting loss percentage (no data for FY2020 due to a change in calculation methods from FY2021 onwards)

*3 Work engagement: the average score of answers to "I feel energized when I work" and "I feel proud of my work" in the New Work Stress Simple Survey.

Health Management Strategy Map
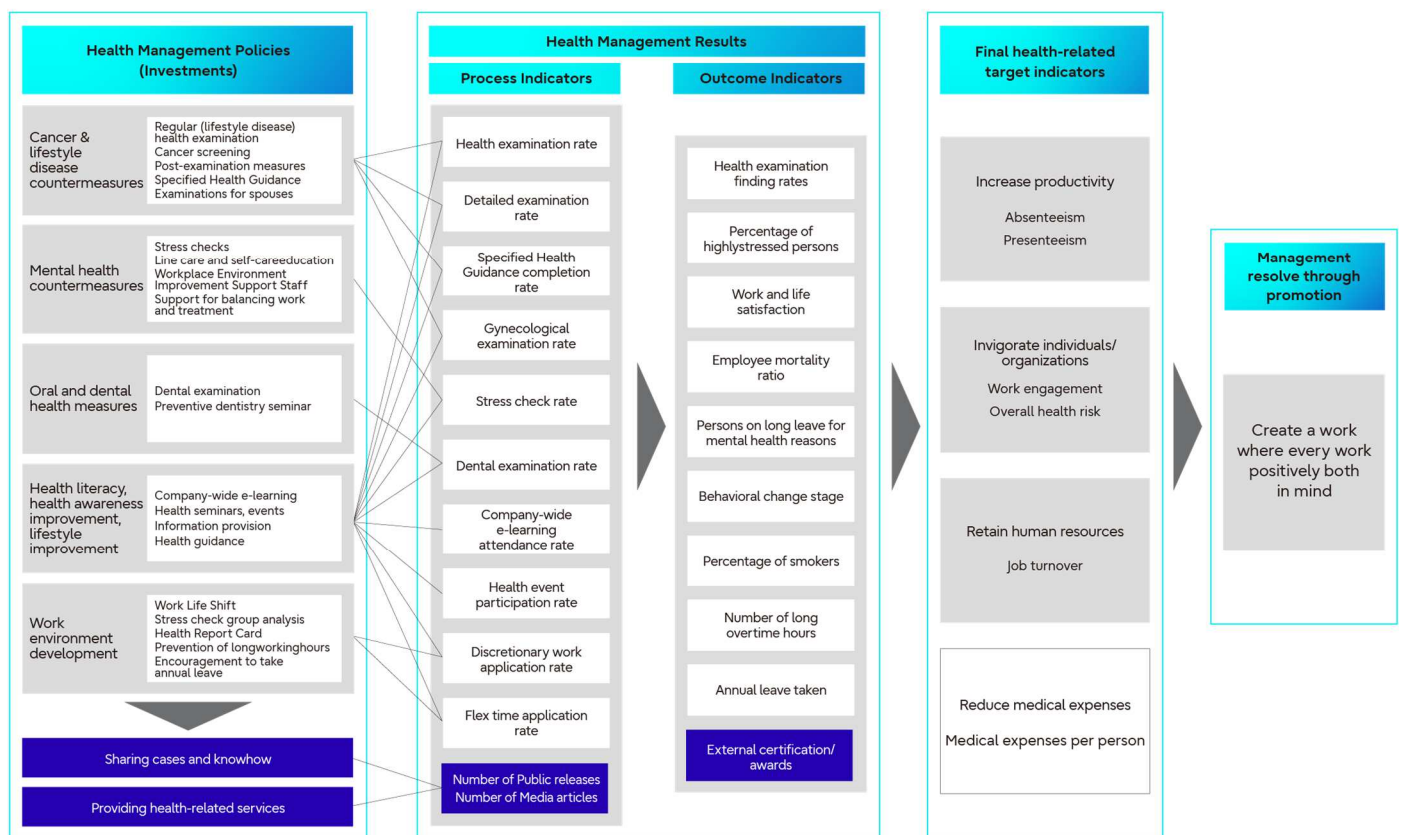
Health Management Results_Process Indicators

Priority Measures	Indicators	FY2020 Results	FY2021 Results	FY2022 Results	FY2023 Targets
Cancer & lifestyle disease countermeasures	Regular (lifestyle disease) health examination rate	99.9%	100%	100%	100%
	Detailed examination rate after regular health examination	78.8%	88.8%	89.6%	90.0%
	Specified Health Guidance completion rate (*4)(*5)	38.5%	32.8%	33.5%	55.0%
	Cancer screening (breast cancer, cervical cancer) rate (*4)	56.8%	59.0%	63.6%	63.0%

Mental health countermeasures	Stress check rate	84.4%	85.7%	92.8%	94.0%
Oral and dental health measures	Dental examination rate (*4)	38.4%	37.4%	39.9%	52.0%
Health literacy Health awareness improvement	Company-wide e-learning attendance rate	89.2%	(*10)	92.9%	100%
	Health event (walking event) participation rate (*4)	22.8%	30.4%	33.5%	35.0%
Work environment development	Discretionary work application rate	18.0%	16.0%	17.0%	—
	Flex time application rate	77.0%	79.0%	78.0%	—

Health Management Results_Outcome Indicators

Indicators		FY2020 Results	FY2021 Results	FY2022 Results	FY2023 Targets
Status of employee mortality	Employee mortality ratio (for a population of 100,000)	103.0 persons	98.5 persons	50.7 persons	—
	Standardized mortality ratio (SMR) (*6)	64.4	55.3	28.4	—
Lost working days due to illness	Percentage of absentees/persons on leave for mental health reasons (*7)	1.63%	2.09%	2.22%	1.50%
	Percentage of absentees/persons on leave for other illnesses (*8)	0.39%	0.38%	0.23%	0.30%
Health examination results	Percentage of overweight persons (*4)	19.4%	19.9%	22.9%	12.9%
	Percentage of high-risk persons (*4)(*10)	1.3%	1.5%	1.5%	0.6%
Stress check results	Work and lifestyle satisfaction	21.2%	22.7%	24.1%	25.0%
	Percentage of highly-stressed persons	10.0%	9.9%	10.0%	8.0%
Lifestyle and health behavior status	Smoking rate	18.5%	16.5%	16.3%	20.0%
	Behavioral change stage (health behavior implementation rate)	43.6%	43.8%	45.4%	55.0%
Status of working hours	Average overtime	23.4 hours	22.0 hours	21.0 hours	—
	Rate of taking paid annual leave	65.4%	69.4%	74.8%	—

*4 Indicators apply to individuals covered by Fujitsu Health Insurance Society. All others are employees of Fujitsu Limited.

*5 Percentage of targets for specified health guidance based on the results of the previous year's health examinations who received specified health guidance by October of the current year.

*6 Standardized Mortality Ratio (SMR): The number of mortalities compared to the number of mortalities in Japan as a whole, indexed based on 100.

*7 Ratio of employees who took absences or leave for one month or more for mental health reasons, divided by the number of employees at the end of the fiscal year.

*8 Ratio of employees who took absences or leave for one month or more for reasons other than mental health, divided by the number of employees at the end of the fiscal year.

*9 Ratio of persons determined to be at high risk for hypertension, diabetes or CKD (chronic kidney disease) based on health examination data.

*10 Company-wide e-learning was suspended in FY2021 to implement workplace vaccination of the COVID-19 vaccine.

> ❯ <u>Other Health examination result | Lifestyle habits</u>

Health Management Investment

In accordance with the health management strategy, the cost of initiatives aimed at maintaining and improving the health of employees is 1,452 million yen. This amount not only covers external expenditures such as costs of medical examinations but also includes the cost of personnel for the Health Promotion Unit, which is the organization that implements various health measures, equipment-related costs, and indirect costs.

Cost category

	Expense item	Amount (million yen)
A	Outsourcing cost	491
B	Personnel cost	809
C	Equipment-related cost	80
D	Indirect cost	72
Total		1,452

Expenses of main measures

- Cost of medical examinations 472 million yen
- Cost of stress check 9 million yen
- Cost of e-learning 7 million yen
- Cost of company-wide seminar 1 million yen

Indicator verification examples

The relation between Work Life Shift working styles, stress and health risks

According to stress checks, the overall health risk was 99 in FY2021 and 96 in FY2022, showing a trend toward improvement.

An analysis of teleworking rates, highly-stressed persons and health risks shows that the number of highly-stressed persons decreases as the rate of teleworking increases. However there is a U-shaped relationship between overall health risks and teleworking rates. Workload control risks and workplace support risks both increase for the group with low teleworking rates. Workload control risks decrease as the rate of teleworking increases, but when the teleworking rate exceeds 90%, workplace support risk increases. (Graph 1)

An analysis of long overtime hours, highly-stressed persons and health risks shows that workload control risks and overall health risks increase with longer overtime hours. (Graph 2)

The results of this analysis show that stress and health risks can be reduced by creating a hybrid work system by combining the flexible use of time and locations based on work contents and purpose and lifestyles that teleworking offers with the effective use of real-life communication at the office, and by coupling the hybrid work system with a reduction in overtime hours through the proactive application of flexible work structures such as flextime and discretionary systems. Thus we will further promote Work Life Shift as a new working style that allows employees to display even higher productivity and continue to innovate.

Graph 1. Analysis of Teleworking Rates and Highly-stressed Persons and Health Risks
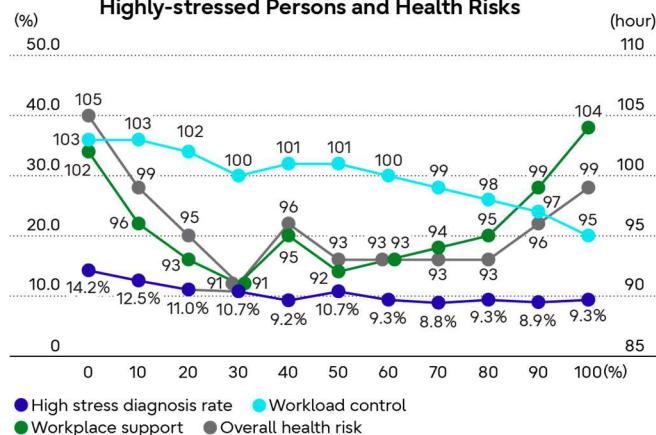
Graph 2. Analysis of Long Overtime Hours, Highly-stressed Persons and Health Risks
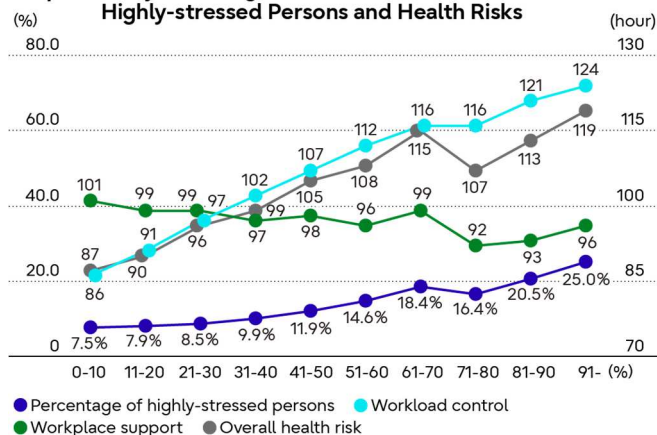
These kinds of analysis results are released to all employees through the portal site and internal newsletters along with health dynamics data (health examination data, leaves of absence, etc.) and stress check results.

Major Regional Initiatives

Mental Health Webinars in Global Delivery

At Global Delivery, we offer live Webinars for employees with speeches by guest speakers (industry leaders within and outside of the company) on the impact of practicing mindfulness, resilience, and thoughtfulness on the individual and workplace. Since its inception, we have held a total of five sessions, involving 1,750 employees, covering themes of thoughtfulness toward others, management of emotional and mental well-being, perspective of DE&I leaders, workplace anxiety, and business culture.

Well-being Week in the Netherlands, Europe

Health related activities are regularly held in Europe. In the Netherlands, we encouraged employees to partake in well-being activities for each of the daily themes taking place during Well-being Week. In the UK, health checks are provided at the whole hub location, with over 300 employees attending. To remove mental health related barriers at the workplace, we regularly share webcasts on a variety of topics, including burnout syndrome, resilience promotion, and detecting anxiety. Furthermore, we also held a virtual yoga session for employees in Europe.
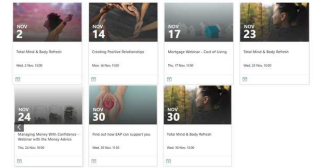
External Initiatives in UK

At Fujitsu UK, we shared information on the support system available to employees and how to assess well-being in the publication of Managing Workplace Health and Wellbeing in a crisis (published January 2022), and discussed their connections to Fujitsu's business goals in the UK as part of the National Forum for Health and Wellbeing at Work.

Colour Kitchen in Germany, Austria and Switzerland

In autumn 2022, Fujitsu conducted the Colour Kitchen recipe campaign together with its health insurance program by Siemens, in which favorite healthy recipes submitted by employees in Germany, Austria and Switzerland were featured in the company's digital recipe book. This campaign helped promote the fun in making dishes among colleagues as well as helped enhance motivation to achieve health in the workplace. The 21 healthiest recipes were chosen from the many entries submitted.

10,000 Steps Challenge in Germany, Austria and Switzerland

In the 10,000 Steps! – Every step counts campaign, a total of over 30 million steps were recorded using a smartphone app from 47 teams in Germany, Austria and Switzerland. This is equivalent to a 362-ton reduction in CO_2 compared to traveling the same distance by automobile. This three-week long campaign that started in July 2022 motivated employees to walk more in their everyday life. Many employees have continued to use the app to monitor their steps as they have developed a workout routine even after the campaign ended.

Communication Plan for Well-being in Americas

In the Americas, a communication plan was established to encourage and penetrate health education and activities for employees. We communicated with all employees 26 times through the company newsletter. Those 26 themes communicated included tips on maintaining health, boosting mental support, and well-being.

Major Domestic Initiatives

Countermeasures for Lifestyle-Related Diseases

Fujitsu and its domestic Group companies provide support for independent health management by carrying out health checkup in accordance with legally mandated health examination items, with additional items by age group, as well as offering checkup results via online systems and providing information such as health risks and changes over time. In addition, with regard to employees who have abnormal findings after receiving checkups, we aim to improve their lifestyle habits, and provide thorough medical checkups and consultations, through health guidance and medical examination recommendations supplied by occupational health physicians and occupational health staff. For employees who have

A system that allows employees to view health checkup results on their PC or smartphone

been diagnosed as needing treatment due to their test results, the Fujitsu Health Insurance Society monitors their medical prescriptions for three months to prevent their post-diagnosis condition from worsening, and recommends checkups for employees who have not undergone treatment, which leads to appropriate medical care. In addition, family members of employees (spouses of those enrolled in the Fujitsu Health Insurance Society, and family members 40 years of age and older) are able to undergo the same health checkups as employees (including cancer screenings).

> [Project to Prevent Diseases from Becoming Severe](#)

Cancer Countermeasures

Taking steps against cancer involves engaging in prevention through improvement of lifestyle habits, as well as early detection through health checkups and treatment. We promote regular additional screenings for stomach cancer, colorectal cancer, and prostate cancer when employees undergo legally prescribed health checkups, based on age group. In collaboration with the Fujitsu Health Insurance Society, we conduct and support the expenses for gynecological examinations (cervical cancer and breast cancer) for all female employees. In addition, to screen for stomach cancer, the Fujitsu Health Insurance Society runs tests for Helicobacter pylori for 35-year-olds and conducts in-depth examinations on those who test positive.

Additionally, we hold "Cancer Prevention and Support for Balancing Work and Treatment" e-learning seminars for all group employees in order to equip them with accurate knowledge about cancer, and to lead to prevention through improvement of lifestyle habits, as well as early detection and treatment through health checkups. We also provide e-learning materials to employees' families in cooperation with the Fujitsu Health Insurance Society.

Mental Health Countermeasures

At Fujitsu and its domestic Group companies, through health consultations, employment support and recurrence prevention for those with mental health issues, and mental health education provided by occupational health staff at each office, we support employees and workplaces, which leads to improved mental health. Furthermore, we have full-time psychiatrists and licensed psychologists on staff to offer counseling during working hours, providing a system for receiving professional support within the company. Health consultations and counseling can also be accessed online, creating a structure where they are available from anywhere, including when working from home. The Fujitsu Health Insurance Society also provides health consultations and

A stress diagnostic tool and individual results

counseling over the phone and online so that employees and their families can easily consult them.

In a system unique to the Fujitsu Group, Work Environment Improvement Support Staff are appointed and placed at each workplace to promote the creation of work environments where employees can work positively and healthily. The Support Staff work together with managers to solve work management challenges, detect poor health quickly based on employee performance and daily communication with them and to respond at an early stage by coordinating with the Health Promotion Unit and Human Resources Unit.

For stress checks, in addition to supporting employee self-care through checkups, we provide feedback to management and senior staff members by integrating organizational analysis results with engagement surveys and other internal studies, then synchronizing these efforts with Work Life Shift initiatives, which leads to better working environments. In addition, for workplaces with high levels of health risk and workplaces with many employees who have been evaluated as highly stressed, we offer stress management education and workshops for creating healthy workplaces to provide support for reducing employee stress factors and energizing the places where they work.

❯ <u>Work Life Shift</u>

Oral and dental health countermeasures

Oral and dental health plays an important role in maintaining and improving health for the whole body while also greatly affecting QOL (quality of life) across a lifetime. Therefore we have set it as an important health issue and we hold activities such as dental examinations and preventive dentistry seminars to promote oral and dental health.

- Dental examinations
  We provide tooth checks (caries and fractures), periodontal pocket measurement and brushing guidance for employees aged 25, 30, 35 and 40 to prompt them to take an interest in oral and dental health from an early age and encourage early treatment and prevention.
- Preventive Dentistry Seminars
  In cooperation with JOF (*11), we hold a preventive dentistry seminar entitled "Preventive dentistry in the Reiwa era from 2019 onwards," to share knowledge on issues such as the etiology of cavities (caries) and periodontal disease, dental examination methods, self-care methods with the aim of KEEP28 (*12).

  *11 JOF@KEEP28 Corporation (Japan Oral Physicians Forum)
  *12 KEEP28 is a social preventive dentistry initiative promoted by JOF aimed at not losing a single tooth from the time it comes in until the end of your life and living the rest of your life with your own teeth without losing any from your current age.

Health literacy and health awareness improvement

Through various kinds of health education such as health guidance, e-learning, training for managers and company-wide seminars, through various events about exercise, diet and smoking, and by sharing information through internal newsletters and portal sites, we aim to improve employees' health literacy and health awareness and form healthy habits.

- Assessment of health literacy
  Using the scale of Communicative and Critical Health Literacy (CCHL), employees are assessed for their average score in each of the five categories on a five-point scale ranging from strongly disagree to strongly agree: ability to collect information (ability to gather information from various sources from newspapers, to books, TV, and the Internet, etc.), ability to select information (ability to find information one is looking for from a lot of information), ability to convey information (ability to understand and convey information to others), ability to determine information (ability to determine the credibility of information), and ability to make decisions (ability to plan or make decisions for health improvement based on the information).

CCHL Scale

Ability to gather information
4.02

Ability to
make decisions
3.64

Ability to
select information
3.86

3.77

Ability to determine information
3.65

Ability to convey information
3.69
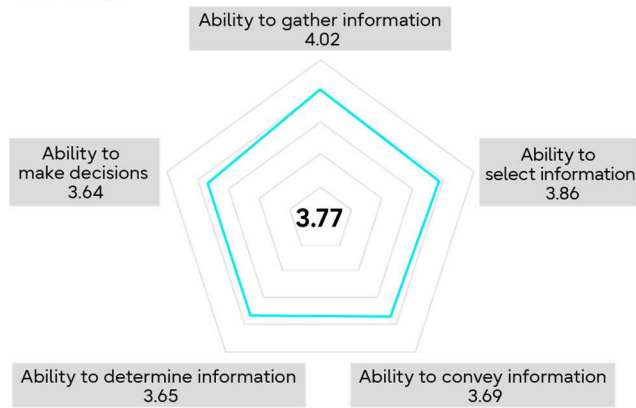
**Behavioral Change Stage
(Health Behavior Implementation Rate) by CCHL Score**

Size of bubble: number of people

Health behavior implementation rate (%)

80.0

60.0

40.0

20.0

0

1.0～1.9　2.0～2.9　3.0～3.9　4.0～4.9　5.0 (score)

Average CCHL score
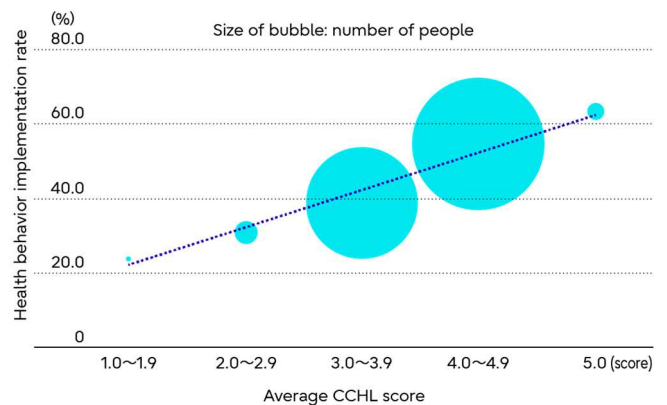
- Health education

  • Company-wide e-learning: Once a year all employees at Fujitsu and Group companies in Japan are given e-learning on important health topics to provide knowledge and increase their health awareness. In FY2022, e-learning was conducted on the topic of physical activity and lower body health as seen from lower back pain, where 34,359 employees in Japan participated. In the post-learning survey, 90% of participants who responded said that the learning was helpful.

  • Regular employees: Receive education about self-care when joining the company or changing jobs through e-learning.

  • Managers: Receive education about their subordinates' mental healthcare when appointed as managers and once every three years as part of their people management education.

  • Company-wide seminars: Seminars are broadcast to all Group company employees in Japan about topics such as exercise, nutrition, diet, smoking and women's health. In FY2022, an average of 1,200 employees participated in live seminars, with 94% of participants who responded to the post-seminar survey said that it was helpful.

  • Office seminars: Seminars are held on themes such as mental health and health promotion, based on the issues faced by each office.

    * Refer to FY2022 Performance: Health Education for more details

- Health events

  • A company-wide walking event, "Let's Walk Together"
  To cultivate a habit of exercising in daily life and increase health awareness, Fujitsu and all Group companies in Japan hold a company-wide walking event called "Let's Walk Together" twice a year in spring and fall. Participants compete on an individual and team basis with the average number of steps walked in a month using a smartphone app. There are individual and team incentives for the employees with the highest average number of steps, teams that achieve 6,000 average steps in a day, teams that achieve 8,000 steps daily and other metrics.
  Furthermore, during Fujitsu Learning Festival 2022, a global walking event will be held to help the whole organization to be aware of walking in everyday life. Each step will be connected to a donation that contributes to the SDGs.

  • A quitting smoking promotion event, "Let's Stop Smoking Together"
  We organize an event where two to five non-smokers form a team with one smoker, who attempts to quit smoking over three months with the support of the team. Along with encouraging people to stop smoking, it provides opportunities for both smokers and non-smokers to think about smoking and health. Teams that successfully get their smoking member to quit are awarded incentives.

  • A nutrition education event, "Let's Learn About Food Together Day"
  We have declared the 19th of every month to be Food Education Day. In addition to introducing healthy recipes using seasonal ingredients and information about health effects via email newsletters, we prepare special menu items using those ingredients at the employee cafeterias all over Japan, and work to improve employee awareness of what they eat.

  • Online fitness program – 5 minutes a day challenge

With working from home becoming mainstream under Work Life Shift, Fujitsu and Fujitsu Health Insurance Society together launched a sports event via an online service hosted by RIZAP and athletes of Fujitsu Sports to encourage mental and physical reset, promote an active lifestyle and approach employees without a workout routine, with the goal to promote health maintenance among employees.

* Refer to FY2022 Performance: Health Events for more details

Work environment development

The Fujitsu Group prepared a "Health Report Card" that visualizes data about the status of employee health on a division and company basis and the status of health improvement initiatives compared to the Group as a whole. It provides this card to management as feedback along with employee engagement surveys and stress check group analysis results, and the management works together with the workplace to develop the working environment while sharing employee health-related issues.

We also aim to improve the work-life balance and productivity of every individual employee by implementing a variety of measures to reduce long working hours. By promoting Work Life Shift, we have developed structures that support diverse working styles, taking teleworking as a basis and actively adopting flexible working arrangements such as flextime and discretionary work systems.
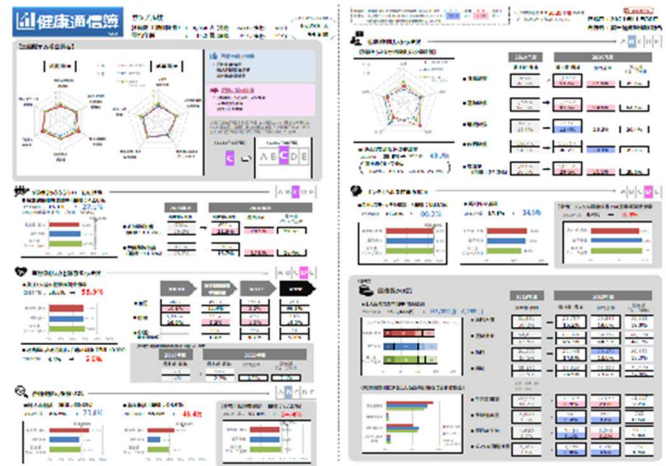
Sample Health Report Card

Smoking Prevention Measures

Starting from October 2020, Fujitsu and its domestic Group companies have completely banned smoking at all offices to protect employees from the harmful effects of secondhand smoke, and in an attempt to reduce the health risks of smokers.

Furthermore, to support efforts by smokers to quit smoking, we also hold seminars so that employees will accurately understand the health effects of smoking, and provide support and subsidies for treatment to quit smoking. In addition, the "Let's Stop Smoking Together" Challenge, an event held once a year by all domestic group companies where smokers and non-smokers form teams to tackle quitting smoking, has improved awareness of quitting smoking and an attitude of fostering measures against smoking, group-wide and in all workplaces.

Health Initiatives for Female Employees

For health issues specific to women, we provide education, share information and have established a dedicated consultation window to raise women's health awareness and generate concern and understanding for health issues that women face. We also implement or support the costs of screening for cancers specific to women, all of which is aimed at driving the creation of a workplace where women can work positively.

Women's health portal site

- A women's health portal site has been set up on the intranet to disseminate information on different themes about women's health (such as hormones, life planning, menopause, and cancer), seminars held, archives of past seminars and a women's health consultation window.

- We broadcast seminars on women's health to all Group employees online to coincide with Pink Ribbon Day every October and Women's Health Week in March. By targeting all employees and not just female employees, we help all employees to take an interest in and have correct knowledge about female-specific health issues. This encourages the development of a work environment easy for women to work in and supports the active participation of female employees.

- In coordination with our DE&I measures, we make time for women-specific health issues at seminars about balancing childcare and work that are held for employees returning from childcare leave and supervisors with employees raising children under them.

- Gynecological examinations (cervical cancer and breast cancer screening) are conducted for all female employees and employees can be examined at no personal cost. They can choose to undergo the examination as a set together with their company's mandatory health examination, or visit a contracted medical institution or visit their regular doctor for an examination.

Support for Balancing Work with Medical Treatment

The fundamental idea at Fujitsu and its domestic Group companies is that employees should undergo proper treatment, then return to work after recovery. We have established various leave systems and income support mechanisms so that employees can have peace of mind and devote themselves to medical treatment. We provide support from medical staff while an employee is on leave, so that they can make a smooth return to work. When they return, we conduct joint discussions with the occupational health physician (occupational health staff), HR, the employee's department head, and the employee themselves, and review their post-return work duties and employment considerations.

In order to provide support for employee treatment while they are on leave and for their return to work, we offer a guidebook aimed at the employee and their supporting department head and family members. Fujitsu provides the Return to Work Guide for employees to consult as well as for occupational health physicians at other companies who provide return to work support (occupational healthcare staff), HR departments, and department heads.

> › Click here to download the Return to Work Guide (Japanese text only)

Note: This guidebook is not intended to mandate the uniformity of occupational health activities. Health services provided to employees should be determined based on a holistic judgement including individual factors and the rules of each company. The information appearing in this guidebook is intended only as a point of reference. This guidebook was prepared for use by primary care physicians, occupational health staff, and the employee on leave when determining eligibility for returning to work and offering assistance. The contents of this guidebook are subject to revision or change in case of high quality research outcomes in the future. The authors have made every effort to confirm the information contained in this guidebook, but offer no warranty regarding its accuracy or authenticity after distribution. Users are responsible for the interpretation and use of the content found in this guidebook. The authors cannot be held liable whatsoever for any damages that arise from the use of this guidebook.

Support for Balancing Work with Medical Treatment

Infectious Disease Countermeasures

Fujitsu and its domestic Group companies actively engage in countermeasures to keep employees safe from various infectious diseases by establishing health consultation services and dispensing information, among other initiatives. As preventative measures against infectious diseases, we give seasonal influenza vaccinations at companies, in addition to giving vaccinations to employees stationed overseas which are recommended in each place they will be staying (at company expense). With regard to the issue of rubella, which has been growing in recent years, we are cooperating with local governments to conduct education and public awareness campaigns at offices.

Response to COVID-19

The Fujitsu Group has established a Central Infectious Disease Countermeasure Unit headed by the president to centrally manage all information while the General Affairs Unit, Human Resources Unit and Health Management Unit work together to take measures against COVID-19.

- Consultation
  We have established a dedicated online hotline and email consultation service to respond to employees and their family members who have health concerns. We provide instructions to put them at ease, and so they can take appropriate action and seek medical care. In addition, the Fujitsu Clinic (Kawasaki City, Kanagawa Prefecture) handles people who are worried about infection, in conjunction with health care centers and regional specialist medical institutions.

- Providing information and education
  We have established a COVID-19 countermeasure site (Central Countermeasures Unit/Health Promotion Unit). It shares response guidelines for COVID-19, knowledge and the latest information about coronavirus infection, health considerations for teleworking (how to comfortably telework, exercise, diet, smoking, mental health, work environment) and other such information necessary for the mental and physical health of employees and their families.

- Working styles
  We are thoroughly implementing teleworking, which makes it possible to work flexibly without being limited by a place, such as at home, satellite offices or on business trips to help prevent COVID-19 infections.

Fujitsu Headache Project

First company in the world to be honored as a world-leading corporation in migraine workplace awareness education and support programs

In March 2022, Fujitsu became the first company in the world to be honored by the Global Patient Advocacy Coalition of the International Headache Society (IHS-GPAC) (*13) as a world leader in migraine workplace awareness education and support programs.

Chronic headache disorders, which include migraine, tension, and other chronic headache types, have a significant impact on daily life and work productivity. To address this problem, Fujitsu has developed and implemented training programs for employees globally in the workplace to promote awareness and treatment of headache disorders, as well as prevention programs for employees suffering from such disorders. Fujitsu's efforts were evaluated by the International Headache Society as a model case of corporate measures to support employees living with headache disorders.

Background

In the workplace, chronic headache disorders tend to be trivialized due to a common lack of understanding. As a result, many employees that suffer from these disorders continue to work while enduring painful headaches and other severe symptoms, leading to a decline in productivity and quality of life (QOL).

In June 2018, Fujitsu conducted an in-house survey in cooperation with International Headache Society, the World Health Organization (WHO), and the Japan Headache Society among Fujitsu employees about the impacts of chronic headache disorders on their work. Of the 2,500 people surveyed, 85% had experienced headache disorders. Of those who experienced headache disorders, 84% had never been treated. In addition, it was found that the economic loss to Fujitsu due to headache disorder-related sick leave and lower performance was approx. 900 USD per year per chronic headache disorder-affected employee in average (in case of migraine approx. 2,300 USD), or approx. 197 million USD per year for all employees, representing approximately 1% of the total annual salary paid to all employees. It was also revealed that health-related QOL scores (*14) of employees with

Figure 1. The "World Leader in Headache Management Programs" certificate from the Global Patient Advocacy Coalition of the International Headache Society
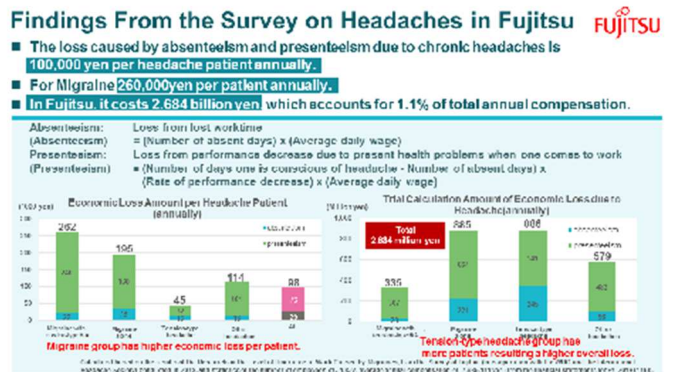
Figure 2. Estimated results of the economic loss caused by absences and lowered performance due to headaches

chronic headache disorders were lower than the national standard for Japan. This demonstrates that headache disorders have a significant impact on daily life and work productivity. To address this issue, Fujitsu launched the "FUJITSU Headache Project" as a headache disorder prevention program that is now globally available to all employees.

Outline of the "FUJITSU Headache Project"

Based on the results of a joint study conducted in 2018 (Fujitsu employee survey on the degree of impact of chronic headache disorders on work), Fujitsu in fiscal year 2019 developed the FUJITSU Headache Project in cooperation with HIS-GPAC and the Headache Society of Japan. Utilizing e-Learning programs to help Fujitsu Group employees in Japan acquire correct knowledge about headache disorders, Fujitsu held video seminars for headache patients, online headache consultations with specialists, and headache exercises. Through these initiatives to help employees with headache disorders, Fujitsu attempts to improve QOL and boost work productivity, and aims to create a workplace where people suffering from headache disorders can work with peace of mind.
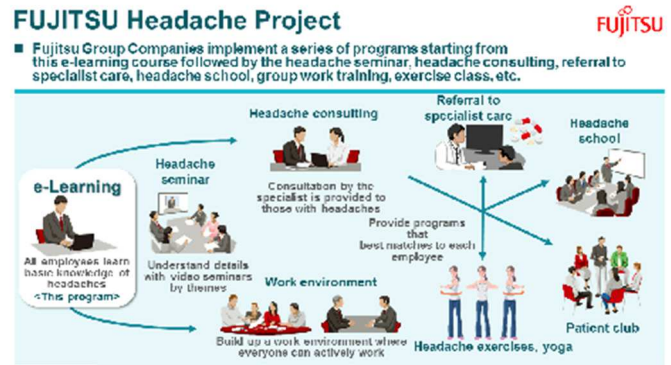
Figure 3. Fujitsu Headache Project Overview

1. Project period: July 2019 to February 2022
2. Target: approximately 70,000 Fujitsu Group employees in Japan
3. Content: e-Learning programs and on-demand video seminars, online headache consultations, etc.

Future developments

- To expand the Fujitsu Headache Project program to regions overseas, we are offering e-learning educational materials in English and holding headache seminars for all global employees.

- Based on the results of the Fujitsu Headache Project, Fujitsu, the International Headache Society and the Japanese Headache Society will analyze the project to check whether there was increased understanding and knowledge about chronic headaches and to see how much improvement there was in the burden and lowered productivity caused by headaches.

- IHS-GPAC is making the headache management program developed through the Fujitsu Headache Project available to the public.

*13 Global Patient Advocacy Coalition of the International Headache Society (IHS-GPAC):
The International Headache Society is a UK-based academic organization founded in 1981 for headache-related research, medical care and education. The Global Patient Advocacy Coalition cooperates with global and regional headache, neurology, and pain societies to carry out patient support activities. It also acts together with governments, patient associations and headache specialists.

*14 Health-related QOL score:
A score that quantifies the impact of disease and treatment on the patient's subjective sense of health (mental health, vitality, pain) and daily work, housework, as well as family, leisure, and social activities.

Related documents

> About the Fujitsu Headache Project

> YouTube "Fujitsu Certificate Awarding Ceremony and Press Conference"

Assessments from Outside the Company

Certified as One of the 2023 White 500 Health and Productivity Management Outstanding Organizations

As a company which considers the health management of employees from a management perspective and tackles strategic initiatives to deal with it, Fujitsu was certified as one of the 2023 White 500 Health and Productivity Management Outstanding Organizations by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking its seventh consecutive certification. We regard the health and safety of our employees and their families as one of our key management issues and to that end, we take care to establish robust systems with medical professionals at our offices nationwide, provide health guidance for lifestyle-related diseases, and set up mental health and smoking prevention programs, and these awards are recognition of our results.

Among domestic Fujitsu Group companies, 4 domestic group companies were certified in the White 500 (top 500 enterprises), 6 companies were certified in the large-scale enterprise, and 6 companies were certified in the small to medium-scale enterprise category.

*Company names are as of the time of certification (as of April 26, 2023).

- Large-scale enterprise (White 500): Fujitsu Japan Limited, Fujitsu Communication Services Limited, Fujitsu Network Solutions Limited, Shimane Fujitsu Limited
- Large-scale enterprise category: Fujitsu FSAS Inc., Fujitsu Learning Media Limited, Shinko Electric Industries Co., Ltd., Fujitsu Frontech Limited, G-Search Limited, Fujitsu IT Management Partner Co., Ltd.
- Small to medium-scale enterprise category: Mobile Techno Corp., Fujitsu Banking Solutions Limited, Best Life Promotion Ltd., Fujitsu Frontech Systems Limited, Two-One Limited, FTIS, Inc.

Received Outstanding Corporation Award for Promoting Cancer Countermeasures in March 2023

Fujitsu received an "outstanding corporation award" for the third year in a row from the Cancer Countermeasures Corporate Action Project (*15), which is conducted by the Ministry of Health, Labour and Welfare.

*15   A national project (commissioned by the Ministry of Health, Labour and Welfare) which aims to raise the cancer screening uptake rate to 50% or more, and build a society where people can continue to work even if they have cancer.

Awarded the President of the National Congress Physical Fitness Award in the FY2022 Commendation for Organizations with Outstanding Physical Fitness

The Fujitsu Health Insurance Society received the President of the National Congress Physical Fitness Award in the FY2022 Commendation for Organizations with Outstanding Physical Fitness hosted by the Japan Sports Agency. (*16)

*16   An award that recognizes organizations that implement campaigns to improve health and nutrition in communities and workplaces and demonstrate outstanding results in aiming to promote and enhance physical fitness.

Health Management Promotion Initiatives and Social Contributions

Fujitsu helps to promote health management and solve health issues for all of society by offering and presenting things such as health management and practical cases of health and productivity management in various forms, as well as research results, to places outside the company. In addition, we accept occupational health physicians, medical students, nursing students and others for training within the company, and contribute to the human resources development of occupational health staff.

- Sharing cancer e-learning materials with parties outside the company
  Through the Cancer Countermeasure Corporate Action project conducted by the Ministry of Health, Labour and Welfare the materials used in the "Cancer Prevention and Support for Balancing Work and Treatment" e-learning seminars held for all Fujitsu and all Group employees in FY2019 are being provided to the project's partner companies and organizations. As of the end of FY2022, 44,100 persons had attended the seminar
- Cooperating to measure the effectiveness of cancer screening
- Fujitsu is collaborating with specially-appointed Professor Nakagawa of the University of Tokyo Hospital and the National Cancer Center in a demonstration to measure the effectiveness of cancer screening through receptor analysis. This demonstration illustrates a difference of 7.5 million yen in medical expenses over the four-year period between early stage cancer and advanced cancer. In FY2021, a total of 22,000 Fujitsu employees underwent fecal occult blood tests for colon cancer screening, 4% underwent detailed examinations, and 12 were found to have early-stage cancer.
- The total cost of colon cancer screening and detailed examination was 43 million yen. If the 12 people were to be diagnosed with advanced cancer through a medical examination, the total medical expenses for four years would be about 90 million yen. The early screening has economic merit as it saved 47 million yen in medical expenses. Aside from the cost aspect, the early detection and treatment of cancer through cancer screening also minimizes productivity loss as a result of sick leave.
- Joint development of a Migraine Improvement program with the Global Patient Advocacy Coalition of the International Headache Society (IHS-GPAC)

   * Refer to FY2022 Performance: Health Management Promotion and Social Contributions for other public announcements.

Health management-related services

The Fujitsu Group contributes to the health of society as a whole by providing healthcare solutions such as health information solutions, regional medical networks, and solutions for hospitals, clinics and nursing care providers. Additionally, to improve people's quality of life and create well-being, we will provide the foundation for trust and innovation, and we will strive to connect consumers, medical institutions, companies and governments so as to rebuild consumer-centered societies and industries in order to realize a society where data circulates based on an individual's wish and anyone can use advanced technology.

FY2022 Performance

Health education

- Table 1. Training and education

Category	Topic	Implementation method	Target	Attendees
Company-wide e-learning	"Physical Activity and Lower Body Health as Seen From Lower Back Pain"	e-learning	All employees in Japan	34,359
Regular employee education	Health education upon joining	e-learning	All new employees in Japan	1,200
Selective education	Self-care training after stress checks	e-learning	All employees in Japan	3,000

- Table 2. Company-wide seminars

Date held	Seminar name	Speaker	LIVE	Archived
April 22, 2022	Preventive dentistry seminar "Preventive dentistry in the Reiwa era from 2019 onwards 2.0" It's Still Not Too Late	Apple Dental Center Dr. Shintaro Hata, Dentist	3,000	237
June 21, 2022	Health Insurance Society Seminar Nishikawa Good Night's Sleep Seminar			22,950

October 9, 2022	Pink Ribbon Seminar Latest Knowledge and Accurate Information on Breast Cancer - Questions from adolescent and young adults to parents	Dr. Mamoru Fukuda, St. Marianna University School of Medicine, Breast and Imaging Center	420	103
November 7, 2022	Mental Health Seminar Is Your Heart Healthy? - Method to Increase Resilience	Dr. Satoko Nagumo, Occupational Psychiatrist, Health Promotion Unit, Fujitsu Limited	375	587
December 2022	Health Insurance Society Seminar RIZAP Online Live Seminar New Year's Weight Loss, Prevention of Low Muscle Tone		158	4,684
March 8, 2023	Women's Health Seminar Lecture by Dr. Takao for Men and Women – 100 Years of Wellbeing	Dr. Miho Takao, Deputy Director of Ihc Omotesando	1,420	1,376
March 2, 2023	Food Education Seminar Chrononutrition 2 - Rules of Eating for Improving Body Constitution, Managing Physical Condition, and Improving Performance	Dr. Akiko Furuya, Guest Researcher, Chrono-Nutrition Research Center, Waseda University	233	214

Health events

- "Let's Walk together" company-wide walking event

Held	Participating teams	Participants	Participation rate
Fall 2022	5,507 teams	30,852	33.5%
Spring 2022	5,423 teams	30,322	32.7%
Fall 2021	5,205 teams	29,589	30.4%
Spring 2021	4,283 teams	24,863	25.0%
Fall 2020	3,866 teams	22,463	22.8%
Spring 2020	Suspended due to the spread of COVID-19		
Fall 2019	4,094 teams	25,018	25.1%
Spring 2019	3,456 teams	19,463	19.3%
Fall 2018	2,662 teams	15,589	15.2%
Spring 2018	1,476 teams	7,328	7.0%

- "Let's Stop Smoking Together" quitting smoking promotion event

Held	Participating teams	Smokers	Supporters	Successful quitters (percentage)
2022 year	61 teams	61	134	39 (63.9%)
2021 year	65 teams	65	177	50 (76.9%)
2020 year	193 teams	193	441	141 (73.1%)
2019 year	249 teams	249	599	201 (80.7%)

2018 year	430 teams	430	1,060	300 (69.8%)

- Online fitness program – 5 minutes a day challenge

Held	Number of programs	Participants (live)	Viewers (archive)
2022 year	10 programs	2,164	4,061

Health Management Promotion and Social Contribution

- Table 5. External presentations (Public lectures, conference presentations, article submissions)

Category	Date	Name of lecture, academic meeting or media	Title
Lecture	June 17, 2022	2022 Forum, The Society of Health Development Sciences	Occupational health at a crossroads
Conference presentation	September 29 - October 1, 2022	The 32nd Annual Conference of the Japan Society for Occupational Health	Administration of COVID-19 vaccines at the workplace and nurse activities Three other presentations
Conference presentation	November 25, 2022	The 50th Annual JHS Meeting	E-learning on Migraines as Health Education for IT Company Employees Three other presentations
Conference presentation	December 17, 2022	Symposium at the 11th Annual Conference of Japan Academy of Public Health Nursing	Past, Present and Future of Health Management at Companies in the Post-COVID-19 Society One other presentation
Paper	June 9, 2022	Blood Pressure Monitoring, 09 Jun 2022, 27(6):391-396	Relationship between salt reduction readiness and salt intake in hypertensive patients: a single nonspecialized hypertension clinic case study.
Paper	December 12, 2022	Hypertension Research volume 45, pages772–774 (2022)	Uric acid, xanthine oxidase, and vascular damage: potential of xanthine oxidoreductase inhibitors to prevent cardiovascular diseases.
Paper	March 27, 2023	Cephalalgia 2023, Vol. 43(4) 1–14	Diagnosis, knowledge, perception, and productivity impact of headache education and clinical evaluation program in the workplace at an information technology company of more than 70,000 employees
Contribution	August 26, 2022	Occupational Health and Nursing, Vol. 14, No. 5, First Special Feature Web Roundtable	Expectations of occupational healthcare workers from the companies

- Table 6. Health management-related press releases and notices

Date	Category	Title
March 08, 2023	Press release	Fujitsu Recognized as a Health Management Outstanding Organization "White 500" for 7th Year in a Row

- Table 7. Participation in and dispatch of members to external committee and review meetings

Manager	Name of Committee /Review meeting	Position
Well-being for Planet Earth Foundation, Nikkei Inc.	Well-being Initiative	Gold plan Members
Ministry of Health, Labour and Welfare	Investigative Committee on Occupational Health	Review meeting members
Japanese Nursing Association	Basic survey on the activity base of public health nurses	Review meeting members
FY2022 Ministry of Health, Labor and Welfare Research Grant Comprehensive Research Project for Measures against Cardiovascular Diseases, Diabetes, and other Lifestyle Related Diseases	Research on medical examination implementation and consultation suited to new lifestyles	Research team member
Cancer Countermeasure Corporate Action	Cancer Countermeasure Corporate Action advisory board meetings	Observer
The Japanese Association of Public Health Nurses for Occupational Health		Representative of board of directors
Tokyo Certified Psychologist Association	Industry Committee	Cooperating committee member
Kanagawa Occupational Health General Support Center		5 consultants

- Table 8. Accepting occupational health physicians, medical students and nursing students for training and practical experience

Target	Purpose of Training / Practice	Number accepted
Medical interns	Community-based health care training・healthcare administration training	1 hospital, 12 persons
Medical students	Early experience training・study	2 schools, 10 persons
Medical students	Occupational health practical training・site tours	5 schools, 81 persons
Nursing students	Comprehensive nursing practical training	6 schools, 26 persons
Nursing students	Public health nursing practical training	7 schools, 36 persons

Occupational Health and Safety

Health and Safety Policy

The Fujitsu Group has established a Health and Safety Policy for conducting various business activities, and we promote group-wide efforts to set up safe, pleasant working environments and create a workplace culture that will ensure the health and safety of our employees. This policy has been approved by the management meeting and is being implemented in each region.

Fujitsu Group's Health and Safety Policy

Ensuring the health and safety of Fujitsu's employees is one of the most important management topics, and it is given the highest priority in all of Fujitsu's business activities.

Promotion Framework and Reviews

The Fujitsu Group has established a system to promote health and safety in each region, and we are moving forward to ensure compliance and preventive measures for occupational health and safety in accordance with the laws and policies of each country, such as those stipulated by the Ministry of Health, Labour and Welfare, ILO, etc., through a comprehensive, region-led approach.

We have set up the Central Health and Safety Committee in Japan, which is comprised of the executives in charge of the Human Resources Unit and Health Promotion Unit, and representatives and others from the Labor Union to function as an overseer for the Health and Safety Committees at each business site. It meets once per year to share information and report to management and those in charge at each location about the confirmed status of disasters that have occurred at business sites, and about preventative measures, while also formulating Group-wide health and safety related policies.

In addition, the health and safety management organizations at individual business sites, comprised of staff from the Human Resources and Corporate Affairs departments and representative of each business site, hold monthly Health and Safety Committee meetings. These committees establish policies suited to the unique characteristics of each site, set priorities, and work to create healthier, safer workplaces in accordance with policies related to the occupational health and safety. These health and safety management organizations also survey the worksites to check and improve on any potentially dangerous areas or causes of health hazards, and conduct risk assessments. Emergency response protocol is posted on the intranet of each business site for emergency preparedness. In the event that an employee is injured on the job, the Human Resources Department has a workflow in place to promptly collect information from employees on when and how an accident occurred to respond promptly.

We have set medium- and long-term goals that we aim to achieve in the Europe, Global Delivery and the Americas regions to strengthen governance, establish health and safety management systems, and develop human resources and health and safety teams for fostering a culture that does not tolerate occupational accidents. Specifically, we are providing employees of each region with tools for occupational accidents reporting, workplace assessments, and occupational health and safety support service from a dedicated team. Furthermore, we regularly host an occupational safety and health leadership forum aimed at monitoring and reviewing the safety and health efforts at the level of each region and country. At the forum, major information relevant to the business is shared for ongoing review and improvement of associated safety and healthy activities.

Structure for Promoting Occupational Health and Safety

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                          ┌─────────────────────┐
                          │  Chief HR Officer   │
                          │       (CHRO)        │
                          └─────────────────────┘
                                    │
                          ┌─────────────────────┐
                          │ Head of CHRO Office │
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Head of Employee Success Unit (Japan)	Head of International Occupational Health and Safety	Head of HR (East Asia)
Central Occupational Health and Safety Committee (Fujitsu Labor Union, Office Representatives, Corporate Affairs Unit, etc.)	Europe / Americas / APAC / Global Delivery	
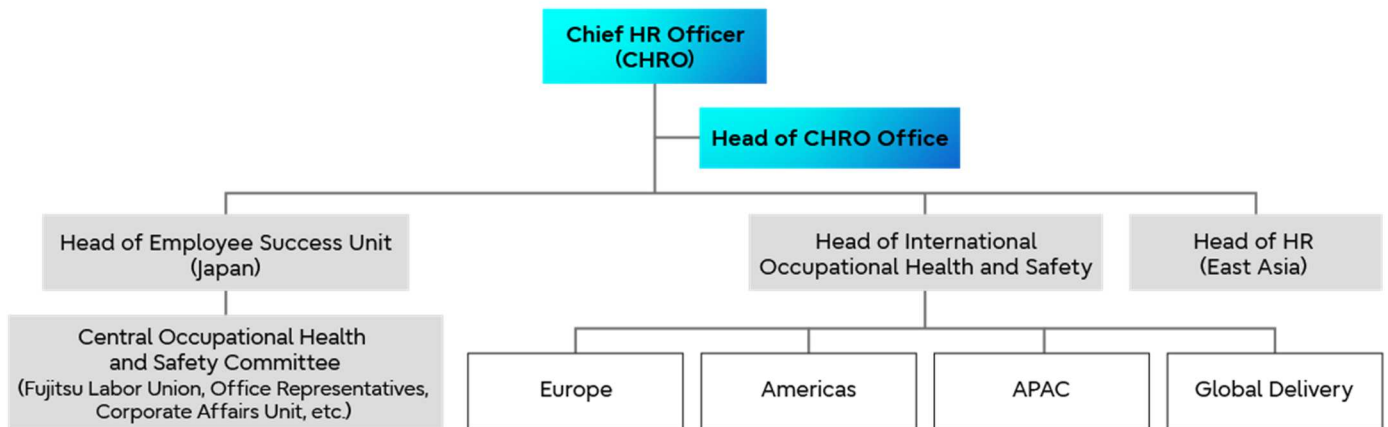
Efforts to Improve Occupational Health and Safety

The Fujitsu Group conducts various measures toward health and safety with the goal of having zero occupational accidents. Specifically, we provide information on health and safety, offer training opportunities to promote awareness towards health and safety and take steps for the prevention of occupational accidents, as well as encourage employees to develop exercise habits and take preventive actions against accidents. Furthermore, we also strive to maintain and improve the quality of our activities, including acquisition of international certifications. The details of our initiatives aimed at improving employee safety and health are reported and shared with the Sustainability Management Committee, which meets semi-annually.

Occupational Health and Safety Training

We provide health and safety training, as well as health education that raises health awareness, for the entire Group and for the unique environments at each office. In particular, as information that raises the awareness of employees, industrial physicians and counselors send messages as necessary in regard to topics such as COVID-19 (effects of vaccination, etc.), and physical and mental health maintenance.

Infectious Disease Countermeasures

In response to COVID-19, we recommend working from home as a way to prevent the spread of the virus and for employees around the world to work safely and with peace of mind. In addition, we have disseminated guidelines for working from home, enabling employees to carry out operations smoothly, regardless of environment. We also review our conventional way of business operations and take measures to encourage appropriate behavior and practices among employees as members of society.

As office environments, we are implementing measures such as periodic checks on the percentage of employees in the office, having seat layouts which take social distancing into account, making alcohol-based disinfectant available, and managing records of where people sit in non-fixed seating, in order to provide workplace environments where employees can work safely and with peace of mind.

We implement a variety of measures, including consultation service for infectious disease via the intranet for employees in each region and country, information provision for the prevention of infectious disease, and outlines of pandemic measures taken in each country.

Initiatives for Obtaining International Occupational Health and Safety Certifications

The international standard of ISO 45001 certification for occupational health and safety management (OH&S) has been obtained by some domestic Group companies and by Group companies in the UK, Ireland, France, Spain, Australia, Germany, and Portugal. Since January 2023, we have been awaited the same certification for Group companies in India. In addition, we have introduced an ISO 45001-certified safety management system in the European, Global Delivery Group, Americas and Oceania regions. Going forward, we will expand the scope of its application while identifying its relevant fields.

Moreover, we are committed to maintain and enhance our efforts in promoting occupational safety and health by continuing our collaborating with the International Labour Organization (ILO) and Institution of Occupational

Safety and Health (IOSH), maintaining other health and safety certifications, awards, and memberships, including the RoSPA Gold Award (three consecutive years), Risk Excellence Award, and OHRIS.

Other Efforts

We are conducting a wide range of educational activities on occupational safety and health for employees across the globe, in support of the objectives of the World Day for Safety and Health at Work, which is organized by the International Labour Organization (ILO).

FY2022 Performance

Occupational Accident Occurrences (Fujitsu and Group companies)

Fujitsu and Group companies provide health and safety training and health education in order to raise health awareness. We also provide training at each of our offices that is tailored to the workplace environment.

Japan

Frequency Rate*1

★Indicator assured by third party

0.03★
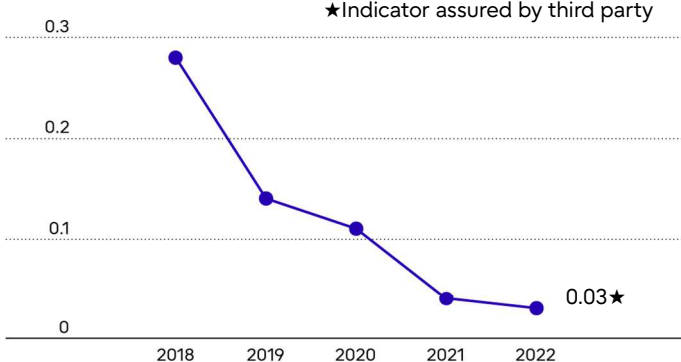
● Japan (Fujitsu Ltd)

*1 Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan

Frequency Rate

$$= \frac{\text{Number of new cases of fatal and non-fatal occupational injury during the reference period}^{*2}}{\text{Total number of hours worked by workers in the reference group during the reference period}} \times 1{,}000{,}000$$

*2 Number of cases due to occupational accidents resulting in one or more days of absence from work or loss of a part of the body or its functions

Severity Rate*
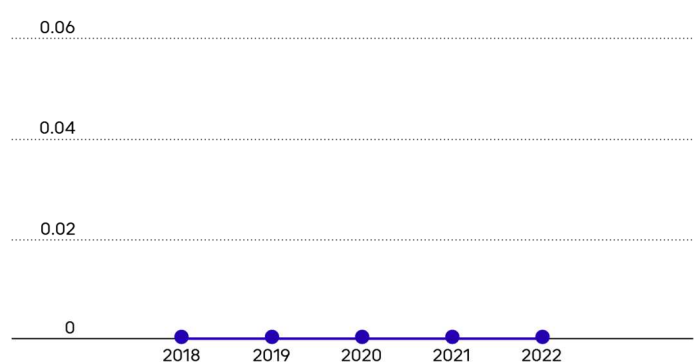
● Japan (Fujitsu Ltd)

*Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan

Severity Rate

$$= \frac{\text{Number of days lost due to new cases of fatal and non-fatal occupational injury during the reference period}}{\text{Total number of hours worked by workers in the reference group during the reference period}} \times 1{,}000$$

International
Non-Fatal Occupational Injury Frequency Rate*

Non-Fatal Occupational Injury Severity Rate*

■ North West Europe ▲ Central East Europe
○ Americas □ Global Delivery Group △ Oceania ● Asia

*Calculated in accordance with the regulations of ILO
Non-Fatal Occupational Injury Frequency Rate

$$= \frac{\text{Number of new cases of non-fatal occupational injury during the reference period}}{\text{Total number of hours worked by workers in the reference group during the reference period}} \times 1{,}000{,}000$$

■ North West Europe ▲ Central East Europe
○ Americas □ Global Delivery Group △ Oceania ● Asia

*Calculated in accordance with the regulations of ILO
Non-Fatal Occupational Injury Severity Rate

$$= \frac{\text{Number of days lost due to new cases of non-fatal occupational injury during the reference period}}{\text{Total number of hours worked by workers in the reference group during the reference period}} \times 1{,}000{,}000$$

Number of fatalities from occupational accidents (2022)
1 case (FUJITSU PHILIPPINES)

ISO45001-Certified Group Companies

FDK Corporation (Takasaki Plant, Tottori Plant, Kosai Plant, Washizu Plant)

Fujitsu Australia Limited

Fujitsu Services Ltd

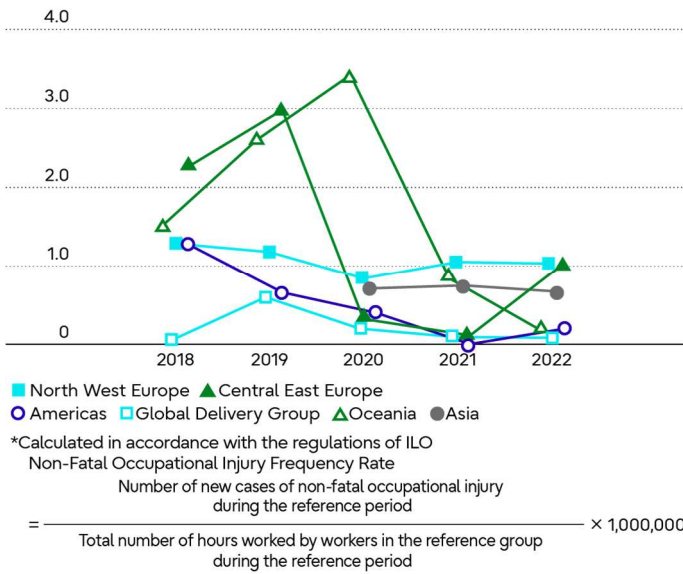Fujitsu Services GmbH

Fujitsu Technology Solutions GmbH

Fujitsu Technology Solutions SA

Fujitsu Technology Solutions SAS

Fujitsu Technology Solutions LDA

Fujitsu Consulting India Pvt Ltd (Awaiting certification)

Occupational Health and Safety Training

We are leveraging the Fujitsu Learning Experience to develop an environment where employees can undergo training at any time at the global level. In addition, we conduct initiatives based on the situation in each region and country. We are providing health and safety training for employees at Fujitsu and its domestic Group companies to acquire fundamental knowledge for preventing occupational accidents, as well as the basics that will be useful in their own health management (approximately 1,300 employees/year).

In the Europe and Global Delivery Group regions, we conduct annual GSA compliance training to ensure that employees acquire basic health and safety skills. The training is designed for employees to learn through games and competition, including a competition between trainees of each country.

We held a talking session on occupational stress and mental health in Hong Kong (November 2022), and occupational health related workshop in Taiwan (three times a year). In addition, we conduct occupational safety and health activities in accordance with the guidelines from the Taiwanese government, and received the Healthy Workplace Certification-Health Promotion Mark from the Health Promotion Administration (HOHW-HPA).

Infectious Disease Countermeasures

As countermeasures against the COVID-19 pandemic, we are promoting vaccination in some parts of Asia and Europe such as Japan, India, the Philippines, and Germany. In Japan, we started offering the third inoculation from March 14, 2022.

In Japan, we offered the third dose of COVID-19 vaccine between March 14 and early June in 2022, and an omicron-specific vaccine variant between November and December 2022.

In the Philippines, we are contributing to improving the vaccination rate in local communities by donating surplus vaccines to communities. We received the COVID-19 Response Award from the Government of the Philippines on Investor's Recognition Day hosted by PEZA.

We developed a global dashboard that tracks the number of people infected by country in the Global Delivery Group region. Moreover, we published a guideline on COVID-19 for employees, which we regularly update.

Absentee rate (*1)

	FY2019	FY2020	FY2021	FY2022	FY2022 (target)
Employee absentee rate (*2)	1.004%	0.857%	1.012%	1.315%	1%
Number of employees	68,100	67,614	66,022	63,318	-

*1 Based on the number of fulltime employees as of the end of the fiscal year (March 20) of Fujitsu Ltd. and Group companies in Japan (excluding some companies)
*2 The percentage of days of absences to number of planned work days

Global Responsible Business

― Environment ―

The Fujitsu Group has reassessed its social role in light of the escalating global commitment to achieving carbon neutrality. The Group has elected to fast-track its previous commitment to achieve "zero CO_2 emissions within the Group by FY2050", instead bringing forward its Vision by 20 years to FY2030. The Group has set the additional target of reaching net-zero greenhouse gas emissions throughout the value chain by 2040.

Environment

Environment

Goal

WHAT FUJITSU ASPIRES TO BE

Fujitsu will fulfill its social responsibilities as a global corporate SX leader. In addition to achieving our carbon neutrality goals, we will solve various environmental challenges by providing innovative solutions through co-creation with our customers

GOALS FOR FY2025*

Fulfill our social responsibilities and help to resolve environmental challenges

- Reduce greenhouse gas (GHG) emissions from Fujitsu facilities and the supply chain with the aim of achieving Science Based Targets (SBT) net zero
- Avoid risks associated with our business activities and minimize our impact on the environment
- Help to resolve environmental challenges for customers and society through our business operations

GOALS FOR FY2022

Fulfill our social responsibilities and help to resolve environmental challenges

- Reduce greenhouse gas emissions at Fujitsu sites by 37.8% or more from the base year level (Reduce by 4.2% each year compared with FY2013)
- Avoid risks associated with our business activities and minimize our impact on the environment
- Help to resolve environmental challenges for customers and society through our business operations

* Specific targets are set in the Fujitsu Group Environmental Action Plan (Stage XI)

Introduction

Climate change is a global issue that impacts the sustainability of society, and it is closely related to water and resource recycling issues. Engaging in global environmental conservation is essential for achieving Our Purpose. The Fujitsu Group does its utmost to reduce environmental impact and minimize risks throughout the value chain, and we contribute to the realization of a sustainable society by solving environmental issues together with our customers.

Image of Achievement Fiscal Year for Environmental Vision, Targets, and Other Goals
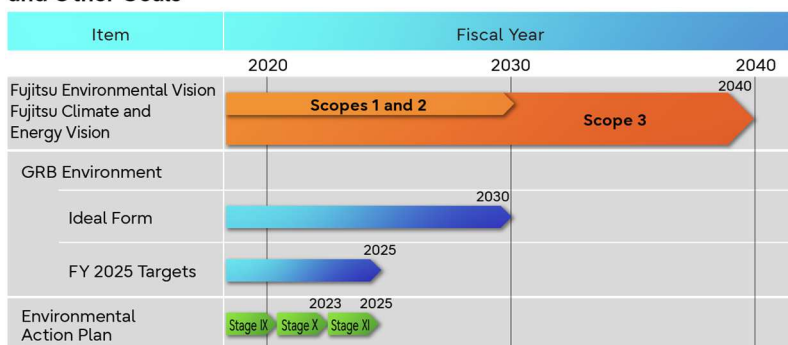
To Reduce GHG Emissions in Accordance With 1.5°C Target

Updating Medium- and Long-term Goals

In May 2017, the Fujitsu Group formulated the Fujitsu Climate and Energy Vision as our environmental vision. In August 2017, we acquired SBT certification (2℃-aligned) for our reduction standard by 2030. As the movement toward carbon neutrality accelerated, we reconsidered the role that the Fujitsu Group must fulfill, and in April 2021 we raised our GHG emissions reduction target for 2030 from a 33% reduction compared to FY 2013 to a 71.4% reduction. This reduction target has been certified as 1.5℃-aligned by SBTi.

In order to accelerate decarbonization in the global community together with our supply chain, we have moved up the target deadline for 100% reduction by 20 years from the previous FY 2050 to FY 2030.

Furthermore, we have decided to aim for Net-Zero emissions in the entire value chain, including the supply chain (Scope 3), by FY 2040.

To ensure this target, we will follow the Fujitsu Group Environmental Action Plan (Stage XI) that we created as our activities through FY 2050.

(Our Net-Zero target for FY 2040 from the base year of FY 2020 received Net-Zero Certification from the SBT initiative in June 2023.).
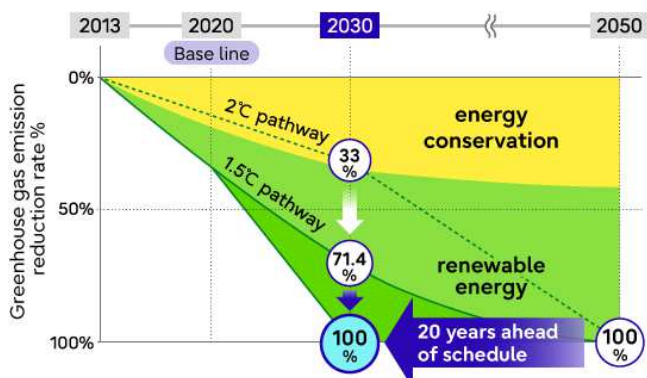
Emission reduction of Fujitsu Group (Scope 1 and 2)
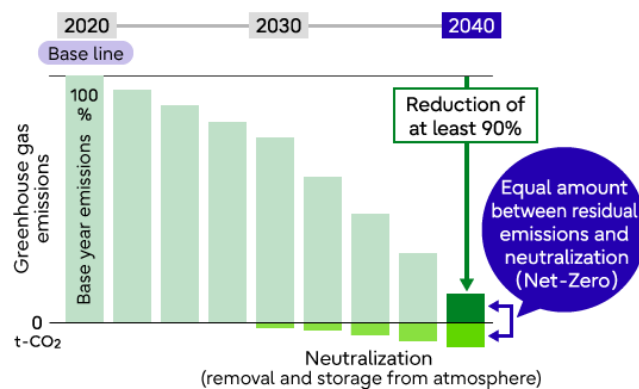
Emission reduction throughout the value chain (Scope 3)

Roadmap to Net-Zero

Initiatives for Achieving Goals

Since 2018, the Fujitsu Group has been a member of the international initiative RE100, which aims to popularize and expand renewable energy.

Previously, we focused on our sites in Europe and the United States. In April 2021, however, in anticipation of full-scale introduction in Japan, we switched all electricity used in the Kawasaki Plant, the largest in the Fujitsu Group to renewable energy as Fujitsu's flagship model.

This initiative affects approximately 5% of the Group's electricity consumption in Japan.

Furthermore, in April 2022, Fujitsu Australia signed the largest renewable energy power purchase agreement (PPA) in the Group, accounting for approximately 38% of its annual power consumption.

Exterior of Kawasaki Plant

Sapphire Wind Farm
Largest wind farm in New South Wales operated by CWP Renewables

> Fujitsu Group Sustainability Data Book 2021 (p.5-3-3-12) (Examples of Initiatives in FY 2020: Introduction of Green Power)
> Fujitsu Group's Largest Facility to Source 100% of its Energy Needs from Renewables, Demonstrating Commitment to Achievement of RE100
> Fujitsu Sources 100% of Energy Needs for Global HQ from Renewables
> Fujitsu Australia signs the group's largest renewable energy power purchase agreement

Avoiding Risks Associated with Business Activities and Minimizing Environmental Impact

Fujitsu Numazu Plant Received Prime Minister's Award for the 2023 Greening Promotion Movement

The Fujitsu Group promotes activities to reduce negative effects, and increase positive effects, on biodiversity to minimize environmental impact. For example, since its inauguration in 1976, Fujitsu Numazu Plant has been actively greening its facilities. It constantly maintains the natural environment in its premises, managing lawn, a biotope, a tea garden and other gardens in its premises, as well as green areas such as woodland that remains in its natural state, including ecosystems. In addition, a large green area is opened to local residents as a place for relaxation, where the Plant carries out many community exchanges holding seasonal events such as "tea picking festival" and "waling to experience nature." Numazu Plant also is actively working to preserve biodiversity by pasturing goats for weeding, eliminating designated invasive alien species, raising "southern Japanese rice fish" (Oryzias latipes), an ancient Japanese species, in its biotope, and through other activities. In recognition of those continuous greening efforts, in April 2023, Numazu Plant received Prime Minister's Award for the 2023 Greening Promotion Movement, an award given by the Prime Minister to an individual or an organization that made outstanding achievements in the promotion of greening activities or the spread of greening awareness.
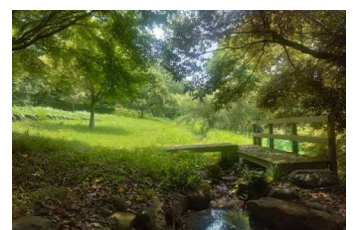

Numazu Plant (Aerial view)

Tea garden (tea picking festival)

Weeding by goat-pasturing

Biotope

Examples of How Our Business Helps Solve Environmental Issues for Customers and Society

A joint blockchain project for "J-Credit Easy Generation" has been launched to further develop environmental value exchange market

Fujitsu and IHI Corporation(*1) (IHI) have been working on a joint project since FY 2022 to realize carbon neutrality and to create an environmental value distribution platform that supports environmental value trading. Now, to simplify the environmental value creation process (collection, verification, and reporting of data such as CO_2 emissions) for the J-Credit(*2) issuance, they launched the "J-Credit Easy Generation"(*3) in June 2023.

As part of this initiative, the two companies applied for, and were selected as, collaborators engaged in a project for the "Outsourcing of Research and Development towards Digital Technology Utilization in FY 2023 J-Credit System" of the Japan's Ministry of Environment. They will work on this project from June 2023 to March 2024.

The two companies plan to start providing the "J-Credit Easy Generation" as a module of the environmental value distribution platform in FY 2024.

Overview of Joint Project

Since FY 2022, Fujitsu and IHI have been carrying out a joint project to create an environmental value distribution platform, which converts CO_2 emissions reductions calculated using data collected at IHI's IoT platform "ILIPS" (IHI group Lifecycle Partner System)*4 into tokens*5 that can be distributed on the environment value exchange market using Fujitsu's "ConnectionChain"*6 a technology that securely interconnects different blockchains.

By adding "J-Credit Easy Generation" to the environmental value distribution platform, companies and organizations that are making environmental contributions, such as reducing CO_2 emissions (environmental value creators) will be able to easily convert their environmental value, such as CO_2 reductions, into J-Credits.

At the same time, by promoting the application of digital technology to J-Credit trading, Fujitsu aims to build a sustainable value chain model that enables buyers to smoothly trade the environmental value created by environmental value creators in the form of J-Credits.

Using "J-Credit Easy Generation" as a starting point, the two companies will contribute to the realization of carbon neutrality by expanding their businesses to tackle the digital verification of the diverse environmental values, including product carbon footprint.
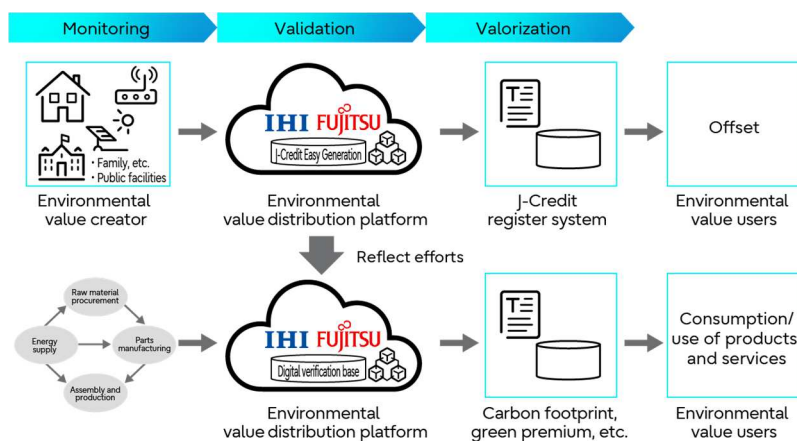

Figure 1 Digital verification of diverse environment values

Overview of the Demonstration Project of "J-Credit Easy Generation" for the Ministry of Environment's J-Credits (Public Offering Overview)

This project considers the simplification of the process from monitoring to issuing J-Credits through IoT and blockchain technology using the methodology of "Introduction of Photovoltaic Power Generation Facilities (EN-R-002)."

The demonstration will be conducted in the following three phases:

1. From June 2023 to August 2023: Planning the demonstration and sorting out the issues to be verified
2. From September 2023 to December 2023: Conducting the demonstration
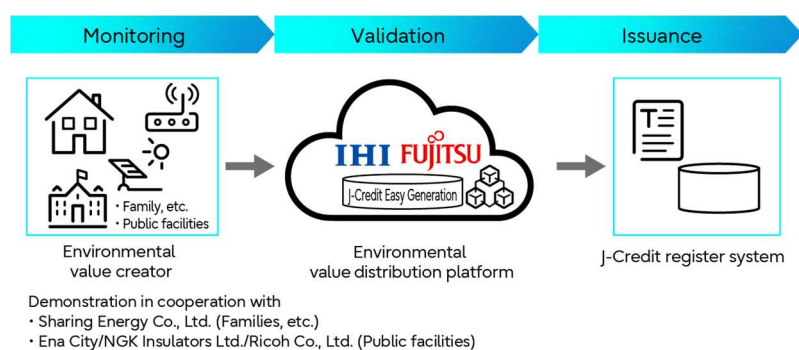3. From January 2024 to March 2024: Making final adjustments for actual operation

Figure 2 Demonstration of "J-Credit Easy Generation"

*1 IHI Corporation: based in Koto City, Tokyo, presided by Hiroshi Ide, CEO.
*2 J-Credit: A system in which the Japanese government certifies the amount of greenhouse gases reduced or absorbed as credits.
*3 J-Credit Easy Generation: A system that simplifies the process of creating environmental value for J-Credits using IoT and blockchain technology.
*4 ILIPS: A common platform for IHI Group products that accumulates data from equipment and facilities on cloud servers for use in lifecycle business to enhance IHI Group products and services.
*5 Tokens: Digitized rights and assets issued independently by a company or organization through blockchain technology.
*6 ConnectionChain: Blockchain technology that securely interconnects different blockchains and ensures transparency of transactions.

> Fujitsu and IHI start joint project on new environmental value distribution platform using blockchain technology

Fujitsu and Chugoku Electric Power T&D conduct joint trials to expand use of renewable energy and improve maintenance of power transmission facilities

To expand use of renewable energy, Fujitsu and Chugoku Electric Power Transmission & Distribution Company, Incorporated(*7) (Chugoku Electric Power T&D) aim to realize dynamic line rating (DLR)(*8) a promising next-generation power network technology and to utilize drones for improving the maintenance of power transmission facilities. To this end, they conducted joint trials for one year from September 2021 to verify the practical application of environmental data(*9), including wind conditions, obtained and converted through power transmission facilities of Chugoku Electric Power T&D.

In order to boost the use of renewable energy, power transmitters and distributors are aiming to develop next-generation power networks by strengthening power grid(*10), developing grid control technologies, and in other ways. Chugoku Electric Power T&D also actively take on this challenge.

Moreover, Chugoku Electric Power T&D utilizes drones for maintenance work, such as patrolling and inspecting its facilities, and locating any malfunctions. As drones flight is greatly affected by wind, however, further utilization of them requires real-time and accurate monitoring of environmental data (wind conditions) in the vicinity of power lines installed over a wide area.

Utilizing Fujitsu's proprietary data conversion technology, these joint trials converted optical ground wire (OPGW)(*11) vibration data from the OPGW of the power transmission lines through optical fiber sensing technology(*12) into estimated environmental data in the vicinity of the transmission, and then compared and verified that data with the actually measured data at the site. Consequently, it was confirmed that they were generally in agreement with each other.

This enables the efficient and accurate acquisition of environmental data (wind conditions) near the power transmission facilities installed over extensive areas, which can be more widely applied to patrols and inspections with DLR and drones. This will then help expand the use of renewable energy and further enhance the maintenance of power transmission facilities.

The two companies will promote the early development of an advanced power grid operation support system that can utilize environmental data (wind conditions) and temperature data of the power lines to manage power transmission capacity flexibly through DLR and to improve maintenance operations with drones. At the same time, they will further advance digital transformation (DX) to reform maintenance operations and solve social issues such as sustainable energy supply.
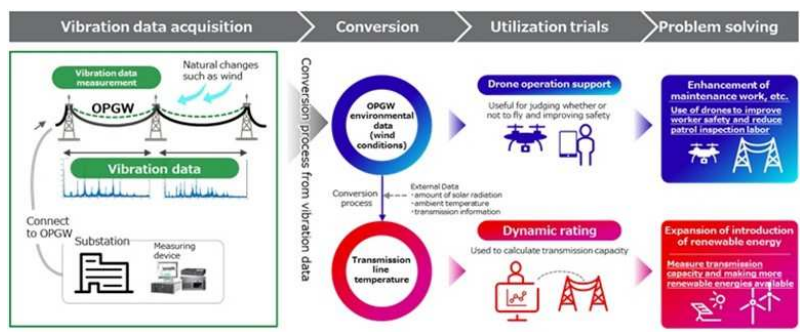
Figure 1: Overview of the field trials
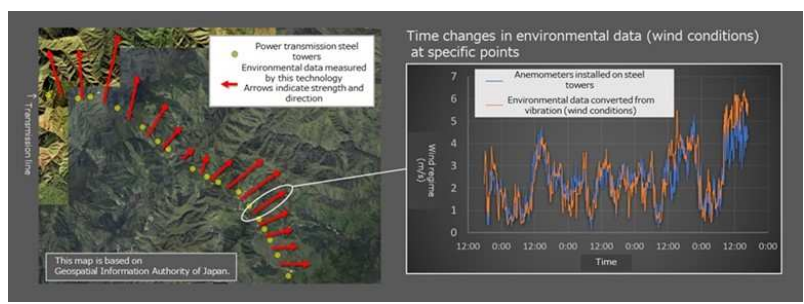
Figure 2 Screen image of prototype system supporting advanced operation

of transmission network (in Japanese)

*7　Chugoku Electric Power Transmission & Distribution Company, Incorporated: based in Hiroshima City, Hiroshima Prefecture, presided by Hiroyuki Hasegawa.
*8　Dynamic line rating: Technology to flexibly operate transmission capacity of electric transmission and transformation facilities.
*9　Environmental data: A data group of estimated environmental conditions (e.g., wind conditions) along the optical ground wire (OPGW) and its vicinity.
*10　Power grid: A series of electric power facilities and systems consisting of transmission, transformation and distribution of electricity from power stations to users.
*11　OPGW: Optical Ground Wire. Equipment that incorporates optical fiber cables in overhead ground wires to protect power transmission lines from lightning strikes.
*12　Optical fiber sensing technology: Technology that enables real-time measurement of how optical fiber cables vibrate by inputting specific laser pulse light into optical fiber cables for communication and measuring changes and components of light such as backscattered light. For the measurement, a dedicated measuring device and a computer for data calculation are used.

> Fujitsu and Chugoku Electric Power T&D conduct joint trials to expand use of renewables and improve maintenance of power transmission facilities

Fujitsu began selling a service that provides up to 100% of the electricity consumed by Fujitsu Data Center users from renewable energy sources

Aiming to help customers accelerate their efforts to reduce greenhouse gas (GHG) emissions throughout their supply chains, Fujitsu began selling a service that provides environmental value(*13) to the users of Fujitsu Data Centers (DC) through the "Environmental Value Delivery Service"(*14) in FY 2022.

To achieve carbon neutrality, each company will need to reduce not only their own GHG emissions but also indirect GHG emissions from the services of other companies it uses.

On the other hand, it is revealed that more than 80% of companies are facing challenges in achieving carbon neutrality.

As a leading global environmental-friendly company, Fujitsu has set the goal of fulfilling its social responsibility and contributing to solving environmental issues. To contribute to this goal in its DC business as well, Fujitsu has begun offering "Environmental Value Delivery Service" from a new perspective.

Overview of Environmental Value Delivery Service

This service provides Fujitsu DC users in Tatebayashi, Yokohama and Akashi with up to 100% of the contracted electricity from renewable energy sources. As Fujitsu issues a certificate as proof of use of renewable energy for DC service, they can publicly demonstrate that they are helping reduce GHG emissions(*15).
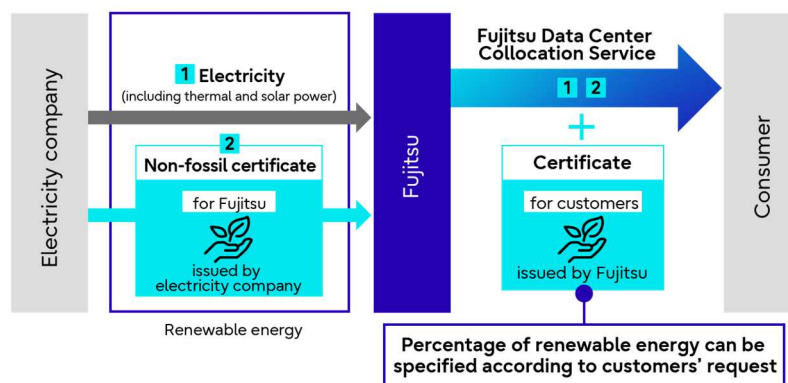
Figure 1 Overview of Environmental Value Delivery Service
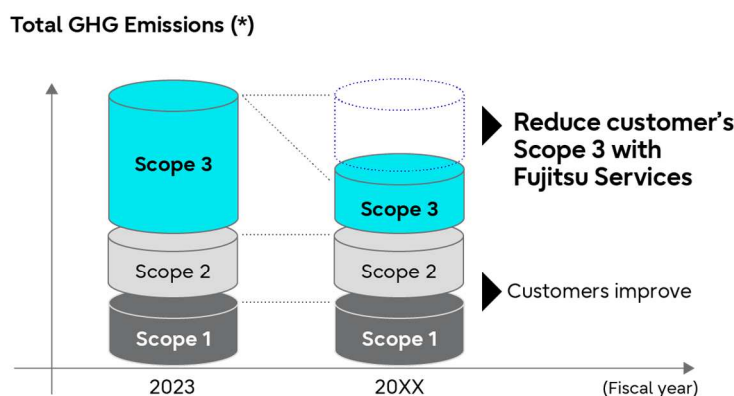
Figure 2 What can be achieved through Environmental Value Delivery Service

*13 The energy generated in a non-GHG-emitting manner is recognized as non-GHG-emitting value in environmental activities.
*14 FUJITSU Hybrid IT Service, Collocation Service, Environmental Value Delivery Service.
*15 This aims to reduce customers' Scope 3.

> Environmental Value Delivery Service (Japanese text only)

Environmental Management

Environmental Management System

We are continuously working to improve our ISO14001 (*1) based environmental management systems and to promote Group-wide environmental management.

(*1) ISO14001 : Environmental Management Systems (EMS) standard determined by the International Organization for Standardization (ISO). Certification is granted to environmentally conscious organizations that develop systems for ongoing reductions in their environmental footprint.

Fujitsu Group's Environmental Management Systems (EMS)

Fujitsu Group has constructed Environmental Management Systems (EMS) based on the ISO 14001 international standard and is promoting environmental improvement activities across the Group. After acquiring ISO 14001 certification for consolidated subsidiaries in Japan at the end of FY 2004, we expanded this effort to include overseas subsidiaries and acquired global integrated certification at the end of FY 2005. Subsequently, the overseas subsidiaries switched to individual certification.

Environmental Management Framework

In April 2020, Fujitsu Group set up the Sustainability Management Committee, which leads the charge for management which takes sustainability initiatives into account. The Sustainability Management Committee has established major sustainability issues which are common globally (Global Responsible Business: GRB) and is working to address them, and the environment is one of those to be addressed. In order to promote environmental activities, we consider medium- and long-term issues, formulate policies, share business risks and opportunities due to climate change, consider ways to respond, and report regularly to the Sustainability Management Committee in order to improve EMS and strengthen governance. Based on that, final approvals on environmental management at the Fujitsu Group are made at meetings of the Management Council.

In the promotion of environmental activities, we have organized environmental organizations in charge of issue-specifics, etc., composed of relevant parties that go beyond the framework of business groups and business units. Through the promotion structure shown in the figure below, we are moving swiftly to popularize initiatives for addressing environmental issues throughout the Group.

Environmental Management Framework
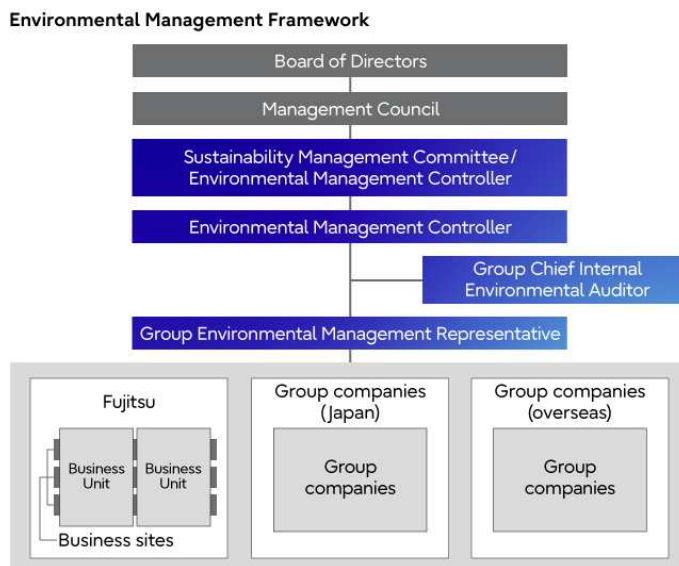
Constructing and Operating Environmental Management Systems

The Fujitsu Group has constructed EMS based on the ISO 14001 international standard and is promoting environmental improvement activities across the group. By constructing EMS worldwide, the Fujitsu Group further strengthened its Group governance. This also allows the Group to promote even more efficient and highly effective environmental activities, including understanding the state of activities, legal compliance, and emergency response.

As of March 2023, Fujitsu and 29 domestic Group Fujitsu companies had acquired ISO 14001 Group Integrated Certification.In the Group as a whole, 62 companies, including 30 companies with integrated certification, have acquired ISO 14001 certification.

Activity Flow

The Sustainability Management Committee deliberates on the status of environmental activities related to the entire Group, the achievement status of targets, and new activities, which are all regularly reported by the environmental activities promotion organization. For example, the committee determines the directions to be taken for reduction of energy consumption and CO_2 emissions, countermeasure for environmental risk, and other environmental medium-to-long term visions. The Sustainability Management Committee also conducts environmental management reviews and is exercising approval authority for the Fujitsu Group Environmental Action Plan.

Organizations in charge of issue-specific are sub-organizations set up under the Sustainability Management Committee, with the goal of providing dedicated responses to address specific tasks professionally. The tasks of the organizations are discussing targets and confirm the progress and promote to achieve for the Environmental Action Plan. After receiving progress reports from the organizations, the Environmental Management Controller approves the status of activities and suggestions of future focuses, etc., and instructs all organizations to implement the necessary initiatives.

Activity Flow
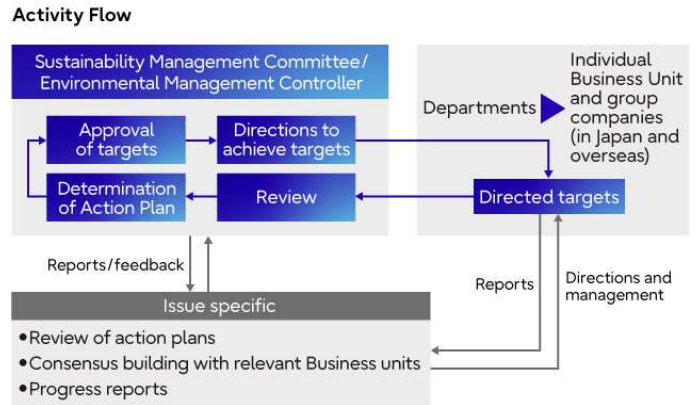
Management Based on the Line/Site Matrix Structure

The Fujitsu Group carries out its environmental management within a matrix structure combining (1) "line activities" directly tied to the business operations of various Business Groups and companies (including development of eco-friendly products and the expansion of environmental contribution solutions) and (2) "site activities" to tackle common themes affecting each factory or business location (such as energy conservation and waste reduction). In this way we carry our environmental management according to the same framework as our management, while also reducing the environmental footprint generated by our business activities and the sale of our products and services.

Line/Site Matrix
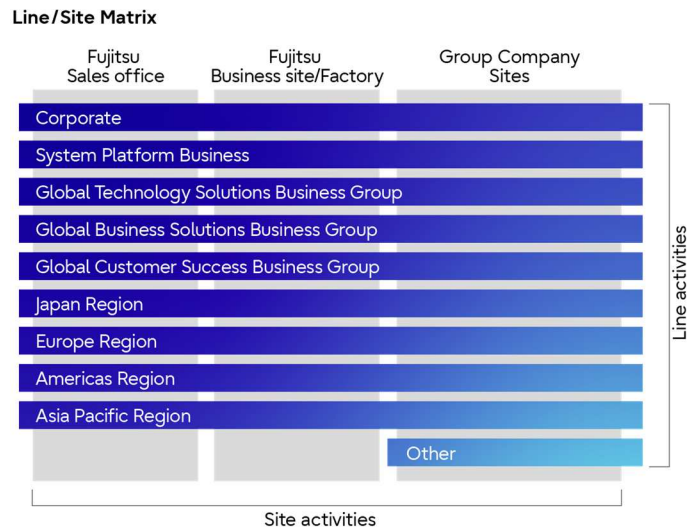
> Environmental Management Initiatives (Case Studies)

Environmental Management Initiatives (Case Studies)

Operations Utilizing ICT

The Fujitsu Group actively utilizes its own ICT-driven environmental management tools to visualize and boost the efficiency of its environmental management.

EMS Operations Using ICT

We are working to improve the efficiency and visibility of environmental management by making full use of the Global Environment Database System (Ecotrack), which can centrally manage aspects such as planning, performance, and policy information at business sites scattered throughout the world, and the ISO 14001 Green Management System (GMS), which centrally manages compliance and risk management status to support EMS operations.

Additionally, the communication infrastructure of all companies in the Fujitsu Group is used for EMS operations. For example, we try to conduct smart communication in our EMS operations, through activities such as using remote video conferencing systems to conduct EMS briefings.

Using the Global Environment Database System

The Global Environment Database System (Ecotrack) is used to gather information about the environmental footprint (performance) of Fujitsu Group companies and business sites and centrally manage aspects such as planning, performance, and policy information.
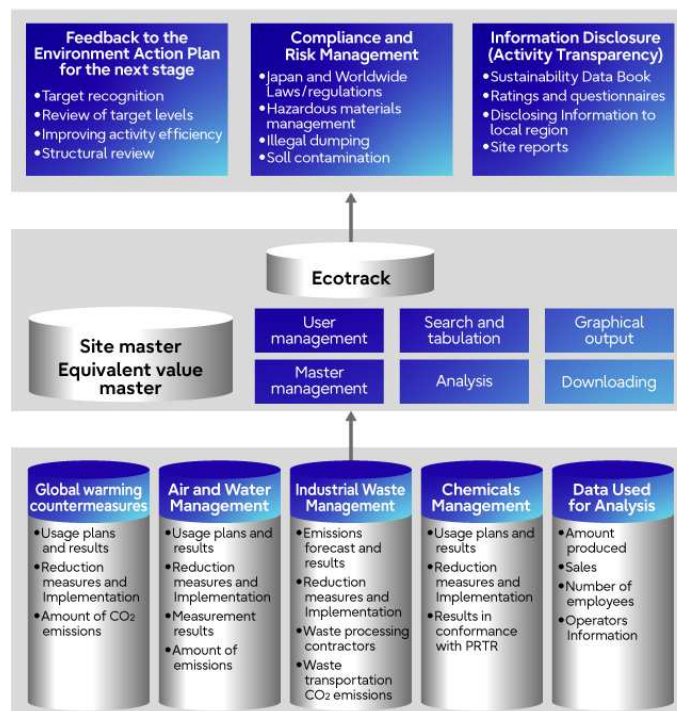
Using the ISO 14001 Green Management System

The Fujitsu Group uses the ISO 14001 Green Management System (GMS) to exercise unified control over the operational status of the EMS concerning matters such as the status of improvements and the state of compliance with regard to items pointed out by internal audits, communications activities, direct and indirect effects identified in environmental impact assessments, and the setting of environmental targets.

Through the GMS, we can manage corrective measures and objectives with certainty, and it has been effective for continuously improving our activities and reducing risks.

ISO 14001 Green Management System
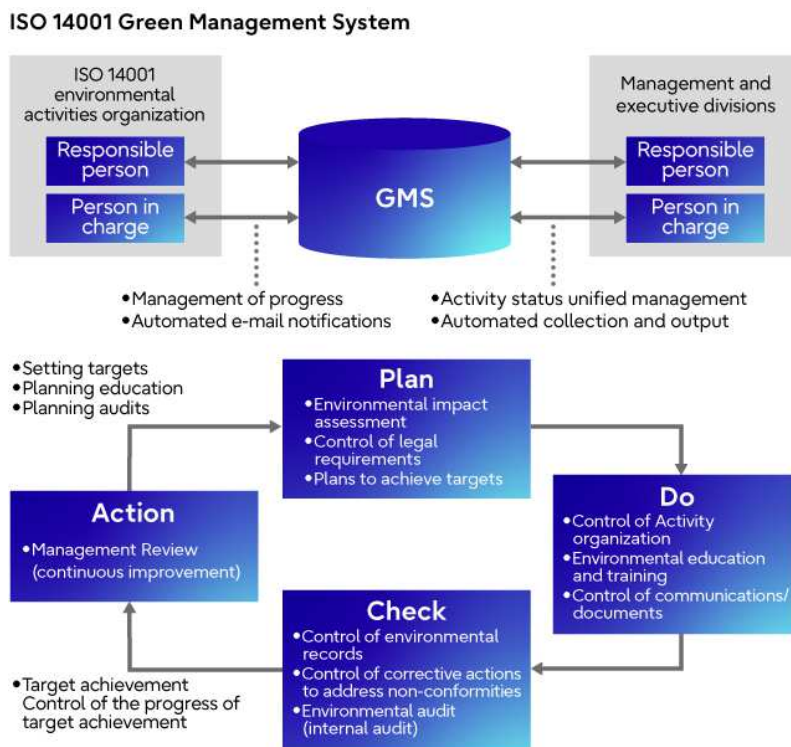
Implementing Environmental Audits

Internal Audit Implementation and Results

The Fujitsu Group conducts internal audits, a requirement of ISO 14001. To ensure the objectivity and independence of internal audits, the Internal Control and Audit Office takes the lead, allocating internal auditors who belong to Fujitsu or Fujitsu Group companies and carries them out. For the internal audit in FY 2022, we continued to consider the promotion of Work-from-Home through work style reforms, and conducted on-site audits at manufacturing sites, data centers, and other sites with a high environmental impact.

In FY 2022, we carried out internal audits of 72 business sites in Japan, including the plants and offices of Fujitsu and its Group companies. When conducting audits, we closely examined the results of internal audits and external audits from FY 2021. The four points emphasized were (1) the status of implementation of the environmental management system, (2) the feasibility of achieving Environmental Action Plan Stage X, (3) the status of initiatives that regard the environment as a business opportunity, and (4) the status of the response to environmental risks associated with business conversion. There was one finding of a minor defect (non-conformity) and 11 observations (conformity). Of the observation, two were considered to be an effect of the resumption of on-site audits.

External Audits and Results

To maintain our ISO 14001 certification, we are carrying out external audits by a certifying body. In FY 2022, we were audited in Japan by the Japan Audit and Certification Organization for Environment and Quality (JACO). As a result, there were 36 opportunities for improvement and zero findings. We shared information about those opportunities within the Group, and are working to improve our response.

Table: Number of Findings by Audits

	FY 2020 (Japan)	FY 2021 (Japan)	FY 2022(Japan)
Number of findings by internal audits	13	7	12
Number of findings by external audits	0	0	0
Number of opportunities for improvement	52	33	36

Compliance with Environmental Laws

There were no major legal or regulatory violations or accidents with major impact on the environment in the Fujitsu Group during FY 2022.

Environmental Management

Response to Environmental Risks

Environmental Risk Management Structure

The Fujitsu Group built and operates a group-wide risk management system to identify, prevent, and mitigate a variety of potential risks, or prevent their recurrence, including issues related to climate change and environmental pollution. The Risk Management & Compliance Committee, which reports directly to the Board of Directors, has set up regional Risk Management & Compliance Committees, in addition to deploying Risk Management & Compliance Officers to each Fujitsu division and Group company in Japan and overseas, to build a structure where these organizations cooperate with each other to promote risk management and compliance throughout the Fujitsu Group, both in terms of preventing potential risks and responding to risks that have emerged. The Committee identifies, analyzes, and assesses key risks associated with the business activities of each Fujitsu division and Group company in Japan and overseas (focusing on 33 risks considered to be important to the Group), and formulates and reviews the countermeasures for these risks after confirming the status of countermeasures for avoiding, mitigating, transferring, or retaining them. The Committee makes regular reports to the Board of Directors about key risks that have been identified, analyzed and assessed, using methods such as the creation of visualized rankings and maps which take the degree of impact and likelihood of occurrence into account. In addition, we have put response processes into place in the event that risks become tangible, despite the implementation of various measures. Each division and Group company will immediately report to the Risk Management & Compliance Committee about any key risks that become tangible, such as natural disasters, accidents, product accidents or failures, system or service problems, compliance violations such as fraud, information security incidents, or environmental problems.

We also leverage the group's Environmental Management System (EMS), which is based on ISO14001, for minimizing risks to the environment through continuous improvements.

> Risk Management
> Environmental Management System

Efforts to Minimize Risks to the Environment

Dealing with Risks Related to Climate Change

There is a possibility of significant impacts on our business continuity from increases in the frequency and effects of natural disasters as a result of recent climate changes. For that reason, we have formulated a business continuity plan and are devoting effort to continually revising and improving the plan.

In addition to risks such as implementation of stricter regulations for greenhouse gas emissions and a carbon tax, there is demand from customers and society for contribution to carbon neutral. This creates a risk of increasing the energy cost incurred by the Fujitsu Group, as well as the cost required to comply with regulations related to measures for reducing greenhouse gas emissions. Additionally, if climate change countermeasures are insufficient, there is a risk of harm to our corporate reputation or a disadvantage at bidding.

In order to minimize these risks, we are conducting short-term, medium-term and long-term risk analysis/response within our company-wide risk management structure. As the trend toward carbon neutrality in the global community as a measure against climate change, we have obtained net-zero target certification from the Science Based Targets initiative (SBTi). We will further raise the 1.5°C level we acquired in fiscal 2021 and aim for net-zero by FY 2040.

In accordance with the recommendations issued in 2017 by the Task Force on Climate-Related Financial Disclosures (TCFD), the Fujitsu Group analyzes and discloses information related to risks accompanying climate change that may have an impact on business and financial strategies. Refer to the table below for the currently recognized potential major risks and responses.

Risks Associated with the Transition to a Low Carbon Economy, and Our Response to Them

Policy/Legal Risks	● Risks:	Increase in cost in order to respond to the strengthened laws and regulations on greenhouse gas emissions and energy use (such as a carbon tax), and diminished corporate value in the event of a violation.
	○ Response:	Complete compliance with laws and regulations through EMS. Continual reduction of the amount of GHG emissions through steady implementation of Science Based Targets and the Environmental Action Plan.
Technology Risks	● Risk:	Unrecovered investments and market share decline in the event that the company lags behind in a fierce competition in technological developments toward a carbon-free society (such as energy-saving performance and low-carbon services).
	○ Response:	Enhance development of energy-efficient products and energy-efficient enabling technologies, solutions, and services through steady implementation of Science Based Targets and our Environmental Action Plan.
Market Risks	● Risk:	Losing business opportunities if products, solutions, and services do not meet energy-saving performance needs.
	○ Response:	Enhance development of energy-efficient products and energy-efficient enabling technologies, solutions, and services through steady implementation of Science Based Targets and our Environmental Action Plans.
Risks to Reputation	● Risk:	Decline in corporate value and an increase in response costs associated with a negative assessment from stakeholders with regard to the response status of measures to counteract climate change (such as the percentage of renewable energy adoption).
	○ Response:	Enhance measures to counteract climate change and promote reduction of environmental footprint through steady achievement of the group's Science Based Targets and Environmental Action Plan.

Climate Change Related Risks in the Supply Chain, and Our Response to Them

Upstream Supply Chain	● Risk:	A temporary suspension of the suppliers' business activities due to the occurrence of severe natural disasters such as large-scale floods, sudden heavy downpours, and lightning strikes, which affects the procurement of materials.
	○ Response:	Conduct surveys of the business continuity capabilities of suppliers and implement measures to procure materials from multiple sources.
Downstream Supply Chain	● Risk:	Losing business opportunities due to the inability to obtain environmental labelling, which is a green procurement requirement of customers.
	○ Response:	Conduct trend surveys and risk assessments of the environmental labelling scheme. Develop and provide top-level energy-efficient products through steady implementation of Science Based Targets and our Environmental Action Plan.

Assessing and Monitoring of Potential Water Risks

In recent years, due to a tight demand-supply situation in many areas around the world because of water damage—such as flooding—and droughts that are caused by a variety of factors, including population growth and climate change, there is a growing concern that this issue may become a business risk. The Fujitsu Group conducts assessments of and monitors potential water risks for direct operations sites and supply chains.

Specifically, while using tools and databases provided by NGOs and national and local governments, we identify water stress conditions and natural disaster risks in regions where our business sites are located in accordance with RCP 4.5 (intermediate stabilization scenario) from among the emissions scenarios defined by the Intergovernmental Panel on Climate Change (IPCC). We then comprehensively assess the water risk at each site by analyzing how important water use is in the business activities of each operations base, and we confirm the level of compliance in a variety of activities such as the reduction of water intake, measures to reduce pollution in wastewater, business continuity management (BCM) systems, and others. For the supply chain, we also assess our suppliers' flood preparedness and other water risks based on the supply chain BCM surveys, field surveys conducted according to the Responsible Business Alliance's (RBA) code of conduct and the CDP Supply Chain Program. As a result, we have confirmed that there are no significant risks that could substantially affect our business activities.

Physical Climate Risk Adaptation

Fujitsu have risk assessment systems that include Physical Climate risk in place in Japan, Oceania, Europe and cross regional department Global Delivery.

As physical risk is different based on the location, adaption is tailored to that specific location and risk, for example.

Fujitsu Australia and New Zealand has identified the main physical climate risks to our business in the region, which include short term weather events e.g. extreme heat, flooding, storm events, as well as long-term climatic impacts e.g. drought.

Key measures undertaken in Australia and New Zealand to adapt to climate risks have included:

- Extreme heat events
  - Processes to ensure built-in redundancy of critical equipment and reliable operation of uninterruptable power sources in the event of grid-scale outages.
  - Ensuring equipment is designed to tolerate extreme temperatures.
  - Installing temporary cooling equipment (e.g. misting) to reduce ambient temperatures.
- Bushfire
  - Updating site-based procedures to assess business critical activities and evaluate which activities can be performed remotely in the short term.
  - Turning off external air intakes to offices and data centers to limit smoke ingress.
- Drought
  - Deployment and maintenance of rainwater storage tanks at some sites.
  - Use of recycled water where possible.
  - Installing real-time water loggers at all data centers to monitor consumption trends and help inform water usage efficiency projects.
- Other
  - Climate risk (e.g. extreme heat modelling) incorporated into assessment of siting of new data centers

Within Europe the climate risk is different to Oceania and a number of measures to adapt to climate change risk have been undertaken at a cost of over £1million in one London location showing the seriousness that we consider Climate impact and the commitment that we take protecting our continued service.

- Installing the infrastructure to enable the local water authority pumping equipment to use our data centers Uninterruptable Power Supply (UPS) in the event of a flood
- Dredging the local lagoon to help it act as a water sink

Other examples of adaption based on Physical climate risk in specific locations

- Philippines, the Business Continuity Planning includes natural disaster events such a typhoons and monsoons and other extreme weather events
- Malaysia – Natural Disaster Prevention guidelines provides emergency contact details and advice for employees with their safety prevalent

Another example off adaption is the modernisation and cocreation of the Flood Warning System (working with the UK Environment Agency). A system that can issue flood warnings to citizens within 20 minutes. The flood warning service hosts more than 1.5 million registered properties, 2.9 million telephone numbers, 180,000 email addresses and 1.5 million registrations for mobile text alerts. Since its launch the flood warning system has sent more than 7 million messages across email, text, telephone and social media.

❯ Co-creating a flood warning system to alert citizens faster

Switching Mechanism to enable Fujitsu Datacenter UPS to power local water pumps in the event of a flood (United Kingdom)

Dredging of a lagoon to act as a water basin (United Kingdom)

Datacenter emergency access via lagoon preserving biodiversity (United Kingdom)

Flooding Damage Impact Assessments Through Hazard Maps and Measures Against Flooding

Fujitsu and its domestic Group companies conduct impact assessments of flooding damage according to a rainfall scale with two types, depending on the magnitude of the impact on our business, as follows. We identify and assign rankings to business sites which will be highly impacted. If a business site falls under a level 4 impact ranking, we implement various measures.

[Assessment 1   Planned scale (Rainfall on a scale that occurs about once every 10-100 years)]
- Assessment subjects: 169 sites for Fujitsu, 280 sites for Group companies All owned properties and major leased properties (such as sales offices and data centers) in the Fujitsu Group
- Assessment method: We assess whether or not the site falls within the "estimated flood inundation area (planned scale)" for nearby rivers as established by the Ministry of Land, Infrastructure, Transport and Tourism or the prefectural government, as well as the extent of the impact within and outside the site and the impact of flooding on buildings.
  We rank sites that were assessed as being impacted by flooding on a scale of 1 (minor impact) to 4 (major impact).

[Assessment 2   Assumed maximum scale (Rainfall on a scale that occurs about once every 1000 years)]
- Assessment subjects: Domestic data centers and business sites that will be heavily impacted by flooding (such as Fujitsu Solution Square (SS) and the Kawasaki factory)
- Assessment method: We conduct reassessments by upgrading the criteria to "estimated flood inundation area (assumed maximum scale)," and rank the sites on a four-point scale.

[Results for Assessment 1 and Assessment 2   *Only sites with an impact rank of 4 are shown below.]

	Sites	Assessment 1 (Assessment on a planned scale)	Assessment 2 (Assessment on an assumed maximum scale)	Final impact
Fujitsu	Fujitsu SS	Impact rank 4	Impact rank 4	Impact rank 4
Fujitsu	Kawasaki factory	No impact	Impact rank 4	Impact rank 4
Group companies	No sites which fall under impact rank 4			

[Major Measures]

(a) Retaining walls and embankments

(b) Sliding gates

Fujitsu SS: The site perimeter is protected by retaining walls and watertight panels

(a) Removable watertight panels

(b) Gates that can be raised and lowered

Kawasaki factory: Perimeter entrances and exits are protected by watertight panels

Preventing Water Pollution

In order to preserve the water quality of surrounding waterways, including rivers, groundwater and sewers, we have set voluntary controls that are even tougher than legal mandates, and conduct measurement and monitoring on a regular basis. We recover and recycle chemicals used in production processes, instead of discharging them into wastewater. We are also working to properly manage and reduce discharge of harmful substances and other regulated substances (COD, BOD, etc.) by ensuring appropriate chemical use, preventing chemical leaks and penetration, and properly managing the operations of water treatment and purification facilities, among other measures.

Preventing Air Pollution

We have set voluntary control values that are more stringent than legally mandated emissions standards in order to prevent air pollution and limit acid rain. Regular measurement and monitoring are conducted based on these controls. Efforts are also made to appropriately process dust and soot, sulfur oxide, nitrogen oxide, and other harmful substances, and reduce emissions through measures including combustion management at facilities that produce soot and smoke, use of fuels with low sulfur content, and managing the operations of exhaust gas processing equipment. Furthermore, we have installed activated carbon adsorption treatment equipment and are reducing our atmospheric emissions of organic solvent vapors containing substances like VOCs. Moreover, with the enactment in April 2015 of the Act on Rational Use and Proper Management of Fluorocarbons, we have set in-house stipulations and striven for proper management of specified products (commercial refrigerators and air conditioners containing fluorocarbon refrigerants) while working to identify the volume of our fluorocarbon leakage.

In addition, emission of dioxins has been prevented by suspending use of all in-house incineration facilities as of January 2000.

Preventing Destruction of the Ozone Layer

Since fluorocarbons not only destroy the ozone layer but also cause global warming, we have totally eliminated the use of ozone-depleting substances in manufacturing processes (parts cleaning and solvents) by introducing precision water cleaning systems and no-clean soldering technology. On the other hand, with regard to fluorocarbons for refrigerants used in air conditioning facilities (freezers, etc.), we are switching to non-fluorocarbons when equipment is renewed, and are working to appropriately manage and dispose of Class I specified products in accordance with the Fluorocarbons Emission Control Act.

In addition, the annual confirmation of the amount of leakage in the calculation of fluorocarbons indicates that it is less than 1,000 $t\text{-}CO_2$ (not subject to reporting to the minister in charge) for FY 2022.

Results for complete elimination of ozone-depleting substances	
Ozone-depleting substances	**Time of complete elimination**
Washing chlorofluorocarbons (CFC-113, CFC-115)	End of 1992
Carbon tetrachloride	End of 1992
1,1,1-trichloroethane	End of October 1994
Alternative chlorofluorocarbons (HCFCs)	End of March 1999

Preventing Pollution of Soil and Groundwater

We have established rules for soil and groundwater surveys, measures and disclosures. We review these in accordance with changes in the law and social circumstances and respond based on these rules. We systematically examine soil and groundwater, based on the rules, and if pollution is confirmed, we carry out cleanup and countermeasures at each plant according to the situation, while working together with government authorities to disclose information.

As of FY 2021, there are four business sites where soil and groundwater pollution from prior business activities have been confirmed. At those business sites, we have installed observation wells to observe effects outside the site due to groundwater pollution, while also working on purification measures through water-pumping aeration, etc.

Monitor Impact of Groundwater Pollution on Areas Outside of Premises*

(1) Survey materials

History available

(2) Conduct planned survey

(3) Establish/monitor observation well

Pollution exists

(4) Report to administrative agency, implement pollution countermeasures

(5) Publish information
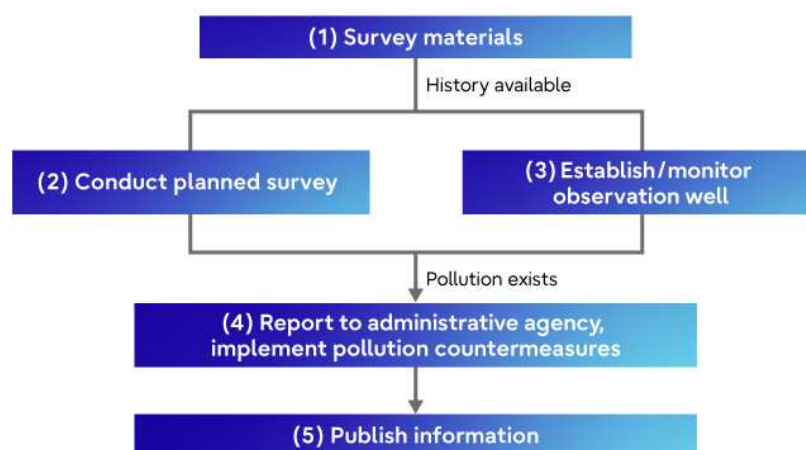
*Monitor impact of groundwater pollution on areas outside of premises, which is the greatest risk of soil/groundwater water pollution

Business Sites Where Soil or Groundwater Contamination Has Been Found

Site Name	Location	Cleanup and Measure Execution Status	Maximum Value Found at Observation Well (mg/L)		Regulated Level (mg/L)
			Substance	Measured Value	
Kawasaki Plant	Kawasaki City, Kanagawa Prefecture	We are continuing to clean up VOCs by pumping and aeration.	1, 2-dichloroethylene	2.4	0.04
			Chloroethylene	6.8	0.002
Oyama Plant	Oyama City, Tochigi Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Trichloroethylene	0.58	0.01
			1, 2-dichloroethylene	3.8	0.04
			Chloroethylene	1.6	0.002
Nagano Plant	Nagano City, Nagano Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Chloroethylene	0.033	0.002
FDK Washizu Plant	Kosai City, Shizuoka Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Tetrachloroethylene	0.033	0.01
			Trichloroethylene	0.34	0.01
			1, 2-dichloroethylene	0.61	0.04
			Chloroethylene	0.015	0.002

Chemical Substance Control

To prevent pollution of the natural environment or damage to health due to the use of harmful chemical substances, we are controlling the use of some 1,300 substances using our original Chemical Information System called "FACE" and working to appropriately control and reduce emissions at our business sites.

> Fujitsu Group Environmental Action Plan (Stage IX): Reducing Chemical Substances Emissions

With regard to chemical substances included in products, we have determined banned substances according to regulations in Japan and worldwide and are working to thoroughly control them, not only inside the Group but also with business partners who deliver materials and products to us.

> Green Procurement

Appropriately Processing Waste

In accordance with the Act on Waste Management and Public Cleansing, we appropriately store and manage waste generated from our business sites, select waste disposal companies that can properly dispose of waste, and outsource disposal. Also, we regularly carry out on-site audits in order to confirm that subcontractors are appropriately handling the waste processing tasks we entrust to them. As part of our efforts to reduce waste, we are promoting the reuse of certain plastic trays in cooperation with a vendor that is working to reuse plastic trays and convert them into recyclable materials.

Environmental Liabilities

In properly assessing the Fujitsu Group's expected future environmental liabilities, and communicating our integrity and corporate stance of not deferring our liabilities, we have recorded liabilities of 2.25 billion yen in soil pollution cleanup costs, high-level polychlorinated biphenyl (PCB) waste disposal costs, and asbestos processing costs during facilities demolition, which is the amount we calculate, as of the end of FY 2021, to be necessary for the Fujitsu Group to conduct these tasks domestically in the next fiscal year and beyond.

Conserving Biodiversity

In recent years, risks involving the natural environment have been recognized as serious global risks. This necessitates the disclosure of relevant information disclosure by companies, and toward this end, the Task Force on Nature-related Financial Disclosures (TNFD) is considering an information disclosure framework.

If the Fujitsu Group fails to appropriately respond to information disclosure in accordance with the TNFD, its corporate reputation may decline and its ability to procure funds may be affected. Going forward, we will provide disclosures in line with the TNFD framework.

Environmental Management

Green Procurement

We are implementing green procurement alongside our business partners, to provide customers with products and services that have light environmental footprints.

Procurement Activities Based on Green Procurement Direction

The Fujitsu Group summarized its requirements for business partners regarding the purchase of green parts, materials, and products, in the "Fujitsu Group Green Procurement Direction." This standard is posted on a multilingual basis (in three languages) in order to promote penetration to our business partners. We make an effort to communicate by various means, such as briefing sessions or individual meetings if necessary. Through such activities, the Group implements green procurement activities in conjunction with its partners in Japan and overseas and it promotes procurement from business partners that fulfill the green procurement requirements (see below).

Using the Fujitsu Group Environmental Survey Sheet, we conduct annual monitoring of our business partners' statuses with regard to environmental management systems, CO_2 emission reduction, biodiversity preservation, and water resource preservation activities, and ask them to take appropriate measures. When making requests, we provide them with various kinds of information—such as guidance on activities to reduce CO_2 emissions, explanatory documents related to water risk, and the water risk information tool AQUEDUCT—which have been useful for our business partners.

> ❯ Fujitsu Group Green Procurement Direction

Green procurement requirements for business partners

Requirement	Business partners (materials/parts)(*1)	Business partners (non-materials/parts)
1. Establishment of environmental management systems (EMS)	✔	✔
2. Compliance with regulations for Fujitsu Group specified chemical substances	✔	—
3. Establishment of chemical substance management systems (CMS)	✔	—
4. CO_2 emission control/reduction initiatives	✔	✔
5. Biodiversity preservation initiatives	✔	✔
6. Water resource preservation initiatives	✔	✔

(*1) Business partners (materials/parts):
Business partners that supply components for Fujitsu Group products or OEM/ODM products

Establishment of Environmental Management Systems

We request our business partners to establish environmental management systems (EMS)(*2) as a base for ensuring that they independently and continuously improve their environmental-preservation activities. In general, we prefer them to have third party-certified EMS. If this is not possible, we ask them to build EMS incorporating the PDCA cycle suited to their circumstances.

(*2) EMS: Environmental management systems.

CO₂ Emission Reduction Initiatives

The Fujitsu Group also asks our business partners to work toward CO_2 emission reduction in hopes of addressing climate change.

Specifically, we ask them to clearly express the intentions of their initiatives and request that they make efforts to achieve the objectives they set. We also ask them to collaborate with external organizations, where possible, and encourage their own suppliers to make similar efforts, in order to expand the initiatives outside their respective businesses. Our annual Supply Chain Business Continuity Survey gives us a clear picture of how business partners are responding to a variety of climate-change risks, including tsunamis, floods, and torrential rains.

Moreover, as a new initiative, we are asking our main suppliers to establish a CO_2 reduction target based on the international standard of Science Based Targets (SBT) as we strive to further reduce global warming.

Water Resource Conservation Initiatives

As populations grow rapidly and water sources become progressively more contaminated, the increased need for water around the world, as well as water resource scarcity, has become an international challenge. Water resource conservation initiatives are necessary, even in business activities. The Fujitsu Group asks its business partners to investigate and understand the water risks associated with their own companies, and engage in water resource conservation initiatives, such as preventing water pollution and reducing water use.

Acquiring and Managing Information on Chemical Substances Contained in Products

Countries around the world are establishing legal regulations as to the chemical substances contained in products, for instance the RoHS directive (*3) and the REACH regulation (*4). The scope of such regulations is expanding on an almost day-to-day basis, covering more and more substances, products, and applications.

The Fujitsu Group, using chemSHERPA (*5) as its standard format, investigates and acquires information on the chemical substances contained in our products. We share our findings with Group companies via our internal system, and allow relevant parties to access the information whenever necessary. We have established a system that allows for quick adaptation to revisions of laws/regulations and the enactment of new legal systems.

(*3) RoHS directive: Directive on the Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment
(*4) REACH regulation: Regulation for Registration, Evaluation, Authorization, and Restriction of Chemicals
(*5) chemSHERPA: Chemical Information Sharing and Exchange under Reporting Partnership in Supply Chain

Establishing a Chemical substance Management System (CMS) for Product Substances

The Fujitsu Group not only asks business partners for information on chemical substances contained in their products; we also ask them to establish a Chemical substances Management System (CMS), based on the industry-standard JAMP (*6) guidelines on the management of chemical substances contained in products. Doing so enables the Group to comply even more thoroughly with laws and regulations related to the chemical substances contained in our products.

The Group also carries out CMS audits in order to confirm appropriate establishment and operation of such CMS. More specifically, Fujitsu's auditors implement on-site evaluation of the management status of the chemical substances contained in our business partners' products. If there are any inadequacies, auditors make requests for corrections and provide support for their enactment. Even after the establishment of CMS, we maintain awareness of its operation status through periodic audits.

(*6) JAMP: Joint Article Management Promotion-Consortium.

Environmental Training and Awareness Activities for Employees

The Fujitsu Group conducts various environmental education and awareness activities based on the belief that "Greater environmental awareness and proactive efforts among all employees are essential for pursuing environmental management."

Comprehensive Environmental Training

We offer environmental e-Learning opportunities for all employees through programs in our company-wide training system to promote a basic understanding of environmental management. Training is also conducted on a per-division basis. Specialized trainings such as internal auditor training and training for those in charge of waste practices are also conducted for employees who are in charge of environment-related tasks.

Environmental e-Learning

We offer educational opportunities for employees to comprehensively learn about global trends relating to the environment, the environmental management of the Fujitsu Group, and the role played by each employee, based on the theme of "Environmental Management of the Fujitsu Group and Role of Each Individual Employee" This education is positioned as providing fundamental knowledge that all Fujitsu employees should have under the company-wide employee training system.

<Images of Environmental e-Learning material>

The Fujitsu Group Environmental Vision "Fujitsu Climate and Energy Vision"

The Fujitsu Group has reassessed its social role in light of the escalating global commitment to achieving carbon neutrality. The Group has elected to fast-track its previous commitment to achieve "zero CO_2 emissions within the Group by FY2050", instead bringing forward its Vision by 20 years to FY2030. The Group has set the additional target of reaching net-zero greenhouse gas emissions (*1) throughout the value chain by 2040.

*1 Net-zero greenhouse gas emissions: Reducing greenhouse gas emissions by at least 90% in the target year in comparison to the base year, and re-absorbing remaining emissions (of 10% or less) from the atmosphere through direct air capture (DAC) technologies or by planting trees.

The Importance of Responding to Climate Change

The Intergovernmental Panel on Climate Change (IPCC) Special Report "Global Warming of 1.5°C" articulated the need to limit warming to 1.5 °C above pre-industrial levels and to achieve carbon neutrality by 2050. With social roles expanding and additional demands placed on companies to tackle climate change, in October 2021 the Science Based Target Initiative (SBTi) (*2) launched the world's first Net-Zero Standard for companies to set net-zero strategies.

In order to resolve issues related to climate change, the Fujitsu Group decided to revise the Group's previous commitment to "zero CO_2 emissions by 2050", pursuing instead a more ambitious strategy than simply net-zero. This requires the Group to look beyond social trends and become the very embodiment of a leading SX company, one that drives the achievement of carbon neutrality.

The new vision comprises three pillars, namely, Value chain: Achieve net-zero emissions, Mitigation: Contribute to a carbon-neutral society, and Adaptation: Contribute to climate change adaptation measures. The Fujitsu Group will be quick to leverage advanced DX technologies to tackle its own net-zero strategies, and will make the resulting expertise available as Fujitsu Group solutions for customers and society. In so doing, the Group aims to leverage its own business activities to contribute to climate change mitigation and adaptation

*2 Science Based Target Initiative (SBTi): An initiative jointly established by the United Nations Global Compact, the World Resources Institute (WRI), and other organizations in 2015. It encourages companies to set GHG emission reduction targets consistent with science-based evidence to the level required by the Paris Agreement, validating targets that comply with criteria including indirect emissions not only within the company but also in the supply chain.

Concept

Value chain: Achieve Net-zero Emissions	Mitigation: Contribute to a Carbon-Neutral Society	Adaptation: Contribute to Climate Change Adaptation Measures

Three pillars of the Fujitsu Climate and Energy Vision

Achieving Net-zero Emissions in the Fujitsu Group Value Chain

In August 2017, the Fujitsu Group's 2 °C-aligned greenhouse gas emission reduction target earned its SBTi certification. In April 2021, the Group obtained certification for its 1.5 °C ambition level (*3) which increased the target from 33% reduction in emissions to 71.4% throughout its business sites by FY2030, against a baseline of FY2013.

To accelerate the move toward carbon neutrality, the Group set a new target to achieve net-zero emissions from the Group's business activities by FY2030, and from the entire value chain by FY2040, thus earning Net-Zero Target certification from SBTi in June 2023.

*3 1.5°C: According to a report by the Intergovernmental Panel on Climate Change (IPCC), a 1.5 °C increase in average temperature increases the risks of extreme weather, sea level rise, adverse health effects, food shortages, and water scarcity. The United Nations Framework Convention on Climate Change Conference of the Parties (COP) states that the increase in the global average temperature shall be limited to less than 1.5 degrees Celsius above pre-industrial levels in order to avoid the worst effects of climate change.
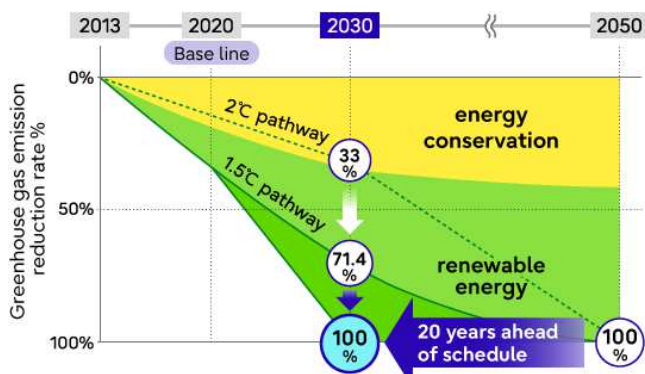
Emission reduction of Fujitsu Group (Scope 1 and 2)   Emission reduction throughout the value chain (Scope 3)
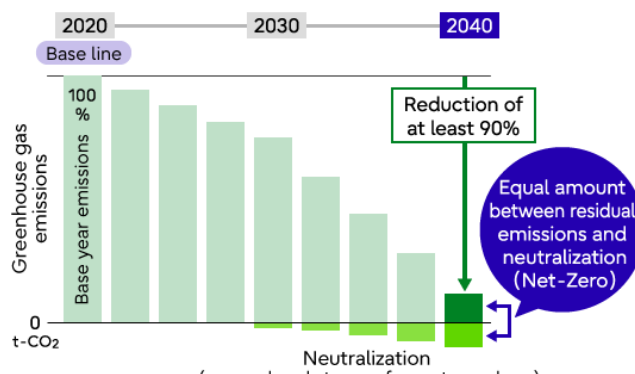
Roadmap to Net-Zero

Contributing to a Carbon-neutral Society

The Fujitsu Group contributes to the decarbonization of society by creating ecosystems with customers in a variety of industries and business types. The key to mitigating climate change is to use AI and other advanced digital technologies to optimize energy efficiency. By building such technologies into a framework that transcends business, industry, and regional boundaries, the Group will achieve optimal utilization of energy throughout all systems in society.

Contributing to Climate Change Adaptation Measures

The key to adapting to climate change is advanced forecasting technology that uses simulations, AI and big data, enabled through sensing technologies and high-performance computing (HPC). Fujitsu will utilize these to create solutions that lead to resilient societal infrastructure as well as stable supply of agricultural crops and minimal food loss, thereby contributing to minimizing the harm that climate change causes to our customers and to society.

Environmental Vision

Environmental Targets

The Fujitsu Group participates in the following initiatives with the aim of making the Fujitsu Climate and Energy Vision—its medium- to long-term environmental vision—a reality.

Net-Zero Target Certification Gained from Science Based Targets (SBTi)

In August 2017, the greenhouse gas (GHG) emission reduction targets set by the Fujitsu Group for emissions from its business facilities and value chain was approved by the Science Based Targets initiative (SBTi) as meeting the science-based level of ambition criteria. The SBTi was established in 2015 jointly by a number of organizations, including the World Resources Institute (WRI) and UN Global Compact. It encourages companies to set GHG emission reduction targets consistent with science-based evidence to the level required by the Paris Agreement, with the aim of limiting the global average temperature increase caused by climate change to 1.5 degrees above pre-industrial levels.

In April 2021, we updated our target to 71.4% and received acknowledgment of our 1.5 °C-aligned strategy from SBTi.

We have now decided to further advance our existing target and aim for net-zero by FY2040. In June 2023, we received Net-Zero Target certification from the SBTi.

Net-Zero Target

- To reduce GHG emissions at our business sites (Scope 1, 2) and from the entire value chain (Scope 3) by at least 90% by FY2040 against a baseline of FY2020. (*1)

*1 Less than 10% of residual emissions are removed and stored by technologies that directly capture CO_2 from the atmosphere or through absorption by afforestation and other means.

Joining RE100 as Japan's First Gold Member

In July 2018, the Fujitsu Group became Japan's first Gold Member of RE100, an initiative which aims to significantly expand the adoption of renewable energy on a global scale. At the time, the Fujitsu Group pledged to use renewables to provide at least 40% of the electricity consumed across all global sites by 2030, and 100% by 2050.

RE100 is an initiative led by international NGO The Climate Group in partnership with CDP and consists of companies committed to source 100% of their electricity requirements from renewable sources.

With the intention of accelerating its efforts toward carbon neutrality, the Group has since brought forward its previous target date for 100% renewable electricity, shaving off 20 years to achieve 100% by 2030 instead of 2050. To achieve this target, the Group will continue to roll out activities based on the corporate action plan.

The Fujitsu Group will expand its procurement of renewably sourced electricity for data centers outside Japan and other locations in Japan and around the globe by considering the most appropriate means for each region. The Group will concurrently continue its work on R&D and technology trials for energy management and storage, and contribute to the spread of renewable energy in society as a whole.

5-3-2-3

Environmental Vision

TCFD-Based Information Disclosure

The Task Force on Climate-Related Financial Disclosures (TCFD) was established by the Financial Stability Board at the request of the G20 with the objective of reducing the risk of instability in financial markets due to climate change. The task force announced its recommendations in June 2017, asking companies and organizations to identify and disclose the risks and opportunities arising from climate change. The Fujitsu Group announced its support for the TCFD recommendations in April 2019 and is making every effort to disclose information in line with those recommendations to investors and other stakeholders. Disclosures are provided via media such as financial statements, CDP (*1) questionnaires, the Integrated Report, and websites.

*1 CDP: An international nonprofit organization that conducts environmental surveys of more than 18,700 companies worldwide and acts on behalf of institutional investors with a combined US$130 trillion in assets. (As of August 2023).

Item		Response status	Reference
Governance	Oversight structure under the Board of Directors for climate-related risks and opportunities	• In the Fujitsu Group, the Sustainability Management Committee shares the risks and opportunities arising from climate change, deliberates on medium- to long-term issues, and formulates policy. It also reports on the results of these activities to the Board of Directors at meetings of the Executive Management Council. In October 2021, the results of analysis using multiple climate change scenarios, including limiting global warming to 1.5°C, were reported on and discussed by the Sustainability Management Committee. • The Risk Management & Compliance Committee regularly reports to the Board of Directors on the most serious risks identified for the group as a whole, including climate risks. The Fujitsu Group has also developed an environmental management system (EMS) based on the ISO 14001 standard. The results of EMS activities are reported to the Board of Directors at meetings of the Executive Management Council.	• Sustainability Management in the Fujitsu Group • Corporate Governance • Environmental Management Systems • Risk Management
	Role of management in assessing and managing climate-related risks and opportunities	• Fujitsu's CEO, in the role of Chair of the Sustainability Management Committee and the Risk Management & Compliance Committee, bears ultimate responsibility for all decisions made and all business conducted. The Board of Directors are responsible for oversight based on reports received from the Executive Management Council. The Chief Sustainability Officer (CSuO) bears the highest level of responsibility for sustainability, and in that role proposes reforms to the Board of Directors and to senior management and conducts business that relates to sustainability. • As of FY2022, ESG indicators that include consideration of climate change issues were added to the evaluation indicators for bonuses paid to Executive Directors.	

Strategy	Short-, medium- to long-term climate-related risks and opportunities	• Based on analyses of climate change scenarios, the Fujitsu Group identifies the risks and opportunities relating to climate change and considers and promotes appropriate responses. Developing services and IT products that contribute to climate change mitigation and adaptation offers opportunities for increased sales, while factors such as physical and regulatory risks have an impact on the operating costs of Fujitsu's operations and supply chain.	
	Impacts on business, strategy, and financial planning	**Major risks** Stronger regulation (carbon tax, etc.), Stronger competition in low-carbon technologies, Insufficient responses to customer needs ➤ **Risk responses** Ongoing reductions in greenhouse gas emissions, Increased use of renewable energy, Information disclosure aimed at ensuring transparency in climate change strategy, etc. **Major opportunities** Supplying products/services to tackle climate change, Proposing new uses of digital technology, etc. ➤ **Opportunity responses** Services for climate change mitigation/adaptation (CO_2 emissions calculation, visualization, etc.), Energy-efficient products (HPC, 5G virtualization base stations, etc.) Note: See the [CDP responses (C 2.3, 2.4)](#) for details.	• [Response to Environmental Risks](#) • [The Fujitsu Group Medium/Long-term Environmental Vision](#)
	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	• In 2021, the Fujitsu Group conducted scenario analyses out to 2050 using 1.5°C and 4°C scenarios, focusing on businesses likely to be impacted by climate change. • As a result of our analysis with respect to Fujitsu's risk responses and its ability to seize opportunities by helping customers to resolve issues, our assessment showed that Fujitsu's business strategy was resilient in the medium- to long-term.	
Risk Management	Climate-related risk identification and assessment process	• Group-wide risk management is conducted by the Risk Management & Compliance Committee. This committee conducts matrix analysis of the results of the risk assessments by each department in terms of impact and likelihood of occurrence. It then identifies and assesses those risks and reports its findings to the Board of Directors.	• [Response to Environmental Risks](#) • [Environmental Management Systems](#) • [Risk Management](#)
	Climate-related risk management process	• Fujitsu monitors risks using environmental management systems that are based on the ISO14001 standard. The Sustainability Management Committee is responsible for managing the progress of climate change measures.	
	Status of integration with organization-wide risk management	• The Risk Management & Compliance Committee identifies and assesses risk for the entire company, including climate change risk. It collaborates with the Sustainability Management Committee to identify, analyze, and assess risks, and then formulates and implements recurrence prevention measures.	
Metrics and Targets	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	• The Fujitsu Group recognizes the importance of reducing greenhouse gas (GHG) emissions and adopting renewable energy sources in addressing climate-related risks. We also believe that the deployment of innovative energy-saving technologies implemented by our company will lead to the acquisition of climate-related opportunities. We therefore use our GHG emissions and our rate of renewable energy adoption as indicators. We have set SBTi certification and RE100 targets as medium- to long-term goals and established the "Environmental Action Plan" for short-term goals. We are monitoring those indicators, managing the progress of our strategies, and conducting risk management.	• [The Fujitsu Group Medium/Long-term Environmental Vision](#) • [Fujitsu Group Environmental Action Plan](#)

GHG emissions

Item	GHG Emissions Performance (FY2022)
Scope 1	65 ktons-CO_2
Scope 2 (Location-based)	476 ktons-CO_2
Scope 2 (Market-based)	341 ktons-CO_2
Scope 3 (Category 1)	1,361 ktons-CO_2 ★
Scope 3 (Category 11)	3,693 ktons-CO_2 ★

GHG emissions for Scope 1, 2, and 3

Climate-related targets & performance

Targets used by the organization to manage climate-related risks and opportunities and performance against targets

Item		Targets		Performance (FY2022)
Reducing the volume of our own GHG emissions[1]	Medium-term	100% reduction by 2030[2]	SBT net-zero certification	34% reduction
Reducing the volume of the value chains' GHG emissions[3]	Long-term	90% reduction by 2040		4% reduction
Renewable energy adoption rate	Medium-term	100% adoption by 2030	RE100 membership	30.0%★ adoption

[1]: vs. 2020   [2]: Scope 1 + Scope 2   [3]: Scope 1, 2 and 3

Governance

The Fujitsu Group has established a Sustainability Management Committee, chaired by the CEO. This committee examines medium- to long-term issues, formulates policy, shares the business risks and opportunities of climate change and decides how to address those risks and opportunities, and manages the company's progress. It also reports on the results of its activities to the Board of Directors at meetings of the Executive Management Council. In October 2020, the committee made a key decision by revising the Fujitsu Group GHG reduction target (SBT) from 2.0°C to 1.5°C. In April 2021, the new target was validated as 1.5°C-aligned to the SBTi. In October 2021, the results of scenario analyses using two external scenarios, one for 1.5°C and the other for 4°C, were reported to the Sustainability Management Committee. The findings prompted lively discussion among the committee members on topics such as the need to discuss management strategies, the selection of key solutions, and the measurement of impacts once solutions are provided.

Within the company-wide risk management regime and with oversight by the Board of Directors, the Risk Management & Compliance Committee, chaired by the CEO, conducts risk analysis and implements responses for the entire Group, including on issues relating to climate change. This committee is also the ultimate decision-making body for risk management and reports regularly to the Board of Directors regarding major risks that have been identified, analyzed, and assessed. The Fujitsu Group has also developed environmental management systems (EMS) based on the ISO 14001 standard, and the results of EMS activities are reported to the Board of Directors at meetings of the Executive Management Council.

To further strengthen governance relating to climate change, in April 2022 we added ESG-related third-party evaluations (DJSI([2])) and CDP climate change program([3]) as assessment indices for the bonuses paid to Executive Directors. As of FY2022, these indices will apply to their bonuses. (Executive compensation consists of base compensation, bonuses, and performance-linked stock compensation.).

[2] Dow Jones Sustainability Index (DJSI): This is a share index published by S&P Dow Jones of the United States that analyzes companies with respect to their corporate economic, environmental, and social performance, and selects companies with superior corporate sustainability.

[3] CDP climate change program: A program run by CDP to survey and assess corporate climate change initiatives and publish the results of those surveys.

Strategy

Climate Change Risks and Opportunities

We have identified the risks and opportunities of climate change for the Fujitsu Group, and considered our responses, by analyzing the business impacts of climate change using external scenarios for 2°C of global warming in FY2018, and for warming of 1.5°C and 4°C in FY2021. Our aim is to address the transitional and physical risks that negatively impact Fujitsu operations and supply chains, and to identify the climate-related risks faced by customers so that we can better make proposals that create value and grasp the business opportunities on offer.

Risks

Risk type		Term	Details	Key responses
Transition	Policy/Regulation	Short- to long-term	• Increased costs due to stronger laws and regulations relating to greenhouse gas emissions and energy use (carbon taxes, energy-saving policies, etc.) • Risk of lost corporate value if such laws or regulations are violated	• Ongoing reductions in greenhouse gas emissions (increased use of renewable energy, comprehensive energy savings) • Strict compliance with laws and regulations through EMS
	Market	Medium- to long-term	• Surging electricity prices with the shift to a carbon-neutral world (widespread electrification, etc.)	• Reduced electricity consumption by formulating internal company standards and developing innovative technology, etc.
	Technology	Medium- to long-term	• Risk of missing out on business opportunities if we fall behind in fiercely competitive technology development (energy savings, low-carbon services, etc.) and cannot meet market needs	• Promote innovation and develop products/services that address customers' climate change issues
	Reputation	Short- to long-term	• Increased cost of responding to demands from stakeholders (investors, customers, etc.) • Negative impacts on ratings and sales due to delays in responding to external demands	• Formulation and promotion of our Medium/Long-term Environmental Vision and Environmental Action Plan • Proactive information disclosure to ensure transparency in our climate change strategy
Physical (Natural disasters etc.)	Chronic/Acute	Short- to long-term	• Increased cost of responding to changing rainfall/weather patterns, higher average temperatures, higher sea levels, droughts, etc. • Increased recovery costs when operations, including supply chains, stop due to increasingly severe abnormal weather events	• Implement measures such as greater multi-sourcing, stronger BCP measures, and conducting surveys of suppliers' business continuity systems • Assess potential water risks and undertake monitoring

Opportunities

Opportunity type	Term	Details	Key responses
Products/services	Short- to long-term	• Increased sales by developing and supplying products and services that are highly energy-efficient	• Development and supply of high-performance, energy-saving 5G virtualization base stations, high-performance, low-energy supercomputers, etc.
Market	Short- to long-term	• Seizing new market opportunities for climate change solutions created using ICT	• Development and supply of measures to calculate and visualize CO_2 emissions in supply chains and more efficiently search for new materials in the shift to zero emissions
Resilience	Short- to long-term	• Increased sales through new products and services for resilience enhancement	• Development and supply of disaster prevention information systems and AI predictive water management systems to forecast river levels during floods

Scenario Analysis

Premise

In FY2021, the Fujitsu Group conducted scenario analyses out to 2050 using scenarios for 1.5°C and 4°C of global warming. The analyses studied businesses likely to be impacted by climate change in the following areas: Sustainable Manufacturing (sectors studied: petrochemicals, automotive, foods, electronic device-related businesses), Trusted Society (sectors studied: public sector, transportation, energy-related businesses), and Hybrid IT (sector studied: datacenter-related businesses).

Scenario selection	• 1.5°C, 4°C scenarios *Established with reference to information published by the IPCC, the IEA, governance agencies such as the Ministry of the Environment and the Japan Meteorological Agency, and various private research organizations. For the main reference scenarios, RCP 8.5 and RCP 2.6 are used as physical scenarios, and IEA NZE 2050 (Net Zero Emissions by 2050 Scenario) and IEA STEPS (Stated Policies Scenario) are used as transition scenarios.
Target businesses	Opportunity-focused analysis: Addressing climate-related risk in client industries • Sustainable Manufacturing (sectors studied: petrochemicals, automotive, foods, electronic device-related businesses) • Trusted Society (sectors studied: public sector, transportation, energy-related businesses) Analysis of both risks and opportunities: Addressing climate-related risk in Fujitsu businesses and client industries • Hybrid IT (sector studied: datacenter-related businesses)
Period covered	• 2050

Analysis steps & details

The analysis was conducted in 4 steps: assessment of risk severity, definition of scenarios, evaluation of impacts on business, and discussion of countermeasures.

We began by organizing the risks and opportunities for the target businesses based on data such as the TCFD recommendations and external reports. We also conducted workshops to look at the qualitative aspects of business impacts stemming from each risk and opportunity item from the perspectives of Fujitsu and industry generally. We rated the severity of each risk or opportunity as "High", "Medium" or "Low". We then considered the future changes in each of the items classified as having a "High" severity and defined our scenarios using data from agencies such as the IPCC, IEA, and the Ministry of the Environment, together with the evidence provided in various reports. Specifically, we held an executive input session to consider global outlooks for 2050 given temperature rises of 1.5°C and 4°C, and then went on to consider the global outlook for each of the target industries, using tools such as Five Forces analysis. (See below for the 1.5°C global outlook.)

Global outlook of a 1.5°C "carbon-neutral world in 2050"
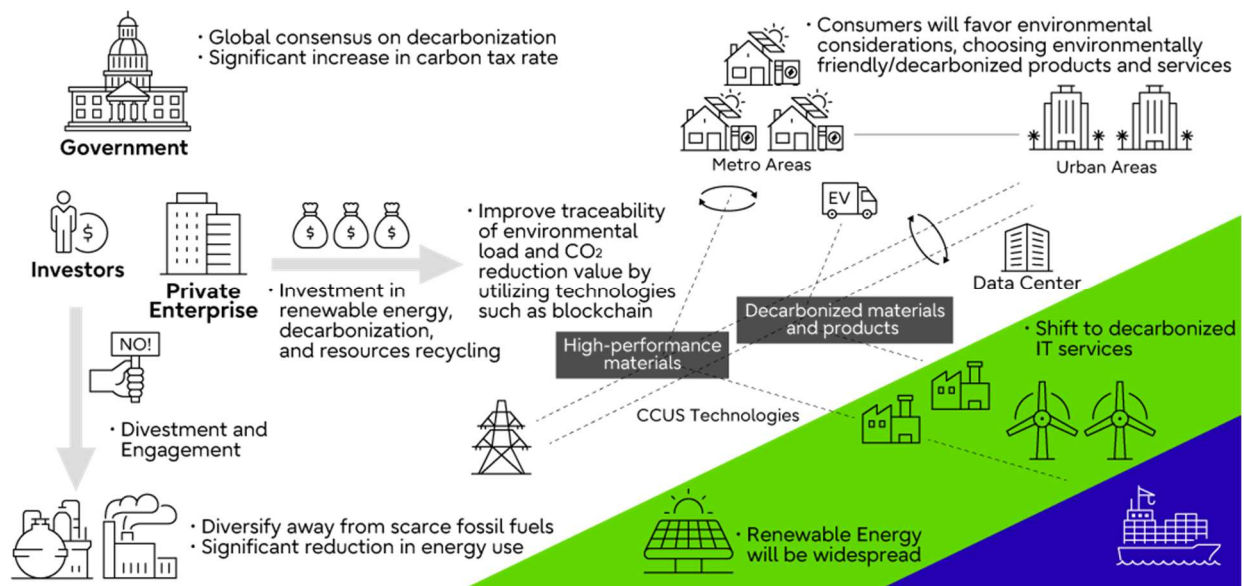
To look at the impacts on business, we then tentatively calculated the qualitative gap between the scenarios and our existing strategies and plans with respect to risks and opportunities. For Hybrid IT (sector studied: datacenter-related businesses), we discussed how the impacts of climate change on business would affect our Profit and Loss Statement, specifically looking at which financial indicators would be impacted and in what ways. We then summarized those impacts by developing calculation logic for each impact. Both internal and external data and information were used to confirm the positive (opportunities) and negative (risks) impacts on operating profit in 2050. For example, the calculations for the 1.5°C scenario showed rising costs due to changes in power prices, but also revealed that there will be increased demand for carbon-neutral datacenters and for datacenters generally due to increased communications traffic as the uptake of smart devices accelerates. Overall, the calculations showed that the negative financial impacts of risks will be outweighed by the positive financial benefits arising from opportunities, ultimately leading to a net positive financial impact on operating profits.

Our analysis of Sustainable Manufacturing (sectors studied: petrochemicals, automotive, foods, electronic device-related businesses) and Trusted Society (sectors studied: public sector, transportation, energy-related businesses) focused on the business opportunities arising from climate change, assuming the potential to establish new climate change-related markets and concluding that the net impact on sales in 2050 would be positive.

Finally, we held a workshop in which we organized the trends in each industry that had been identified when defining the scenarios and the direction of measures to deal with the business impacts requiring emphasis. In specific terms, during the group work we reviewed the current initiatives and gathered views on the directions that future initiatives should take, taking into account the expectations on Fujitsu in the medium- to long-term.

Analysis results

Because we were able to confirm that the study and development directions for our business unit offerings are aligned with the opportunities shown in the scenario analyses, and that countermeasures for the identified risks are also being prepared, our assessment was that Fujitsu's businesses are strategically resilient from a medium- to long-term perspective.

Our current themes and areas are "Carbon Neutrality" and "Resilient Supply Chains" in the Sustainable Manufacturing area, and "Sustainable Energy & Environment" and "Sustainable Transportation" in the Trusted Society area, and we are progressing with the development of our offerings.

Opportunity Analysis

Main Risk and Opportunity Items	Policy/regulation, markets, technology, reputation	Natural disasters

Target businesses	Sectors studied	Risk severity assessment (both 1.5°C and 4°C)		Scenario definitions	Countermeasure considerations (in part)
		Policy/regulation, markets, technology, reputation	Natural disasters		
Sustainable Manufacturing	Petrochemical businesses	Proliferation of ICT in recycling-based business platforms in the shift to carbon-neutrality Carbon pricing, Emissions targets, Energy-saving measures, Key product/service price variations	Increased damage to factories/supply chains due to heightened risk of natural disasters Flooding/Changing weather patterns, More severe abnormal weather events	**1.5°C scenario**	
				Switch to environmentally friendly products that use carbon-neutral materials throughout the supply chain, increasing portfolio reform, increased demand for greater traceability and more efficient R&D	• Visualization of CO_2 emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality • Eco-friendly materials development solutions that use materials informatics • Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management
				4°C scenario	
				Increased demand for resilient factories and supply chains due to increasingly severe natural disasters	• Support for risk event simulation and timely provision of risk information • Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)

Automotive businesses	Stronger regulation of internal combustion engines; widespread adoption of electric vehicles, move toward carbon-neutrality in the entire product life cycle **[green]** Carbon pricing, Emissions targets, Key product /service price variations, Proliferation of next-generation technology, Changes in investor sentiment	Increased damage to factories/supply chains due to heightened risk of natural disasters **[red]** Flooding/ Changing weather patterns	**1.5°C scenario**
			Increased demand for services such as MaaS and greater supply chain traceability to help reduce environmental impacts through the entire life cycle	• Visualization of CO_2 emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality • Support for EV demand (e.g., circular management of EV batteries) • Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management • Process automation services using digital technology, from design through to manufacturing and maintenance
			4°C scenario
			Faster rollout of internal combustion engines, increased demand for advanced technology. Also, increased demand for enhanced business continuity and stability in raw materials procurement in the face of more severe natural disasters	• Support for risk event simulation and timely provision of risk information • Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.) • Engineering outsourcing service which contributes to acceleration of development processes/technology and selection of management resources

Automotive businesses

Risk/Opportunity factors:
- Stronger regulation of internal combustion engines; widespread adoption of electric vehicles, move toward carbon-neutrality in the entire product life cycle
  - [green] Carbon pricing, Emissions targets, Key product /service price variations, Proliferation of next-generation technology, Changes in investor sentiment
- Increased damage to factories/supply chains due to heightened risk of natural disasters
  - [red] Flooding/ Changing weather patterns

1.5°C scenario

Increased demand for services such as MaaS and greater supply chain traceability to help reduce environmental impacts through the entire life cycle

- Visualization of CO_2 emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality
- Support for EV demand (e.g., circular management of EV batteries)
- Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management
- Process automation services using digital technology, from design through to manufacturing and maintenance

4°C scenario

Faster rollout of internal combustion engines, increased demand for advanced technology. Also, increased demand for enhanced business continuity and stability in raw materials procurement in the face of more severe natural disasters

- Support for risk event simulation and timely provision of risk information
- Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)
- Engineering outsourcing service which contributes to acceleration of development processes/technology and selection of management resources

Food-related businesses

Risk/Opportunity factors:
- Increased awareness of ethical consumption, promotion of resource recycling and biodiversity, etc.
  - [green] Key product /Service price variations, Proliferation of next-generation technology
- Increased damage to agriculture due to heightened risk from natural disasters and temperature rises
  - [red] Higher average temperatures, More severe abnormal weather events

1.5°C scenario

Changed consumer awareness leading to increased demand for measures to deal with food waste and support for smart agriculture, certificates of origin, and environmentally friendly packaging materials

- Visualization of CO_2 emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality
- Support for greater traceability throughout the value chain (supply-demand optimization, help with changes in consumer behavior)
- Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management

4°C scenario

Increased demand for "resilient agriculture" to cope with issues of stable food supply resulting from natural disasters

- Support for risk event simulation and timely provision of risk information
- Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)

Electronic device-related businesses

Risk/Opportunity factors:
- Energy savings in factories and growth in the market for products for EVs; potential for fundamental manufacturing reforms, such as 3D printers and the "buy local" movement
  - [green] Carbon pricing, Emissions targets, Key product/ service price variations, Proliferation of next-generation technology, Changes in investor sentiment
- Increased damage to factories/supply chains due to heightened risk of natural disasters, water shortages
  - [red] Flooding/ Changing weather patterns

1.5°C scenario

Proliferation of energy/labor-saving technologies. Increased demand from radical changes to business models (demand chains, etc.)

- Visualization of CO_2 emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality
- Process automation services using digital technology, from design through to manufacturing and maintenance
- Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management

4°C scenario.

Increased demand for higher labor productivity in production sites and the construction of factories and supply chains capable of handling the risks posed by natural disasters

- Process automation services using digital technology, from design through to manufacturing and maintenance
- Support for risk event simulation and timely provision of risk information
- Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)

			1.5°C scenario	
Trusted Society	Public sector, transportation, energy-related businesses	The values by which we select cities and services, such as environmental concerns, will changes as we shift to carbon neutrality **Carbon pricing, Emissions targets, Key product/ service price variations**	Increased damage to cities, buildings, and infrastructure due to heightened risk from natural disasters **Flooding/Changing weather patterns, more severe abnormal weather events**	Increased demand for quantifying and visualizing new values, such as environmental concerns, and the digitalization of urban and energy infrastructure	• Services/solutions related to prediction and regulation of the energy supply-demand balance using real-time data as green energy is used to transition to a carbon neutral society
				4°C scenario	
				Increased demand for resilient urban infrastructure	• Construction of Digital Twin platforms, enhanced use of simulations, optimization of urban infrastructure that caters for population flows and individuals, support for resilience in transport and logistics, disaster prevention/minimization, etc.

Risk & Opportunity Analysis

Target businesses	Sectors studied	Risk severity assessment (both 1.5°C and 4°C)		Scenario definitions	Countermeasure considerations (in part)
		Policy/regulation, markets, technology, reputation	Natural disasters		
Hybrid IT	Datacenter-related businesses	Traceability of environmental values, datacenter electrification, and the adoption of smart technology will all progress **Emissions targets, Key product/ service price variations, Proliferation of next-generation technology, Changes in customer sentiment**	Increased damage to datacenters due to heightened risk from natural disasters **Higher average temperatures, More severe abnormal weather events**	**1.5°C scenario** Energy savings and environmental concerns become the standard for service selection by customers, and carbon neutrality in datacenters themselves becomes a source of competitive strength	• Highly energy-efficient datacenters, etc.
				4°C scenario Increased demand for resilient datacenters. Disaster risk for Fujitsu-owned datacenters is also increasing and countermeasures are needed	• Disaster recovery center services in case disasters occur • Resilient earthquake-proof datacenters equipped with every security measure, etc.

* The above scenario analyses are intended to verify the strategic resilience of Fujitsu businesses based on an assumed hypothesis and are positioned as one simulation that takes into account future uncertainties.

Risk Management

As part of our company-wide risk management system, we have established the Risk Management and Compliance Committee to identify, assess and manage risks across the entire Fujitsu Group, including those related to climate change. To conduct company-wide risk assessments on a regular basis, the committee prepares tools, distributes them to each Risk Management & Compliance Officer and gathers responses. The departments in charge of each risk across the company utilize these tools to conduct assessments on items such as the impact and likelihood of occurrence related to risk threats and the status of countermeasures, and they also provide responses regarding those risk threats. Climate change-related risk assessments are conducted by all relevant departments, using information collected from across the company, based on the expertise of each department in areas such as policy, reputation, natural disasters, the supply chain, and products and services. The Risk Management and Compliance Committee conducts an integrated matrix analysis of the assessments returned by each department with respect to impact severity and likelihood, and

then identifies high-priority risks at the company-wide level. The results of this analysis are reported to the Board of Directors.

The Sustainable Management Committee shares the business risks, opportunities, and countermeasures resulting from climate change, and manages their progress. The Fujitsu Group has also established environmental management systems based on the ISO 14001 standard. Under these systems, we monitor regulatory compliance and other risks.

Metrics and Targets

In 2017, the Fujitsu Group obtained 2°C-aligned certification from the SBTi for its GHG emissions reduction targets, and in 2021 we were granted 1.5°C-aligned certification for our revised targets. To accelerate our efforts towards carbon-neutrality, we set new targets to achieve net-zero emissions from our business activities by FY2030 and net-zero emissions through our entire value chain by FY2040 and were granted net-zero certification by the SBTi. In line with the SBT updates, we have also revised our RE100 renewable energy target, bringing our target of 100% renewables by 2050 forward by 20 years and aiming to achieve 100% renewable energy by FY2030.

Against our target of 100% Scope 1 and 2 GHG reductions in our own emissions by FY2030, in the current year we achieved a reduction for FY2022 of 34% on FY2020 levels. Against our target of a 90% reduction (on FY2020 levels) in GHG emissions throughout the value chain (scope 1, 2 and 3 emissions) by FY2040, we also achieved a 4% reduction in FY2022.

We boosted our use of renewable energy up to 30.0% in FY2022 towards our target of 100% renewable energy use by FY2030.

Living in Harmony with Nature (Conservation of Biodiversity)

Vision and Short- to Mid-term Targets

Together with climate change, the loss of biodiversity is seen as a serious and urgent problem, and the delivery of nature-positive outcomes is considered essential to its resolution. At the G7 Summit, held in June 2021, we agreed on a G7 2030 Nature Compact, which includes a commitment to "halt and reverse biodiversity loss by 2030". During part 2 of the 15th Conference of the Parties to the UN Convention on Biological Diversity (CBD-COP15) - held in December 2022 - the Kunming-Montreal Global Biodiversity Framework, which includes international targets for 2030, was adopted. The framework establishes "23 Global Targets for 2030" aimed at the 2030 Mission "To take urgent action to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet" (excerpt).

Committed to delivering nature-positive outcomes, in 2022 the Fujitsu Group formulated its vision for 2050, its 2030 Mid-term Target, and its 2025 Short-term Target (Environmental Action Plan Stage XI) in line with international targets (Kunming-Montreal Global Biodiversity Framework). Achieving the vision will contribute to satisfying the Fujitsu Group's stated purpose to "Make the world more sustainable by building trust in society through innovation."

Vision (2050)	Create a world in harmony with nature, where "nature and biodiversity," which are fundamental to a sustainable society, are fully restored through digital technology
Mid-term Target (2030)	Reduce negative impacts on biodiversity by at least 25% (Base year : FY2020) in the area of company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.
Short-term Target (2025)	Reduce negative impacts on biodiversity by at least 12.5% (Base year : FY2020) in the area of company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.

Response to the Taskforce on Nature-related Financial Disclosures (TNFD)

The Fujitsu Group will implement disclosures in accordance with the TNFD Framework going forward. In addition to comprehensive evaluations of corporate activities as a whole using ecological footprint as an indicator, we will conduct an evaluation of regional characteristics with reference to the TNFD Guidelines, etc. In terms of the evaluation pertaining to regional characteristics, the Group will first evaluate the use of land and water resources at its own sites, and then expand the scope of evaluation to include other corporate activities and value chains. The results of these evaluations will be disclosed as appropriate. The Group will comply with all disclosures in accordance with the TNFD framework by FY2025.

Biodiversity Conservation Activities

The Fujitsu Group is undertaking various biodiversity conservation activities to achieve its vision and targets.

Activity Example 1: Complying with the Environmental Action Plan Target to "Visualize and reduce the impact of corporate activities on ecosystems and on biodiversity"

As one of the targets of Stage X of its Environmental Action Plan, the Fujitsu Group has set a target for conserving nature and biodiversity, and has commenced activities to evaluate and reduce the dependence on and impact of the Group's corporate activities on nature and biodiversity.

❯ Living in Harmony with Nature (Conservation of Biodiversity)

Activity Example 2: Contributing to 30by30 (*1)
(Ministry of the Environment: Activity to Gain Certification for Conserved Areas Living in Harmony with Nature)

Just under 80% of the approximately 53 ha site occupied by the Fujitsu Numazu Plant is given over to green space to nurture the precious biodiversity of the region. The factory manages the green space with the aim of preserving the natural environment, maintaining the landscape, and providing a place for employees and local residents to learn about the natural environment. In 2022, Numazu Plant's green space program participated in the screening process of a trial scheme to test a system established by the Ministry of the Environment (MOE) to certify conserved areas identified as Living in Harmony with Nature. The MOE trial deemed the Numazu Plant green space "equivalent to Certified". If certified as a Living in Harmony with Nature site, the certified area (excluding overlaps with protected areas) will be registered in the international database as an OECM area (*2), thereby contributing to the achievement of the 30by30 target. The Fujitsu Numazu Plant aims to acquire Living in Harmony with Nature certification during FY2023.

*1 30by30: A target which aims to effectively conserve 30% of land and sea areas as healthy ecosystems by 2030 with the goal of halting and reversing biodiversity loss by 2030 (nature-positive outcome)
*2 OECM (Other Effective area-based Conservation Measures): Areas, other than Protected Areas such as company-owned forests and mountain villages and the woodlands around them, that contribute to biodiversity conservation

❯ Outline of sites participating in the early trial phase of Areas Living in Harmony with Nature (working title) (MOE website) (Japanese text only)

❯ Fujitsu Numazu Plant is awarded the 2023 Prime Minister's Commendation for Meritorious Service to the Greening Promotion Campaign (Japanese text only)

Activity Example 3: Supporting Biodiversity Conservation by Providing Funds, Technology, and Talent

The Fujitsu Group supports the activities of organizations that implement biodiversity conservation. These activities are ranked as activities that will increase the positive impact on biodiversity in the Group's short- and mid-term targets.

1. Blakiston's Fish Owl Call Recognition Project
   The Fujitsu Group has provided the Wild Bird Society of Japan with call recognition software, developed for use in habitat surveys of the endangered Blakiston's fish owl. Implementing measures based on habitat survey results is important for the conservation of the species. Surveys are conducted by analyzing sound data recordings, but the main problem for the Wild Bird Society was that playing and replaying the recorded sounds to identify the Blakiston's fish owl was enormously time-consuming. By providing the call recognition software, we helped streamline the surveys to enable the automatic extraction of the owl's cries, thus greatly reducing the time required for analysis.

❯ Blakiston's Fish Owl Call Recognition Project

2. Supporting the Harapan Rainforest (Forest of Hope)
   We continually provide support to a project launched by BirdLife International Tokyo for reforestation activities in the Harapan Rainforest (Forest of Hope) on the Indonesian island of Sumatra. Dealing with forest fires and illegal logging is an urgent issue in the Harapan Rainforest. This activity contributes to forest conservation by implementing ICT to greatly improve the efficiency of forest patrol operations.

❯ Providing support for the Harapan Rainforest (Forest of Hope) in Indonesia
❯ Activity Brochure here

3. Coastal cleanup activities on Tsushima, An Island Seriously Contaminated by Marine Plastics
   To deepen employees' awareness of the global environmental issue of marine plastic pollution, and link this to action to deal with the problem, Fujitsu Limited held a hands-on eco-tour of Tsushima for Fujitsu Group employees in collaboration with the Japan Environmental Action Network (JEAN). The project involved a beach cleanup, and an ideathon to come up with solutions to the island's marine plastics problem.

   ❯ Tsushima, an island seriously contaminated by marine plastics

Activity Example 4: Promoting Initiatives in Collaboration with External Organizations (Keidanren, WIPO, JBIB)

The Fujitsu Group collaborates with various external organizations to promote initiatives for conserving biodiversity. For example, we support The Declaration of Biodiversity by Keidanren and participate in the Initiative based on the Declaration of Biodiversity by Keidanren. A further example is the promotional video for the Business for GBF Project launched by MOE and Keidanren, featuring our case study Blakiston's Fish Owl Call Recognition Project. Fujitsu also participates as a partner in WIPO GREEN, a matchmaking platform operated by the World Intellectual Property Organization (WIPO) for transferring environmental technologies and services. This led to the conclusion of IP licensing agreements with academic institutions for the use of technologies for conserving natural assets and biodiversity. In addition, Fujitsu participates in the Japan Business Initiative for Biodiversity (JBIB), hosting activities together with enterprises for the purpose of research and practice in biodiversity conservation.

❯ Initiative based on The Declaration of Biodiversity by Keidanren (Keidanren website)
❯ Business for GBF Project (MOE website)
❯ Promotional video for Business for GBF Project (MOE video)
❯ Conclusion of IP licensing agreements through WIPO GREEN activities
❯ Japan Business Initiative for Biodiversity (JBIB) (JBIB website)

Activity Example 5: E-learning for Employees

The Fujitsu Group provides environmental education through e-learning programs for all employees to improve their environmental engagement. The programs include content on global trends in biodiversity and the relationship between corporate activities and biodiversity, the intention being to deepen their understanding of how their work relates to biodiversity.

Fig. Image of environment e-learning materials

Fujitsu Group Biodiversity Action Principles

In October 2009, the Fujitsu Group established its "Biodiversity Action Principles" to explicitly address biodiversity.

> Fujitsu Group Biodiversity Action Principles

Environmental Action Plan

Fujitsu Group Environmental Action Plan

Operating Environment and Growth Strategy

Changing Environmental Activities in Line with Our Business Model Transformation

Originally a manufacturer of telecommunications equipment, Fujitsu developed into a global ICT enterprise with vertically integrated operations in three sectors: Technology Solutions offers a range of IT-based services and solutions, Ubiquitous Solutions designs and manufactures products such as PCs and mobile phones, and Device Solutions is responsible for developing the semiconductor business. Structural reforms undertaken since FY 2015 have channeled most management resources into the core sector of Technology Solutions. In FY 2019, Fujitsu repositioned itself as a Digital Transformation (DX) enterprise that aims to make full use of digital technologies in the creation of innovative services and business processes.

The nature of the Fujitsu Group's environmental impact has changed as a result of this modified business model. As an example, most energy consumption in the past was linked to the manufacture of PCs and our semiconductor and electronic component operations, but that requirement is declining significantly. Conversely, the expansion of cloud computing and the Internet of Things (IoT) is driving increased power consumption in data centers, and this growing trend is expected to continue. We are therefore focusing at present on energy conservation, efficiency enhancements and the use of renewable energy in our data centers. In this way, the Fujitsu Group is implementing environmental activities that respond to the demands of society while also supporting the corporate growth strategy.

Operating as a Responsible Global Corporate Citizen

Recent years have seen a further ramping up of demand for initiatives aimed at building sustainable communities on a global scale, including the adoption of the Sustainable Development Goals (SDGs) by the United Nations and the coming into effect of the COP 21 Paris Agreement. The Fujitsu Group employed a materiality analysis in a Groupwide review designed to enhance the effectiveness of activities that aim to contribute to sustainable development. This analysis identified six priority issues including the environment; human rights, diversity and inclusion; wellbeing; and supply chain. The result is a unified framework under the banner of Global Responsible Business (GRB), which will oversee activities that strengthen initiatives in non-financial areas while striving for 'sustainability management' worthy of a responsible global corporate citizen.

History of the Environmental Action Plan

Environmental Awareness Contributes to Sustainability for Our Customers and Society

The Fujitsu Group has formulated an Environmental Action Plan since 1993 and continues to broaden the scope of its environmental activities. Between stages I and V (FY 1993-2009) the objective was to significantly reduce the environmental impact of the Fujitsu Group itself. Far-reaching measures were implemented throughout our factories and offices to cut CO_2 emissions and chemical pollutants, to reduce waste, and so on. In stage VI (FY 2010-2012), we expanded the focus of our activities to three important initiatives. In addition to strengthening measures to lessen our own impact on the environment, we supported similar efforts by customers and society as a whole and also took on the challenge of conserving biodiversity. Between stages VII and IX (FY 2013-2020), we clearly demonstrated our commitment to contributing to the resolution of environmental issues faced by customers and society through the use of ICT. In order to reduce our own environmental impact, we expanded the scope of our activities to cover the entire supply chain, including suppliers. In stage X (FY 2021-2022), we worked to promote and expand the use of renewable energy for our customers and society by utilizing leading-edge ICT technologies unique to the Fujitsu Group, such as the introduction of renewable energy at our business sites through CPPA and other means, and blockchain technology.

The Fujitsu Group will continue responding to the demands of changing times and will deepen and further develop its environmental activities with the goal of helping to create a sustainable and rewarding society.

Fujitsu Group Environmental Action Plan (Stage XI)

Social responsibility as a leading company in Sustainability Transformation (SX)

As a leading company in SX, Fujitsu Group is committed to reducing the environmental impact of its group companies, including those in the supply chain, and to expanding and enhancing the value it provides to customers and society through technology. We will work with our customers and partners to realize a sustainable future.

Outline of the Fujitsu Group Environmental Action Plan (Stage XI)

In order to resolve environmental and social issues, we have set eight targets in three global risks areas highlighted by the World Economic Forum: " Climate Change," " Resource Circulation," and " Living in Harmony with Nature ". These are mapped against the two values of " Customers and Society " and " Fujitsu and Supply Chain".

Fujitsu group is taking firm steps to realize its environmental vision, such as contributing to digital technology for customers and society and increasing the ratio of its own use of renewable energy.

(Reference: [Global Risks Report 2023](#))

Target period

3 years from Fiscal year 2023 to Fiscal year 2025

Customers and Society

Fujitsu aims to transform its core business with a portfolio of offerings focused on ESG Contribution and SX by 2030. In particular, to solve environmental issues in the areas of climate change and carbon neutrality, resource recycling through circular economies, and biodiversity, we will connect stakeholders from across society and industries and contribute to the SX of customers and people around the world. In FY 2023, we will develop environmental contribution metrics to measure our impact on the environment, allowing us to provide services with clear contributions and value. From FY 2024, we will measure and disclose the quantitative amount of our contribution. Furthermore, as an SX leader and to realize a sustainable society in which no one is left behind, we will develop solutions, services and initiatives that contribute to SX, deliver objective environmental metrics and earn the trust and recognition of global customers and society.

Fujitsu and Supply Chain

Climate Change

In order to achieve Net Zero (*1) emissions of greenhouse gases from our business activities and from the entire value chain, we set reduction targets for FY2025.

This will be achieved through the strategic introduction of renewable energy and the development of energy conservation through the use of advanced ICT. At the same time, we will also promote the understanding and reduction of the environmental impact of suppliers, as well as further energy saving of our products.

*1 Net Zero Greenhouse Gas Emissions: Reduce greenhouse gas emissions by 90% or more from the base year in the target year and remove residual emissions of 10% or less by directly recovering CO_2 from the atmosphere (DAC) or by absorbing CO_2 through planting trees.
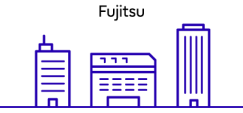
Resource Circulation

We aim to develop these products and services in FY 2025 in order to design products that conserve resources and improve the resource recycling rate, and to build a circular economy business model that can overcome resource constraints. We will also continue to reduce water use and raise awareness of water resource conservation throughout the supply chain.

Living in Harmony with Nature

In order to achieve nature-positive results, we will implement activities to reduce negative impacts on biodiversity and increase positive impacts in the areas of our corporate activities, including supply chains, in response to the 2030 International Biodiversity Targets 15 of the Kunming-Montreal Framework.

Environmental Action Plan

	Customers and Society	Fujitsu and Supply Chain		
	Business Field	Upstream Business	Fujitsu's Business Areas	Downstream Business
Climate Change	Development and provision of solutions that contribute to SX	Suppliers' GHG reduction (Well Below 2 °C target)	• Reduction of GHG emissions at business sites (1.5 °C target) • Increase the use ratio of renewable energy	By reducing power consumption during product use Reduction of GHG emissions
Resource Circulation		Enhancing suppliers' awareness of water resource conservation	Reduction of water consumption	To product resource conservation and resource recycling Improving resource efficiency
Living in Harmony with Nature		Reducing negative impacts of corporate activities on biodiversity		

Environmental Action Plan Targets

Goal				Base Line	Targets for FY2025
Customers and Society			• FY 2023: Environmental contribution metrics will be developed. FY 2024 to FY 2025: The amount of contribution will be measured and disclosed. • To earn the objective recognition of global customers and society as an SX leader.	—	Deliver SX offerings to customers
Fujitsu and Supply Chain	Climate Change (*2)	Scope 1,2	Reduce GHG emissions at business sites by half of the base year by the end of FY2025 • Increase use ratio of renewable energy to 50% or more by 2025	FY 2020	Reduction of at least 50%
		Scope 3 (Category 11)	Reduce CO_2 emissions from power consumption during product use by 12.5% or more	FY 2020	Reduction of at least 12.5%
		Scope 3	Reducing GHG emissions in the supply chain	—	Goal setting completed

		(Category 1)	• Major business partners should set emission reduction targets (equivalent to SBT Well Below 2 °C target). • Collection of GHG reduction data, construction and deployment of mechanisms		
	Resource Circulation		Development of products and services that contribute to a circular economy business model	_	CE Business Products Service Development
			Reduce water consumption by 57,000 m^3 or more by implementing water reduction measures	_	57,000 m^3 or more
			Strengthening awareness of water resource conservation in the upstream supply chain • Requesting our major suppliers to make efforts to raise their awareness of the importance of water resources	_	Request Completed
	Living in Harmony with Nature		Reduce negative impacts on biodiversity in the areas of corporate activities, including supply chains, by at least 12.5% In addition, promote activities that increase positive impacts on biodiversity	FY 2020	Reduction of 12.5% or more

*2 Climate Change: Scope 1, 2 and 3. adjusted for acquisitions and divestitures

Fujitsu Group Environmental Action Plan (Stage X)

The Fujitsu Group had specified targets that address the three global societal challenges of climate change, resource circulation and living in harmony with nature (conservation of biodiversity). As we undertake workstyle reforms and restructure our business operations, we will focus on these targets over the two-year period from FY 2021 to FY 2022 by working to minimize negative environmental impacts in the supply chain.

We report the results below.

	Targets (to be achieved by FY2022)	FY2022 results
Climate Change		
1	Reduce greenhouse gas (GHG) emissions from business sites each year by 4.2% or more, compared with the base year of FY2013	10.5% reduction (47.5% reduction compared to baseline year) (*1)
2	Improve PUE (Power Usage Effectiveness) of our data centers by 3%, compared with FY2017	PUE 1.57 - Improvement of 1.2%
3	Increase renewable energy usage to 16% of total electricity	30.0%
4	Reduce CO_2 emissions due to power consumption during product usage by 17% or more, compared with FY2013	Reduced by 25%
5	Drive activities to reduce CO_2 emissions in the upstream supply chain.	Requested that secondary suppliers (over 61,000 companies) engaged in activities to reduce emissions through primary suppliers of the Fujitsu Group (676 companies)
Resource Circulation		
6	Promote eco design for resource saving and circulation and increase resource efficiency of newly developed products by 10% or more, compared with FY2019	Improved by 11.2%
7	Reduce water usage by 30,000 m^3 or more by implementing water resource conservation measures	Water consumption was reduced 31,000 m^3 (target for FY 2022: 19,000 m^3)
8	Reinforce awareness of the need to conserve water resources in the upstream supply chain	Requested that 676 of the Fujitsu Group's primary suppliers engage in activities to conserve water
Living in Harmony with Nature (Conservation of Biodiversity)		
9	Visualize and reduce the impact of corporate activities on ecosystems and on biodiversity	Establishment of a calculation method that uses Ecological Footprint (EF) as the indicator for visualizing the impact of corporate activities on biodiversity

*1 Reduction rate based on market standards

Environmental Action Plan
Climate Change

External Trends

Accelerated Controls on GHG Emissions are Required for Carbon Neutrality

The COP 21 Paris Agreement, adopted in December 2015, set out a long-term, shared worldwide goal of limiting the average global temperature increase to considerably less than 2℃ and preferably 1.5℃ over pre-Industrial Revolution temperatures, as well as the goal of carbon neutrality (net zero emissions) by the second half of this century (2050). Correspondingly, moves aimed at achieving a carbon neutral society have been accelerating on a global scale. Subsequently, the COP26 Glasgow Accords strengthened the 1.5°C target adopted under the Paris Agreement and shifted the standard for global climate change measures to the 1.5°C target.

Given this impetus, efforts towards achieving a carbon-neutral society are accelerating on a global scale.

The Task Force on Climate-related Financial Disclosures (TCFD) was established in December 2015 by the Financial Stability Board, which includes participants representing central banks, financial regulatory authorities and finance ministries from major countries. The TCFD requests companies to use multiple climate scenarios to evaluate the climate-related risks and opportunities to their business and to assess and disclose the financial impact. Various international initiatives have also been launched, such as the Science Based Targets initiative (SBTi), which calls for corporate emissions reduction goals designed to meet the 1.5℃ target, and RE100, which calls for companies to source 100% of the electricity they use from renewable energy. Furthermore, CDP (*1), which runs the global disclosure system for investment that takes into account Environmental, Social and Governance (ESG) factors, requests that companies reduce GHG emissions by at least 2.1% year-on-year through voluntary efforts.

(*1)   CDP: An international not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage, and share vital environmental information. CDP works with major institutional investors around the world to encourage companies to disclose their impact on the environment and natural resources and to adopt measures that mitigate the impact.

Fujitsu Group Position

GHG Emissions Reductions are a Critical Issue for the Fujitsu Group

The Fujitsu Group, as an entity with global operations, is fully aware that climate change is a serious worldwide issue that spans national and regional boundaries. For example, disasters triggered by climate change can disrupt procurement, logistics and energy supply networks, which in turn interrupts the process of supplying materials and energy to business sites. Regulations governing GHG emissions have an impact on the development and production of products and services, and any delays in responding to requirements can lead to lost business opportunities.

Since launching the Fujitsu Group Environmental Action Plan, we have treated the reduction of GHG emissions as a critical issue and worked to achieve the defined targets.

Most of the GHG emissions generated by the Fujitsu Group derive from purchased electricity, not from the combustion of oil or gas. Advances in 5G technology will lead to the expansion of cloud computing, IoT and mobile communications, thereby spurring increased power consumption in data centers, and this growing trend is expected to continue. We are therefore focusing on reducing power consumption by conducting energy conservation audits and regular power usage checks in our data centers, as well as in our factories and production lines in Japan and elsewhere.

Approach under the Fujitsu Group Environmental Action Plan (Stage XI)

Strengthen Efforts to Achieve Carbon Neutrality

In May 2017, the Fujitsu Group formulated the FUJITSU Climate and Energy Vision, its medium- to long-term environmental vision. In August of the same year, the company obtained SBT certification for 2°C-aligned GHG emissions reduction targets. The SBTi aims to significantly reduce greenhouse gases over the medium to long term by encouraging companies to set voluntary GHG emissions reduction targets based on scientific knowledge compiled by organizations such as the IPCC (*2). Given the accelerating global trend toward carbon neutrality, the Fujitsu Group reviewed its position and revised its target to reduce GHG emissions from business sites in FY2030 from 33% to 71.4% below FY2013 levels. On April 15, 2021, this revised figure was successfully validated as a 1.5°C-aligned target by SBTi. To further accelerate our carbon neutrality as a global company, including our supply chains, we committed to expanding our use of renewable energy and achieving net zero GHG emissions in our business activities by FY2030 and throughout our value chain (scope 1, 2 and 3 emissions) by FY2040.

In June 2023, our target of net-zero by FY2040 obtained "Net-Zero Target certification" under the SBTi standard.

Working backwards from our future GHG emissions reduction targets, we have formulated our Fujitsu Group Environmental Action Plan (Stage XI) as the implementation plans for our environmental targets between FY2023 and FY2025. To achieve carbon neutrality, we are aiming for at least 50% of the energy used by our businesses to be from renewable sources by FY2025, with a target of 100% by FY2030. At the same time, we are working towards achieving net-zero GHG emissions across the entire value chain through measures such as identifying the environmental impacts of our suppliers and promoting emissions reductions, and by further reducing energy consumption by Fujitsu products.

From April 1, 2021, the largest facility in the Fujitsu Group, the Kawasaki Factory, switched over to 100% renewable energy for power consumed. As such, it serves as a flagship model for the Fujitsu Group as we focus on the future adoption of renewable energy in Japan. This initiative accounts for approximately 5% of the electricity used by the Fujitsu Group in Japan. In April 2022, Fujitsu Australia signed the Fujitsu Group's largest ever Power Purchase Agreement (PPA) for renewable energy, which will ensure that around 40% of Fujitsu Australia's annual power consumption comes from renewable sources.

In addition, Fujitsu intends to continue boosting purchases of green energy and renewable energy certificates, after considering relevant regional characteristics and the economic feasibility, and to implement more on-site renewable energy capacity. Use of the Fujitsu Group's leading-edge technological expertise in areas such as blockchain technology will also contribute to the spread and expansion of renewable energy.

(*2) Intergovernmental Panel on Climate Change (IPCC): An organization established in 1988 by the United Nations Environment Programme (PDF) (UNEP) and the World Meteorological Organization (PDF) (WMO) with the aim of providing comprehensive assessments of human-induced climate change and its impacts, together with adaptation and amelioration measures from scientific, technological and socio-economic perspectives.

(*3) Net zero: The elimination of greenhouse-gas emissions through emissions reductions of at least 90% by the target year and removing the remaining 10% or less through measures such as reforestation or Direct Air Capture (DAC) of CO_2 in the atmosphere.

RELATED LINKS

Actions and targets related to climate change initiatives under the Fujitsu Group Environmental Action Plan (Stage XI)

> Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites

> Improve Power Usage Effectiveness (PUE) at Our Data Centers

> Expand the Use of Renewable Energy

Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites

Our Approach

The Fujitsu Group considers the prevention of global warming an important issue. We have, therefore, formulated our medium- to long-term environmental vision, the Fujitsu Climate and Energy Vision, and aim to eliminate all CO_2 emissions from our business activities by 2050.

Among GHGs, our business sites (plants and offices, as well as datacenters) primarily emit CO_2 when energy (electricity, fuel oil, gas) is used, and perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulfur hexafluoride (SF6) during the manufacturing processes and PFCs and HFCs from fluorocarbon leakage. We will set reduction targets in addition to complying with the relevant laws, and we are striving to reduce and control the volume of use and emission of these gases.

Reducing CO_2 Emitted During Energy Consumption

About 99% of the Fujitsu Group's total GHG emissions arise from CO_2 emissions due to energy consumption. Therefore, we continuously promote the following energy-saving measures to reduce CO_2 emissions.

- Appropriate operation of equipment, improvement in management, and energy-saving measures focused on motive-power facilities (introduction of free cooling, inverters and energy saving equipment, fuel conversion, etc.)
- Increasing efficiency by reviewing the manufacturing process (innovations in production, development of green production technology)
- Maintaining appropriate room temperature for office air conditioning, saving electricity used in lighting and office automation equipment, and switching to LED lighting
- Measuring energy consumption for visualization and promoting use of the data so collected

Reducing Emission of GHGs Other Than CO_2

As for GHGs other than CO_2, the Fujitsu Group mainly uses perfluorocarbons (PFCs), hydrofluorocarbons (HFCs) and sulfur hexafluoride (SF6) at the manufacturing divisions. We are taking continuous steps to switch to gases with lower global warming potential (GWP) and install equipment to remove harmful gases in our new and existing production lines. We also carry out inspections and maintenance to comply with relevant laws regarding PFCs and HFCs emissions resulting from fluorocarbon leaks from air conditioning equipment.

FY 2022 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	FY2022 result
Reduce GHG emissions of our business sites by 4.2% or more every year (compared to FY 2013) (*1)	10.5% reduction (47.5% reduction compared to baseline year) (*2)

(*1) Target organizations: Business sites owned by Fujitsu and the Fujitsu Group. Includes major data centers.

(*2) Reduction rate based on market standards

Promoting Reduction in CO_2 Emitted During Energy Consumption

We continue to invest in energy-saving equipment (introduction and upgrade of BAT (*3) equipment, mainly for air conditioning and lighting) and ensure their appropriate operation at the facilities at all business sites. We are also streamlining our production processes, saving electricity used for air conditioning, lighting and automation in offices, making energy consumption visible, and leveraging measurement data.

For instance, as for investment in lighting equipment, we have continued to adopt high efficiency LED lighting and lowered CO_2 emissions by 1,423 tons. Moreover, we also improved facility operations (7,532 tons-CO_2) by reviewing air conditioner operating conditions, such as switching to higher efficiency equipment and controlling the number of units, and suspending operation of pumps and air conditioning devices. Through our own efforts, we carried out measures to reduce our emissions by roughly 13 ktons-CO_2 (2.6% in comparison to last fiscal year).

As a result of these initiatives, we reduced our GHG emissions according to market standards in keeping with SBT, which is an objective in the Environmental Action Plan (Stage X), by 10.5%pt compared to the baseline year (47.5% reduction in comparison to our emissions in FY 2013).

Environmental Action Plan (Stage X) GHG Emissions Reductions
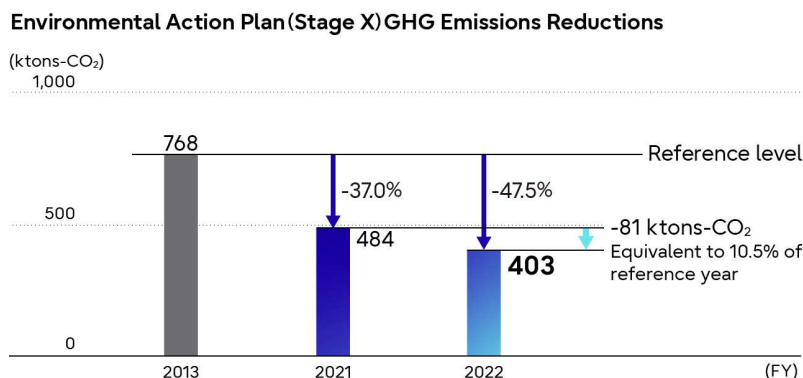
(*3) BAT (Best Available Technologies): Usable state-of-the-art technologies to reduce GHGs.

(*4) Environmental Action Plan (Stage X) performance values for the reference year (FY 2013) and FY 2022 are the total values for business sites targeted by the Environmental Action Plan (Stage X).

(*5) CO_2 conversion factors of purchased electricity are market standards for both the reference year (FY 2013) and FY 2022 performance values.

Total Emissions of 540ktons-CO_2 ★ in FY 2022

Our total GHG emissions in FY 2022 were 540 ktons-CO_2 (output level per sales amount: 14.5 tons-CO_2/100 million yen). They decreased by 13.1% in comparison to FY 2021.

Trends in Total Greenhouse Gas Emissions
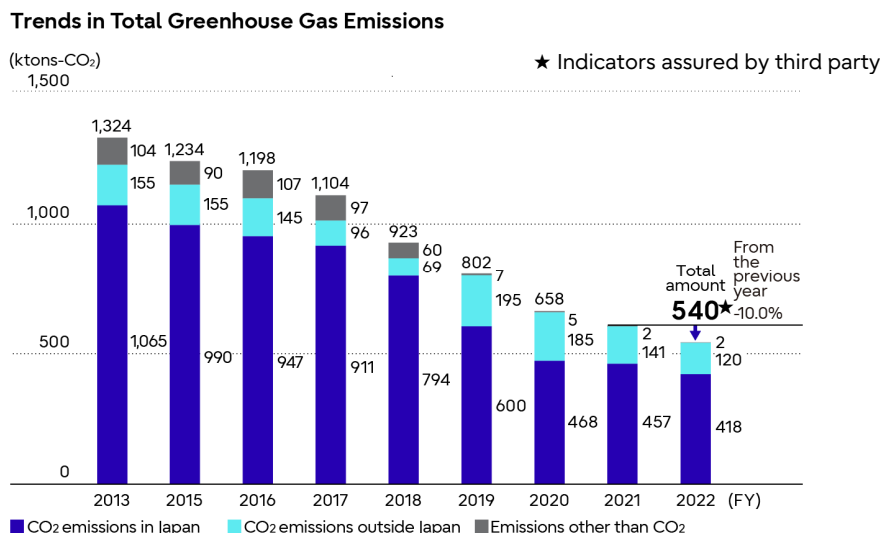
(*6) CO_2 emissions in Japan and overseas: The CO_2 conversion factor for purchased electric power in performance reports has been calculated with a fixed value of:

-In Japan - 0.570 tons-CO_2/MWh from FY 2013 to FY 2015, 0.534 tons-CO_2/MWh for FY 2016, 0.518 tons-CO_2/MWh for FY 2017, 0.497 tons-CO_2/MWh for FY 2018, 0.461 tons-CO_2/MWh for FY 2019, 0.444 tons-CO_2/MWh for FY 2020, and 0.436 tons-CO_2/MWh for FY 2022

-Overseas – Same coefficients as those used in Japan from FY 2013 to FY 2018, and the latest IEA values (by country) for the relevant FY from FY 2019 onwards

(*7) Emissions other than CO_2: These are converted to equivalent amounts of CO_2 using the global warming potential (GWP) for each gas.

Improve Power Usage Effectiveness (PUE) at Our Data Centers

Our Approach

Energy consumption in data centers is on the rise, due to factors such as the spread of cloud computing, and society is paying greater attention to the environmental performance of data centers.

Data centers account for approximately 40% of the CO_2 emissions (FY 2022) for each business in the Fujitsu Group. Since data center CO_2 emissions are expected to continue increasing along with the expansion of digitalization, the Fujitsu Group has a social responsibility to promote environmentally friendly data centers. At the same time, in terms of enhancing our business infrastructure, it has also become an important topic that we should work on from a long-term perspective.

FY 2022 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	FY 2022 result
Improve PUE (*1) at data centers by 3% or more. (Compared to FY 2017)	PUE 1.57 - Improvement of 1.2%

(*1) PUE (Power Usage Effectiveness):
An index for power usage effectiveness at data centers. Expresses overall power consumption at data centers as a value divided by the power consumption of servers and other ICT devices. The closer the number is to 1.0, the greater the efficiency.

Promoting Activities to Achieve Our Goals

We are moving forward with activities to improve PUE at data centers in Japan and around the world, based on the Fujitsu Group Environmental Action Plan. In 2022, as with 2021, we continued to expand operation-side measures, including updating air conditioning equipment and striking the right balance by adjusting heat amounts and cooling capacity for IT equipment. We made steady progress up to 2021 and reached our targets, but in summer 2022 outside temperatures were warmer than FY 2021 globally (including some regions in Europe rising by 4-degrees Celsius) and as a result, we were unable to meet our targets. However, we have made a more than 1% improvement from the base year and continuous improvement activities are still underway. In addition to energy conservation activities, we expanded our use of renewable energy with the goal of carbon neutrality. This included switching our FJcloud service for domestic data centers to 100% renewable energy, while Fujitsu Australia concluded the largest power purchase agreement (PPA) among the entire Group.

PUE values and calculation methods

PUE Value	PUE calculation method, other
Range: 1.31 to 2.11 No. of data centers: 23	• Apply the Green Grid • Work to implement improvements using DCMM • DCMM: Data Center Maturity Model

Examples of Initiatives in FY 2022

Reducing Air Conditioning Power We tuned our air conditioning based on IT power consumption (heat generation), and expanded the target floors through measures such as adjusting fan speeds and air conditioning temperature, along with lessening the cold water temperature and adjusting the number of cooling equipment in operation. Furthermore, at data centers with air conditioning using outside air or free cooling, we worked to increase midcycle operating hours and reduce air conditioning power. Additionally, at certain data centers, we are achieving positive results in energy conservation through investments in facility improvements, such as updating air conditioning equipment and switching cold water pumps to inverters.

PUE Improvement Status
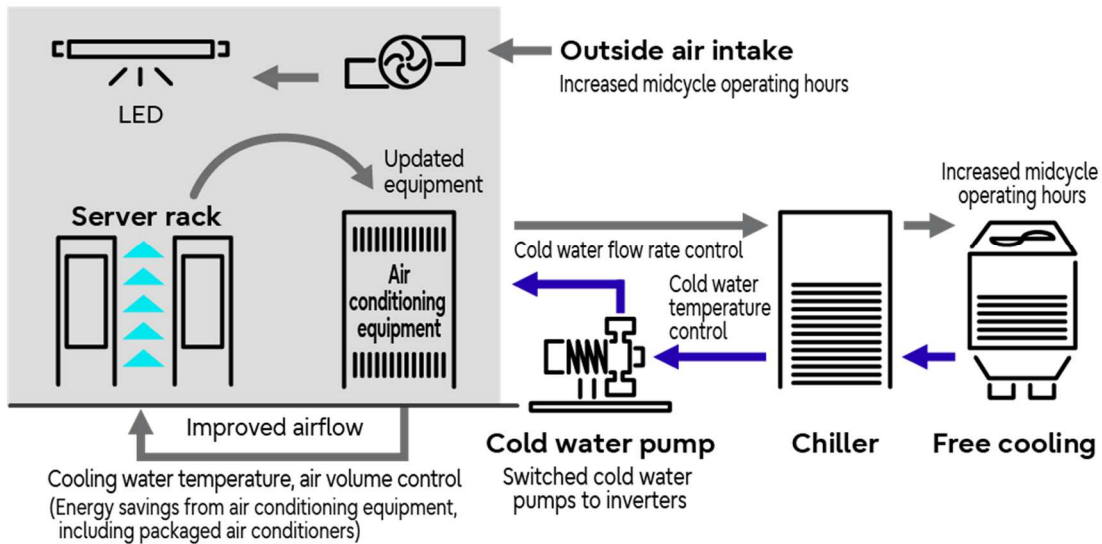
Implementation Status of PUE Improvement Measures (50 in total)
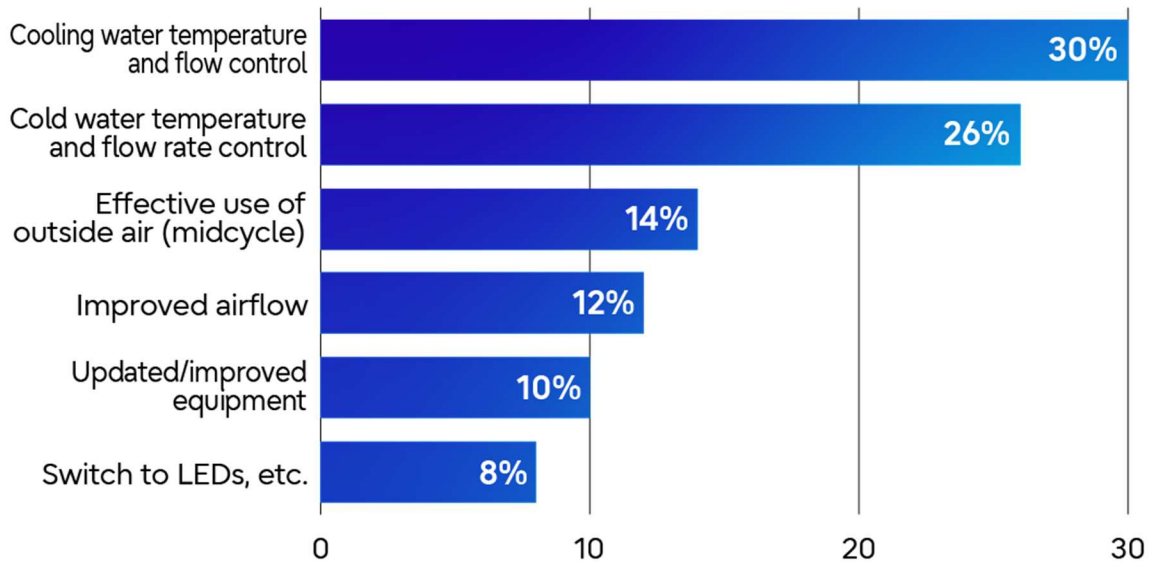
Promoting Improvements through Better Information Sharing with Overseas Data Centers

In an effort to further enhance PUE improvement activities, we are enhancing communication through information sharing improvement measures know-how gained at each data center and the progress of improvements through regular remote meetings in collaboration with PUE improvement activities of overseas data centers. We are now sharing related information on internal portal sites and visualizing the progress of efforts, with the aim of making these activities progress more smoothly in the future.

Environmental Action Plan

Expand the Use of Renewable Energy

Our Approach

The popularization and widespread use of renewable energy is becoming increasingly necessary as a way of addressing global warming, securing stable energy supplies through the diversification of our energy sources, and as an energy-based foundation for economic growth.

The Fujitsu Group has established an environmental vision aimed at realizing a decarbonized society. The main pillars for this vision are a dedication to energy conservation, and the active implementation of renewable energy. To achieve this vision, we have set quantitative targets under the Environmental Action Plan, and are actively promoting the introduction and installation of solar power generation equipment at our business sites, as well as the purchase, use, and expansion of green power (electric power generated through 100% renewable energy).

FY 2022 Performance

★ Indicators assured by third party

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	FY2022 result
Expand the rate of renewable energy used to 16%	30.0%★

(*1)   Target organizations: Business sites owned by Fujitsu and the Fujitsu Group. Includes major data centers

(*2)   Calculation Standard: 5 -3 -4 -5

Refer to Environmental Performance Data Calculation Standards for details

Environmental Action Plan (Stage X) Initiatives

With the aim of achieving the Fujitsu Group's medium-term environmental goal of "using more than 40% renewable energy in FY 2030," we set a target under the Fujitsu Group Environmental Action Plan (Stage X) of expanding the rate of renewable energy we use to 16%. In FY 2022, through the purchase of green power and power generation through solar panels, our rate of renewable energy use grew to 30.0%★.

We will continue to work toward the implementation of renewable energy in both our domestic and overseas business offices, in order to further our purchase and usage of renewable energy.

Environmental Action Plan (Stage X) Renewable Energy Percentage
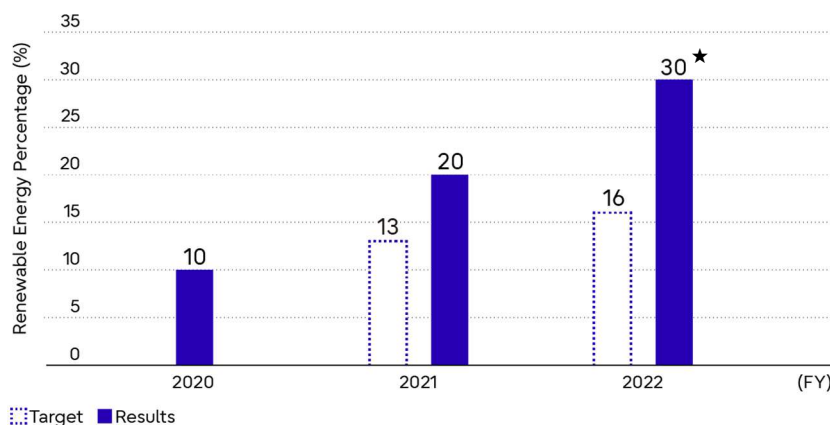
Renewable Energy Procurement Principle

Mandatory Requirement

- Renewable energy that can be reported through RE 100 activities

  - Power sources are Solar、Wind-power、Geothermal、Biogas、Small-hydro etc.

  - Environmental value (renewable attribute) can be pursued and verified
  - No double counting of environmental value

    Ex.) Amortization of environmental value of renewable energy, to be executed through the system of public agency

Recommended Requirement

- The electric power, in which power consumption to be combined with environmental value
  - The electric power, in which grid power and environmental value certification to be one set (The renewable energy to be generated in the same grid)
  - Power balancing to be managed. In time of emergence, minimum gap of power consumption and environmental value to be generated (within one year etc.)
- To select the renewable energy, by which we can contribute to local society
  - For example, by selecting the renewable energy in the same area as grid consumption, we can make "Local generation for local consumption" possible.
    Or to support the power generation company which makes effort to enlarge renewable energy power
- To procure the power from relatively new sites, in order to contribute the enlargement of renewable energy (Additionality)
  - To promote new project conjuncture, then to procure the power from it, we can contribute to increase the capacity of renewable energy of whole society
- To procure from the power generation site which was developed and constructed with the agreement of local society
  - To avoid making significant impact to the environment or society in which the power generation site is located

Examples of Initiatives in FY 2022

Renewable Energy Initiative in Australia

Fujitsu Australia signed a power purchase agreement to procure renewable energy through the Sapphire Wind Farm operated by CWP Renewables. Beginning in June 2022, Fujitsu Australia has covered approximately 40% of its data center electricity with renewable sources. This equates to around 30% of the company's total annual electricity consumption, and offsets approximately 30,000 tons of its annual greenhouse gas emissions.

> ❯ [Fujitsu Australia signs its first power purchase agreement in a key step towards decarbonising its operations and providing lower-emissions services](#)
> ❯ [Case studies](#)

Reduction of CO_2 Emissions by Reducing Power Consumption When Using Products

Our Approach

As ICT grows more and more common, we expect there to be an increase in energy demand in proportion to the higher performance and higher-density integration of servers and other ICT products. Various countries and regions are also expanding their energy-related regulations for ICT products, and energy efficiency is taking on increasing social importance as a factor in energy label conformance and green procurement requirements.

Here at the Fujitsu Group, we believe that we should work to improve the energy performance of our products during their use, in order to reduce GHG emissions. As such, we will actively implement energy-saving technologies and continue working to further improve the energy efficiency of products. Through these efforts, we will work to promote the development of products that contribute to reduced power consumption when in use.

FY 2022 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	FY2022 result
Reduce CO_2 emissions due to product power consumption by 17% or more in comparison to FY 2013.	Reduced by 25%

Change in CO_2 Emissions Due to Product Power Consumption   ★ Indicators assured by third party
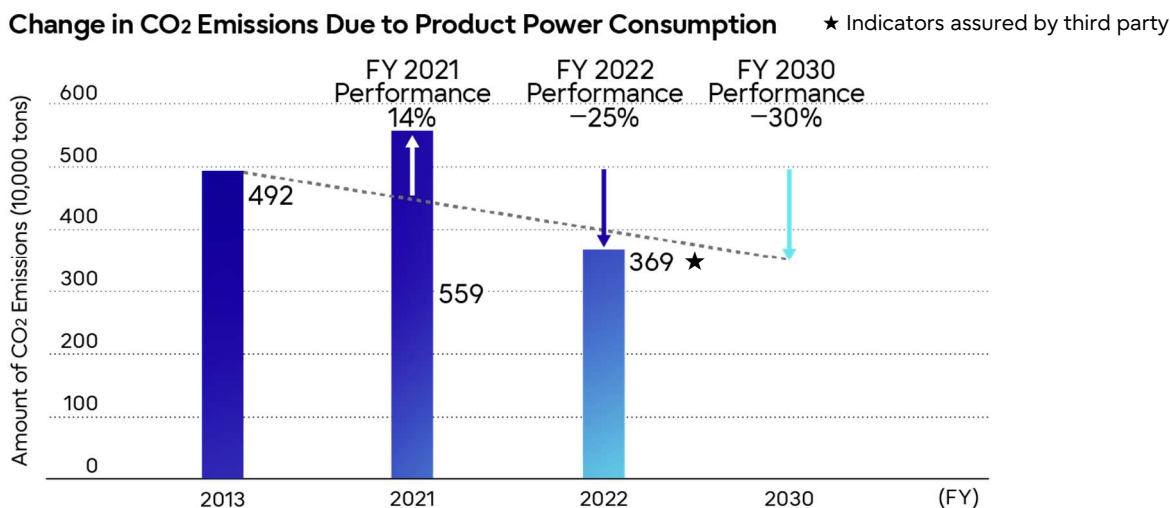
Fujitsu Group Environmental Action Plan (Stage X) Initiatives

Based on the Fujitsu Group's medium-term environmental goal of "reducing CO_2 emissions due to product power consumption in FY 2030 by 30% or more in comparison to FY 2013," we set a target in the Fujitsu Group Environmental Action Plan (Stage X) to reduce CO_2 emissions due to product power consumption by 17% or more in comparison to FY 2013 in FY 2022, as a transitional year. To achieve this target, each business unit goals to improve the energy efficiency of products that were expected to be developed in FY 2021 and FY 2022, then worked to meet them. Applications of energy-saving technologies include new, high-efficiency microprocessors and power supplies, energy-saving displays, optimized energy-saving controls, and the strengthening of power management features. In addition to these, we are actively pushing for the aggregation of LSIs, reductions in the numbers of components, and the implementation of eco-friendly devices.

Attained a 25% Reduction in CO_2 Emissions in Comparison to FY 2013

In FY 2022, as a result of applying and expanding energy-saving technologies in our servers, storage, PCs, and network devices, we were able to attain a 25% reduction in CO_2 emissions in comparison to FY 2013.

Working Toward Our Targets

In order to achieve the Fujitsu Group's medium-term environmental goal, each unit will work to further develop products with improved energy efficiency. We will also implement advanced energy-saving technologies and expand their application to our products, as part of our cross-Group policy to improve energy efficiency.

Looking toward the future, we aim to push the development of advanced eco-friendly devices, which will contribute to revolutionary improvements in energy efficiency, and aim for the products to be applied at an early stage.

Initiatives in FY 2022

FACT-X functions as a new ATM that conserves energy

FACT-X is a next-generation ATM for a cashless era. It works as a bank teller in addition to serving as a full-service ATM. Developed under the concept of "accessible to all," the ATM has many thoughtful features with all users in mind, including simple operation and accessibility, security design, and ease of use for those unfamiliar with ATMs or in a wheelchair. We also provide operational support services to the companies that operate ATMs, including remote functions and remote maintenance services. In addition, we will continue to provide functions that meet customer needs, including features to reduce teller operations.

FACT-X

In terms of environmental considerations, we have revised the function and parts of the new model to include complete transition from paper journals to electronic journals and adoption of SSD, in addition to offering the Super Eco Mode which turns the power off when no users are present in existing models. This update reduced power consumption by 15% when in use compared to conventional models*. (*Compared to FACT-V X200)We strive to help customers achieve sustainability and transformation through enhanced customer services and provision of channel reform through FACT-X as a new contact point.

> Case studies

Activities to Reduce CO_2 Emissions in the Upstream Portion of the Supply Chain

Our Approach

In addition to reducing our own emissions, the Fujitsu Group has also been requesting, as part of green procurement, that its suppliers engage in activities to reduce their own CO_2 emissions in order to help contain global warming. As a result, all of our primary suppliers have undertaken efforts to reduce their CO_2 emissions.

Starting in FY 2016, we have also been expanding these efforts further upstream in the supply chain by requesting that our suppliers include their own suppliers (secondary suppliers from the perspective of the Fujitsu Group) in these activities.

We have participated in the CDP Supply Chain program since FY 2018, in parallel with the above-mentioned activities. Based on our international environmental research activities, we are taking a more in-depth look at the activities of our primary suppliers to reduce CO_2 emissions and conserve water resources, and considering the issues and our policies.

Moreover, as a new initiative, we are asking our main suppliers to establish a CO_2 reduction target based on the international standard of Science Based Targets (SBT). Starting in FY 2022, we have also expanded the target suppliers for CO_2 emissions reduction to include those in the services industry in addition to the existing category of parts manufacturing as we strive to further reduce global warming.

The Group hosts seminars on setting reduction targets based on SBT. In FY 2022, about 90% of target suppliers attended the seminar.

In addition, we also host webinars on how to set targets and share FAQ. We support our suppliers' CO_2 reduction efforts through the provision of a simple tool for suppliers to visualize CO_2 emissions (Scope 1 and 2) of their own company and determine the appropriateness of their SBT.

We expect that having the supply chain as a whole work toward reducing emissions can produce even greater reduction effects (synergies), while also expanding the network of these activities through the supply chain to cover an even wider area spreading beyond national boundaries. Through efforts such as these, the Fujitsu Group hopes to help create a carbon-free society for the future and a sustainable water environment.

FY 2022 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage X)	FY2022 result
Reduction of CO_2 Emissions: Drive Activities to Reduce CO_2 Emissions in the Supply Chain	Requested that secondary suppliers (over 61,000 companies) engaged in activities to reduce emissions through primary suppliers of the Fujitsu Group (676 companies)

Reduction of CO_2 Emissions: Requesting and Supporting the Expansion of Activities to Secondary Suppliers

The Fujitsu Group has requested that its primary suppliers, who account for the top 80% of the Group's procurement, to engage in activities to reduce their CO_2 emissions, and to expand these efforts to also include their own suppliers (the Fujitsu Group's secondary suppliers). We also conducted our own environmental survey to ascertain the status of activities by these suppliers. We then provided suppliers who responded to the survey with feedback in the form of a report that analyzed survey responses as a reference for their future activities, and we also requested that they further promote these activities and expand them to include their own suppliers.

As of the end of FY 2022, 24.2% (150 suppliers) responded that they had requested their own suppliers to engage in emissions reduction activities. Over 61,000 secondary suppliers have been asked to engage in emissions reduction activities, and this should substantially impact awareness.

Status of primary suppliers' request that secondary suppliers engage in activities to reduce their CO₂ emissions

Have made the request
24.2%

Have not made the request
75.8%

(multiple answers allowed)

Future plans to make requests	8.9%
Unable to make requests	33.5%
Unsure how to make requests	13.6%
No need	4.8%
Lack of resources	7.8%
Other	17.1%
No reason given	26.2%

0%   25%   50%
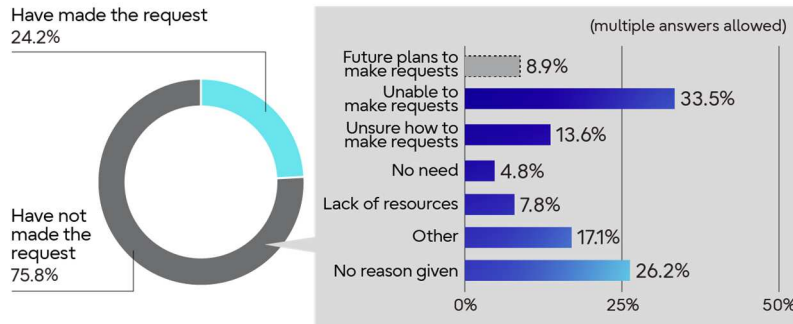
*Non-responses and responses from primary suppliers with no secondary suppliers were excluded

Offering Guidelines for Activities for Reducing CO₂ Emissions

The Fujitsu Group created original explanatory materials to facilitate the spread of activities for reducing CO₂ emissions throughout the entire supply chain, and since the end of November 2017, we have made the materials available on the company website and we have provided them to suppliers. The purpose of these materials was not only to give suppliers a greater understanding of the importance of these activities taking place in the supply chain, but also to serve as something they could use to request and assist such activities amongst their own suppliers. To fulfill our responsibilities as a global enterprise, the Fujitsu Group will continue to think about what must be done to contain global warming and will continue to take action.

"Guideline for activities for reducing CO₂ emissions" can be downloaded from the following sites.

> Japan
> Global

Informational materials for business partners

2. Practical activities: Procedure for target setting

1. Setting of Activity contents
1) Extract feasible activities in-house.
2) Decide more suitable activities from the extractions.

2. Selection of Progress Indexes (Numerical data)
Select CO₂ emissions data, or data leading to CO₂ emissions directly.
(e.g. P
* If it is
(e.g. C

3. Settin
Set nu
* If it is

2. Practical activities:
Examples for activity contents and progress indexes

Select activities to be conducted and progress indexes to be controlled.

Activity items	Activity contents	Progress indexes
Saving energy (reducing lighting power consumption)	Switch off unnecessary lighting/ install LED	Implementation rate/Installation rate /Energy-saving rate
	Light off during break times	Time for lights off/Implementation rate
Saving energy (reducing common-use facility power consumption)	Stop of servers on holidays	Stopping time/Stopping rate
	Reduce overtime hours/ specify days on which all employees leave work at the same time	Implementation rate per department
	Utility time limits on reception/ conference room	Utility time/Energy-saving rate
Saving energy (reducing air-conditioning power consumption)	Appropriate temperature setting of air-conditioning systems	Implementation rate/Implementation period
	Installation of rooftop greening/ wall greening	Implementation rate/Greening area per building
Saving energy (promoting of renewable energy)	Installation of green electricity systems	Installation rate
Saving energy (innovative changes of lifestyles)	Encouragement of bicycle commuting of employees	Number of employees taking part in the initiative/Implementation rate
	Promotion of eco-driving	Implementation rate/ELV installation rate
Preserving biodiversity (preservation of CO₂-absorbing resources)	Implementation of forest-preservation activities	Number of activities/Number of participants/Forestation land area/Number of trees planted
Conservation of paper resources	Promotion of paperless	Reduction volume/Implementation rate
Promotion of environmental awareness	Raise awareness by in-house education	Number of attendance/Attendance rate/ Test pass rate

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Environmental Action Plan

Resource Circulation

External Trends

Strengthening Global Resource Circulation

Goal 12 of the Sustainable Development Goals (SDGs), adopted by the United Nations in September 2015, is 'Responsible consumption and production'. The actions that organizations are urged to take in order to meet this goal include the efficient use of natural resources, the appropriate management of chemical substances and waste products throughout the entire product life cycle, and significant reductions in the volume of pollutants emitted into the air, water, and soil. In addition, in March 2022, the European Commission announced the first package of measures in its Sustainable Products Initiative (SPI), which is pivotal to the new Circular Economy Action Plan formulated in March 2020. Following this, in November 2022 the second package of measures was released with revised rules on packaging and packaging waste as well as a plastic circulation policy framework with directives for bio-based, biodegradable, and compostable plastics. In March 2023, further proposals were adopted on green claims and product sustainability. Regarding the series of sustainable product standardization packages for the EU market in these announcements, companies need to closely monitor future trends.

The Problem of Plastic Waste

According to a new report by the Organization for Economic Co-operation and Development (OECD), the volume of plastic waste generated globally is forecast to triple by 2060 from its 2019 level of 353 million tons. While the resumed fifth session of the United Nations Environment Assembly (UNEA-5.2) held in February 2022 acknowledged the usefulness of plastics, it also noted that the problem of plastic pollution is global in scale and includes the contamination of our oceans. It was decided that an intergovernmental negotiating committee would be established in the second half of 2022 with the task of formulating a legally binding global agreement to be finalized by the end of 2024. In view of these developments, companies need to implement plastic resource circulation throughout the life cycles of their products.

The Fujitsu Group's Position

Aiming for Resource Circulation

The Fujitsu Group has a long-standing commitment to the "three R's" (reduce, reuse, recycle) relating to plastics and other resources. We are conducting ongoing discussions around resource circulation for our products, including reuse, recycling and the use of recycled materials, particularly in view of the acceleration of global action and the abovementioned announcement of Europe's new Circular Economy Action Plan in March 2020. We are continuing to promote the use of recycled plastics in our IT products, switching from plastic to cardboard packaging materials, and reducing the number of components used in our products while making them smaller, thinner, and lighter. Another focus for Fujitsu is the recycling of resources from used IT products and from waste generated at business sites. One of the targets we have been working towards in our Environmental Action Plan is the reuse of resources in used IT products. Having reached a resource reuse rate of over 90% for IT products used in business, we are now continuing our efforts by focusing on our management targets. In light of the urgent need to address the problem of plastic waste, as outlined above, we are promoting initiatives that target packaging materials and other plastic waste. Changes in our business model are also resulting in reduced volumes of waste as we bolster our efforts to further limit waste and recycle resources in order to make a stronger contribution to a society oriented toward resource circulation.

Responses to the Plastic Resource Circulation Act

In response to environmental changes, both in Japan and overseas, involving the waste from products that use plastic, there is increasing demand for resource circulation of plastic products. This ranges from limiting the use of plastic products through to having local and municipal governments recycle plastics for use in other products, and developing regimes that will promote voluntary plastics collection and recycling by businesses. In line with this trend, Japan promulgated the "Plastic Resource Circulation Act" in June 2021. This Act targets the plastics used in a wide range of products and promotes measures to recycle plastic resources in each stage of a product's life, from design right through to the treatment of plastic waste (3R + Renewable).

Fujitsu is designated as a "high-volume waste emitter" under the legislation, and as such, has set targets for recycling and limiting the production of plastic waste and is promoting activities in line with those targets.

Target: Promotion of zero-emissions activities for plastic waste and greater use of returnable plastics
FY2022 plastic waste volume: 1,347 tons

RELATED LINKS

> Improving the Resource Efficiency and Resource Circulation of Products and Product Recycling

> Reducing the Amount of Water Used

Improving the Resource Efficiency and Resource Circulation of Products and Product Recycling

Improving the Resource Efficiency and Resource Circulation of Products

Our Approach

As risks that threaten the sustainability of society and companies continue to rise, such as environmental destruction due to resource depletion and excessive mining, major fluctuations in resource costs around the world, and concerns about the supply of rare metals, the European Commission (EC) has established a new Circular Economy Action Plan (2.0) as a growth strategic pillar of the European Green Deal and is moving forward with measures to accelerate further implementation of resource efficiency into society. For example, the EC has proposed the Circular Electronics Initiative, as well as maintenance for the eco design directive, and is promoting a circular economy through the entire life cycle of products. This is a growing trend all over the world. We believe that from the perspective of recycling resources, it is important for us to make efficient use of the resources in the ICT products that we provide to customers. We have engaged in design that draws on the principles of reduce, reuse, and recycle, and have developed our products with technology that is effective in reducing the amount of resources we use. We are also making efforts to improve resource efficiency and reduce our environmental burden by designing products to be lighter and smaller, using recycled plastics, reducing the number of parts, enhancing ease of disassembly, and improving recyclability. Our goal is to offer such products so that they provide even the customer with benefits, whether it be by making these products smaller, more lightweight, or designing them so they take up less space.

FY 2022 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage X)	FY2022 result
Promoting improved resource conservation and recycling in our products and increasing resource efficiency in new products by 10% or more (compared to FY 2019).	Improved by 11.2%

Improving the Resource Efficiency of New Products

In FY 2012, the Fujitsu Group created its own definition of resource efficiency, as the Group had previously not had a system that could comprehensively and quantitatively evaluate improvements in resource efficiency, and due to the fact that there were as of yet no public indices that could measure resource efficiency.

In FY 2022, we continued to use our indicators to evaluate products newly developed by Fujitsu, and worked to reduce product part quantities and reduce product size through smaller, thinner, and lighter parts and higher-density mountings.

We Improved Resource Efficiency by 11.2%

By reducing the size and weight of our servers, PCs, network devices, and imaging devices, in FY 2022 we were able to improve resource efficiency by 11.2% with respect to efficiency in FY 2019.

Looking Ahead

In FY 2023 and beyond, Fujitsu will continue current initiatives, while expanding development of new lightweight, rigid materials and the use of recycled materials. We will also widely publicize the eco-friendliness of our products in order to expand sales.

REFERENCE INFORMATION Definition and Calculation of Resource Efficiency

Resource efficiency is evaluated by dividing the value of a production, by the environmental burden (in terms of use and disposal) of the elements (resources) comprising the products.

$$\text{Resource efficiency} = \frac{\text{Product value}}{\begin{array}{c}\text{Environmental burden from resource usage} \\ = \\ \Sigma (\text{Resource burden coefficient} \times \text{Resource usage volume})\end{array} + \begin{array}{c}\text{Environmental burden from resource disposal} \\ = \\ \Sigma (\text{Resource burden coefficient} \times \text{Resource disposal volume})\end{array}}$$

Definition of Each Item

Product value	To place emphasis on the valuation of reduction in environmental burden due to resource usage and disposal, product value is limited to those that related to resource usage and is set on a per-product basis. (Example of factor not considered: CPU performance improvements)
Resource burden coefficient	Environmental burden weighting coefficient that is specific to a particular resource and considers factors like exhaustibility, scarcity, and environmental impact from mining and disposal. Activities will begin with this figure set to a value of "1" for all resources.
Resource usage volume	Mass of each resource used in the product (excluding the mass of recycled plastic used).
Resource disposal volume	Mass od each resource disposed of (not reused) in connection with a post-use product (design value). Activities will begin with this figure set to a value of "0".

Examples of Initiatives in FY 2022

ARROWS Tab Q7312 balancing improved performance of the same sized laptop computer and resource efficiency

ARROWS Tab Q7312 is a high-end tablet device featuring a large screen ideal for a wide range of uses. It offers advanced functions and scalability for business and comes equipped with advanced security features including a TPM 2.0 security chip and (optional) fingerprint scanner. In addition to high-end features, the tablet only weighs about 1.2kg even when including the specialized slim keyboard.

In terms of the environment, ARROWS Tab Q7312 improves resource efficiency by 2.1% with the use of components made of recycled plastics. It is also Energy Star certified because of its reduced consumption of electricity.

By offering the ARROWS Tab Q7312 tablet featuring high-end specifications, scalability and improved resource efficiency, Fujitsu will contribute to a society that is equally considerate of both the environment and people.

ARROWS Tab Q7312/KB

> Introduction of Other Initiatives (Case Studies)

Product Recycling

Our Approach

The Fujitsu Group's recycling activities are based on the concept of Extended Producer Responsibility (EPR), which holds producers responsible for product design and manufacturing as well as disposal and recycling, and the concept of Individual Producer Responsibility (IPR), which holds a company responsible for its own products. Fujitsu is certified for area-wide disposal of industrial waste based on the Act to Promote Effective Utilization of Resources in Japan. In accordance with these concepts, Fujitsu Recycling Centers around Japan are entrusted to properly dispose of industrial waste, and one of Fujitsu's voluntary management indicators is "to reuse at least 90% of the resources in its ICT products for businesses."

Changes in Resource Reuse Rates of End-of-life Business ICT Products

Item	FY 2020	FY 2021	FY 2022
Resource reuse rate (%)	91.6	92.9	93.6

> Introduction of Initiatives (Case Studies)

Environmental Action Plan

Reducing the Amount of Water Used

Our Approach

The risk of a global water shortage is on the rise, due to such factors as climate change, the destruction of forests, and the economic growth and population boom in emerging and developing countries. Such a water shortage is a risk for companies as well, since it may very well affect the survival of their businesses. As such, it is important for us to recycle and reduce the amount of water we use.

Since the Fujitsu Group uses particularly large amounts of water in the manufacture of semiconductors and printed circuit boards, we believe it is necessary to reduce our water consumption in these areas especially. In addition to our general water conservation efforts, we have also worked to reuse and recirculate water, through methods such as pure water recycling and the reuse of rainwater. We are continuing our efforts to effectively use water resources in the Environmental Action Plan (Stage X).

FY 2022 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	FY2022 result
Adding policies to reduce water consumption and reducing water usage by at least 30,000 m³ by the end of FY 2022. (*1)	Water consumption was reduced 31,000 m³ (target for FY 2022: 19,000 m³)

(*1)   Target organizations: Japan; Fujitsu and Fujitsu Group offices (excluding data centers)
Overseas; Fujitsu and Fujitsu Group manufacturing sites

The policies we established in FY 2022 to reduce water usage include reducing the amount of water used in coating and cleaning processes, reviewing our water supply and wastewater through actions such as optimizing the water supply for our scrubbers, and upgrading air conditioners from water-cooled units to air-cooled units. We implemented these policies at each business site, plant, etc., so that we could make more efficient use of our water resources. As a result, in FY 2022 we reduced our water usage by 114,000 m³, which is 380% of the target of 30,000 m³ as was set in the Fujitsu Group Environmental Action Plan (Stage X).

Water Usage in FY 2022 was 6.15 Million m³★ (a 11% Reduction Compared to the Previous Fiscal Year)

The total amount of water we used in FY 2022 was 6.15 million m³ (output level per sales amount: 166 m³/100 million yen), a reduction of 11% compared to FY 2021. Additionally, 3.86 million m³ of that usage was recycled water, which was an increase of 14.3% in comparison to FY 2021. The total amount of water we used declined, so recycled water comprised 62.8% of our total water usage, a 13.8%pt increase from FY 2021.

Trends in Water Usage and Amounts of Recycled Water

★Indicator assured by third party

(10,000m³)

	2019	2020	2021	2022
Amount of recycled water	468	369	338	386
Water usage	991	677	689	615 ★

■ Water usage   ■ Amount of recycled water
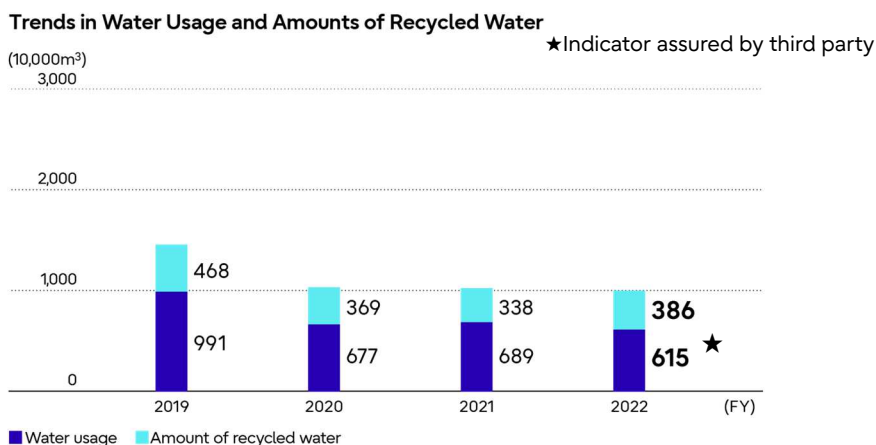
Activities to Conserve Water Resources in the Upstream Portion of the Supply Chain

Our Approach

We have also situated the conservation of water resources as a priority issue which we need to ask our suppliers to address, as well as the reduction of CO_2 emissions.

We have participated in the CDP Supply Chain program since FY 2018, in parallel with the above-mentioned activities. Based on our international environmental research activities, we are taking a more in-depth look at the activities of our primary suppliers to reduce CO_2 emissions and conserve water resources, and considering the issues and our policies.

We expect that having the entire supply chain work toward reducing emissions can produce even greater reduction effects (synergies), while also expanding the network of these activities through the supply chain to cover an even wider area spreading beyond national boundaries. Through efforts such as these, the Fujitsu Group hopes to help create a sustainable water environment.

FY 2022 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage X)	FY2022 result
Conservation of Water Resources: Request that Primary Suppliers Engage in Activities to Conserve Water	Requested that 676 of the Fujitsu Group's primary suppliers engage in activities to conserve water

Conservation of Water Resources: Requesting that Primary Suppliers Work to Conserve Water Resources as a Key Theme They Should Address

Against the backdrop of worsening water resource problems and growing international concern, in addition to continuing our work to reduce CO_2 emissions as pursued under the Fujitsu Group Environmental Action Plan (Stage VIII) from FY 2016 to FY2018, we situated the conservation of water resources as a priority issue which we need to ask our suppliers to address, starting in FY 2019. We reviewed the questions we posed on our environmental survey forms so that we would be able to understand the status of our suppliers' activities and their actual circumstances, and identified the challenges we will face in expanding our activities in the future.

Status of water risk assessments conducted by suppliers

Conducting assessments
28.7%

Not conducting assessments
71.3%

(multiple answers allowed)

Future plans to make requests 3.4%
No risks to water 19.4%
No need 20.2%
Unsure how to conduct assesments 19.4%
Lack of resources 7.6%
Other 13.9%
No reason given 25.3%

0%   25%   50%

*Non-responses were excluded
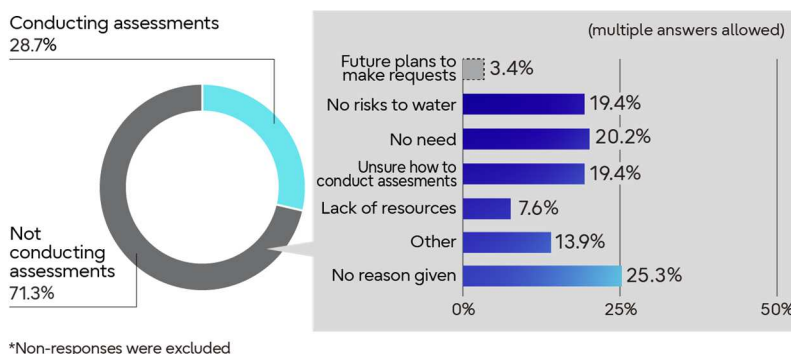
As many businesses are connected in the global supply chain, conservation of water resources is a relevant issue for any company. The first step in working to conserve water resources is to comprehend exactly what water risks are associated with one's own company. In our FY 2022 environmental survey, 28.7% of suppliers said that they were conducting water risk assessments, which is an increase from 25.7% last year. There was a

decrease in the percentage of responses from suppliers stating that conservation of water resources was not relevant to their operations compared to FY 2021, including "no water risks" (down from 23.6% to 19.4%) and "no need to conduct assessments" (down from 22.7% to 20.2%). Meanwhile, the response of not knowing how to assess water risks increased from 17.2% to 19.4%. We believe this is a reflection of increased awareness among suppliers that water risk assessments are an essential part of business operations.

In order to have suppliers think about conservation of water resources as a more familiar issue, we are offering the "Water Risk Assessment for Companies" document, which compiles materials on topics such as the importance of risk assessments, and introduces publicly available assessment tools. In the future, we will request that even more suppliers conduct water risk assessments and request that they work to conserve water resources.

"Water Risk Assessment for Companies" can be downloaded from the following sites.

> Japan
> Global

Contents of "Water Risk Assessment for Companies"

Living in Harmony with Nature (Conservation of Biodiversity)

Management Approach

Biodiversity loss poses an enormous global risk; an integrated response is vital to secure a carbon-neutral and nature-positive future

The Global Risks Report 2023 released by the World Economic Forum (WEF), ranks "Biodiversity loss and ecosystem collapse" as the fourth most severe, long-term risk globally, recognizing biodiversity loss alongside climate change as an urgent and critical issue. Viewing the delivery of a nature-positive world as essential to addressing this issue, the G7 Summit held in June 2021 agreed on a G7 2030 Nature Compact, which includes a commitment to "halt and reverse biodiversity loss by 2030". Part 2 of the 15th Conference of the Parties to the UN Convention on Biological Diversity (CBD-COP15) held in December 2022 adopted the Kunming-Montreal Global Biodiversity Framework, which includes international targets for 2030. The framework establishes "23 Global Targets for 2030" aimed at the 2030 Mission "To take urgent action to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet" (excerpt). Business groups such as the World Business Council for Sustainable Development (WBCSD) and international environmental NGOs such as the World Wide Fund for Nature (WWF) have also announced a joint proposal with a target of achieving a nature-positive planet by 2030. Thus, it is now considered vital that we not only have carbon-neutral initiatives to counter climate change, but also integrated measures aimed at delivering nature-positive outcomes.

To deliver nature-positive outcomes, we have established a vision and a mid-term goal in line with international targets

Committed to delivering nature-positive outcomes, in 2022 the Fujitsu Group formulated its vision for 2050, its 2030 Mid-term Target, and its 2025 Short-term Target (Environmental Action Plan Stage XI) in line with international targets (Kunming-Montreal Global Biodiversity Framework).

- Vision for 2050: Create a world in harmony with nature, where "nature and biodiversity," which are fundamental to a sustainable society, are fully restored through digital technology.
- 2030 Mid-term Target: Reduce negative impacts on biodiversity by at least 25% (Base year : FY2020) in the area of company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.
- 2025 Short-term Target: Reduce negative impacts on biodiversity by at least 12.5% (Base year : FY2020) in the area of company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.

We will continue to implement activities to reduce negative impacts and increase positive impacts on biodiversity.

FY2022 Results

Target under the Fujitsu Group Environmental Action Plan (Stage X)	FY2022 results
To visualize and reduce the impact of corporate activities on ecosystems and on biodiversity	Establishment of a calculation method that uses Ecological Footprint (EF) as the indicator for visualizing the impact of corporate activities on biodiversity.

Establishment of a calculation method that uses Ecological Footprint (EF) as the indicator for visualizing the impact of corporate activities on biodiversity

Of the Global Targets for 2030 established by the Kunming-Montreal Global Biodiversity Framework adopted at CBD-COP15, one of the most relevant targets to the business sector is Target 15: "All businesses (public and private, large, medium and small) assess and report on their dependencies and impacts on biodiversity, from local to global, and progressively reduce negative impacts, by at least half and increase positive impacts, reducing biodiversity-related risks to businesses and moving towards the full sustainability of extraction and production practices, sourcing, and supply chains, and use and disposal." At the 24th meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA-24), assessment indicators for each target were also discussed and Ecological Footprint was proposed as one of the candidate indicators for Target 15.

In FY2022, we established a calculation method that uses the Ecological Footprint, (hereinafter referred to as "EF") selected as an indicator to assess negative impacts on biodiversity, to facilitate the comprehensive evaluation of all corporate activities. We used the method to identify significant negative-impact factors in EF assessment in association with the Group's corporate activities.

FY2022 Initiatives in Detail

Establishment of a calculation method that uses Ecological Footprint, an indicator for assessing the negative impacts of corporate activities on biodiversity

The Fujitsu Group selected EF as an assessment indicator for the following reasons:

1. EF is a component indicator for Target 15 of the Global Targets for 2030, proposed by SBSTTA-24, selected based on scientific findings.
2. All corporate activities can be comprehensively evaluated.

- CO-CHAIRS' SUMMARY AND PROPOSED LIST OF INDICATORS FOR CONSIDERATION IN DEVELOPING THE MONITORING FRAMEWORK
  FOR THE POST-2020 GLOBAL BIODIVERSITY FRAMEWORK

Goal/Milestone/Target[5]	Headline indicator	Summary of the assessment	Component indicator	Complementary indicators
Target 15. All businesses (public and private, large, medium and small) assess and report on their dependencies and impacts on biodiversity, from local to global, and progressively reduce negative impacts, by at least half and increase positive impacts, reducing biodiversity-related risks to businesses and moving towards the full sustainability of extraction and production practices, sourcing and supply chains, and use and disposal.	15.0.1 [Number of companies assessing and reporting on their][Quantified volumes of] Dependencies [and] impacts[, risks and opportunities] of businesses on biodiversity [and related human rights]	Relevance: Green Nationally feasible: Yellow Globally feasible with national disaggregation: Yellow Readiness: Red Summary: Relevant, not fully operational Most Parties felt that an indicator on dependencies and impacts was relevant; however, such an indicator would need to be further defined and elaborated. Parties suggested a number of adjustments to the indicator and/or alternative indicators	Tbc (will align with the Task Force for Nature-related Financial Disclosures) 15.4.1 Ecological footprint 15.4.2 Recycling rate	t15.1. CO_2 emission per unit of value added (SDG indicator 9.4.1) t15.2. Change in water-use efficiency over time (SDG indicator 6.4.1)

Source: CBD/SBSTTA/REC/24/2, March 27, 2022

In working on the calculation method, we used the Business & Biodiversity Interrelationship Map® (provided by Japan Business Initiative for Biodiversity (JBIB)) as the basis for extracting items that depend on and also have an impact on biodiversity, and determined the corresponding Activity Amount items, as set out in the table below.

- Table: Nature dependency and impact items in the Fujitsu Group and corresponding activity data

Life Cycle	Dependence on Nature	Impact on Nature	Activity Amount Item
Procurement	Consumes raw materials	-	Amount of resources used (biotic, abiotic)
	-	Emission into the atmosphere	Amount of CO_2 emitted
Design & Development / Manufacturing	Consumes water resources	-	Amount of water used
	Consumes chemical substances	-	Amount of PRTR, VOC handled
	Consumes energy	-	Amount of electricity purchased
			Amount of heavy oil Type A used
			Amount of kerosene used
			Amount of gasoline used
			Amount of light oil used
			Amount of natural gas used
			Amount of city gas used
			Amount of LPG used
			Amount of LNG used
			Amount of district heating and cooling supply used
	-	Emission into the atmosphere	Amount of CO_2 emitted
			Amount of NOx, SOx emitted
			Amount of PRTR, VOC emitted
			Amount of waste incinerated
	-	Discharge into water bodies	Amount of BOD, COD emitted
			Amount of PRTR emitted
	-	Discharge into the ground	Amount of waste to landfill
Logistics & Sales	Consumes energy	-	Amount of energy consumed
	-	Emission into the atmosphere	Amount of CO_2 emitted
Usage	-	Emission into the atmosphere	Amount of CO_2 emitted
Other	-	Land used for business	Business site area

We then established an EF calculation method, using the above Activity Amount items as inputs.

We used life cycle inventory (LCI) data to convert resource use and some of the other Activity Amount items to Corporate Activity items corresponding to EF coefficients. Where an EF coefficient cannot be directly used for certain Corporate Activity items such as use of water resources, this is reflected in the EF calculation by using additional conversion logic based on scientific knowledge and expanded from the original EF.

Integrated Assessment of Corporate Activities by Ecological Footprint (EF) in Fujitsu Group

Activity Amount Item

- Amount of biotic resources used — LCI data base
- Amount of abiotic resources used — LCI data base
- Amount of chemical substances (PRTR, VOC) used — LCI data base
- Amount of all types of energy consumed — LCI data base
- Amount of water used
- Amount of chemical substances (PRTR, VOC) emitted
- Amount of BOD, COD emitted
- Amount of NOx, SOx emitted
- Amount of waste to landfill
- Amount of waste incinerated
- Amount of CO_2 emitted
- Business site area

Corporate Activity

- Use of biotic resources (FG*1, SC*2)
- Use of land (FG, SC)
- Use of water resources (FG, SC)
- Emission of chemical substances (FG)
- Emission of BOD, COD (FG)
- Emission of NOx, SOx (FG)
- Discharge of waste (FG)
- Emission of CO_2 (FG, SC)

Intermediate conversions:
- Convert to watershed forest area
- Convert the amount of diluting water to continental-shelf area
- Convert the amount of diluting water to continental-shelf area
- Convert to forest absorption area
- Convert to landfill area

EF coefficient (multiple)

EF Land Category

- Built-up land
- Cropland
- Grazing land
- Forest product Footprint
- Fishing grounds
- Carbon Footprint

FG*1: Fujitsu Group, SC*2: Supply Chain

Identifying of Significant Negative-Impact Factors in EF Assessment

The results of our EF assessment of the Fujitsu Group's corporate activities show that CO_2 emissions in the Group and its value chain account for 92% of factors. Use of water resources account for the remaining 8%, mainly attributable to energy consumption. We are therefore able to establish that CO_2 emissions and energy consumption together account for 99% of factors. This means that activities aimed at reducing GHG emissions, such as energy conservation and the introduction of renewable energy, can also reduce the Ecological Footprint. In short, this is evidence that the Group's climate change measures are proving effective in reducing the negative impact on biodiversity. The FY2022 results showed a 4 % reduction in comparison to FY2020 (*1).

*1   EF coefficients are fixed for comparison.

EF Calculation Results in Fujitsu Group (FY2020) - Percentage by Corporate Activity -

90% of this amount is attributable to energy use

- Water resource use (FG, Supply Chain) 8%
- Emission of CO_2 (FG) 10%
- Emission of CO_2 (Supply Chain) 82%
- Other activities: Close to 0%
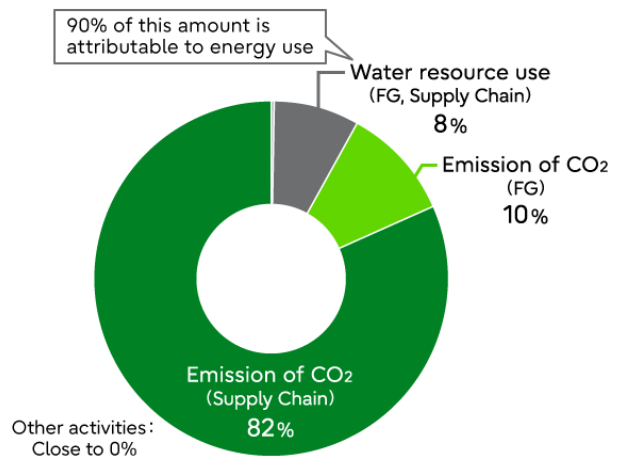
Environmental Data

Global Warming Prevention

GHG Emissions Report Based on GHG Protocol ★ Indicators assured by third party

Indicator		FY2019	FY2020	FY2021	FY2022
Upstream (Scope 3) [ktons-CO_2]					
	Purchased goods and service	1,551 (*4)	1,192 (*4)	1,304 (*4)	1,361 ★
	Capital goods	9	15	13	11
	Fuel and energy-related activities not included in Scopes 1 and 2	133	99	94	85
	Transportation and distribution (Upstream)	64	53	71	44
	Waste generated in operations	N/A (*3)	N/A	N/A	N/A
	Business travel	155	27	23	48
	Employee commuting	52	5	6	5
	Leased assets (Upstream)	115	88	64	72
Reporting company (Scope 1, 2) [ktons-CO_2]					
	Direct emissions (Scope1)	87	75	70	65 ★
	Indirect emissions from energy sources (Scope2)	715 (*1) 663 (*2)	583 (*1) 540 (*2)	530 (*1) 428 (*2)	476 (*1) ★ 341 (*2) ★
Downstream (Scope 3) [ktons-CO_2]					
	Transportation and distribution (Downstream)	N/A	N/A	N/A	N/A
	Processing of sold products	14	12	16	16
	Use of sold products	3,791	3,899	5,588 (*4)	3,693 ★
	End-of-life treatment of sold products	N/A	N/A	9 (*4)	5 ★
	Leased assets (Downstream)	N/A	N/A	N/A	N/A
	Franchises	N/A	N/A	N/A	N/A
	Investment	N/A	N/A	N/A	27
Scope3 total [ktons-CO_2]		5,884	5,390	7,157	5,367

*1 Location-based
*2 Market-based
*3 N/A : Not Applicable
*4 In line with the improvement in the accuracy of data collection, we have retroactively adjusted the figures.

Environmental Data
Material Balance

Environmental impact of business activities ★ Indicators assured by third party
INPUT

Stage		Unit	FY2019	FY2020	FY2021	FY2022
Design / Procurement / Manufacturing / Development	Raw Materials					
	Metal	ktons	19	12 (*5)	11	11
	Plastic	ktons	7	4 (*5)	5	3
	Others	ktons	13	8 (*5)	9	7
	Chemical Substances (*1)					
	VOC	ktons	0.6	0.3	0.3	0.3
	PRTR	ktons	9.6	9.8	9.5	7.9
	Water					
	Water usage	Million m³	9.91	6.77	6.89	6.15★
	Energy (*2)					
	Total	PJ	6.89	5.88	5.57	5.09★
	Purchased electricity	GWh	1,477	1,240	1,165	1,062
	Heavy oil, kerosene, etc.	kL	3,570	2,898	2,593	2,440
	LPG, LNG	tons	2,115	2,078	1,982	1,929
	Natural gas, city gas	Million m³	28.93	25.24	24.99	22.89
	District heating and cooling	TJ	37	52	42	39
Distribution / Sales	Energy					
	Fuel (light oil, gasoline, etc.)	PJ	0.95	0.77	1.03	0.63
Usage	Energy					
	Electricity	GWh (PJ) (*6)	8,224 (29.61)	10,171 (*5) (36.61)	12,672 (*3) (45.62)	10,455 (37.64)
Collection / Reuse / Recycling	Resources recycling rate	%	91.1	91.6	92.9	93.6
	Amount processed	tons	3,210	2,991	2,393	1,996

OUTPUT

	Stage	Unit	FY2019	FY2020	FY2021	FY2022
Design / Procurement / Manufacturing / Development	Raw Materials					
	CO_2 emissions	ktons-CO_2	450	305 (*5)	312 (*3)	201
	Chemical Substances (*1)					
	VOC	tons	161	135	157	161★
	PRTR	tons	8	6	6	5★
	Atmospheric Release					
	Total GHG emissions	ktons-CO_2	802	658	600	540★
	CO_2 (*3)	ktons-CO_2	795	653	598	538★
	GHG other than CO_2 (PFCs, HFCs, SF_6, NF_3, others)	ktons-CO_2	7	5	2	2★
	NOx	tons	47	26	10	33
	SOx	tons	1	1	0.3	0.3
	Water Discharge					
	Total	Million m^3	9.06	6.48	6.68	5.13
	BOD	tons	274	303	301	219
	COD	tons	35	9	15	12
	Waste					
	Amount of Waste Generated	ktons	15.7	11.0	12.5	11.6★
	Thermal recycling volume	ktons	2.8 (*3)	1.5 (*3)	1.8 (*3)	1.7★
	Material recycling volume	ktons	12.3 (*3)	9.0 (*3)	10.0 (*3)	9.4★
	Disposal volume	ktons	0.6	0.5	0.7	0.5★
Distribution / Sales	Atmospheric Release					
	CO_2	ktons-CO_2	64	53	71	44
Usage	Atmospheric Release					
	CO_2	Million tons-CO_2	3.79	3.90	5.59 (*3)	3.69★

*1 Substances that qualify as both a PRTR targeted chemical and a VOC are included under "VOCs" only.
*2 We used the calorific value conversion factor of 9.97 MJ/kWh specified by the Act on the Rational Use of Energy (Energy Conservation Act) to disclose the value of electricity consumption converted to primary energy, but we have changed the method to disclose the value without conversion to primary energy from this fiscal year.
*3 In line with the improvement in the accuracy of data collection, we have retroactively adjusted these figures.
*4 Location-based
*5 Figures have been revised due to changes in business areas.
*6 We used to disclose the primary energy conversion value of electricity consumption in PJ units using the calorific conversion factor specified by the Act on the Rational Use of Energy (Energy Conservation Act), but we have changed the method to disclose the value without primary energy conversion.

Environmental Performance Data Calculation Standards

- Applicable Period: April 1, 2022 – March 31, 2023

Fujitsu Group Environmental Action Plan (Stage X)

Boundary : Refer to 5 -3 -4 in this Book

Target Item	Indicator	Unit	Calculation Method

Reduce greenhouse gas (GHG) emissions from business sites each year by 4.2% or more, compared with the base year of FY2013.	GHG emissions	tons-CO_2	• Amount of CO_2 emissions:
			① Fuel, gas and heat supplied
			Σ[(Annual consumption of fuel oil, gas and heat supplied) x CO_2 conversion factor for each type of energy*]
			*CO_2 conversion factor: Conversion factor based on the Act on Promotion of Global Warming Countermeasures
			② Electricity
			Annual electricity consumption x CO_2 conversion factor (for location and market calculations)
			• Location-based:
			  • Japan: Usage of 0.436 tons-CO_2/MWh in FY 2021 (Source: Adjusted emission factors published on February 13, 2023 from the Electric Power Council for a Low Carbon Society)
			  • Overseas: Latest IEA value (IEA Emissions Factors 2022)
			• Market-based:
			  • Japan: FY 2021 emission factors for each power producer are used (adjusted emission factors) (Source: GHG Emissions Accounting, Reporting, and Disclosure System List of Emission Factors by Power Producer)
			  • Overseas: Value of the power company or the latest IEA value (IEA Emissions Factors 2022)
			
			• Greenhouse gas emissions other than energy-derived CO_2: Annual emissions of greenhouse gases (Non-energy source CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3) other than energy-derived CO_2 at Atsugi Research Laboratories of FUJITSU LIMITED and SHINKO ELECTRIC INDUSTRIES CO., LTD..
			Σ [Annual emissions for each type of gas[*1] x Global warming potential for each gas[*2]]
			*1 Based on the calculation method used by the appliances and electronics industries: Amount of each gas used (or purchased) x Reactant consumption rate x Removal efficiency, etc.
			*2 Global Warming Potential (GWP): IPCC (Intergovernmental Panel on Climate Change) Fourth Assessment Report "Climate Change 2007"

	Rate of reduction of GHG due to voluntary efforts	%	(Total amount of GHG reductions due to voluntary efforts / total amount of GHG emissions in the previous fiscal year) × 100
Improve PUE (Power Usage Effectiveness) of our data centers by 3%, compared with FY 2017.	Rate of PUE improvements	%	• PUE = Σ (Total DC energy consumption) ÷ Σ (Total IT device energy consumption) Σ: Combined total energy of the 23 main DCs • Rate of improvement (%) = (Base fiscal year PUE - PUE for the current fiscal year) ÷ Base fiscal year PUE x 100 Base fiscal year: FY 2017
Increase renewable energy usage to 16% of total electricity.	Ratio of renewable energy use	%	Ratio of the total amount of electricity generated by the company and purchased from outside using renewable energy (Solar, wind, hydro, biomass, geothermal, etc.) used in the fiscal year to the amount of electricity used in the fiscal year

Reduce CO_2 emissions due to power consumption during product usage by 17% or more, compared with FY2013.	Rate of reduction in CO_2 emissions when products are used	%	Rate of reduction in GHG emissions based on FY 2013 emissions, as calculated under Scope 3: Use of products sold downstream

Promote eco design for resource saving and circulation and increase resource efficiency of newly developed products by 10% or more, compared with FY 2019.	Rate of improvement of resource efficiency of new products	%	• The average rate of improvement of resource efficiency (versus FY 2019) of products*.
			   * Hardware products under the Fujitsu Brand, newly developed between FY 2021 and FY 2022. Excludes products not designed by Fujitsu (OEM products) and products designed under customer specifications.
			   * Refer to "Improving resource efficiency of products" for the resource efficiency calculation method.

Reduce water usage by 30,000 kiloliters or more by implementing water resource conservation measures.	Amount of water usage reduction	m^3	Take the accumulated impact (actual or estimated) of water use reduction measures implemented at each business site, and calculate the amount of reduction for the relevant fiscal year

GHG Emissions Amount Report based on GHG Protocol

Indicator		Unit	Calculation Method
Upstream (Scope 3)	Purchased goods and services	tons-CO_2	Components purchased during the fiscal year x Emissions per unit of purchase (Source: Embodied Energy and Emissions Intensity Data (3EID) published by the National Institute for Environmental Studies Center for Global Environmental Research) The procurement volume is for the Fujitsu Group's centralized purchasing and does not include voluntary procurement by each Group company
	Capital goods	tons-CO_2	Total amount of acceptance inspection of construction objects in the fiscal year × emission intensity (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.2 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry)
	Fuel and energy-related activities (not included in Scope 1 or 2)	tons-CO_2	Annual amounts of fuel oil and gas, electricity and heat purchased (consumed) mainly at business sites owned by Fujitsu x Emissions per unit (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.1 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Based on the Japanese emissions intensity database, IDEA v2.3 (For calculating greenhouse gas emissions in the supply chain)
	Transportation and distribution (upstream)	tons-CO_2	Transportation of goods within Japan: CO_2 emissions related to the transportation of goods within Japan by the Fujitsu Group * CO_2 emissions related to domestic transportation by the Fujitsu Group, based on the Act on the Rational Use of Energy as a source. The fuel economy method (for some vehicles) or the improved ton-kilometer method (vehicle, rail, air)
		tons-CO_2	International transport/overseas local transport: transportation ton-kilometer x Emission per unit (Source: GHG protocol emissions coefficient database)
	Waste generated in operations	tons-CO_2	Annual amounts of waste (discharged mainly by business sites owned by Fujitsu) processed or recycled, by type and processing method x Emissions per unit of annual amount of waste processed or recycled (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.2 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Based on the Japanese emissions intensity database, IDEA v2.3 (For calculating greenhouse gas emissions in the supply chain)

	Business travel	tons-CO_2	(By means of transport) Σ(Transportation expense payment x Emissions per unit) (Source: Basic Guidelines for Calculating Greenhouse Gas Emissions Via Supply Chains Ver. 2.3 and Emissions per Unit Database Ver. 3.1 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry)
	Employee commuting	tons-CO_2	For portions of commute by public transportation: (By means of transport) Σ (Transportation expense payment x Emissions per unit) (Source: Same as above) For portions of commute by private automobile: Σ (Transported persons-kilometer x Emissions per unit) (Source: Same as above) Transported persons-kilometer : calculated from transportation expense payment, price of gasoline, and fuel efficiency
	Leased assets (Upstream)	tons-CO_2	Annual amounts of fuel oil, gas, electricity, and heat consumed mainly at leased business sites x Emissions per unit of fuel oil, gas, electricity, and heat consumed (Sources – Japan: Act on Promotion of Global Warning Countermeasures – GHG Emissions Accounting, Reporting, and Disclosure System; Overseas: IEA CO_2 Emissions from Fuel Combustion Highlights 2021)
Reporting company (Scope 1, 2)	Direct emissions	tons-CO_2	Amount of CO_2 emissions from the consumption of fuel oil and gas (burning of fuel) and GHG emissions other than CO_2, mainly at business sites owned by Fujitsu * For the calculation method, see "Reduce greenhouse gas (GHG) emissions from business sites each year by 4.2% or more" in the Environmental Action Plan (Stage X)
	Indirect emissions from energy sources	tons-CO_2	CO_2 emissions from the consumption (purchase) of electricity and heat mainly at business sites owned by Fujitsu * For the calculation method, see "Reduce greenhouse gas (GHG) emissions from business sites each year by 4.2% or more" in the Environmental Action Plan (Stage X).
Downstream (Scope 3)	Processing of sold products	tons-CO_2	Intermediate product sales volume[1] x Emissions per unit of processing volume[2] *1 Intermediate product sales volume: Fujitsu's device solution sales *2 Emissions per unit of processing volume: Calculated from Fujitsu's FY 2015 assembly plant data
	Use of sold products	tons-CO_2	Electricity consumption during product use [3] x Emissions per unit electricity [4] *3 Electricity consumption during product use: Calculated as power consumption per unit of each major product shipped in the fiscal year[1] during the estimated time of use x Units shipped for the subject fiscal year. Electricity usage for the anticipated usage time per product unit is calculated as electricity consumed (kW) x Time used (h / Days) x Number of days used / Year x Number of years used. Time used (h), number of days used per year, and number of years used are set according to Fujitsu's internal scenarios *4 Emissions intensity: • Japan: Usage of 0.436 tons-CO_2/MWh in FY 2021 (Source: Adjusted emission factors published on February 13, 2023 from the Electric Power Council for a Low Carbon Society) • Overseas: Latest IEA value (IEA Emissions Factors 2022)
	End-of-life treatment of sold products	tons-CO_2	Σ (Weight of major products sold during the fiscal year [1] by type (t) x Percentage of waste by type and treatment method (%) [5] x Emissions intensity by type and treatment method (tCO_2e/t)) (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.3 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. The emission intensity includes the transportation stage of waste.) *5 The percentage by type of waste and disposal method is calculated based on the waste disposal results of our company Recycling Center in the previous fiscal year for products sold, and based on the waste disposal results of the PC3R Promotion Association for the current fiscal year for other products collected.

Response to Environmental Risks: Environmental Liabilities

Indicator	Unit	Calculation Method
Cost of environmental liabilities	Yen	1. Asset retirement obligation (Only asbestos removal cost related to facility disposal) 2. Cost for soil contamination countermeasures 3. Disposal processing cost for waste with high concentration of PCB (polychlorinated biphenyl)

Response to Environmental Risks: Preventing Soil and Groundwater Pollution

Indicator	Unit	Calculation Method
Measured value of groundwater pollution	mg/L	The highest value in the fiscal year for substances detected at levels exceeding regulated levels set in the Soil Contamination Countermeasures Act, etc., at monitoring wells at the boundaries of sites where past business activities have resulted in soil contamination

Material Balance

Boundary : Refer to the "List of Organizations Covered by the Report on Environmental Activities" or 5-3-5-10~5-3-5-13 in this book.

Indicator			Unit	Calculation Method
INPUT				
Design/ Procurement/ Manufacturing/ Development	Raw Materials		tons	Material inputs to our major products *[1] shipped from plants in the fiscal year (raw materials per unit for each product x The number of units shipped in the fiscal year)
	Chemical Substances	Volume of substances subject to VOC emissions restrictions	tons	Of the 20 VOCs (Volatile Organic Compounds) specified in the environmental voluntary action plans of the four electrical and electronic industry associations*[2], total amounts handled are provided for those substances handled in quantities exceeding 100 kg annually per substance at individual business sites, including overseas sites Substances subject to VOC emissions controls that are also covered by the PRTR law are included in the section on substances subject to VOC emissions controls
		Volume of PRTR-targeted substances	tons	Of the substances covered by the PRTR law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environmental and Promotion of Improvements to the Management Thereof), totals are provided for those substances handled in quantities exceeding 100 kg annually per substance per business site, including overseas sites
	Amount of water used		m^3	Annual use of clean water, industrial water and groundwater (not including groundwater used for melting snow or extracted for purification.)
	Amount of Recycled water		m^3	Annual amount of water used for manufacturing and other purposes once, then recovered, processed, and used again for manufacturing and other processes.
	Energy consumption (calorie basis)		GJ	Σ [Purchased electricity + Local Heat Supply + (Annual consumption of fuel oil and gas) x Thermal conversion factor for each type of energy*] * Thermal conversion factor (Heating value unit): According to the "Act on the Rational Use, etc., of Energy," conversion factors from each supplier or 44.8 GJ/1000 m^3 were used for town gas.

		Purchased electricity	MWh	Annual electricity purchases
		Bunker A, fuel oil, light oil, benzine, gasoline	kL	Annual fuel oil usage (or purchases)
		Natural gas	m^3	Annual natural gas usage (or purchases)
		Town gas	m^3	Annual town gas usage (or purchases)
		LPG	tons	Annual LPG usage (or purchases)
		LNG	tons	Annual LNG usage (or purchases)
		District heating and cooling	GJ	Annual district heating and cooling (cold and hot water for cooling and heating) usage (or purchases)
Distribution / Sales	Energy consumed for transport		GJ	Total value of transport energy consumption for Fujitsu[1] and Fujitsu Group companies [2] [1] Fujitsu (domestic transport): Energy consumption related to domestic transport by the Fujitsu Group, based on the Act on the Rational Use of Energy "Logistics." [2] Fujitsu Group Companies: Calculated from the transport CO_2 emissions from OUTPUT (distribution and sales) using the ratio of Fujitsu (domestic transport) transport energy consumption to transport CO_2 emissions.
Use of sold Products	Energy	Electricity	GWh	Electricity consumed in connection with major products [1] shipped from plants during the fiscal year (Amount of electricity used for time estimated per product unit x Units shipped in the fiscal year) ＊Unit conversion factor : Physical quantity is used for energy conversion of electric power quantity (3.6MJ/kWh)."
			PJ	
Recycling of resources	Resource recycling rate		%	Based on the calculation method provided by JEITA, recycled components and resources are calculated as a percentage of the weight of used products processed in Japan. Excludes collected waste other than used electronic products.
	Processed volume		tons	
OUTPUT				
Design/ Procurement/ Manufacturing/ Development	Raw Materials	CO_2 emissions	tons -CO_2	CO_2 emissions related to all stages from resource extraction through processing into raw materials (CO_2 emissions equivalent for raw materials used per product unit x Units shipped in the fiscal year) for the raw materials used in major products[1] shipped from plants in the fiscal year
	Chemical Substances	Volume of substances subject to VOC emissions restrictions	tons	Of the 20 VOCs (Volatile Organic Compounds) specified in the environmental voluntary action plans of the four electrical and electronic industry associations[2], total amounts released are provided for those substances handled in quantities exceeding 100 kg annually per substance at individual business sites, including overseas sites. Substances subject to VOC emissions controls that are also covered by the PRTR law are included in the section on substances subject to VOC emissions controls.
		Volume of PRTR-targeted substances released	tons	Of the substances covered by the PRTR law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof), released totals are provided for those substances handled in quantities exceeding 100 kg annually per substance per business site, including overseas sites. It is the sum of air emissions and water emissions.

	Atmospheric pollution	CO_2 emissions	tons-CO_2	* For the calculation method, see "Greenhouse gas emissions (CO_2 emissions) from business sites" in the Environmental Action Plan (Stage X).
		GHG emissions other than CO_2	tons-CO_2	* For the calculation method, see "Greenhouse gas emissions (GHG emissions other than CO_2) from business sites" in the Environmental Action Plan (Stage X).
		NOx emissions	tons	NOx concentration (ppm) x 10^{-6} x Dry gas emissions (m^3N/hr) x Operating time (hr/yr) x 46/22.4 x 10^{-3}
		Sox emissions	tons	SOx concentration (ppm) x 10^{-6} x Dry gas emissions (m^3N/hr) x Operating time (hr/yr) x 64/22.4 x 10^{-3}
	Water Discharge	Wastewater discharges	m^3	Annual water discharge into public waterways and sewers (not including groundwater used for melting snow, but including groundwater extracted for purification when the amount of water is known)
		BOD emissions	tons	BOD concentration (mg/l) x Water discharges (m^3/yr) x 10^{-6}
		COD emissions	tons	COD concentration (mg/l) x Water discharges (m^3/yr) x 10^{-6}
	Waste	Amount of waste generated	tons	Total value obtained by adding the total amount of effective utilization (thermal recycling, material recycling) and the amount of waste processed
		Thermal recycling volume	tons	Among all types of waste put to effective use, the total volume used in thermal recycling * Thermal recycling: Recovery and use of the heat energy generated by incinerating waste
		Material recycling volume	tons	Among all types of waste put to effective use, the total volume used in material recycling * Material recycling: Processing of waste to facilitate its reuse, and re-use of processed waste as material or raw materials for new products
		Disposal volume	tons	Volume of industrial and general waste processed by, for example, landfilling or simple incineration
Distribution / Sales	Atmospheric Release		tons-CO_2	For the calculation method, see "Transportation and distribution (upstream)" in the GHG Emissions Amount Report based on GHG Protocol.
Use of sold Products	Atmospheric Release		tons-CO_2	For the calculation method, see "Use of sold products" GHG Emissions Amount Report based on GHG Protocol.

*1 Major products: Personal computers, servers, workstations, storage systems, printers, financial terminals, retail terminals, routers, LAN access equipment, access network products and mobile phone base stations.

*2 Four electrical and electronic industry associations:
The Japan Electrical Manufactures' Association (JEMA), Japan Electronics and Information Technology Industries Association (JEITA), Communications and Information Network Association of Japan (CIAJ), and Japan Business Machine and Information System Industries Association (JBMIA).

List of Organizations Covered by the Report on Environmental Activities in FY2022

Organizations covered by the report

The coverage is of Fujitsu itself plus a total of 82 companies centering on consolidated subsidiaries that have built environmental management systems. The table below shows the organizations[1] for which individual performance data is gathered.

*1 The following company names are as of March 31, 2023.

Organizations covered by each Indicators

①GHG emissions : All Fujitsu Group business sites

②Scope 1, 2   : Fujitsu and the Fujitsu Group's own offices and managed rental offices

③Energy   : Fujitsu and the Fujitsu Group's own offices and managed rental offices

④Water   : Japan; Fujitsu and Fujitsu Group offices excluded datacenters
                   Overseas; Fujitsu and Fujitsu Group manufacturing sites

⑤Waste   : Japan; Fujitsu offices excluded datacenters and Fujitsu Group manufacturing sites.
                   From FY 2021, waste plastics from rental offices are included in the calculation.
                   Overseas; Fujitsu and Fujitsu Group manufacturing sites

⑥Chemical   : Fujitsu and Fujitsu Group manufacturing sites
                   *The sites that handle less than 100 kg per substance per year are excluded.

⑦EMS   : Organizations with Environmental Management Systems (EMS). Including organizations
                   with voluntary EMS.

Headquarters

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	Fujitsu Limited	✔	✔	✔	✔	✔	✔	✔

Fujitsu Group companies in Japan (58companies)

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	FUJITSU HOME & OFFICE SERVICES LIMITED	✔						✔
2	Kawasaki Frontale Limited	✔						✔
3	Fujitsu Techno Research Limited	✔						✔
4	DIGITAL PROCESS LTD.	✔						✔
5	PFU LIMITED	✔	✔	✔	✔	✔	✔	✔
6	FUJITSU BANKING SOLUTIONS LIMITED	✔						✔
7	SHIGA FUJITSU SOFTWARE LIMITED	✔						✔
8	FUJITSU KAGOSHIMA INFORNET LIMITED	✔						✔
9	FUJITSU CLOUD TECHNOLOGIES LIMITED	✔						✔

10	G-Search Limited	✔						✔
11	FUJITSU FSAS INC.	✔						✔
12	FUJITSU COMMUNICATION SERVICES LIMITED	✔						✔
13	FUJITSU NETWORK SOLUTIONS LIMITED	✔						✔
14	Fujitsu Frontech Limited	✔	✔	✔	✔	✔	✔	✔
15	Fujitsu Japan Limited	✔	✔		✔			✔
16	FUJITSU SYSTEM INTEGRATION LABORATORIES LIMITED	✔						✔
17	FUJITSU TOKKI SYSTEMS LIMITED	✔						✔
18	FUJITSU DEFENSE SYSTEMS ENGINEERING LIMITED	✔						✔
19	FUJITSU LEARNING MEDIA LIMITED	✔						✔
20	FUJITSU RESEARCH INSTITUTE	✔						✔
21	FUJITSU CoWorCo LIMITED	✔						✔
22	TWO-ONE LIMITED	✔						✔
23	FUJITSU I-NETWORK SYSTEMS LIMITED	✔	✔	✔	✔	✔	✔	✔
24	Fujitsu Telecom Networks Limited	✔	✔	✔	✔	✔	✔	✔
25	FUJITSU IT PRODUCTS LIMITED	✔	✔	✔	✔	✔	✔	✔
26	Fujitsu Isotec Limited	✔	✔	✔	✔	✔	✔	✔
27	FUJITSU PERSONAL SYSTEM LIMITED	✔						✔
28	FUJITSU QUALITY LABORATORY ENVIRONMENT CENTER LTD.	✔						✔
29	Fujitsu Optical Components Limited	✔	✔	✔	✔	✔	✔	✔
30	FDK CORPORATION	✔	✔	✔	✔	✔	✔	✔
31	Transtron Inc.	✔	✔	✔	✔	✔		✔
32	SHINKO ELECTRIC INDUSTRIES CO. LTD.	✔	✔	✔	✔	✔	✔	✔
33	FUJITSU SEMICONDUCTOR LIMITED	✔						✔
34	FUJITSU CAPITAL LIMITED	✔						✔
35	FUJITSU DATA CENTER SERVICE CORPORATION	✔						✔
36	FUJITSU SEMICONDUCTOR MEMORY SOLUTION LIMITED	✔						✔
37	Fujitsu IT Management Partner Co. Ltd.	✔						✔
38	Fujitsu IS Service Limited	✔						✔
39	FUJITSU ADVANCED SYSTEMS LIMITED	✔						✔
40	FUJITSU SHIKOKU INFOTEC LIMITED	✔						✔
41	Ridgelinez Limited	✔						✔
42	FUJITSU NETWORK SERVICE ENGINEERING LIMITED	✔						✔
43	FUJITSU SOCIAL LIFE SYSTEMS LIMITED	✔						✔
44	Mobile Techno Corp.	✔						✔
45	Per Te Corporation	✔						✔
46	Care Net Ltd.	✔						✔
47	Fujitsu Advance Accounting service Limited	✔						✔
48	Fujitsu Harmony Limited	✔						✔

No.	Company name	①	②	③	④	⑤	⑥	⑦
49	AB System Solutions Limited	✔						✔
50	ZIS INFORMATION TECHNOLOGY CORPORATION	✔						✔
51	Fujitsu Yamagata Information Technology Limited.	✔						✔
52	BANKING CHANNEL SOLUTIONS Limited	✔						✔
53	IT MANAGEMENT PARTNERS LIMITED	✔						✔
54	YJK Solutions Co., Ltd.	✔						✔
55	Best Life Promotion Ltd.	✔						✔
56	Fujitsu Traffic & Road Data Service Limited	✔						✔
57	Fujitsu Engineering Technologies Limited	✔						✔
58	FITEC	✔						✔

Fujitsu Group companies worldwide (23 companies)

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	江蘇富士通通信技術有限公司 (Jiangsu Fujitsu Telecommunications Technology Co., Ltd.)	✔	✔	✔	✔	✔		✔
2	FUJITSU HONG KONG LIMITED	✔						✔
3	FUJITSU DO BRASIL LIMITADA	✔	✔	✔				✔
4	FUJITSU ASIA PTE LTD	✔						✔
5	FUJITSU NETWORK COMMUNICATIONS, INCORPORATED	✔	✔	✔	✔	✔		✔
6	Fujitsu North America, Inc.	✔	✔	✔				✔
7	FUJITSU BUSINESS TECHNOLOGIES ASIA PACIFIC LIMITED	✔						✔
8	FUJITSU AUSTRALIA LIMITED	✔	✔	✔				✔
9	Fujitsu Technology Solutions GmbH	✔	✔	✔				✔
10	南京富士通南大軟件技術有限公司 （Nanjing Fujitsu Nanda Software Technology Co., Ltd.)	✔						✔
11	FUJITSU SERVICES LIMITED	✔	✔	✔				✔
12	FUJITSU KOREA LIMITED	✔						✔
13	台湾富士通股分有限公司 (FUJITSU TAIWAN LIMITED)	✔						✔
14	富士通(中国)信息系統有限公司 (Fujitsu (China) Holdings Co., Ltd.)	✔						✔
15	富士通(西安)系統工程有限公司 (FUJITSU (XI'AN) SYSTEM ENGINEERING Co., Ltd.)	✔						✔
16	北京富士通系統工程有限公司 (Beijing Fujitsu System Engineering Co., LTD.)	✔						✔
17	FUJITSU Enabling Software Technology GmbH	✔						✔
18	富士通(中国)有限公司 (FUJITSU (CHINA) Co., Ltd.)	✔						✔
19	Fujitsu Finance America, Inc.	✔						✔
20	FUJITSU EMEA PLC	✔						✔
21	Fujitsu Systems Global Solutions Management Sdn. Bhd.	✔						✔

| 22 | FUJITSU CONSULTING INDIA PRIVATE LIMITED | ✔ | ✔ | ✔ | | | | |
| 23 | FUJITSU CONSULTING COSTA RICA, S.A | ✔ | | | | | | |

Global Responsible Business

ー Compliance ー

The Fujitsu Group recognizes the operation and maintenance of internal control systems, including compliance, is one of the most important management issues from the perspective of maintaining and improving corporate value. Therefore, we will ensure to keep all organizations in the group informed about the Code of Conduct guidelines in the Fujitsu Way.
Furthermore, in all our business activities, we shall be aware of and act with integrity at a high level of corporate ethics that respect international and local standards.

Compliance

Compliance

WHAT FUJITSU ASPIRES TO BE

Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness, and through those activities the Fujitsu Group becomes a trusted corporate group that is chosen by stakeholders for investment, business transactions, and employment and that fulfills its role as a model for society.

GOALS FOR FY2025

To ensure that the entire organization is familiar with the Fujitsu Way Code of Conduct, relating to compliance, the Global Compliance Program (GCP) will be implemented throughout the Group to instill a high level of awareness toward compliance. The management team will take the lead in fostering a corporate culture where no employees tolerate any kind of misconduct (Zero Tolerance). We will expand our corporate activities in accordance with the GCP and also seek the understanding of all stakeholders involved in our business

- Send out annual messages on the importance of compliance from management in Fujitsu's head office, including the CEO, and from the heads of Group companies in each country
- Provide annual compliance training to more than 100 business partners
- Prevent bribery and cartels from occurring

GOALS FOR FY2022

To further disseminate compliance-related part of the Fujitsu Way Code of Conduct throughout the entire organization, the Global Compliance Program is rolled out for the entire Fujitsu Group, thereby instilling a high level of compliance awareness in the organization, and the management is to take the lead in fostering a corporate culture where each employee does not tolerate any wrongdoings (Zero Tolerance).

- Deliver messages from the President or the Heads of each Business Group/Region on the importance of compliance (at least once a year)

Policies and Structure for Implementation

The Fujitsu Group has a compliance division under the General Counsel and carry out measures based on the Global Compliance Program (GCP) in cooperation with compliance offices in each region. In addition to fostering a corporate culture that each employee does not tolerate any wrongdoing, the Group is also implementing activities to promote a high level of compliance among all stakeholders in Fujitsu's business, including business partners. The results of these activities are reported to the Risk Compliance Committee, which was established based on "Policy on the Internal Control System" (*1), and raising awareness and ensuring of the Fujitsu Way Code of Conduct in Fujitsu Group are implemented in cooperation with the Board of Directors and Audit & Supervisory Board Members.

In each region, raising awareness and ensuring of the Fujitsu Way Code of Conduct are implemented in cooperation with the Region Risk Compliance Committee established as a subcommittee of the Risk Compliance Committee.

The operational status of the Global Compliance Program is regularly reported to the Risk Compliance Committee, the Region Risk Compliance Committee, and the Board of Directors. The development and operation of internal rules, education, and monitoring systems to comply with various laws and regulations related with Fujitsu Group's business are promoted under the practice and supervision of management.

*1 Policy on the Internal Control System (p.5-p.8)

Fujitsu Way Code of Conduct

The Fujitsu Way contains a Code of Conduct, which outlines the fundamental principles that all Fujitsu Group employees should abide by, as shown on the right.

Fujitsu has also refined its Fujitsu Way Code of Conduct, by developing the Global Business Standards (GBS) (*2) in 20 languages to serve as a guide on legally compliant behavior for all Fujitsu Group-affiliated employees worldwide, and applies the GBS uniformly across the Fujitsu Group.

   *2   Global Business Standards

Our employee evaluation criteria include assessing the level of an employee's embodiment of "Our Values" under the Fujitsu Way. One of the values is for employees to act with ethics, transparency and integrity. As such, employee personnel assessment and compensation reflect their level of compliance with the Code of Conduct.
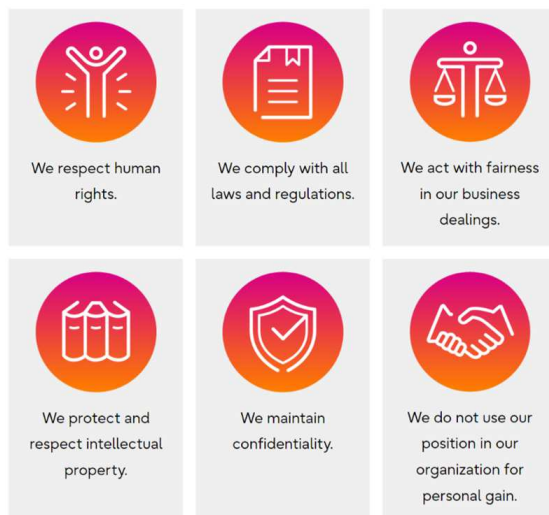
> Fujitsu Way
> Financial Well-being

Fujitsu Way Code of Conduct

Global Compliance Program

Fujitsu has developed the Fujitsu Global Compliance Program (GCP) to implement and disseminate the Fujitsu Way Code of Conduct and the GBS, and is working to maintain and improve the Fujitsu Group's global legal compliance structure. The GCP organizes our various compliance-related activities into five pillars in a systematic manner. The GCP promotes external understanding of Fujitsu's compliance structure and its compliance activities, in addition to clarifying what items Fujitsu needs to address on a continual basis. Based on this GCP, we implement various policies and initiatives in each region, taking into account factors such as each country/region's the legal systems and government institutions guidelines.

When implementing the GCP, we establish internal Group rules and assign a compliance officer in each region to be responsible for compliance activities and ensure the structure's implementation. We also continuously provide employees with various forms of training, with the goal of embedding the Fujitsu Way Code of Conduct and the GBS. In addition, we have established an internal whistleblower system in the event of compliance issues, and employees are required to immediately report compliance violations to the Risk Management & Compliance Division if they are discovered. We periodically verify the effectiveness of the GCP through measures such as risk assessment, audit, and reviews by external specialists, and continuously work towards improving the GCP.

Global Compliance Program

1. Establishing Policies and Procedures

Fujitsu Group's minimum requirements for internal rules that must be established by Fujitsu Group companies have been put together as the Fujitsu Group Global Policy. This policy establishes norms, rules, etc., after taking each country's law, culture, customs and other characteristics into account.

We have instituted the Rules for Compliance with the approval of the Risk Management & Compliance Committee, and expanded the Rules for Compliance into Japanese Group companies with the aim of thoroughly ensuring compliance and sustainably improving corporate value. In particular, under the above rule, we have established more specific, detailed rules and guidelines in the areas with significant impact on business; namely, antitrust law, anti-bribery, and antisocial forces.

For non-Japanese Group companies, in addition to the Fujitsu Group Global Policy, we have formulated global guidelines based on the approval of the Risk Management & Compliance Committee, and have had these guidelines adopted into the internal rules of each non-Japanese Group company. In addition to issuing General Compliance Guidelines which correspond to the above Rules for Compliance, we have also issued global guidelines which relate to competition laws and various guidelines which pertain to bribery prevention.

With regard to bribery and conflict of interest, in addition to principles defined in the GBS, we have established various internal rules that state the advance application and approval processes required for actions such as providing gifts and hospitality to government officials , receiving gifts and entertainment from business partners by our employees, giving donations, sponsorships and charitable contributions to various organizations, including political organizations, and facilitating payments. We also conduct compliance checks of organizations that receive donations and sponsorships. Furthermore, as one measure for conducting advance surveys and evaluation of transaction risk in regions and fields that are at a high risk for corruption, we perform due diligence at the time of starting new transactions. We screen our suppliers through steps such as requiring suppliers to complete questionnaires according to their risk level. We also require partners to abide by laws and regulations through contracts and other means.

Moreover, we have a new global rule that details the GBS principles regarding conflicts of interest, and have clarified specific matters to be addressed and their assessment criteria in FY2022.

2. Top-Level Commitment and Securing of Resources

Top management expresses its intentions to strive for compliance proactively and continuously through measures such as sending messages to employees. In doing so, Fujitsu puts the Code of Conduct and the GBS into practice and spread them throughout the entire Fujitsu Group.

The President himself has repeatedly sent out messages to all employees, both in Japan and overseas, declaring that Fujitsu will put an end to compliance violations such as collusion and the formation of cartels. Even overseas, regional heads and Group company top managers continuously send out messages emphasizing the importance of compliance and a corporate culture that has zero tolerance for wrongdoing.

Furthermore, Fujitsu established the annual Fujitsu Compliance Week which begins on December 9th runs until December 15th, to coincide with "International Anti-Corruption Day"(December 9th). During that week, compliance messages are simultaneously sent to employees by top management (including the CEO) at Fujitsu headquarters and the Heads of each business region, and Presidents of group companies in each country. We also release annually updated Compliance e-Learning to employees of all Group companies, and provide compliance-related activities planned for each region.

Additionally, we have assigned staff in charge of compliance operations in each region, and have formed a global network composed of staff in charge of risk compliance at each Fujitsu Group company. Based on these steps, we have established a system for operation of our Global Compliance Program. In FY2022, officers responsible for compliance in each region visited Japan for a discussion on a future global compliance policy.

Compliance officers' meeting

3. Training and Communication

The Fujitsu Group continuously conducts various training and communication activities for executives and employees in order to embed and implement the Fujitsu Way Code of Conduct, the Global Business Standards, and other internal rules.

We provide Compliance e-Learning for all Fujitsu Group executives and employees every year. The contents of this e-learning includes risk areas such as bribery, collusion, fraudulent accounting, and security export control. Moreover, in order to reflect the results of risk assessment and social conditions, the Compliance Division at Fujitsu headquarters and compliance staff from each region conduct an annual review of the e-learning. In 2022, compliance e-learning was conducted in 14 languages for all Fujitsu Group executives and employees (approximately 120,000 people). As of April 2023, 96.8% of all executives and employees have already taken the course.

In addition to the measures listed above, we conduct timely online training and e-learning in accordance with the risk level of each organizational level, region, and division. The training and e-learning is based on laws, customs, and actual business conditions in each country. Every year, Fujitsu and domestic Group companies hold compliance training sessions targeted at newly appointed executives. This training is conducted by lawyers from outside Fujitsu, and the company's legal and compliance divisions. For managers, we periodically conduct internal training where in-house instructors explain the importance of the Code of Conduct and compliance, in addition to discussing typical scenarios and difficult situations. We have also implemented compliance education as part of training for new employees. In addition to ensuring that new employees understand the importance of the Fujitsu Way Code of Conduct and the Global Business Standards, we continually provide education that focuses on specific risks in organizations such as sales divisions and legal division. In FY2022, we conducted compliance training for approximately 1,300 partner companies.

4. Reporting and Responding to Incidents

Establishing an Internal Whistleblower System

The Fujitsu Group has established an internally and externally accessible portal, operated as Fujitsu Alert, to receive internal whistleblower reports and consultation (including anonymous reports) from all Group employees (including board members, retirees, temporary transfers, contracted employees, part-time employees, dispatch workers, and others) and offer consultations. Group companies also maintain and operate separate internal whistleblower systems.

Through a web form or telephone hotline, Fujitsu Alert accepts reports on suspected wrongdoing or concern from all Fujitsu Group employees and external parties relevant to the Fujitsu Group, including customers and suppliers (anonymously, if applicable). Fujitsu Alert is available in 14 languages 24 hours a day, 365 days a year. Fujitsu Alert is also used to communicate (including submission of additional materials and receipt of comments from the Compliance Division) with the whistleblower regarding the contents of the investigation.

We have established a Compliance Line for Suppliers in Japan in order to receive reports from the suppliers who directly supply products, services, software and other goods to Fujitsu and domestic Group companies. Overseas, Fujitsu Alert also accepts reports from customers, suppliers, and other third parties.

> Fujitsu Alert

> Compliance Line for Suppliers in Japan

Fujitsu Alert is publicized to employees via periodic messages, compliance training sessions, websites, and posters. In addition, Fujitsu periodically confirms trends in the usage of Fujitsu Alert in order to ensure increased recognition for and confidence in the systems among employees.

Protection of Whistleblower

Employees are encouraged to report breaches or potential breaches of compliance of which they become aware. Furthermore, if employees are unsure of the appropriate action to be taken, they can seek advice from a supervisor in their division or a specialized division such as the legal division.

Anonymous reports can be submitted to Fujitsu Alert, and we handle information with the utmost care in order to preserve anonymity. Even in cases where the whistleblower is indirectly identified during investigation process, we strictly prohibit the adverse treatment of whistleblowers due to their reports, and any such adverse treatment will be regarded as an extremely serious breach of internal policies.

Response to Reports

When a breach of compliance is reported on Fujitsu Alert, we will conduct an internal investigation under the supervision of responsible managers who are licensed attorneys, and will cooperate with external attorneys when necessary. Fujitsu directly reports the results of its internal investigations to the Board of Directors and the Risk Management & Compliance Committee. These reports are made independent of the division and/or affiliated companies which are involved in the subject matter under investigation. Depending on the content of the report, the Compliance Division may delegate an investigation to other authorized divisions if deemed appropriate.

The Compliance Division will conduct an appropriate internal investigation in order to understand the facts and review possible countermeasures in accordance with applicable laws and professional standards. The internal investigation includes, but is not limited to, consideration of applicable laws, consideration of appropriate investigation steps, evaluation of collected evidence, documentation of investigation results, and reporting or escalation. Depending on the results of the investigation, Fujitsu provides feedback to the whistleblower if necessary based on applicable laws such as the data protection laws and business laws.

In the event that the investigation has verified problems according to the Code of Conduct, Global Business Standards, or other internal rules, we take corrective measures such as disciplinary action and reflect the results in personnel evaluations. In order to prevent similar problems from occurring in the future, we remind all parties of rules, revise systems, strengthen monitoring and supervision, and take other necessary measures.

The process for these investigations, etc., is also reviewed and improved at least once a year, including at the time of establishment of the annual plan under the Global Compliance Program and/or at the time of enactment or amendment of relevant laws.

Fujitsu may be either required by law or decide based on business judgement to provide information about compliance violations to certain government and/or judicial agencies (including, but not limited to, government investigative agencies or courts). When making such decisions, Compliance Division staff work together with managers and other relevant divisions as necessary.

Moreover, letters or emails received via platforms other than Fujitsu Alert are also reviewed for investigation of suspected compliance breach and corrective measures and response are taken as needed.

Total of Reports to Fujitsu Alert and Breakdown

In FY2022, 88 reports were submitted to Fujitsu Alert. Of these, there were no confirmed cases of corruption (bribery included) or legal disputes. The Fujitsu Group takes measures to prevent corruption following its Global Policy on Anti-Bribery and Anti-Corruption (*3) and thoroughly complies with the laws and regulations of each country.

	FY2022	
	Case reported	
		Number of disciplinary actions
Total number of cases	88	9
Human rights violations (harassment, discrimination, etc.)	24	2
Violation of laws or internal rules	9	2
No violations (*4)	15	-
Violation of Competition Act (bid rigging, cartels, etc.)	0	0
Violation of laws or internal rules	0	0
No violations	0	-
Bribery	0	0
Violation of laws or internal rules	0	0
No violations	0	-
Violation of conflicts of interest policy	6	3
Violation of laws or internal rules	3	3
No violations	3	-
Violation of the company's or customers' confidential information or personal information protection	9	0
Violation of laws or internal rules	4	0
No violations	5	-
Insider trading, money laundering	0	0
Violation of laws or internal rules	0	0
No violations	0	-
Other	49	4
Violation of laws or internal rules	13	4
No violations	36	-

*3 Global Policy on Anti-Bribery and Anti-Corruption (P.16-P.18)
*4 "No violations" in the chart includes cases under investigation as of the end of the fiscal year

Filing Reports with the Risk Management & Compliance Committee

When executives or employees become aware that compliance violations have occurred, or recognize signs that violations may occur, they are required by the risk management regulations to immediately file a report with the Risk Management & Compliance Committee and in accordance with the reporting system previously established by the head of the division. In addition, we periodically report to the Risk Management & Compliance Committee, the Board of Directors and Audit & Supervisory Board members concerning internal whistleblower reports and consultations, as well as our responses to major compliance issues. Please refer to the Fujitsu Group Integrated Report for the number of meetings of the Risk Management & Compliance Committee and the Board of Directors.

5. Monitoring and Reassessment

The Fujitsu Group conducts annual verification of the effectiveness of the Global Compliance Program through reviews of our risk assessment and internal auditing activities, and through reviews by external experts such as law firms. We are also working to continuously improve our Global Compliance Program based on the results of applicable reviews and audits, as well relevant social conditions. Please refer to the Risk Management page regarding our risk assessment activities.

The Compliance Division of Fujitsu headquarters continually assesses risk that mainly targets Group companies located in overseas countries and regions with a high risk of corruption. Through interviews with executives/employees and verification of internal rules and business processes, the Compliance Division analyzes the compliance risks of local businesses. It then proposes countermeasures in accordance with the actual contents and extent of risks, and supports the implementation of those countermeasures.

The status of risk assessment and implementation of the Global Compliance Program are periodically reported to the Risk Management & Compliance Committee, the Regional Risk Management & Compliance Committees, and the Board of Directors. The discussions and decisions made at these meetings are reflected and implemented in a timely manner to activities in the Global Compliance Program.

Initiatives for Security Export Controls

The export of goods and the transfer of technology that could be used for the development or production of weapons of mass destruction or conventional weaponry is controlled by an international framework for security export controls, with the objective of maintaining global peace and security. In Japan, regulations for security export controls are implemented under the Foreign Exchange and Foreign Trade Act (the Foreign Exchange Act).

In line with the Fujitsu Way Code of Conduct's stipulation that employees should comply with all laws and regulations, Fujitsu has enacted "Internal Compliance Program" on Security Export Control Regulations whose fundamental objective is the promotion of security export controls that are not only in accordance with the Foreign Exchange Act, but with the Export Administration Regulations (EAR) of the United States, which are applied extraterritorially.

Fujitsu has established a system in which the President serves as the designated Chief Security Export Control Officer, while the Security Export Control Office in the Corporate Governance and Compliance Unit serves as the organization that promotes security export control activities. The Security Export Control Office carries out all classification and transaction screening (verifying the country/region receiving the goods/technology, the intended application for it, and the identity of the client) for export of goods and the transfer of technology to overseas locations, where all necessary licenses are adequately obtained before shipment. In addition, in the "Internal Compliance Program" such process is established that legal violations shall be reported immediately. When conducting business, in order to prevent legal violations by misinterpretation of and/or overlook of related regulations, we coordinate closely with the Ministry of Economy, Trade and Industry, which has jurisdiction over export administration regulations.

In order to maintain this internal system for security export controls and keep it going, we continue to conduct regular audits and provide export controls training to all executives and employees.

With regard to all domestic and overseas Group companies, Fujitsu headquarters offer guidance about how to develop rules and establish frameworks for proper security export controls, provides educational support and audit support, and organizes gatherings within the Group for the purpose of information exchange, among other activities. In addition, since FY 2013, Fujitsu has been developing an e-Learning course that covers security export controls and is available in 20 languages for Group companies around the world.

System to Ensure Proper Financial Reporting

In the "Policy on the Internal Control System", which was resolved by the Board of Directors, Fujitsu stipulates the following points.

- The Company has, apart from the organization that prepares financial reports, an organization under the Chief Financial Officer responsible for establishing, operating, and evaluating internal control over Fujitsu Group financial reporting, to ensure the effectiveness and reliability of financial reports.
- These organizations create rules for establishing, operating, and evaluating internal control over the unified accounting policies shared throughout the Fujitsu Group and financial reporting.
- The organization responsible for establishing, operating, and evaluating internal control over financial reporting periodically reports to the Board of Directors and any other relevant person or organization the results of evaluations on the effectiveness of the internal control.

Status of operations

The organization responsible for internal control and internal audits has established the system and assesses internal control over financial reporting throughout the Fujitsu Group, and reports the activity status and assessment results to the Representative Director and CEO, Chief Financial Officer, Audit & Supervisory Board Members and the Board of Directors in accordance with the principles of the "Practice Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting" published by the Business Accounting Council.

Our Approach to Tax Matters

Tax Compliance

Tax compliance at the Fujitsu Group is carried out according to the Fujitsu Way Code of Conduct.

We understand the purpose and essence of each country's tax laws and treaties, as well as other guidelines such as those laid out in the Business Erosion and Profit Shifting (BEPS) Project led by the OECD, and abide by them. We strive to file tax returns and pay taxes appropriately. In transactions between related companies, we will comply with the general rule of an arm's length price and distribute profits appropriately.

Tax Governance

The Director who serves as the Chief Financial Officer is responsible for the proper filing and fulfilment of tax returns and obligations, management of tax risks, and optimization of tax expenses. Important matters and risks related to tax are reported to the management meeting and Board of Directors in a timely and appropriate manner for approval.

Transfer Pricing

We comply with the principle of arm's length pricing and distribute profits appropriately when conducting transactions between affiliated companies. We do not transfer business profits generated in countries/regions to countries/regions with low tax rates where we do not conduct business transactions.

Tax Planning

We do not engage in tax planning that is solely for the purpose of avoiding taxes without business purpose or business substance. Similarly, we will not use tax havens to transfer profits with the intention of avoiding taxes.

Relation with Tax Authorities

We strive to build a sound relationship with the tax authority in each country by conducting our business with ethics, transparency, and integrity in accordance with Our Values under the Fujitsu Way.

Based on the above, we aim to achieve proper tax management, in order to continuously improve corporate value.

Tax Information

Tax amount by region (FY2021)

(Unit: one hundred million yen)

	Domestic		Overseas (*6)				Total
			Europe	Americas	Asia Pacific	East Asia	
Amount of tax paid (*5)	549	54	11	14	21	7	603

*5 Figures are based on the Country-by-Country Report submitted to the Japanese tax authority, and not directly related to consolidated financial statements.

*6 Europe includes the Middle East and Africa. East Asia represents the sum of China, Taiwan, and Korea, while Asia Pacific includes other Asian countries and Oceania.

See here for the number of employees.

Company name and main business (as of the end of March 2022)

	Company Name	Main Business
Japan	Fujitsu Ltd. Fujitsu Japan Limited Fujitsu Fsas Inc. PFU Limited Fujitsu Telecom Networks Limited Fujitsu Frontech Limited Fujitsu Network Solutions Limited Fujitsu Isotec Limited Transtron Inc. Fujitsu I-Network Systems Limited Ridgelinez Limited Fujitsu Personal System Limited Shinko Electric Industries Co., Ltd. FDK Corporation etc.	· Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems · Manufacturing of network equipment, network systems, etc. · Planning of network system, consulting, and provision of construction management, operations, maintenance and services · Consulting and research related to digital transformation · Manufacturing of PC servers and development, manufacture and sale of printers · Development, manufacturing, sales and provision of services for ATM and retail systems · Development, manufacture and sales of semiconductor packages · Development, manufacturing and sales of various batteries and electronic components
Europe	Fujitsu Technology Solutions (Holding) B.V. Fujitsu Technology Solutions GmbH Fujitsu Services Holdings PLC Fujitsu Services Limited Fujitsu Finland Oy etc.	· Consulting and system construction, provision of various services related to maintenance and operation, and sale of equipment and software for information systems
Americas	Fujitsu Network Communications, Inc. Fujitsu America, Inc Fujitsu Consulting (Canada) Inc. SHINKO ELECTRIC AMERICA, INC. Fujitsu do Brasil Ltda. etc.	· Development, manufacturing, construction and provision of services related to network equipment and systems · Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems · Sale of semiconductor packages
Asia Pacific	Fujitsu Australia Limited FUJITSU ASIA PTE. LTD. Fujitsu Consulting India Private Limited Fujitsu New Zealand Limited Fujitsu Thailand Co. Ltd. etc.	· Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems
East Asia	Fujitsu Korea Ltd. FUCHI ELECTRONICS CO., LTD Fujitsu（China）Holdings Co., Ltd. XIAMEN FDK CORPORATION Beijing Fujitsu System Engineering Co., LTD. etc.	· Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems · Manufacturing and sale of electronic components · Manufacturing and sale of battery and electronic products

FY 2022 Performance

Compliance Training

- Compliance e-Learning for all officers and employees at the Fujitsu Group (Conducted in 14 languages for approximately 120,000 people): 96.8% of executives/employees have taken the course as of April 2023.

- Other e-Learning and on-demand training for different regions, companies, positions and/or functions (For example, training conducted for newly appointed executives, managers and overseas assignees, newly hired employees or sales employees).

- Conducted training on fair trade for approximately 1,300 partner companies

Security Export Controls

- Regular internal audits: 30 divisions within Fujitsu

- Seminars for employees responsible for export controls at Group companies: 39 domestic Group companies

- Audits, training and structural enhancement and support: 18 domestic Group companies and 19 overseas Group companies

Global Responsible Business

─ Supply Chain ─

The Fujitsu Group specifies Co-existence with Suppliers; Fair and Proper Evaluation and Selection of Suppliers; and Promotion of CSR-Conscious Procurement Activities as the procurement guidelines for its global procurement activities, and aims to achieve CSR risk-free procurement to fulfill its corporate social responsibility.

Supply Chain

WHAT FUJITSU ASPIRES TO BE

In its supply chain, the Fujitsu Group will achieve responsible procurement that embraces diversity and gives full consideration to human rights, the environment and health & safety.

GOALS FOR FY2025

Prevention and reduction of human rights risks in the supply chain

- In addition to requesting compliance with the Procurement Guideline, promote the visualization and identification of issues with suppliers and establish a system that prevents problems from occurring

Promotion of GHG emissions reduction in the supply chain

- To promote GHG emissions reduction together with our suppliers, request major suppliers to set numerical targets in line with international standards
  (The goal is for our major suppliers to set emissions reduction targets equivalent to SBT WB2℃)

Ensuring diversity in the supply chain

- Based on the social demands of each region and country, set indicators for diversity and engage in activities
- Set support for "empowerment of women" as the main activity in the supply chain in Japan and establish a system to measure the efforts of suppliers

GOALS FOR FY2022

- The Fujitsu Group will achieve responsible procurement in its supply chain.
  To ensure that its major suppliers comply with the international standards for responsible procurement, the Fujitsu Group will obtain one of the following documents from its major manufacturing subcontractors and parts suppliers for its core products: (Target KPI = 100%)
  - A platinum or gold level of site recognition under the RBA Audit Recognition program
  - Written consent with the Fujitsu Group CSR Procurement Guideline (equivalent to the RBA Code of Conduct)
- Promotion of supply chain diversity
  We set supply chain diversity as our goal of Responsible Business and promote it globally.

- Reduction of GHG emissions in the supply chain
  To promote GHG emissions reduction together with our suppliers, request major suppliers to set numerical targets in line with international standards

Policy

The Fujitsu Group holds "Co-existence with Suppliers", "Fair and Proper Evaluation and Selection of Suppliers" and "Promotion of CSR-Conscious Procurement Activities" as the tenets of its Corporate Social Responsibility (CSR) procurement policy, and conducts its global procurement activities accordingly.

In 2005, we formulated the "CSR Procurement Guideline" for CSR procurement and requested our suppliers in Japan and overseas to comply with that guideline. In 2018, we adopted the RBA (*1) Code of Conduct as the "Fujitsu Group CSR Procurement Guideline".

*1 [PRESS RELEASE] Fujitsu Joins EICC, a Global Corporate Social Responsibility Coalition (renamed as the Responsible Business Alliance (RBA) in October 2017)

> Fujitsu Group Procurement Policy

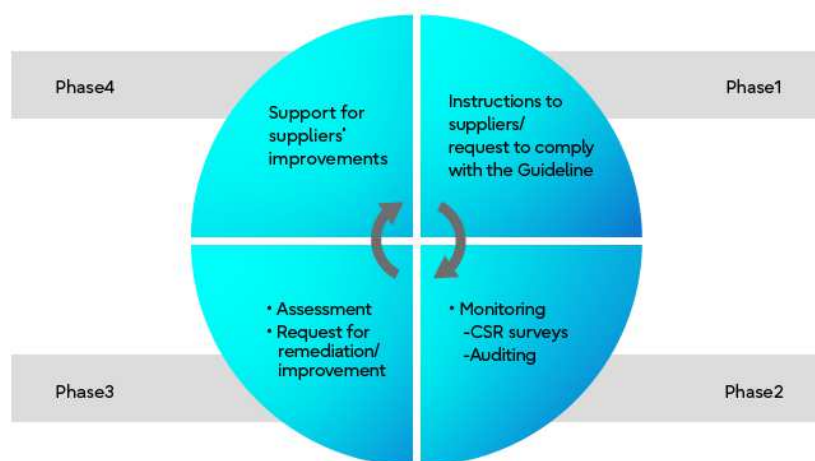> Fujitsu Group CSR Procurement Guideline (RBA Code of Conduct)

Structures for Promoting CSR Procurement & Periodic Reviews

Under the group-wide policy, the relevant departments in the Fujitsu Group collaborate regarding the promotion of CSR activities. In the area of procurement, the Global Supply Chain Unit works with the relevant departments in promoting socially responsible procurement activities by suppliers. The CSR promotion activities are targeted at our major suppliers, that is, the largest suppliers on a monetary basis and those who have ongoing dealings with Fujitsu.

We initially clarify the compliance items through its CSR Procurement Guideline and then require our suppliers to undertake CSR activities. To confirm that these CSR activities are being fully implemented by suppliers, they are asked to respond to a range of surveys on topics such as green procurement, information security and Business Continuity Management (BCM).

The survey responses are analyzed and the results are returned to the suppliers as feedback. Where a supplier fails to meet Fujitsu's standards, they undertake to make improvements. Where there is a particular need to check whether CSR activities are being fully implemented by a supplier, a CSR audit is conducted. Such suppliers are required to submit a remediation plan for any matters identified by the audit and Fujitsu works with the suppliers to make the necessary improvements. Fujitsu is continually improving its processes and promoting CSR procurement with the goal that ultimately CSR activities will be properly undertaken by suppliers and will become firmly entrenched.

Processes for Promoting and Improving CSR Procurement

Phase4	Support for suppliers' improvements	Instructions to suppliers/ request to comply with the Guideline	Phase1

Phase3	• Assessment
	• Request for remediation/ improvement
		• Monitoring
		  -CSR surveys
		  -Auditing
			Phase2

Promoting Activities and Participation in Industry-standard Initiatives (RBA Membership)

The Fujitsu Group is a member of the Responsible Business Alliance (RBA), a global CSR alliance. As such, we give serious consideration to the RBA's Code of Conduct and engage in socially responsible procurement with our suppliers and throughout our supply chain.

The Fujitsu Group also takes an active role in the programs and initiatives of organizations such as the Japan Electronics and Information Technology Industries Association (JEITA) and works to promote socially responsible procurement in the industry.

Addressing High-Risk Minerals

The policy of the Fujitsu Group is to exclude from its products, components and supply chain any minerals that give rise to conflicts ("conflict minerals"), or minerals that are at high risk of being associated with forced labor or human rights violations. (The Fujitsu Group identifies tantalum, tin, gold, tungsten and cobalt as high-risk minerals.) Fujitsu has also established a structure to ensure the transparency of procurement activities in the supply chain and the responsible procurement of minerals. This structure includes the relevant internal departments and operates under the jurisdiction of the Sustainability Management Committee (chaired by Fujitsu's CEO).

Structure for Responsible Minerals Procurement
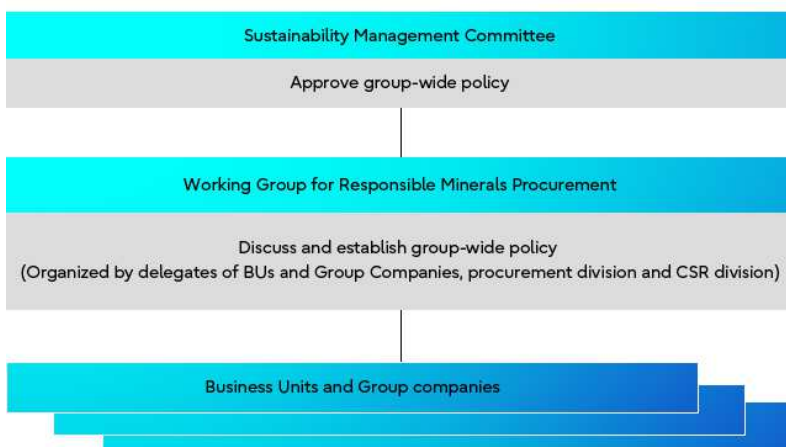
❯ Fujitsu Group Policy on Responsible Minerals Procurement

Surveys on High-Risk Minerals

As part of its due diligence, the Fujitsu Group conducts high-risk minerals surveys with reference to the "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas". These surveys use the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) developed by the Responsible Minerals Initiative (RMI).

❯ List of smelters checked in the surveys

Reminders are sent to those suppliers who failed to respond to our survey by the due date. If survey responses reveal insufficient answers, suppliers are asked to resubmit their responses. Where customers indicate that a smelter is considered to be "risky", we ask suppliers using that smelter to re-examine the nature of their dealings with the smelter.

While there have been no confirmed reports yet of smelters having any involvement with armed groups, we will continue to conduct programs aimed at identifying smelters and further increasing transparency in our supply chain.

Promoting Green Procurement

The Fujitsu Group has set out its basic approach to the environmentally sound procurement of components, materials and products in the Fujitsu Group Green Procurement Direction, and we are working with our suppliers to promote green procurement activities. One target for such activities is the reduction of CO_2 emissions, and the Fujitsu Group is requesting that its suppliers, and their suppliers in turn, set targets and promote activities to reduce their CO_2 emissions. In addition, we are asking our suppliers to conduct water risk assessments as a first step toward water resource conservation. We will continue to promote activities that reduce environmental impacts throughout our supply chain.

❯ Fujitsu Group Green Procurement

Promoting Information Security Measures

Based on the "Cybersecurity Management Guidelines" issued in December 2015 by Japan's Ministry of Economy, Trade and Industry (METI) and the Information-technology Promotion Agency (IPA), the Fujitsu Group, along with its suppliers, has adopted the goal of "eliminating information security incidents", and is continually implementing measures to prevent such incidents or recurrences. These measures include education, raising awareness, auditing and sharing information.

In recent years, there has been a significant increase in the commercial use of external services such as cloud computing and social media. There has also been a rapid increase in opportunities for the use of smart devices such as smartphones and tablet PCs. Since FY2020, there have been major changes to workplace arrangements to mitigate the spread of the COVID-19 pandemic, notably a rapid rise in teleworking (working from home). Regarding the risk of information leaks, it is necessary to prevent not only incorrectly addressed emails being sent by mistake and the theft or loss of PCs and smart devices, but also new kinds of risks such as in-house crimes and cyber terrorism. In this context, when the Fujitsu Group consigns work to suppliers, including those outside Japan, it promotes education and awareness by requiring the same standards of information security management and handling of personal information as it applies to its own operations. If any serious problem regarding information security is discovered at a supplier, or if the supplier fails to immediately implement corrective measures and no improvement is observed, Fujitsu will take steps such as reviewing its business relationship with the supplier.

Enhancing Supply Chain BCM

The Fujitsu Group sees the enhancement of Business Continuity Management (BCM) throughout its supply chain as essential to ensuring a stable supply of products and services in the event of major disasters or other unexpected contingencies. Accordingly, since FY2007 we have provided our suppliers with ongoing support to improve their BCM capabilities.

Fujitsu conducts an annual questionnaire-based survey of its suppliers on how they address BCM. This survey also covers some group companies that conduct their own procurement. We analyze the responses to the survey and then provide feedback to the suppliers and group companies. Since FY2014, we have been using a standard survey form developed by JEITA's Materials Committee.

Fujitsu also conducts annual surveys of major solutions-related suppliers, analyzing the responses and providing feedback.

Communication with Suppliers

Feedback of Assessment Results in the Suppliers' Performance Review (SPR) System

Under the SPR (*2) System, the Fujitsu Group targets primarily its major suppliers and provides direct feedback on the assessment results. Suppliers whose efforts do not meet Fujitsu's standards are asked to make improvements. Fujitsu also carries out assessments of solutions-related suppliers and provides the results of those assessments as feedback to the major suppliers.

*2 Suppliers' Performance Review: A program developed by Fujitsu that assesses the performance of procured goods and the basic profile of enterprises in terms of quality, technology, price, supply and CSR.

Fujitsu ActivateNow Partner Summit

The Fujitsu Group has held events for its suppliers since 1997. We have held our global flagship event, Fujitsu ActivateNow Partner Summit (*3) , in an online format since FY2020. Senior executives and the heads of business groups give an overview of Fujitsu's business direction, and the Executive Vice President responsible for purchasing shares the activities undertaken with partners.

This event is also an opportunity to present certificates of appreciation to partners who make exceptional contributions to our business and to further strengthen our partnerships with suppliers.

*3 Fujitsu ActivateNow Partner Summit: A reorganized event that replaces the previous Fujitsu Suppliers' Reception and the Fujitsu Group Core Partner Forum.

Strengthening Procurement Compliance

Education by Procurement Divisions

The procurement divisions of the Fujitsu Group conduct training programs for their suppliers to disseminate awareness of CSR and ensure that procurement is socially responsible. In addition to CSR procurement and

green procurement, training aimed at increasing awareness among procurement staff is also offered in the areas of risk management (BCM activities) and compliance with legislation such as the Subcontracting Law and the Worker Dispatching Business Law.

Supplier Compliance Line

The Fujitsu Group uses the Supplier Compliance Line as a channel to receive reports from suppliers regarding any actions that are potential or actual instances of non-compliance in our purchasing activities. Channels have been set up both internally and externally through which we can verify and investigate the facts of each report and respond quickly.

Fujitsu's internal reporting standards prohibit any adverse treatment of its own staff making such reports or of staff from suppliers making the reports.

Our agreements with suppliers also include explicit provisions on the elimination of anti-social forces and other such groups with the aim of preventing harmful actions by such anti-social forces (and avoiding any encouragement of their activities). The Fujitsu Group, including its suppliers, will have no relationship whatsoever with anti-social forces.

❯ [Supplier Compliance Line (Japanese text only)](#)

FY 2022 Performance

CSR Surveys

- CSR surveys of major suppliers in Japan and overseas: 533 companies

High-Risk Mineral Survey Results

- Fujitsu received responses from 87.3% of the suppliers surveyed.
- Smelters operated by 617 companies were checked, of which 265 were compliant with the RMI-certified Responsible Minerals Assurance Process (RMAP).

Promoting Information Security Measures

- Web surveys on the state of information security measures (Oct.-Dec. 2022): 2,383 companies
- Audits on the state of information security measures: 15 companies

Enhancing Supply Chain BCM

Products
- Surveys conducted (July-Oct. 2022): Approximately 600 companies / 1,700 locations
- Feedback provided (Dec. 2022): Approximately 600 companies / 1,700 locations

Solutions:
- Assessment feedback provided: Approximately 270 companies

Communication with Suppliers

Products
- Feedback provided (Dec. 2022): Approximately 600 companies / 1,700 locations

Solutions:
- Held quarterly partnership meetings, with 165 companies participating over the year

Global Responsible Business

─ Community ─

The Fujitsu Group will build collaborative partnerships to engage and empower communities. We will contribute to the prosperity of the communities in which we work globally through collaboration with our business activities, and encourage our employees to develop their skills, have confidence, and be proud to work for Fujitsu through giving back to society.

Community

Community

Goal

WHAT FUJITSU ASPIRES TO BE

Every employee is increasing their empathy for social issues and engaging in activities through collaboration and co-creation with a wide range of stakeholders, making a significant and positive impact on society, thereby creating growth opportunities for Fujitsu and contributing to the realization of Our Purpose.

GOALS FOR FY2025

Foster our corporate culture for community activities* and make an impact on society

- Employees participate in community activities (20% of employees)
  *Community activities: Activities aimed at creating value by resolving challenges in society through global cooperation with local communities, which are important stakeholders

GOALS FOR FY2022

Contributing to the transformation of both our corporate culture and mindset of employees

- Rate of increase in the number of employees participating in social contribution activities related to social issues:
  A 10% increase compared with FY2019 under the "new normal" situation

Our Approach to Community Activities

The Fujitsu Group cooperates with regional communities—who are important stakeholders for us—around the world to pursue unique activities in the community. To resolve the challenges facing society, our employees will work alongside a broad range of stakeholders with a high degree of empathy for social issues to affect change, and through scaled impacts on society mainly in fields where we can maximize our business strengths, they will create growth opportunities for Fujitsu and contribute to realize our purpose.

Furthermore, we will continue to create significant value by quantitatively assessing the impact of these activities, and by implementing a cycle to review and improve them.
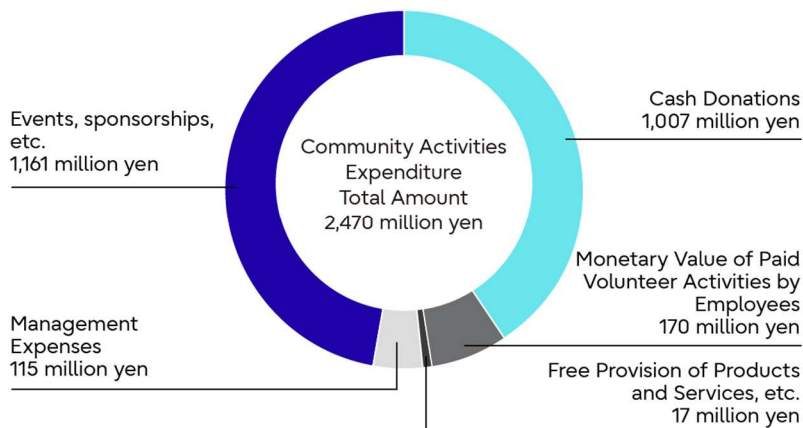
Key Focus Area

| 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION | 15 LIFE ON LAND |

FY 2022 Performance

Total Amount of Expenditures for Community Activities

The following chart describes the expenditures for community activities at Fujitsu in FY 2022.

Community Activities Expenditure

Events, sponsorships, etc.
1,161 million yen

Management Expenses
115 million yen

Community Activities Expenditure Total Amount
2,470 million yen

Cash Donations
1,007 million yen

Monetary Value of Paid Volunteer Activities by Employees
170 million yen

Free Provision of Products and Services, etc.
17 million yen

*Calculated based on the activity expenditures of Fujitsu group companies in Japan and overseas.

Employee Volunteer Activity Support System

The Fujitsu Group has in place a volunteer activity support system to encourage each employee's active contribution to society. Additionally, we have also developed various programs customized to the characteristics of each region in order to support better local communities in each area where we have a business site.

Fujitsu has set up a leave of absence system for employees to participate in the Japan Overseas Cooperation Volunteers or the Senior Japan Overseas Cooperation Volunteers (for up to three years), as well as a system that allots five vacation days a year that can be used for volunteer activities, which can be accumulated for a maximum of 20 vacation days. In FY 2022, 39 Fujitsu employees took their accumulated vacation days (100 days in total) to conduct volunteer activities.(Non-consolidated)

Our Approach (Case Studies)

Community Activities

Fujitsu is promoting activities based on six SDGs that are relevant to its defined priority issues, including human rights and DE&I, well-being, the environment, and education, which are under the pillar of Community Activities as one of the six pillars of GRB. Below, we will look at some of the activities that took place in each region in FY2022.

●Americas

Fujitsu Sponsors Tree Planting at Dallas Elementary School (U.S.A.)
- Tree planting through Texas Trees Foundation –

Fujitsu sponsored a tree planting through Texas Trees Foundation (TTF), planting 92 trees around L.O. Donald Elementary School in Dallas, TX (USA) and giving away 50 saplings to nearby homeowners. 289 students learned about the trees and got the opportunity to mulch or plant each one. They gave each tree a name and promised to care for all of them.

Despite a high chance for poor weather and a shortened event duration, five Fujitsu employees volunteered alongside teachers and Texas Trees Foundation (TTF) staff. This event had an incredibly positive impact on everyone involved. As the trees grow, they will increase the amount of shade and oxygen in the area and provide safe havens for birds and other creatures to live.

Fujitsu employees participated
in tree planting activity

> Dallas ISD's L.O. Donald Elementary School Becomes Greener and Healthier with 92 New Trees Planted

- The number of employees participated: 5

●Asia Pacific

Helping all young Australians reach their potential in the future (Australia)
- Australian Business and Community Network –

Fujitsu Australia mentors and Elevation Secondary College students celebrating at the end of GOALS program (2022)

Mentoring face-to-face with students from Elevation Secondary College (2022)
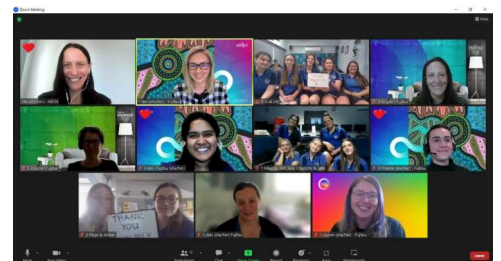
Fujitsu Australia mentors and Colo High School students celebrating at the end of the online Focus program, building leadership skills for young women (2022)

In 2022, Fujitsu signed a three-year partnership with the Australian Business and Community Network (ABCN) – a purpose-led, not-for-profit organization bringing businesses and schools together to address educational disadvantage with the vision to help all young Australians reach their potential in the future world of work, regardless of socio-economic background.

Mentoring with ABCN is a great way to affect growth and development through giving back to the community while representing our organization, and meeting people working in different industries. No qualifications or experience are needed – anybody with a willingness to listen to what others have to say and share their own experiences is able to participate. In support of employees being active in the community, Fujitsu encourages mentors to utilize their Volunteering with Purpose leave entitlement (equivalent to 3 days paid leave) to participate in this opportunity.

We are excited to continue to grow this partnership and our mentors in 2023!

Comments from some of our Fujitsu mentors:

"Go for it! It's an awesome experience and a great way to give back to the future of our working world." - GOALS mentor, Fujitsu Australia (2022)

"Please make the time to do this – you will continue your learning journey and get the opportunity to share your insights with others." – Focus mentor, Fujitsu Australia (2022)

- The number of employees participated: 32
  We had 32 individual volunteers, with most volunteers participating more than once.
- The number of direct beneficiaries: 93
  Mentored 93 individual students across 6 different schools.

Medical services to Achieve Health and Welfare for All (India)
- Mobile Healthcare Unit, action by the partnership with HelpAge India –

A more approachable service to women is ensured by having female staff every time

Services provided include free consultation and treatment

This partnership with HelpAge India led to the creation of a Mobile Healthcare Unit (MHU) with the objective to address the medical needs and ensure health and wellbeing for those in rural areas of Pune, India. The MHU is a mobile ambulance providing a wide range of critical medical services for rural locations. Services provided include free consultation and treatment for the elderly (including home visits), free medicine for common diseases and health concerns.

The MHU also links up with existing government programs in India, creating an umbrella service with long-term beneficial outcomes for the community. The MHU is staffed by a doctor, a pharmacist, and a community activist. Fujitsu volunteers also participate to provide additional assistance, for example with registering patients and explaining the services that MHU provides. Fujitsu has included three team member who are woman associates in the MHU, to make the service more approachable for women.

From April 2022 to March 2023, MHU has served 17201 direct beneficiaries, involving 26 employees in over 70 hours. All the services are provided free of cost. The MHU continues to address the challenge of providing basic essential healthcare for everyone in rural communities, as part of wider efforts to make a positive impact to

SDG 3: Good Health and Well-being. Health awareness camps and medical checkup camps are organized at village level to address various health issues through common platforms.

This program continues to create a big positive difference: the community is now better informed about health conditions and the importance of a healthy lifestyle, while life outcomes have improved through access to free medical advice, medicine, and follow-up treatment. Furthermore, MHU offers mental wellbeing counseling, health and nutrition awareness, and preventive healthcare. The MHU facilitates community awareness on health issues including preventative programs and pushes for gender equality in access to healthcare.

- The number of employees participated: 26
- The number of direct beneficiaries: 17,201

FTH Football Day 2022 (Thailand)

Opening remarks from Head of Fujitsu Thailand, Ms. Kanokkamon Laohaburanakit

Children at Pakkret Home for Boys and Fujitsu employees joining as volunteers

Fujitsu Thailand Co., Ltd (FTH) in cooperation with one of Japan's football clubs, Kawasaki Frontale, organized a football clinic for children at Pakkret Home for Boys who have greater developmental needs to improve their health and wellbeing. The activity aims to provide children with football skills and techniques taught by professional football players. We believe that this activity can power constructive change and the sustainable development of people and society.

This round is the 3rd time for Football Clinic in Thailand to provide social development service to orphans. The activity used football game to teach life skills to underprivileged children by learning about fair play, teamwork and discipline. In the future, they will become community leaders and these attributes are important to help them grow a strong and self-supporting community.

A half day of session on Sat. 12 November 2022, we had FTH Football Day event. A total of around 150 took part, including children aged 6 to 18 participated and 28 FTH employees. Members of Kawasaki Frontale acted as coaches for 1-hour beginner learning basic football skill and the session ended with football game competition in another hour.

FTH also donated equipment, two news football goals replacement at there that they were get more children to experience football game and practice continuously. We provided lunch box from a hamburger shop and gave them a free time with the hamburger shop's mascot show and game to make them a lot of fun.

- The number of employees participated: 28
- The number of direct beneficiaries: 150

●Europe

QUEREMOS GRADUARNOS!

Supporting to provide the learning opportunity to young people living in South America's largest slum (U.K.)

- Chamos – * NGO based in U.K. which supports children in Venezuela.

A virtual workshop introducing programming

Students learning how to code

For many young people living in Petare in Venezuela, one of the biggest slums in South America, studying and prioritizing education is close to impossible. School dropout rates are high; opportunities to turn to drugs or crime are common; and very few young people progress to higher education.

Chamos has been working with a local non-profit, Queremos Graduarnos (QG), to incentivize school attendance with children and young people. Fujitsu's funding enabled to provide scholarships for 55 young people to participate in this program in the 2022/23 academic year. This grant has provided the students with a scholarship for school fees, and a stipend to buy educational resources, food and transport, removing barriers to attending school and teaching money management.

As part of the Chamos QG programme, students can attend personal development workshops twice a month and can even volunteer to help with other programmes, e.g.: acting as mentors for other students, and helping Chamos with the construction of a new Chamos playground for a local primary school.

Most excitingly, Fujitsu provided a virtual workshop to some of the students, introducing coding and why these skills are important for future career prospects. The knowledge and inspiration gained were invaluable, and we are scoping out how best to support students who have expressed their interest in learning more in this area for their futures.

Fujitsu has been able to provide real and tangible support for 55 young people who otherwise would have lacked the resources and support to attend school. Four Fujitsu employees delivered an introduction to programming to approximately 25 students. Through its partnership with Chamos, Fujitsu has allowed to carry out activities that align directly with: SDG 1 (No Poverty), SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities). Together we work to ensure children and young people of Venezuela grow up with dignity and opportunities to achieve their potential.

- The number of employees participated: 4
- The number of direct beneficiaries: 80

Fujitsu Finland develops innovative training concepts to support digital inclusion of young people (Finland)
- Deacoess Foundation –
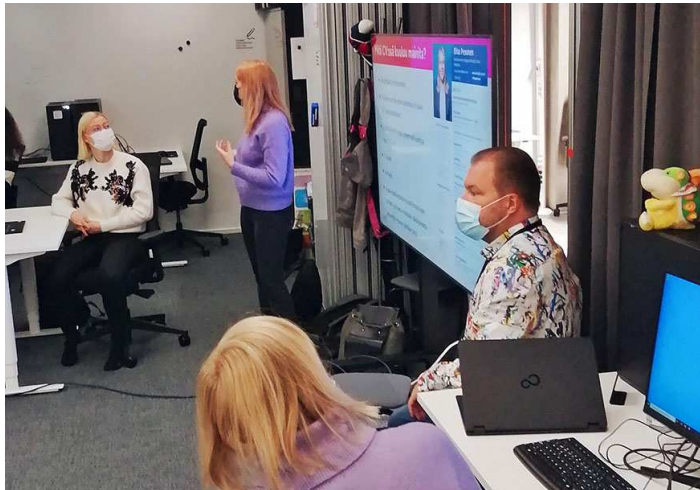
Workshop

Work produced at the workshop

The Helsinki Deaconess Foundation (HDL) and Fujitsu have partnered to develop innovative training concepts aimed at enhancing the digital skills of young people and preventing their marginalization. The project is part of HDL's Vamos services, which assist 16-29-year-olds to find their paths to education and employment.

During the two-year project, corporate volunteers conduct workshops to inspire young people to engage with technology and provide guidance on acquiring essential digital skills. After the end of the project, the training concepts formulated in the project are intended to be distributed more widely to those working with young people.

Fujitsu volunteers have organized a training session focused on graphic design, teaching participants how to create visually appealing resumes; a co-creation workshop where young people innovated digital solutions to support the management of their everyday lives; and a discussion event where young people met Fujitsu professionals to learn about career opportunities in the ICT industry. Fujitsu volunteers also contributed to a hackathon focused on cyber security which was arranged in co-operation with other partner companies and Vamos.

Fujitsu volunteers have met approximately 60 young people during the workshops, in addition to professionals working with Vamos. The project is co-funded by the ESR React fund and three other corporate partners in addition to Fujitsu.

The Helsinki Deaconess Foundation and Fujitsu have been working together for years to prevent the marginalization of youth. HDL is one of Fujitsu's main partners in empowering communities as part of Fujitsu's Responsible Business program.

- The number of employees participated: 4
- The number of direct beneficiaries: 15

●Japan

Fostering future generation leaders (Japan)

Dialogue with high school students
(MIRAI NO KATARIBA project)

Thinking about the future together
(MIRAI NO KATARIBA project)

Fujitsu collaborates with various educational institutions to foster creative thinking and inquisitiveness, provide career education stemming from children's original discoveries, and support educational opportunities available to mountainous and island regions in aiming to realize a future where children can embrace challenges through learning.

For example, we have been conducting a program geared towards high school students that applies "design thinking" required in school in community-related learning, where students from multiple schools come together to discuss approaches to social issues and their desired vision of society while working with case studies of Fujitsu's solutions. In addition, Fujitsu employees with their own purpose in mind engage in the MIRAI NO KATARIBA* project, which sees students of the same generation as the leaders of tomorrow join in dialogue to consider taking a step forward into the future together.

*MIRAI No KATARIBA: a place for dialogue about the future

- The number of employees participated: 573
- The number of direct beneficiaries: 7,477

Disaster and Humanitarian Assistance

The Fujitsu Group provides support through donations to countries that require emergency assistance due to events such as disaster or conflict. The company's purpose is to Make the world more sustainable by building trust in society through innovation. The society that Fujitsu aspires to achieve by realizing this purpose aligns with one of the SDGs that states: leave no one behind.

In FY2022, we made donations by matching the amount of donations from employees to UNHCR and Save the Children in support of the following:

Please see the press releases for Fujitsu's main disaster and humanitarian assistance.

1. Humanitarian support: Fujitsu Group Contribution to Humanitarian Aid for Ukraine Crisis
   Fujitsu donated 1 million US dollars (approximately 115 million yen) to the United Nations High Commissioner for Refugees (UNHCR) for humanitarian assistance to those affected in Ukraine and its neighboring territories.
2. Disaster assistance: Fujitsu's disaster relief and recovery assistance for Turkey-Syria earthquake
   The Fujitsu Group donated 10 million yen through the Japanese Red Cross Society to aid victims of the Turkey-Syria earthquake and the recovery of the affected areas. As for donations to Save the Children Japan, the Group has collected donations from its employees and made a further contribution with a matching donation after the collection period ended.

Collaboration with External Parties

During these times, the challenges facing society and the environment have grown in number. The principle that companies have a responsibility to all of their stakeholders is becoming more common worldwide, to include not just customers and investors, but employees, suppliers, and communities of all sizes.

Fujitsu supports this principle and is working towards the realization of a sustainable society, acting in conjunction with international organizations and a variety of like-minded companies.

Involvement with the World Business Council for Sustainable Development (WBCSD)

The World Business Council for Sustainable Development (WBCSD) is the community of over 200 companies around the world that aims to realize Vision 2050, " a world in which more than 9 billion people are able to live well, within planetary boundaries" (*1) working to accelerate the system transformations through business activities. Fujitsu has been participating in the WBCSD since 2013, and CEO Tokita is currently serving the community as a member of its Executive Committee.

In 2022, the WBCSD's Council Meeting was held in Tokyo under the theme "The era of sustainability: how to lead the transformation and thrive", bringing together more than 250 executives from around the world. Representing Fujitsu, CEO Tokita spoke at the Opening Plenary, and Yoshinami Takahashi, Corporate Executive Officer, SEVP & Head, Global Business Solutions, took the stage at a session on "Toward zero-emission mobility & buildings operation". In addition, on the occasion of the Council Meeting held in Japan, together with Toyota Motor Corporation, another member of the Executive Committee, we co-hosted the Japan Session "Time to Transform: Introduction to WBCSD for the Japanese business community" for Japanese C-suite representatives with the aim of raising awareness of WBCSD in the country. With more than 30 companies participating, we deepened discussions on how executive leadership should respond to various global issues such as climate emergency, nature loss, mounting inequality, and requests for information disclosure, and the role expected of Japanese companies to pave the way toward sustainable business success. On the last day of the meeting, more than a dozen participants were invited to the Fujitsu Uvance Rooftop Executive Briefing Center at the Fujitsu headquarters, where we introduced sustainability-related businesses and advanced technologies and held a discussion.

We will continue to actively collaborate with the WBCSD, which shares common direction with the Fujitsu group's purpose, and contribute to the realization of a sustainable future.

*1 WBCSD's vision "Vision 2050: Time to Transform": https://timetotransform.biz/

> WBCSD

Involvement with the World Economic Forum (WEF)

The World Economic Forum (WEF) is a not-for-profit foundation established by economist Klaus Schwab that engages in programs to improve the state of the world through cooperation between the public and private sectors in a spirit of global citizenship. It offers a venue for close collaboration among leaders from a diverse range of major international

institutions as well as from the business world, government, academia and society, with the aim of shaping global, regional and industry-based agendas.

In January 2023, the Annual Meeting of the World Economic Forum was held in Davos. The meeting was held under the theme of "Cooperation in a Fragmented World," and included discussions on economic issues including inflation and price increases, geopolitical risks, issues with resources such as energy and food, and social vulnerabilities. CEO Tokita and COO Furuta shared the global agenda on sustainability, DX, increasing resilience, and the digital divide with other leaders from the government and financial sectors, and all participants exchanged opinions from their respective standpoints on specific actions to be taken for resolving issues. Furthermore, Fujitsu opened its own booth at the venue, "Fujitsu Uvance House", in a first for the Company and as the only Japanese company to do so. At the booth, CRO Onishi, SEVP Tsutsumi, CMO Yamamoto, EVP Patterson, and EVP Beardsell used the occasion to establish networks with government personnel and corporate leaders from various countries. They also forged connections with the management of important business partners through a roundtable discussion held in conjunction with the Financial Times. As a World Economic Forum Partner, the Fujitsu Group will work towards realizing the themes of this years' annual meeting by linking its global agenda with the Group's Materiality, and leading the formation of a global consensus as a technology company working to achieve a net positive outcome.

CEO Tokita (right) and COO Furuta
(left) at the annual meeting

Fujitsu Uvance House booth

> World Economic Forum

Governance

Corporate Governance

Basic Approach to Corporate Governance

Through a decision by the Board of Directors in December 2015, Fujitsu formulated a basic policy that sets out its approach to corporate governance (the "Corporate Governance Policy").

We updated the policy in September 2023 and, adopting the stance that the aim of corporate governance is to ensure better management, we constantly review the policy to ensure that it does not become rigid or lose its relevance. We also discuss it with the Board of Directors as appropriate, and strive to maintain the best corporate governance system at all times.

> ❯ Corporate Governance Policy

Corporate Governance Structure (as of June 26, 2023)

In accordance with its Corporate Governance Policy, the company outlines the following rules to ensure effective oversight and advice, given from the diverse perspectives of Non-Executive Directors (hereinafter, the term used for a combination of Independent Directors and Non-Executive Directors appointed from within the company), to Executive Directors on their business execution as part of the Board of Directors function while taking advantage of the company through the Audit & Supervisory Board system.

Board of Directors

The Company has a Board of Directors to serve as a body for making important decisions and overseeing management. The Board of Directors delegates the decision-making authority over business execution to the Representative Directors and subordinate Corporate Executive Officers to the broadest extent that is permitted by law and the Articles of Incorporation of the company and is considered to be reasonable and will mainly perform as oversight and advisory function. Moreover, the Board of Directors has been formed with Non-Executive Directors at its core so as to enable correction and remediation of errors, insufficiencies, and recklessness in business execution. And by ensuring that External Directors, who are highly independent and hold diverse perspectives, constitute the majority of the members of the Board of Directors, the oversight and advisory function of the Board of Directors is strengthened. Furthermore, in order to better define the management responsibility of the Directors, their terms were reduced from two years to one year in accordance with a resolution at the June 23, 2006 Annual Shareholders' Meeting.

As of June 26, 2023, the Board of Directors consists of nine members in total, comprising three Executive Directors and six Non-Executive Directors (including five External Directors).

The Company held 13 Board of Directors meetings in FY2022 (including one extraordinary Board of Directors meeting) to discuss matters including formulation of the Management Direction and measures for its implementation, as well as to decide a new management system based on the recommendations of the Executive Nomination Committee.

Audit & Supervisory Board

The Company has an Audit & Supervisory Board that performs the auditing and oversight functions. The auditing and oversight functions are carried out by Audit & Supervisory Board Members, who review the Board of Directors as well as business execution functions and attend important meetings, including meetings of the Board of Directors. As of June 26, 2023, the Audit & Supervisory Board has five members, comprising two full-time Audit & Supervisory Board Members and three External Audit & Supervisory Board Members. The Company held ten Audit & Supervisory Board meetings in FY2022 (including one extraordinary Audit & Supervisory Board meeting), mainly to discuss audit policy and plans, the audit method of Accounting Auditors and the appropriateness of the audit results, and the Key Audit Matters. Internal Audit Departments made reports and full-time members of the Audit & Supervisory Board reported matters of importance to External Audit & Supervisory Board Members, which were discussed at Audit & Supervisory Board meetings.

All meetings were attended by the full Audit & Supervisory Board.

Independent Directors & Auditors Council

In response to the requirements of Japan's Corporate Governance Code, which facilitates the activities of Independent Directors and Auditors, and in order to invigorate discussions on the medium- to long-term direction of the Company at its Board of Directors Meetings, the Company believes it essential to establish a system that enables Independent Directors and Auditors, who maintain a certain degree of separation from the execution of business activities, to consistently gain a deeper understanding of the Company's business. Based on this recognition, the Company established the Independent Directors and Auditors Council, which consists of all Independent Directors and Auditors (five Independent Directors and three Independent Auditors), and discusses the medium- to long-term direction of the Company, shares information, and exchanges viewpoints so that each can formulate their own opinions.

In FY2022, the Independent Directors and Auditors Council met 12 times. The members shared information and exchanged views on important management matters arising from business restructuring in Fujitsu and the Fujitsu Group, including the Company's management direction and mergers and acquisitions.

Executive Nomination Committee & Compensation Committee

The Company has established the Executive Nomination Committee and the Compensation Committee as advisory bodies for its Board of Directors for the process of nominating Directors and Audit & Supervisory Board Members, for ensuring the transparency and objectivity of its process for determining executive compensation, to enable efficient and substantial discussions, as well as to ensure the fairness in the structure and level of executive compensation.

The Executive Nomination Committee deliberates on the candidates for Director and Audit & Supervisory Board Member positions in accordance with the Framework of Corporate Governance Structure and the Procedures and Policy for the nomination and dismissal of Directors and Auditors stipulated in the Policy, and it provides its recommendations or proposal to the Board of Directors. In addition, the Compensation Committee provides its recommendations or proposal on the level of base compensation and the method for calculating performance-based compensation to the Board of Directors in accordance with the Procedures and Policy of Determining Directors and Auditors Compensation, as stipulated in the Policy.

The Executive Nomination Committee consists of three Non-Executive Directors (including two Independent Directors) and the Compensation Committee consists of three Independent Directors. The members appointed to the two committees in June, 2023 are as follows. Additionally, the secretariats of both committees are operated by the Company's HR and legal departments.

- Executive Nomination Committee

    Chairperson: Atsushi Abe (Independent Director)

    Members: Yoshiko Kojo (Independent Director), Masami Yamamoto (Director and Senior Advisor)

- Compensation Committee

    Chairperson: Chiaki Mukai (Independent Director)

    Members: Kenichiro Sasae (Independent Directors), Byron Gill (Independent Directors)

In FY2022, the Executive Nomination Committee met eight times to discuss the election of Representative Directors including the CEO, the nomination of candidates for Director, and the skill matrix of Directors and Auditors, etc. and provided its recommendations to the Board of Directors. The Compensation Committee met six times to discuss the revision of executive compensation details and changes to the process for determining individual compensation, and provided its recommendations to the Board of Directors.

The Executive Nomination Committee discussed CEO succession and mutual evaluations of Non-Executive Directors, and the Compensation Committee discussed the introduction of the stock compensation plan for External Directors.
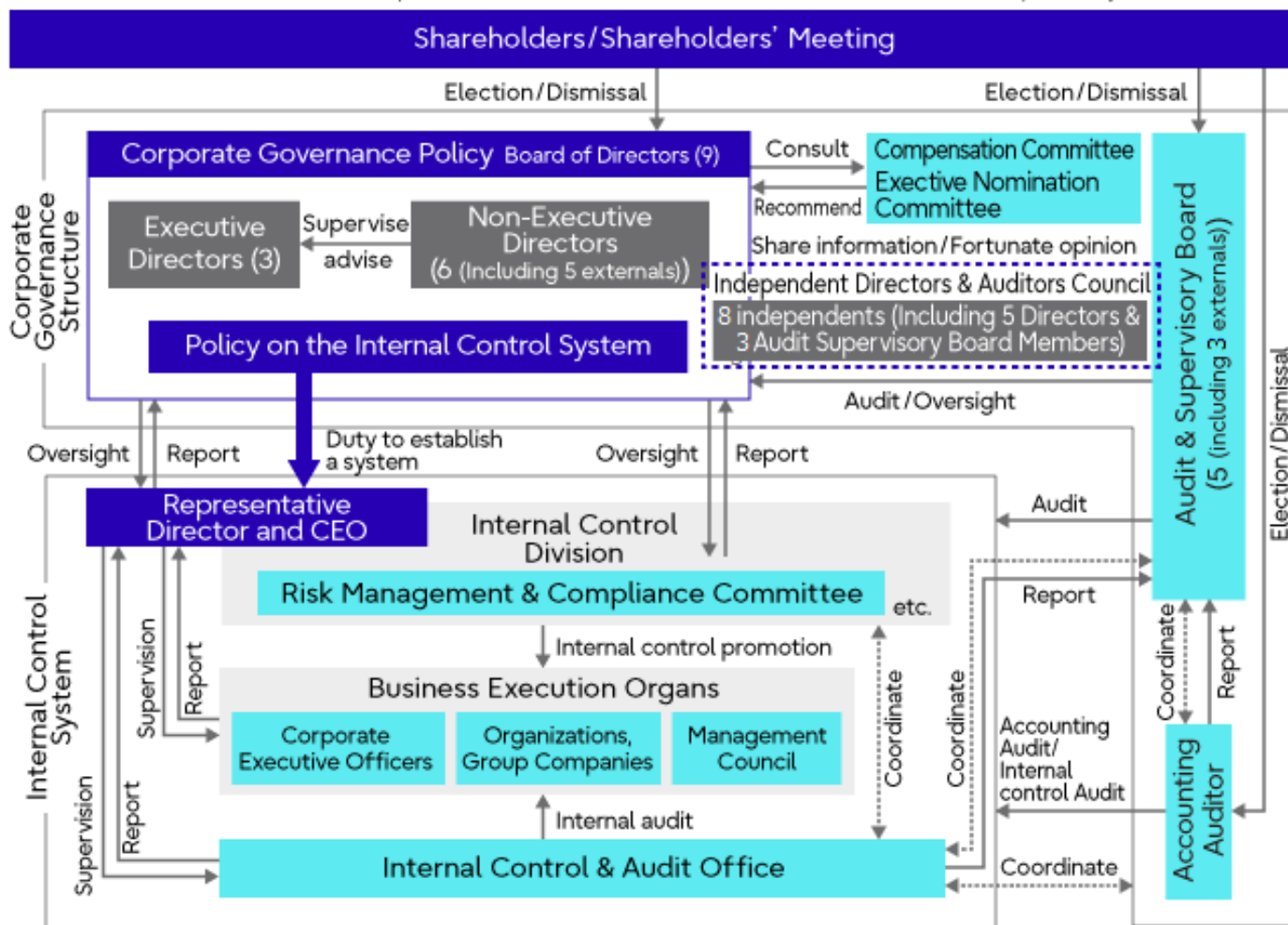
❯ Corporate Governance Report

    Matters on Functions such as Business Execution, Auditing, Oversight, Nomination and Compensation Decisions (Overview of Current Corporate Governance System)

The diagram below illustrates the Company's corporate governance structure.(As of June 26, 2023)

Corporate Governance Structure

*Number inside parenthesis refers to number of Directors and/or Audit & Supervisory Board Members

Reasons for Adoption of Current Corporate Governance System

We believe that both direct oversight of business execution by the Non-Executive Directors and oversight by Audit & Supervisory Board Members that stays distant from the decision making and operation of business execution should work jointly to ensure highly effective oversight performance. The company adopts "the company with Audit & Supervisory Board system", which establishes an Audit & Supervisory Board composed of Audit & Supervisory Board Members appointed as independent agents.

Moreover, the Board of Directors has been formed with Non-Executive Directors at its core so as to enable correction and remediation of errors, insufficiencies, and recklessness in business execution. External Directors also constitute the majority of the members of the Board of Directors. The core of Non-Executive Directors shall be External Directors with a high degree of independence and diverse perspectives. Moreover, at least one Non-Executive Director is appointed from within the Company to complement the External Directors' knowledge in the business fields and the culture of the Company, so that the efficiency of oversight performance by the Non-Executive Directors is enhanced.

Policy for Determining Executive Compensation

Compensation paid to Directors and members of the Audit & Supervisory Board is determined based on the policy on the determination of the details of compensation, etc. for individual Directors established by the Board of Directors, subject to approval by the Compensation Committee.

> Corporate Governance Report

Incentive Policies for Directors (page 19); Policy on Determining Remuneration Amounts and Calculation Methods (Page 21)

Basic Approach to the Internal Control System

To continuously increase the corporate value of the Fujitsu Group, it is necessary to pursue management efficiency and control risks arising from business activities. Recognizing this, the Board of Directors have formulated the "Policy on the Internal Control System", which provides guidelines on: a) how to practice and promote the Fujitsu Way, the principles that underlie the Fujitsu Group's conduct; and b) what systems and rules are used to pursue management efficiency and control the risks arising from the Company's business activities.

See below for the full text of the Policy on the Internal Control System and an overview of the operating status of the systems tasked with ensuring appropriate business practices.

> Matters Subject to Measures for Electronic Provision (Matters Excluded from Paper-based Documents Delivered Upon Request) at the Time of Notice of the 123rd Annual Shareholders' Meeting

Disclosures Relating to Corporate Governance

Board of Directors (as of June 26, 2023)

	Name	Position and Responsibilities	Representation Authority	Independent Director
Business executed	Takahito Tokita	CEO, Chairman of the Risk Management & Compliance Committee	✓	
	Hidenori Furuta	COO	✓	
	Takeshi Isobe	Corporate Executive Officer, SEVP, CFO		
Non-executive	Masami Yamamoto	Senior Advisor		
	Chiaki Mukai			✓
	Atsushi Abe	Chairman of the Board of Directors		✓
	Yoshiko Kojo			✓
	Kenichiro Sasae			✓
	Byron Gill			✓

FY2022 Attendance at Meetings of the Board of Directors or Audit & Supervisory Board

Meeting	Number of Meetings	Attendance Rate
Board of Directors	13	99.1%*
Audit & Supervisory Board	10	100%

* Of the nine members of the Board of Directors, eight attended every meeting, with only Kenichiro Sasae missing one of the 13 meetings.

Skills of directors and auditors

As a global company that brings trust to society through innovation and makes the world more sustainable, our company identifies the diversity and skills required for directors and corporate auditors to effectively exercise their advisory and supervisory functions and discloses them in a Skills Matrix.

Directors (as of June 26, 2023)

| | Name | External | Diversity | | Skills Matrix | | | | |
			Gender	Nationality	Corporate management	Finance and investment	Global	Technology	ESG, academia, and policy
CEO	Takahito Tokita		Male	JP	✓		✓	✓	
COO	Hidenori Furuta		Male	JP	✓		✓	✓	
CFO	Takeshi Isobe		Male	JP	✓	✓	✓		
Senior Advisor	Masami Yamamoto		Male	JP	✓		✓	✓	
Independent Director	Chiaki Mukai	✓	Female	JP			✓	✓	✓
Independent Director	Atsushi Abe	✓	Male	JP		✓	✓	✓	
Independent Director	Yoshiko Kojo	✓	Female	JP			✓		✓
Independent Director	Kenichiro Sasae	✓	Male	JP			✓		✓
Independent Director	Byron Gill	✓	Male	US		✓	✓		

Auditors (as of June 26, 2023)

| | Name | External | Diversity | | Skills Matrix | | |
			Gender	Nationality	Legal affairs and compliance	Finance and accounting	Operating process
Full-time Independent Audit & Supervisory Board Member	Youichi Hirose		Male	JP		✓	✓
Full-time Independent Audit & Supervisory Board Member	Megumi Yamamuro		Male	JP	✓	✓	
Independent Audit & Supervisory Board Member	Koji Hatsukawa	✓	Male	JP		✓	✓
Independent Audit & Supervisory Board Member	Hideo Makuta	✓	Male	JP	✓	✓	
Independent Audit & Supervisory Board Member	Catherine O'Connell	✓	Female	NZ	✓		

Among the non-executive directors, Senior Advisor Yamamoto and Director Abe, who have business experience at companies, have expertise in risk management.
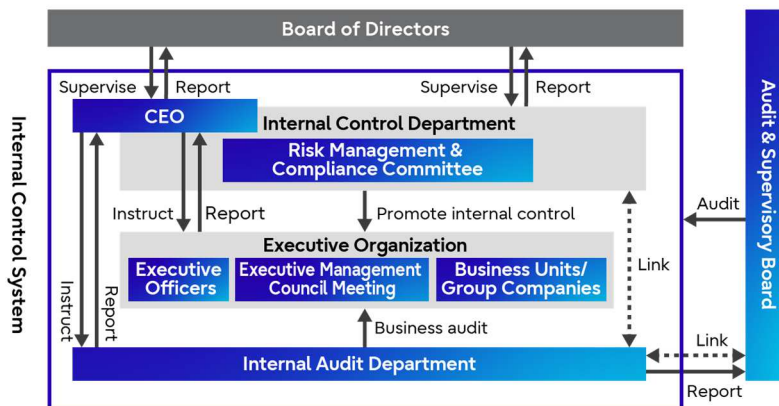
Risk Management

Guidelines & Structure

The Fujitsu Group aims to achieve business continuity, enhanced corporate value, and the sustainable development of corporate activities. Uncertainties that might affect the achievement of these objectives are considered to be risks. To address these risks, the Fujitsu Group established a Risk Management & Compliance Committee based on the Policy on the Internal Control System determined by the Board of Directors. The Committee reports directly to the Board of Directors and oversees risk management and compliance for the entire Fujitsu Group.

Chaired by the CEO and composed of Board Members, the Risk Management & Compliance Committee continually assesses and verifies risks that could result in losses to the Fujitsu Group and implements risk control measures such as formulating preventive measures for materialized risks in business execution. To minimize losses arising from the materialization of risks, and in an effort to prevent their recurrence, the Committee regularly analyzes the risks that have materialized and reports to the Board of Directors.

In addition, the Risk Management & Compliance Committee has established a Regional Risk Management & Compliance Committee in each region outside of Japan to operate as subordinate committees in a global structure. The committee also assigns Risk Management & Compliance Officers to the business units, group companies and regions for both Japan and overseas. These organizations collaborate to build a risk management and compliance structure for the entire group.

Positioning of the Risk Management & Compliance Committee in the Internal Control System

Risk Management & Compliance Structure
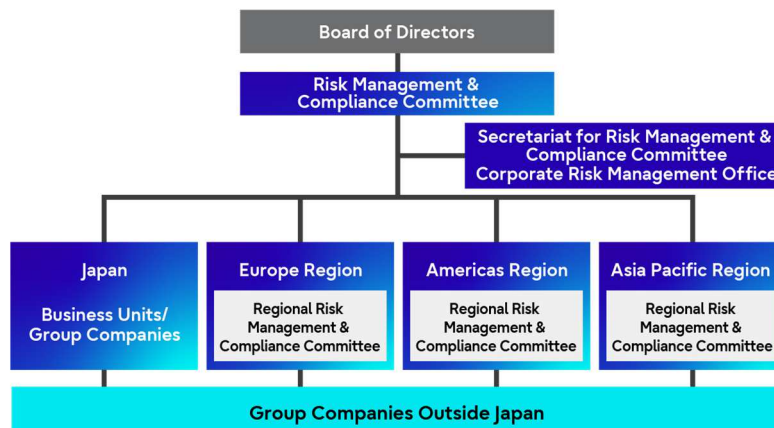
Furthermore, to strengthen the risk management functions of the Fujitsu Group, we created the Corporate Risk Management Office, which reports directly to the CEO and is independent of the business units. This body carries out the secretariat functions of the Risk Management & Compliance Committee and, under the leadership of the Chief Risk Management Officer (CRMO), is responsible for interpreting risk-related information and spearheading rapid, appropriate responses where required.

Based on the initiatives taken to date, we have appointed a Chief Quality Officer (CQO) as the person responsible for quality for the entire Group, as we believe that Company-wide and cross-organizational measures led by top management are more essential than ever to further strengthen measures and ensure effectiveness. Furthermore, we have enhanced the structure and functions of our Risk Management & Compliance Committee, chaired by the CEO, and have strengthened this framework to ensure constant and thorough Company-wide responses.

Specifically, the CQO will be included as a member of this committee, which has been the venue for deliberations on important risk compliance issues related to the Fujitsu Group. This framework was established in which concrete measures are determined and promptly implemented, including Company-wide measures related to information security and system quality, as well as responses to individual events. By establishing such a framework, we could thoroughly implement risk management led by the CEO, assigning more strengthened authority than ever to the CISO and CQO to supervise the process, including different CxO areas such as personnel systems and investment resources. Additionally, to ensure the rapid and effective implementation of measures, the committee is held every month.

Main Business Risks *

- Economic and financial market trends
- Customers
- Competitors and the industry
- Investment decisions and business restructuring
- Suppliers, alliances, etc.
- Public regulations, public policy and tax matters
- Natural disasters and unforeseen incidents
- Finance

- Deficiencies or flaws in products and services
- Compliance issues (including human rights risks)
- Intellectual property
- Security
- Human resources
- Fujitsu Group facilities and systems
- Environment and climate change

* These are just some examples of the risks associated with doing business. More detailed risk-related information can be found in our securities and other reports.
https://pr.fujitsu.com/jp/ir/secreports/
Please refer to the web page below for detailed risk information in accordance with our Task Force on Climate-related Financial Disclosures (TCFD) declaration.
"Response to Environmental Risks"

Processes

After identifying and reviewing the key risks associated with business activities from among the various risks around the Fujitsu Group's operations, every year we investigate, analyze, assess, and visualize the possibility of key risks occurring, the potential impact, the status of measures, and so on.
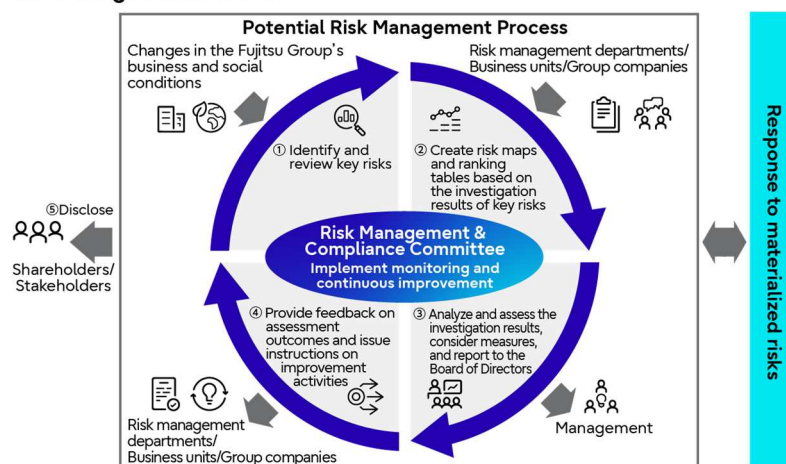
Based on the assessment outcomes, the Risk Management & Compliance Committee confirms the key risks, issues instructions on further measures, and reports to the Board of Directors. The policies and measures determined by the committee are fed back to the entire Group, and the risk management departments established for each key risk then appropriately manage the measures across the Group as part of efforts to minimize risks.

Information obtained through the potential risk management process is disclosed to stakeholders via such documents as securities reports and the Fujitsu Group Sustainability Data Book.

In addition, when a risk materializes, the committee has established mandatory rules such as rapid escalation to the Risk Management & Compliance Committee in accordance with risk management regulations, and ensures that all employees are aware of these regulations to raise awareness of risk management.

By implementing such process and confirming by the risk management department on a quarterly basis, we aim to reduce risks across the Fujitsu Group and to minimize the impact when risks become apparent.

Risk Management Process

Visualization of Key Risks

Key Risk Assessment Sheet

No.	Risk Category	Impact	Probability
1	Economic trends		
2	Customer trends		
3	Competition/Industry trends		
4	Information security		
5	Compliance		
⋮			
32	Environment/Climate change		

Key Risk Ranking Table and Map
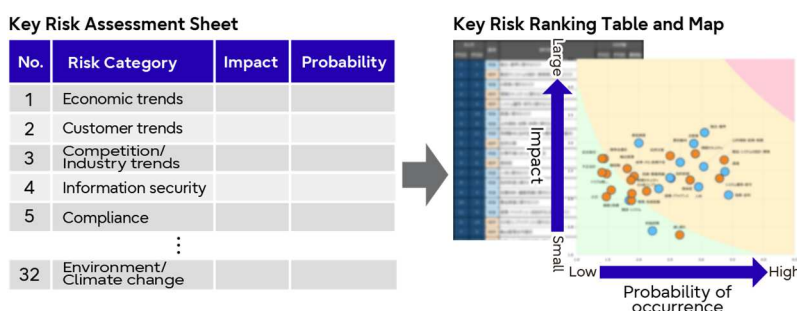
Risk Management Education

To enforce risk management across the entire Fujitsu Group, we conduct education and training at every level.

These programs are targeted at newly appointed executives and managers, as well as others, to educate them on our basic approach to risk management and our rules for promptly escalating issues to the Risk Management & Compliance Committee. The programs present specific instances relating to products, services, and information security, with the aim of continually improving participants' awareness of risk management and enhancing their capacity to respond to risks.

Refer to the "FY2022 Performance" section for information on education outcomes for FY2022.

Group-Wide Disaster Management

The basic policy of Fujitsu and its group companies in Japan is to ensure the safety of staff and facilities when disasters occur, to minimize harm and to prevent secondary disasters. We also aim to ensure that business operations resume quickly, and that we can assist in disaster recovery for our customers and suppliers. To this end, we are building robust collaborative structures in our internal organizations and strengthening our business continuity capabilities.

In particular, we are working to build "area-based disaster management systems" that enable the Group offices in each region to cooperate effectively and to promote responses via the management structures in each business unit and group company.

To verify the efficacy of our disaster management systems and enhance our response capabilities, we conduct drills tailored to every level, from the entire company through to task forces, workplaces and even individuals. We also implement voluntary inspections and verification activities to prevent accidents and minimize the level of harm in each of our facilities. These efforts enable us to accurately identify existing issues and review and implement measures to address those issues, thereby allowing us to work toward continually improving our capacity to prepare for disasters and sustain our business operations.

For more information on our Group-wide disaster management, joint disaster response drills and verification activities, please refer to the PDF listed below, and for activity outcomes for FY2022 refer to the "FY2022 Performance" section.

❯ Group-wide disaster management, joint disaster response drills, verification activities

Business Continuity Management

Recent years have seen a significant increase in the risk of unforeseen events that threaten continued economic and social activity. Such events include earthquakes, floods and other large-scale natural disasters, disruptive incidents or accidents, and pandemics involving infectious diseases. To ensure that Fujitsu and its group companies in Japan can continue to provide a stable supply of products and services offering the high levels of performance and quality that customers require, even when such unforeseen circumstances occur, we have formulated a Business Continuity Plan (BCP). We are also promoting Business Continuity Management (BCM) as a way of continually reviewing and improving our BCP.

Regarding the COVID-19 pandemic, to maintain the safety of its customers, suppliers and employees, and their families, the Fujitsu Group has placed the highest priority on preventing the spread of the infection. It is also promoting initiatives to sustain the supply of products and services to customers and to help resolve the many societal issues that have arisen due to the spread of the infection.

For more information on our BCM activities, infectious disease countermeasures and BCM in our supply chain, please refer to the PDF listed below, and for activity outcomes for FY2022 refer to the "FY2022 Performance" section.

❯ BCM activities, infectious disease countermeasures, supply chain BCM

FY2022 Performance

Risk Management Education

– **Fujitsu Group new executive training: 26 people**

Uses specific examples to illustrate key points that new executives need to take note of, including internal regulatory systems and issues relating to risk management and compliance.

– **Fujitsu Group new manager training: 1,257 people**

An e-learning course that covers areas such as the basic approach to risk management and the role of managers regarding risk management.

– **Disaster Management Forum: 450 people**

These forums are targeted at Fujitsu Group staff responsible for disaster management and business continuity in Japan. They offer an opportunity for participants to share knowledge with the aim of improving our on-site responses to large-scale disasters.

Serious Incident Response Training

– **Information security incident response training: 70 people**

By training through implementing and verifying a series of flows relating to initial responses to an information security incident, we aim to accelerate our incident response capability.

– **Product and service problem response training: 95 people**

We assess the impact of product and service problems and conduct simulated responses with external parties. This includes confirming and verifying the collaboration process between organizations, identifying issues, and undertaking continuous improvements.

Disaster Management & BCM Training

Joint disaster response drills: The FY2022 theme for Japan's annual nationwide disaster response drills that incorporate mock disaster exercises was the "Nankai Trough Megathrust Earthquake". These drills are used to ensure and to verify that Fujitsu and its group companies in Japan are fully versed in the essentials of dealing collaboratively with major disasters. (Proposed scenarios include "Tokyo Inland Earthquake" and "Nankai Trough Megathrust Earthquake".)

Information Security

Policy

Fujitsu Group appointed dedicated Chief Information Security Officer (CISO) in October 2021. Under the new information security regime, we are striving to secure and improve information security for our customers through our products and services, while also ensuring the information security of the entire Fujitsu Group.

Management Structure

We have established Regional CISOs in Japan and three international regions (Americas, Europe and Asia Pacific) under the CISO to implement globally consistent security policies and measures. They align the headquarters' policies with security requirements specific to each country to bolster information security through our globally integrated system.

We have also been building a system to strengthen the CISO's control over relevant departments to achieve the ideal state of information security by assigning security managers in charge of autonomous information security enhancement of each department in Fujitsu Headquarters and its group companies inside and outside Japan.

Specifically, our security manager system ensures that each department has an "Information manager," who oversees the management and protection of information; an "System Security Manager," who supervises the maintenance and management of information security system; and a "Product Security Incident Response Team (PSIRT) Manager," who leads product vulnerability management, so that they can promote various information security measures in cooperation with the CISO.

Information Security Management System Run by CISO and Information Security Managers
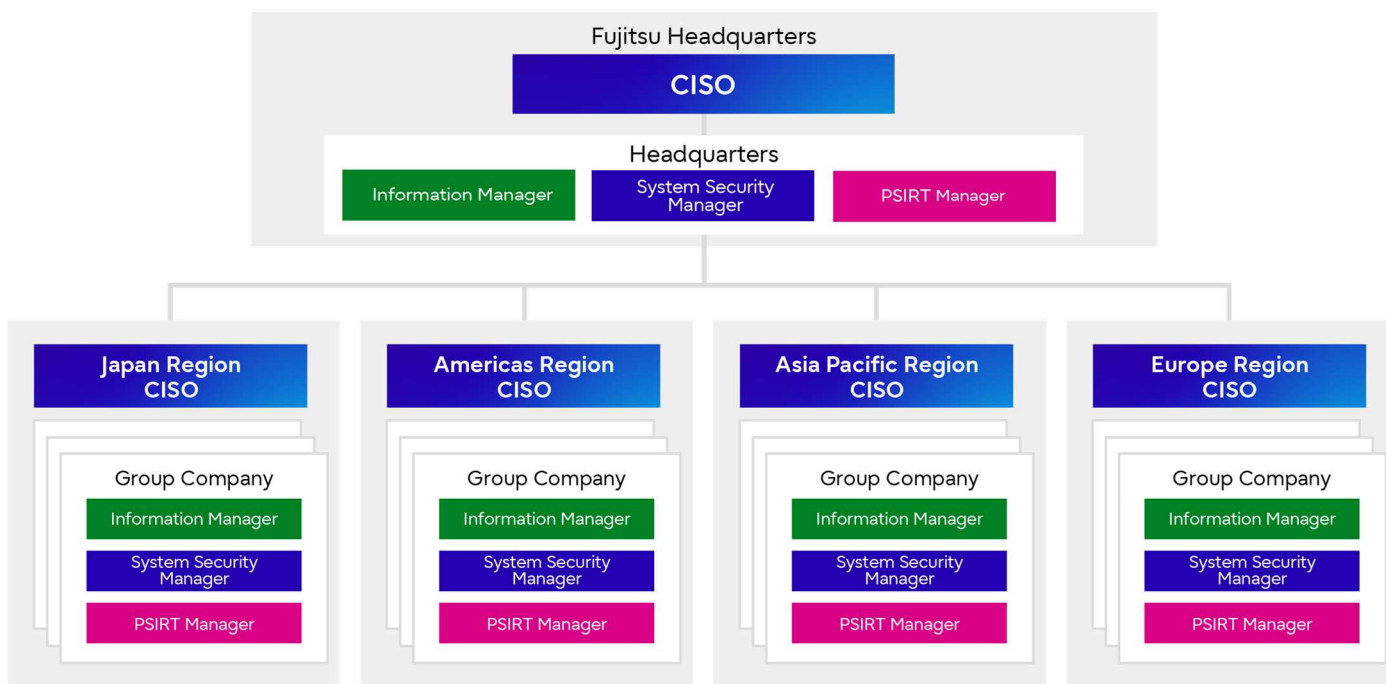
Information Security Initiatives

Our Goals for Information Security

With the rapid increase in more skillful and more sophisticated cyber-attacks, enhancing information security has become an urgent issue for national economic security and for corporate economic activities.

We have set up our goals for information security as described below. To achieve them, we respond to cyber-attacks with ever-evolving advanced information security and by continuing to reform the awareness of each employee and our organizational culture as it is the key to success. Together with relevant departments and employees, we are developing processes, rules, and systems to promote cybersecurity and working to strengthen information security for the entire Fujitsu Group as well as a safer business environment for our customers and partners.

Our Goals for Information Security

- **Proactive information security**
  - Continuous evolution of information security to support diverse work styles in the age of digital transformation (DX)
  - Autonomous information security response by employees and organizations

- **Defensive information security**
  - Cyber-attack prevention by addressing vulnerability
  - Enhanced monitoring to minimize cyber risks in case of emergency

Initiatives

Cross-departmental Application of Recurrence Prevention Measures and Visualization of Security Risks

In response to information security incidents involving our project information sharing tool, "Project WEB" and cloud service, "FJcloud-V/NIFCLOUD", we have been applying recurrence prevention measures across different departments under the dedicated CISOs' system. By 2022 we had completed the application of one of the principal recurrent prevention measures, "multi-factor authentication of web systems" in Japan. We also continue to promote corrective measures by visualizing security risks through company-wide security inspections.

In 2023, we will continue our efforts to achieve our goals for information security by taking appropriate corrective measures through visualization of security risks and evolving information security based on the following major themes:

What Visualization of Security Risks Can Achieve

- **Autonomous risk control by internal relevant departments**
  Objectively visualized risks related to information management and information system security are reviewed and promptly addressed by relevant department within the company. In case of critical system or information, an organization under the direct control of CISOs conducts direct inspection to objectively confirm the risk content with more accuracy.
  Moreover, the information management literacy of each employee and the organization (internal factors) and the actual status of cyber-risks (external factors) are also visualized and shared (Visual control). Having each employee understand this and take this personally (developing a sense of ownership) fosters an organizational culture of autonomous information security measures (taking initiatives).

- **Accurate correction of digitally visualized risks**
  Introduction of CMDB (*1) and Information Management Dashboards (*2) allows digital visualization of information system vulnerability and information management deficiencies. Correcting the visualized risks mechanically, not manually, minimizes security risks accurately and speedily.

(*1)   CMDB：Configuration Management Database

CMBD is a database that automatically collects and centrally manages information systems' configuration information of hardware, software, network, etc.
The collected information is utilized for security inspections and audits, handling vulnerability, and responding to security incidents.

(*2)   Information Management Dashboard: digitalized information management register.
The Fujitsu Group maintains a digitalized information management register, which controls managers, management locations, and scope of sharing of the confidential information.
Any deficiencies detected through consistency checks between the Dashboard and the actual information management status

(such as audit logs of storage services) will be readily and quickly corrected through a trouble ticketing system, or set a workflow for the solution.

- **Evolution of information security with technology**
  From 2023, we will unify our authentication infrastructure to promote centralized and visualized management of user IDs, authorization information and trail logs.
  With this authentication infrastructure, we will seek to conduct behavior analysis using trail logs and optimize authorization information in conjunction with the analysis results.

Main Measures

We will introduce the main measures tied to each theme from the following three perspectives.

- **Cyber-security**
  Introduction of information system security (or ensuring and maintaining the safety and reliability of information systems and networks), as well as measures related to activities to maintain the security of our products and service
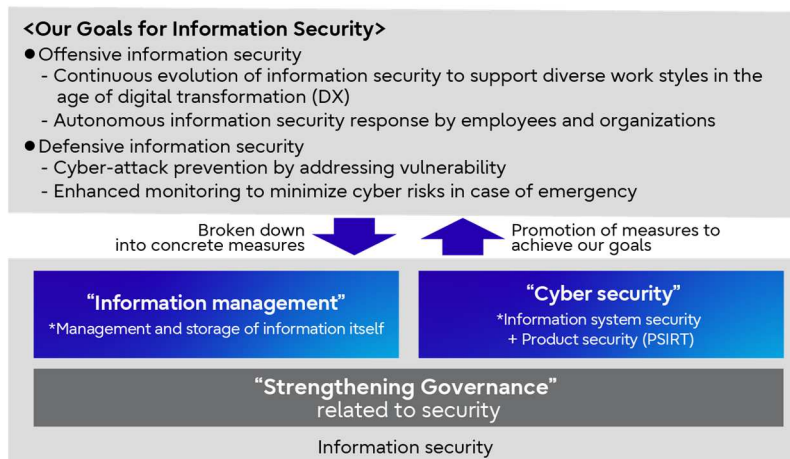
- **Information management**
  Introduction of measures to maintain and manage the confidentiality, integrity and availability of information itself, including critical information (confidential or personal information)

- **Governance enhancement**
  Introduction of measures to strengthen governance to instill and establish security measures and enhance the security of the entire organization.

Overall Picture of the Goals and Security Measures

<Our Goals for Information Security>
- Offensive information security
  - Continuous evolution of information security to support diverse work styles in the age of digital transformation (DX)
  - Autonomous information security response by employees and organizations
- Defensive information security
  - Cyber-attack prevention by addressing vulnerability
  - Enhanced monitoring to minimize cyber risks in case of emergency

Broken down into concrete measures → ← Promotion of measures to achieve our goals

"Information management"
*Management and storage of information itself

"Cyber security"
*Information system security
+ Product security (PSIRT)

"Strengthening Governance"
related to security

Information security

Cyber Security

Based on the IT asset management information of Fujitsu's systems, we will bolster preventive measures against security compromises by providing perimeter defense and zero-trust security not only to block any unauthorized access by an attacker, but also to detect and take defensive actions in the event of such intrusion.

Measures Linked to Centralized IT Asset Management

Autonomous Correction Through Centralized and Visualized IT Asset Management

To support our customers' safe, secure, and sustainable business activities, we have centralized and visualized the IT asset management of the IT systems for our globally operating customers, as well as our internal ones. This helps us promptly identify and correct any security risks throughout the group. We have been strengthening routine risk management, visualizing risk audits conducted by an organization under the direct control of the CISOs and their result, and promoting an appropriate understanding of the actual situation in relevant departments and their autonomous correction.

Global IT Asset Management
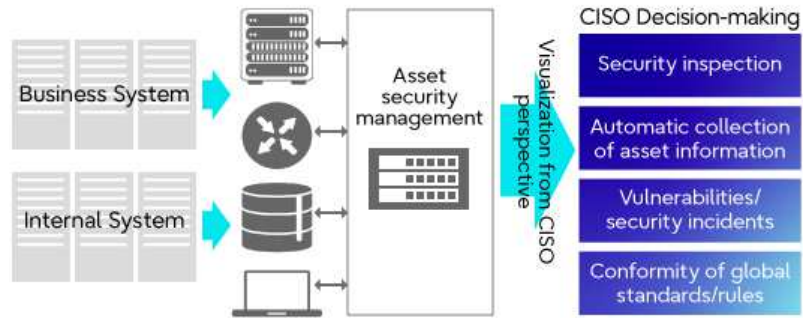
Vulnerability Scanning of Systems Exposed to The Internet

We provide vulnerability scanning mechanism in systems exposed to the Internet from the outside based on IT asset management information. This enables our relevant departments managing those systems to conduct autonomous periodic scans and take corrective actions triggered by vulnerability detection. By conducting periodic inspections through this mechanism on annual basis, we ensure implementation of countermeasures against vulnerabilities. Moreover, we inspect critical systems with more accuracy through third-party audits conducted by an organization under the direct control of the CISOs. In 2023, we will promote the automation and mechanization of this process.

Furthermore, we have also established a mechanism to ensure that vulnerabilities of systems not exposed on the Internet are thoroughly addressed, by regularly updating IT asset management information, checking it against the vulnerability database, and, in case of any critical vulnerability, issuing tickets (corrective tasks) to responsible department.

Utilization of Threat Intelligence and Attack Surface Management

We are proactively utilizing threat intelligence to speed up the detection of, and response to, vulnerabilities in systems exposed to the Internet. Threat intelligence enables us to collect information in the early stage of an actual attack from an attacker's perspective, such as information on global threat trends and vulnerability as well as vulnerability information in Fujitsu Group's systems exposed to the Internet. The obtained threat intelligence allows impact analysis and prompt corrective action.

Moreover, in combination with vulnerability scanning of Internet-exposed systems based on IT asset management information, we also implement attack surface management, which monitors system vulnerabilities from an attacker's perspective.

Vulnerability Scanning of Internet-exposed Systems
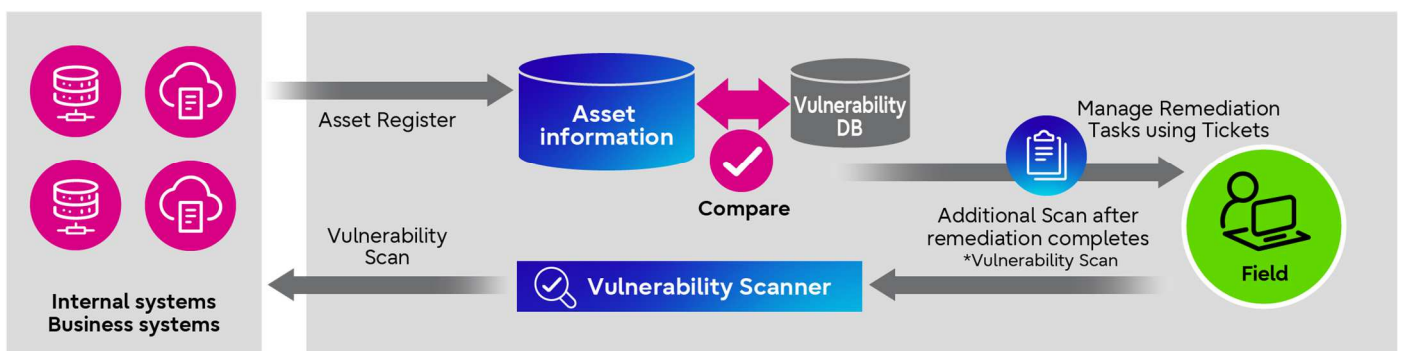
Thorough Monitoring

The cyber security environment is constantly changing, and attack methods are becoming more complex and sophisticated. Under these circumstances, the Fujitsu Group takes a zero-trust approach, based on the concept that 100% prevention of intrusion by cyber-attack is impossible, to reinforce security monitoring. We will improve the internal guidelines for security monitoring and conduct periodic system inspections to grasp and visualize the current situation. We will also work to ensure a sound monitoring system to enhance detection capabilities and earlier response to cyber-attacks. Furthermore, we ensure that critical systems are thoroughly monitored through third-party inspections conducted by an organization under the direct control of the CISOs.

Response to Incidents

As a company that supports customers' safe and secure business activities, we must respond immediately to cyber-attacks that are becoming increasingly skillful and sophisticated. To that end, we have created an incident response process on the premise that a contingency is inevitable, so that in such cases our organization can quickly implement the series of processes of escalation to higher levels, response, recovery, and notification.

1. **Escalation process**
   We have standardized, and are continuously improving, the process of calculating an impact of each incident risk and escalating accordingly, to bolster the organization's ability to respond to any incident.
2. **Incident response and system recovery process**
   After receiving information on attacks and vulnerabilities, we will take actions for prompt recovery by formulating a system recovery plan that includes appropriate incident handling, patch application plan and business continuity plan (BCP) for the affected product or system.
3. **Notification process**
   To ensure accountability to our stakeholders, we strive to properly share and report incident information.
4. **Activities to have the processes take root in the organization**
   The Fujitsu Group conducts regular education and training on incident response to raise employees' awareness and implement activities for the incident response processes to take root.

Incident Response Processes
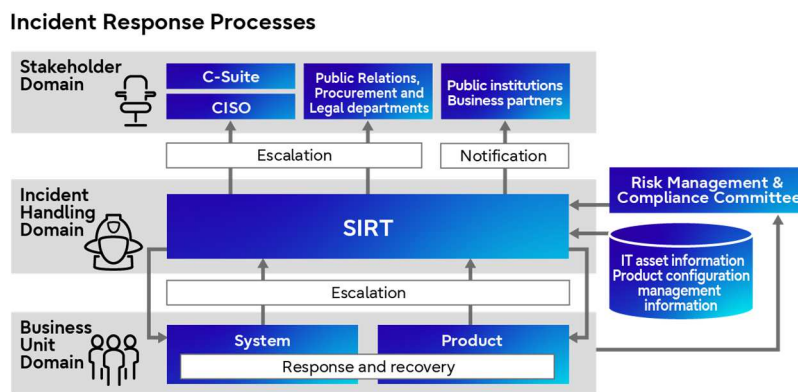
Sophistication of Incident Response

Responding to a security incident requires an accurate understanding of the event from a technical perspective through log analysis, malware analysis, disk forensics, and other methods. A quick and fitting response also requires determining an overall policy and collaborating with parties involved inside and outside the company. In our company, technical experts and members who take the lead on the path to the solution work together to handle security incidents, following various processes, including the escalation process.
In addition, we have been accumulating information on attacker's tools, processes, and access methods and improving technical knowledge and skills of our response team members through continuous training. We also review the incidents we, including our global group companies, have handled to continuously improve our response capabilities, including upgrading our structure, rule and processes and accumulating know-how, so that we can speed up our response and minimize the impact.

Risk Prevention in Our Products and Services

PSIRT Manager System

To protect our customers who use our products and services, we have assigned PSIRT Managers in internal relevant departments to be responsible for centralized management of information on product configuration, IT asset and threat intelligence, including vulnerability information, as well as for vulnerability response. This is a system that enables speedy and proactive response to risks caused by vulnerabilities in our products and services.

Formulation of Processes

To accelerate estimation of the risks to products and services, as well as consideration and execution of countermeasures against them, we created standards and processes to handle the risks caused by

vulnerabilities. We are continuously improving those processes based on statistical analysis by data scientists and track record of our responses.

Earlier problem resolution through prompt vulnerability response based on these systems and processes will prevent secondary damage to customers and minimize the impact on their business continuity.

Vulnerability Response Framework in Fujitsu Products and Services
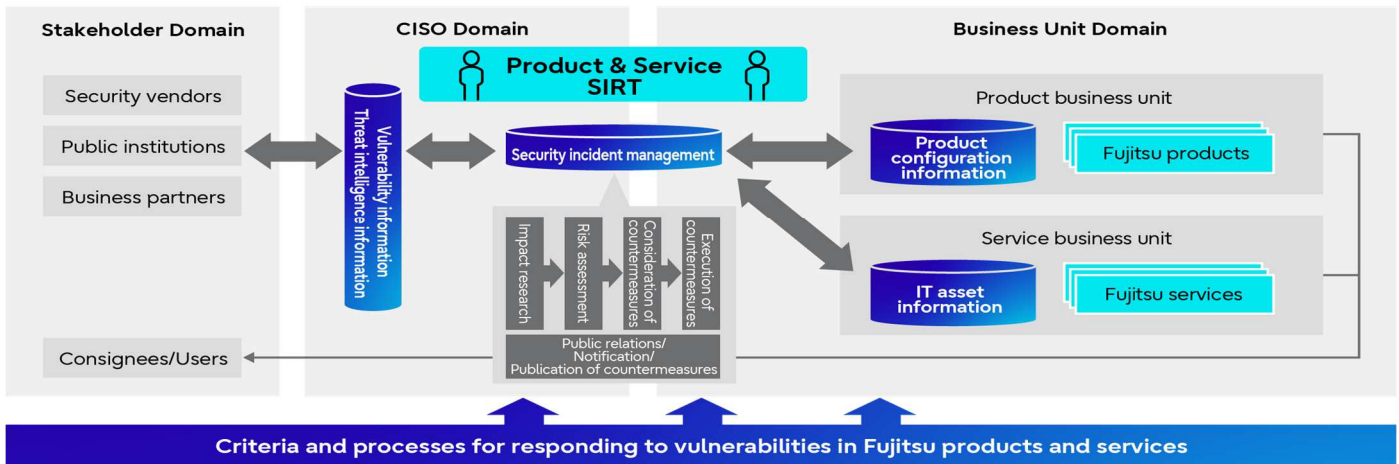
Information Management

Fujitsu Group in Japan implemented the Information Protection Management System in order to appropriately protect third-party confidential information (including personal information) and our confidential information. We also apply a PDCA cycle from the "(1) Roles & Responsibilities" to "(7) Review". In order to clarify information assets that must be protected, we establish appropriate management according to the status of our customers and suppliers, and take initiatives for protecting information. These steps are taken for the autonomous information protection activities (regulations by industry, business type, etc.) conducted by each division while unifying the classification of information on a global scale.

Furthermore, we provide various automation support tools that utilize information management dashboards to support appropriate information management. We make improvements as necessary to realize operations that are both effective and safe.

The main activities of the Information Protection Management System are described below.

Information Protection Management Systems (7 Points)

Information Protection Management System

(1) Roles & Responsibilities

Under the CEO, we are building a system to manage and protect information through a global network that is centered on the CISO and overseen by the CEO. We appoint management staff for each department, clarify roles, and promote the appropriate handling of information.

(2) Policies & Regulations

In order to handle information correctly, we have formulated necessary rules, procedures, and an annual activity plan. We also periodically review our policies and rules, including responding to legal amendments.

(3) Training & Awareness

In order to improve the awareness and skills of each employee, we provide necessary information according to employees' positions and roles. We also hold various training sessions and disseminate information in response

to changes in the work environment (for example, telecommuting, etc.).

Every year, we carry out information management education (e-Learning) for all employees including executives, and publish internal information management learning materials that can be studied at any time.

*Number of participants in 2022: 37,343

(4) Self-Inspection

We identify and classify our information assets, conduct risk analysis, and carry out periodic inventory check.

(5) Incident Response

We have established a system for fast and appropriate response to information management incidents. We have also set up escalation routes, procedures, etc., on a global scale.

(6) Audit

The Information Management Promotion Division confirms the status of information management for each division from a third-party perspective. It also gives instructions and suggestions for corrections and improvements.

(7) Review

We are working to improve and review our Information Protection Management System by considering external opinions (including audit results, incidents, and complaints), law revisions, and changes in the environment.

Information Protection Management System and Roles
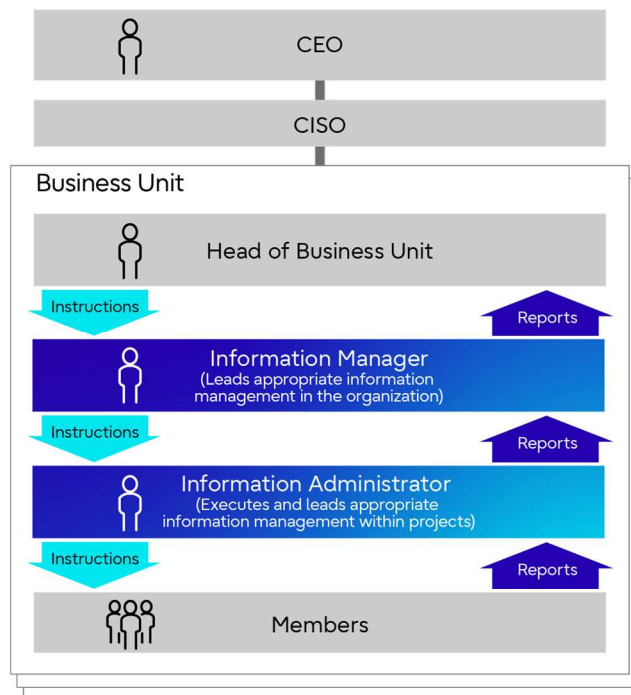
Protection of Personal Information

Fujitsu has established a global Personal Information Protection System to strengthen the protection of personal data. Under the leadership of the organization under the direct control of the CISOs and the Legal Division, we work with each region and Group company to comply with the laws and regulations of each country, including the GDPR (*1). In regard to the handling of personal information, we post and announce privacy policies on public sites in each country.

(*1) GDPR: General Data Protection Regulation
A European regulation that was put into effect on May 25, 2018 and that requires companies, organizations, and groups to protect personal data. Includes rules on the transfer of personal data outside the European Economic Area (EEA), the obligation to report within 72 hours of a data leakage, etc.

In Japan, with the objective of protecting personal information, Fujitsu Group obtained certification for the PrivacyMark (*2) by the Japan Information Processing and Development Center (JIPDEC) in August 2007. We are continually working to strengthen our Personal Information Protection System. Our domestic Group companies also obtain the PrivacyMark as necessary and work to thoroughly manage personal information.

(*2) The PrivacyMark
The PrivacyMark is granted to businesses that handle personal information appropriately under a personal information protection management system that is in compliance with JIS Q 15001:2017.

In FY2022, Fujitsu Customer Service Center Personal Information Protection Desk did not receive any consultations or complaints regarding customers' privacy. No customer information was provided to government or administrative agencies in accordance with the Act on the Protection of Personal Information.

Acquisition of Information System Certification

Fujitsu Group is actively promoting the acquisition of third-party evaluation and certification in our information security efforts.

> Third-party evaluation/certification audit results (link)

Governance Enhancement

We are working to minimize security risks through a multifaceted approach to enhance global security governance.

To ensure common governance in the global group, we clarify what must be done by "(1) making policy requirements mandatory," and make sure "(2) thorough application by system governance" under the Information Security Management Structure. By organically combining these with "(3) execution of inspections and audits," mentioned earlier, and "(4) problem detection through ASM," we realize reliable security measures that each department can carry out autonomously.

In addition, by "(5) visualizing risks and maturity levels" along with metering of security maturity levels, we foster a culture of taking security measures autonomously and thus promote self-purification effect of cyber-security measures.

**Overall Picture of Governance Enhancement Measures**
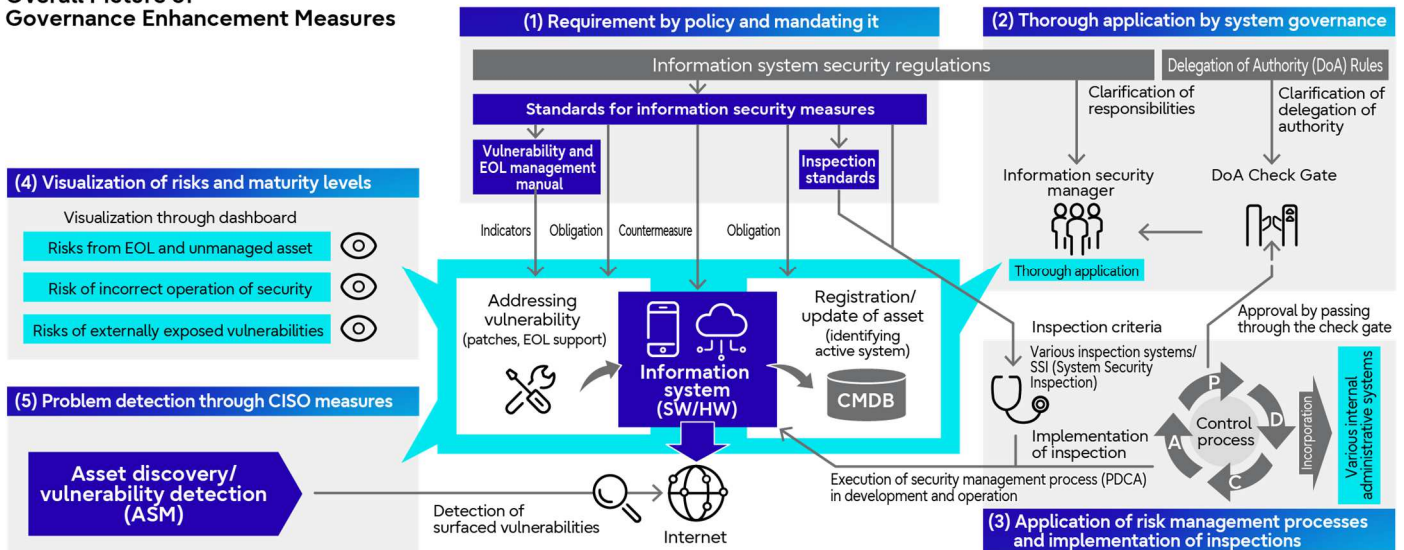
Metering of Security Maturity Levels

Fujitsu evaluates the security maturity levels of organizations by automatically collecting and scoring infrastructure configuration values, security logs, audit data and other data. By visualizing the maturity level of each department at Fujitsu Headquarters and each group company on a monthly basis, we foster a culture of autonomous implementation of specific measures and corrective actions based on an understanding of the current situation and differences from targets, and thus promote self-purification effects of cyber security measures in each department.

Inspired by the C2M2 (*1), or Cybersecurity Capability Maturity Model, and SIM3 (*2), or Security Incident Management Maturity Model, both of which have been proven in Japan and overseas, our security maturity level evaluation indicators incorporate a unique method of scoring maturity mechanically from data taken from security measures. The evaluation score is capped at 100 points. The maturity levels are scored on six axes: governance, human security risk management, system security risk management, information asset risk management, incident detection and response capabilities, and organizational culture and mindset. In 2023, we will conduct 8-axis evaluation, adding external organizational collaboration and supply chain risk management.

(*1) C2M2：Cybersecurity Capability Maturity Model
(*2) SIM3：Security Incident Management Maturity Model

Company Maturity

Maturity Score Trends (Entire Company)
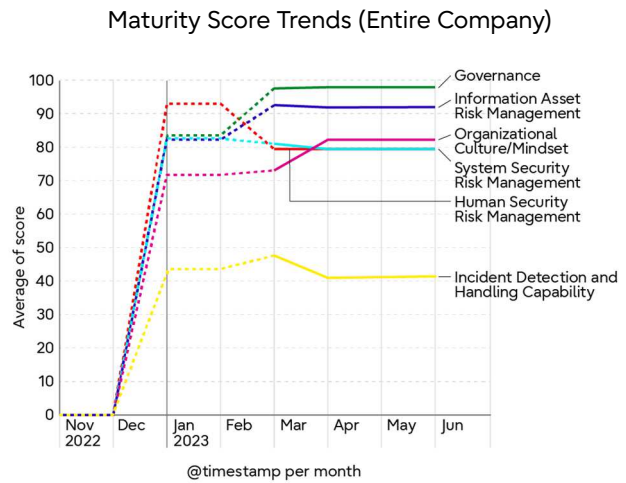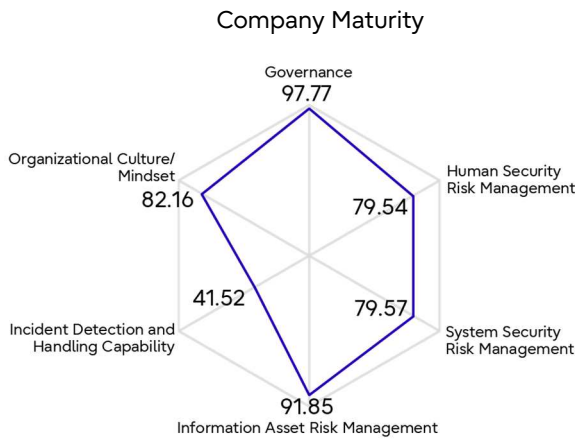
Visualized Graph of Security Maturity Levels (sample)

Dissemination and Spread of Framework Rule Process

We are implementing mainly two initiatives to unify and raise the level of security measures on a global basis.

Fujitsu Group Standards for Information Security Measures

The first is the formulation of "Fujitsu Group Standards for Information Security Measures" which set the standard security measures in the group. Consisting of more than 200 management measures based on the global standards NIST's CSF (*1), SP800-53 (*2) and ISO/IEC27002, it will establish rules for the application of management measures according to the importance of information systems and other factors. We are also preparing materials such as manuals and guidelines to support the application of such management measures.

Risk Management Framework

The second is the development of "Risk Management Framework," a framework for security risk management in the group. Based on the global standards NIST's SP800-37 (*3), the framework will establish a set of processes to identify and manage security risks of each organization and information system in a systematic and appropriate manner. It will establish rules for periodic risk management in each organization and risk management in the development and operation phases of each information system. We will incorporate these processes into the Fujitsu Group's various business processes to ensure that they are well understood and widely accepted.

By sharing these two initiatives within the Fujitsu Group and executing a series of processes of "Risk Management Framework," we will apply management measures based on the "Fujitsu Group Standards for Information Security Measures" to each organization and information system, while we will run a continuous improvement process. This will help us with our pursuit for effective implementation of security measures and realization of "security by design."

(*1) CSF：Cybersecurity Framework
(*2) SP800-53：NIST SP800-53 Rev.2 Security and Privacy Controls for Information Systems and Organizations
(*3) SP800-37：NIST SP800-37 Rev.2 Risk Management Framework

Security Training, Development of Mindset, Human Resource Development and Maturity of Responsible Personnel

As one of the measures to support the improvement of security maturity levels, mentioned above, we are working on security education and training. Particularly, we focus on preventing the recurrence of recent incidents. For example, our company-wide mandatory information security education program shares the latest trends of security threats and incident cases and informs trainees of the lessons learned from the past incident responses and the measures that were supposed to be taken, in order to develop a security mindset and strengthen skills of each employee.

In addition, we hope that regular information sharing by the CISOs and an organization under their direct control within the company, as well as vitalization of security managers' community, will contribute to creating a

corporate culture that does not allow information management and security measures to take a backseat to business convenience and cost reduction. To achieve this goal, we are working on the following:

<Security Education and Training>

In addition to basic education on information management and cyber-security, we thoroughly disseminate the lessons learned from the latest trends and incident responses. We also work to improve the skills of our professional personnel by issuing guidelines on system monitoring for system managers. As 100% prevention of incidents is difficult, we have changed from efforts not to allow contingencies to happen, to efforts that take contingencies into consideration. As a part of such efforts, we conduct incident response training for employees. For instance, we annually provide system engineers (SEs) and business producers involved in business and internal operations with practical training under a scenario of an incident. In the event of an incident with a social impact, we also conduct incident training for executives and relevant departments to ensure a quick response and minimization of the impact.
In addition, we carried out targeted e-mail drills twice in the FY2022 to promote the security mindset in each employee. We will continue this drill at least once a year.

<Strengthening the Security Management Structure and Human Resource Development>

Fujitsu Group will work to reform each department's security-related way of thinking and behavior by having the CISO and an organization under their direct control periodically share information within the company, assigning security managers to support each department, and stimulating their community.
In 2023, we redefined the image of security personnel, especially that of security managers working in the field. We also reviewed our professional certification system. After clarifying their functions and responsibilities, we revised the system, including the compensation system, and have been reinforcing the security system in organizations in the field of Japan ahead of schedule since January 2023.
We also strive to better the security maturity level of each department lacking security-related experience by sharing with it their actual status visualized through the above-mentioned "metering of security maturity levels" and by having the security managers' community communicating with it periodically.

Quality Initiatives

Quality Policy

In addition to establishing a corporate philosophy and charter that applies to all products/services, the Fujitsu Group has also established regulations and standards to uphold customer requests, various features of our products/services, and laws and restrictions. These are all based on the Fujitsu Way. As a result, each of the Fujitsu Group's businesses provides safe and secure products/services supporting the businesses and lifestyles of various customers including developing social infrastructure.

The Fujitsu Global Quality Policy represents a way of thinking, shared across the entire Group, for implementing a value system which holds the Fujitsu Way in high regard, "Trust: We contribute to a trusted society using technology."

This quality policy was established in order to continue providing our customers with products/services that they can feel secure using, but also to define quality as a foundational part of our business, and come to a shared understanding of the policy worldwide.

System of Quality Policy Rules and Regulations

Fujitsu has established the Fujitsu Group Quality Charter under the Fujitsu Group Global Policy, as well as five quality assurance-related regulations (such as Shipment, Registration, and Release Regulations, as well as Safety Promotion Regulations), in order to implement the Fujitsu Global Quality Policy in Japan.

All of our measures, from planning to design to verification, production, sales, and even follow-up support, are based on this charter and these regulations. This ensures that we continue to provide products/services that stay one step ahead of our customers and any changes in their business landscapes.

Implementation Policy for the Safety of Our Products and Services

The Fujitsu Group recognizes its social responsibility to contribute to building a safe and secure society. The Fujitsu Group always considers and endeavors to improve the safety of products and services in every aspect of the group's business activities.

1. Observation of laws and regulations

   We observe laws and regulations concerning product and service safety.
2. Efforts to secure safety

   We try to ensure that products and services are safe in a variety of use situations and take measures as necessary to secure the safety of the products and services. In addition to legally specified safety standards, we develop and observe voluntary safety standards in our endeavors to improve products and services continuously.
3. Prevention of incidents caused by improper use, etc.

For the safe use of products and services by customers, we properly display notices and warnings in handbooks or on the body of the products in order to prevent incidents caused by improper use or carelessness.

4. Collection of incident information, etc.

   We actively collect safety-related information from customers, including information on product and service incidents and what might lead to such an incident.

5. Handling of incidents

   We immediately check the facts of any occurring incident related to a product or service, investigate the cause, and handle it properly. If the product or service has a safety problem, we provide that information to customers and take proper measures, such as product recall, service recovery, and prevention of further damage and other damage from occurring. We quickly report the occurrence of major product incidents to the proper authorities in accordance with laws.

Our Quality Management Structure

The Fujitsu Group appointed a Chief Quality Officer (CQO) in June 2023 in an effort to enhance the quality of our products/services across the entire Group.

Furthermore, Fujitsu established Quality Management Representatives in each business organization, region and Group company to monitor Groupwide quality management under the leadership of the CQO. Following the decision-making of the CQO, the Global Quality Management & Assurance Unit formulates shared policies, standardization, and quality improvement measures as the headquarters of quality. By deploying these shared measures through Quality Management Representatives, we are working toward providing products/services with consistent and optimal quality for our customers all over the world.

In addition to working with individual divisions and regions with regards to their quality assurance efforts, we also coordinate across the entire Group to share knowledge and information that transcend organizational boundaries. This helps us make better use of these efforts, and allows us to solve quality assurance issues that are shared across organizations.

This sharing of effective quality assurance efforts increases the overall quality of Fujitsu's products/services, and helps to prevent issues from occurring and reoccurring.

Quality Management Structure

<Quality Management Representatives>

| CQO (Chief Quality Officer) | Global Quality Management & Assurance Unit | Solutions and Services-Related Organizations |
		Product-Related Organizations
		Each Region
		Group Companies

Our Quality Support Framework

In order to provide a level of quality for our products and services which meets the needs and expectations of our customers in a consistent way, it is essential for us to coordinate with various organizations inside and outside Fujitsu—including business units, common business units, and business partners—from planning and design through development, manufacturing, testing, sales, operations, and up until maintenance. Frameworks and mechanisms to integrate these organizations are essential as a foundation for our efforts.

This is why we built our Quality Management System (QMS): to coordinate among these business units as appropriate for the product or service. Our QMS periodically verifies the progress in light of international certification standards such as the ISO in the aim of achieving process improvements to realize even higher quality.

Our Quality Support Framework
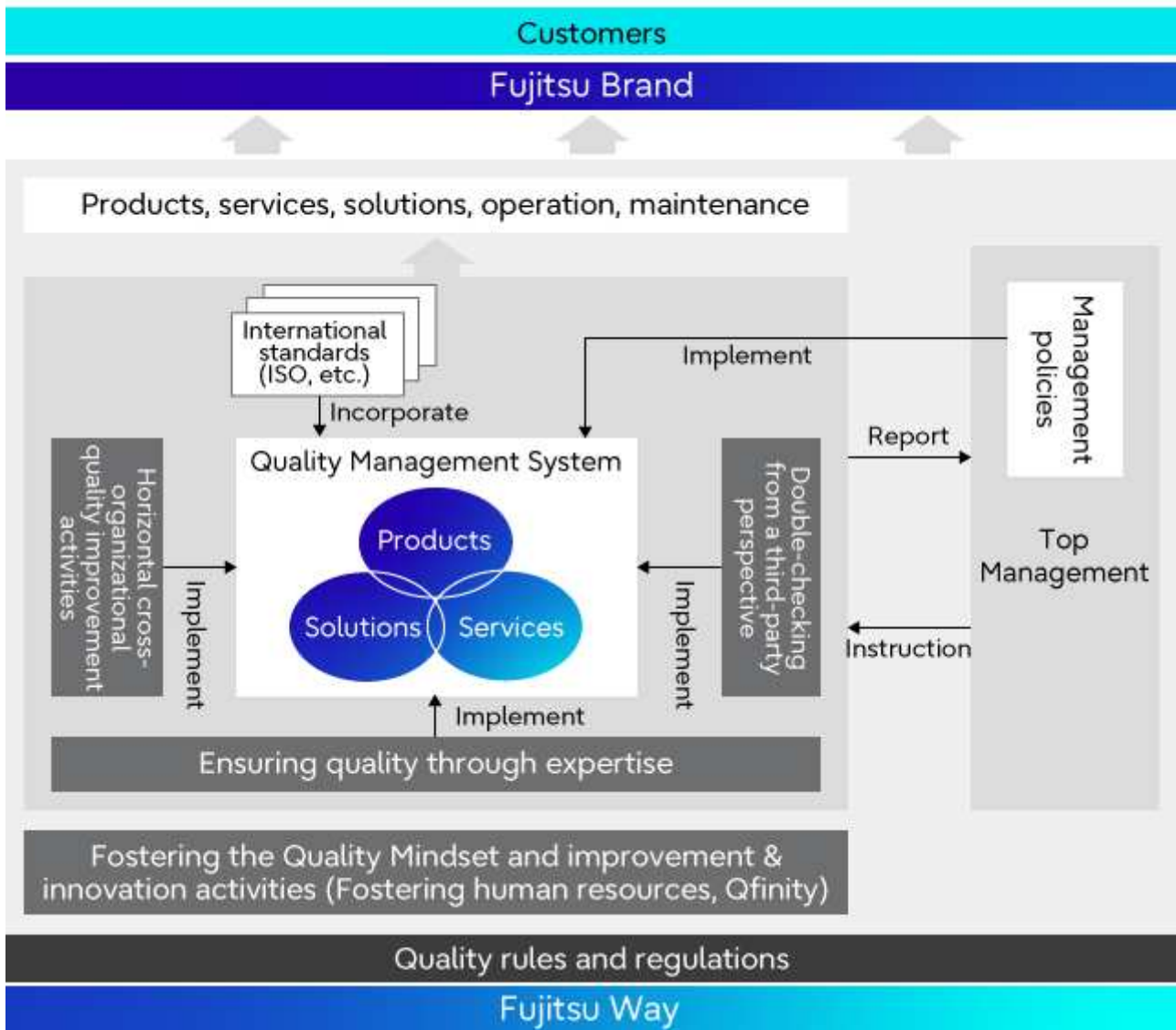
Companywide Quality Improvement Cycle

Within the Fujitsu Group, each organization has established and operates its own quality management system, and by implementing a cycle spanning from the formulation of shared policies and measures to evaluation and decision making, we are working to improve quality strategically involving the entire Group.

(1) Policies and measures

Objectives are set and reviewed, and quality measures for achieving them are planned and rolled out across the entire Fujitsu Group. In addition to internal control using regulations and rules, quality processes are also standardized to ensure a stable quality.

(2) Implementation and monitoring

The projects of each business are monitored to ensure that business is executed following quality measures, rules and standardized processes. In case a quality concern arises, the situation is rectified or improved through audits and inspections. Additionally, training is provided to continuously increase employee skill levels.

Companywide Quality Improvement Cycle

- Objective setting
- Quality measures
- Control and standardization

①Policies and measures

- Monitoring, audit, and inspection
- Training

②Implementation and monitoring

④Evaluation and reporting

- Quality analysis and assessment
- Management reporting and decision-making
- Commendation

③Response to issues

- Incident response
- Recurrence prevention and horizontal deployment

(3) Response to issues

If a problem related to product/service quality is found, the matter is managed as a quality incident and prompt action/measures are taken. In the case of a serious quality incident, following the Risk Management Regulations, the matter is immediately reported from the field to the Risk Management & Compliance Committee at the Fujitsu headquarters, and under the committee's instructions, the relevant departments address the incident jointly and consider ways to prevent recurrence. The recurrence prevention measures are shared with other departments through Quality Management Representatives in an effort to prevent the same incident from occurring at other Fujitsu Group companies.

(4) Evaluation and reporting

Our approach to quality is regularly examined and analyzed, with consideration also made toward additional measures if necessary. After reporting updates to executive management on a regular basis, action is taken following their decision making and instructions. This cycle is then repeated following a short timeline in an effort to improve quality through an all-hands-on-deck approach including executive management and the heads of business organizations.

Additionally, through Qfinity (*1) activity, good/best practices are commended and shared across the entire Fujitsu Group to increase the level of quality throughout the Group.

*1 Qfinity : Qfinity, an internal branding term which combines the words "quality" and "infinity," represents the DNA of the Fujitsu Group: the "infinite pursuit of quality by each and every employee." Qfinity is an improvement and innovation activity launched throughout the Fujitsu Group in FY 2001 to continuously improve the quality of products and services, with each and every employee taking a central role. Through Qfinity, we promote quality improvement activities in each workplace and engage in quality improvement of products and services.
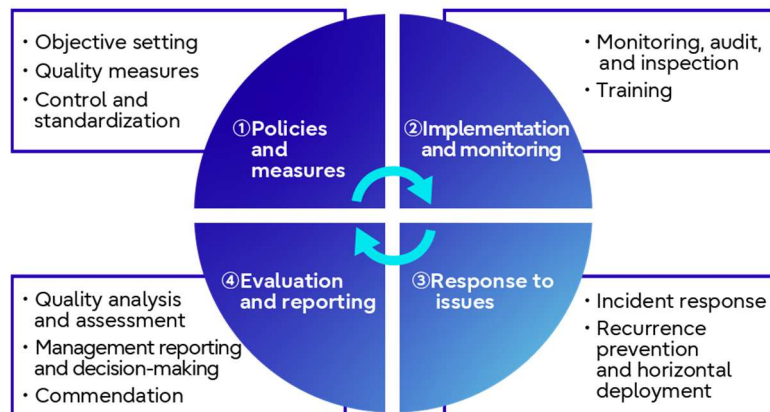
Quality Governance

Under the newly appointed CQO, we are working to strengthen quality governance across the entire Fujitsu Group as well as prevent major incidents from reoccurring and enhancing the quality of products/services.

The process of strengthening quality governance involves rolling out a platform for risk assessment and decision-making model within the Fujitsu Group to correctly assess risks and take thorough action against it.

Strengthening the Design/Operation Platform Supporting Quality Governance and Risk Monitoring

We will load quality-related information that comes up in the development field, such as progress of development projects, test density, and defect detection rate, onto our common platform, Fujitsu Developers Platform. By combining this information with Earned Value Management (EVM) and quality indicators and conducting timely analysis, we will build a mechanism for assessing the quality and delivery decisions in the development field in a more objective manner.

**Mechanism for Objectively Assessing Field Decision**
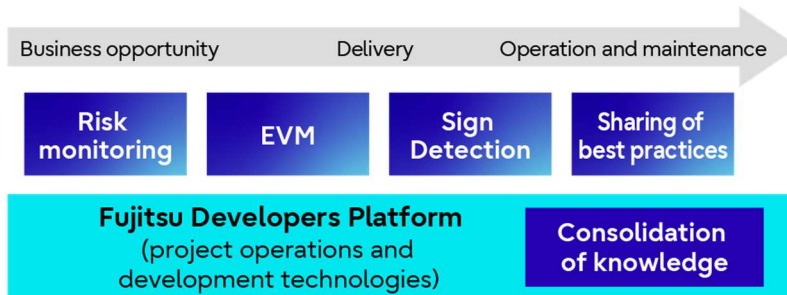
Decision-Making Model

For business opportunity and projects, we have adopted a GOGI approval system (consensus to approve) led by stakeholders. In addition to the conventional judgment of business groups/regions (sponsor), the development departments (delivery councilor) and the Global Quality Management & Assurance Unit (Independent audit supervisor) deliberate from multiple perspectives. Through these trilateral discussions, decisions are made from multiple angles, not only business but also quality, technology, and resources.

We strive to provide better proposals to our customers by setting up check gates for each phase of business opportunity and development, and making decisions through trilateral consensus to prevent the promotion of erroneous projects and the occurrence of quality issues.

As connectivity increases globally, the expectations placed on the Fujitsu Group are also undergoing significant changes.

As we take on an increasing number of first-time business and initiatives, we utilize these mechanisms as a foundation to make quick and accurate decisions and prepare for various risks.

Consensus-based Decision-making Model
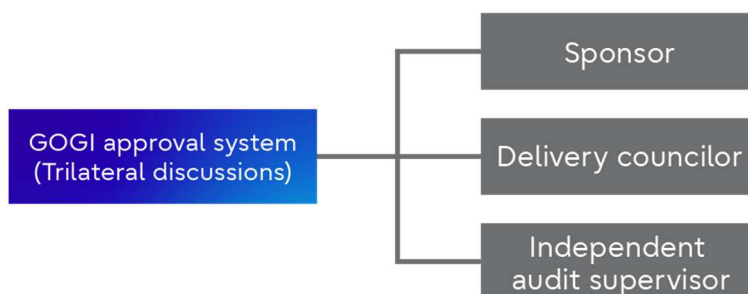
FY 2022 Performance

Violation of Laws and Regulations Concerning Product Safety

- Violation of laws and regulations concerning product safety: 0

Disclosure of Information Related to Product Safety

- Number of disclosed issues: 0 major product incidents
- Important notices concerning product safety
- Prevention Measures for Laptop Battery Ignition Incidents

   On three previous occasions, Fujitsu has asked customers to exchange and return battery packs in order to prevent the spread of ignition incidents due to the possibility that foreign matter had contaminated the interior of the battery during the battery pack manufacturing process.

   At the same time, however, although extremely rare, there have been cases of ignition occurring in battery packs outside those covered by the returns and exchanges.

   It has been found that limiting the phenomenon that increase the internal pressure of batteries is an effective measure in preventing these types of ignition incidents.

   Since February 9, 2017, Fujitsu has been offering a "Battery Charging Control Update Tool" through its website for its laptop PCs launched between 2010 and 2016. In addition, since November 2018, Fujitsu has been distributing the Battery Charging Control Update Tool via Microsoft's Windows Update service to the

laptop PCs of all those affected in order to ensure all customers using the affected laptop PCs apply the update.

We also established a consultation service to provide support for customers' applications.

Non-legal compliance violations related to product safety and information/labeling violations

- Product information and labeling violations: 0
- Product defect involving violation of Japan's Radio Act: 1
- Defect in violation of the EU Electromagnetic Compatibility Directive: 1

ISO9001 / ISO20000 Certification Status

Fujitsu is continuously working to improve processes under the QMS.
- ISO9001: 22 divisions certified
- ISO20000: 9 divisions certified

Working With Our Customers

Improving Customer Satisfaction

Our current era is characterized by dizzying levels of social and economic change, and it seems impossible to predict what will come about in the future. In this kind of landscape, it is vital that we maintain an accurate understanding of our customers' various needs and adapt quickly to changes as they arise. In order to accomplish this, we must think and behave from the customer perspective, and engage continuously in reform.

The Fujitsu Customer Contact Center and Fujitsu Contact Line

To be able to address roughly 40,000 annual customer inquiries quickly and accurately, the Fujitsu Customer Contact Center and the Fujitsu Contact Line collaborate with multiple departments and utilize AI and chatbots to respond. Furthermore, they also act as a form of surveillance, helping prevent missed and late responses. Not only do they increase customer satisfaction by facilitating quick answers, but they also allow us to analyze information about customer inquiries so that we can improve the development and quality of our products and services.
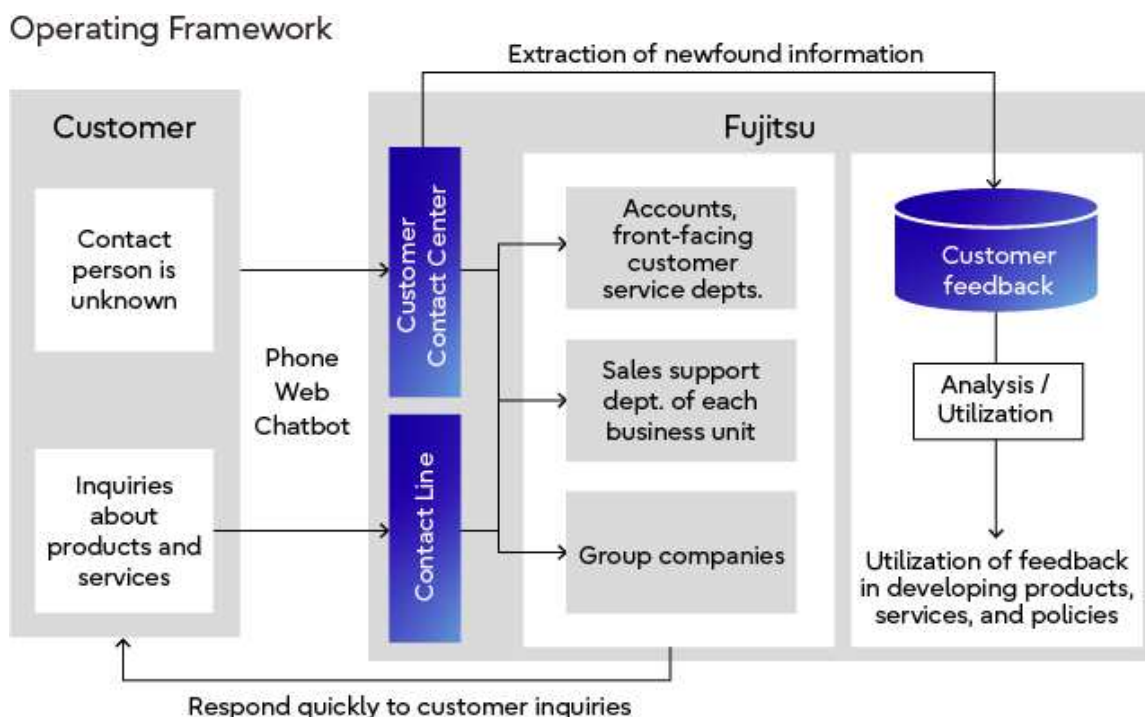
> Customer Contact Center / Fujitsu Contact Line (Japanese text only)

Advertising and Promotion Policy

At Fujitsu, we work to make sure that our advertising makes use of fair and appropriate language and symbols, and are in adherence to laws and internal regulations. In FY 2023, we will engender the trust of society through innovation, and promote our initiatives to make the world a more sustainable place, so that those efforts will be more widely recognized. We also set goals (KPIs) and monitor these indices via the PDCA cycle to see if they

have been achieved, in order to determine whether our advertising policies have been effective and cost-effective.

Due to changes in the Fujitsu business model, we have also not had products and/or services that would fall under the regulation of the Act Against Unjustifiable Premiums and Misleading Representations.

Fujitsu offer contact lines where the general public can voice their opinions about our advertisements. We take all of these opinions to heart, respond in a measured way with regard to matters that require a response, and do our best to engage in further communication.

❯ Advertising and Promotion (Japanese text only)

Social and Governance Data

The data marked with ★ are assured by the third party.

Employees in Fujitsu group

		FY2020	FY2021	FY2022	GRI
Number of employees by region *1	Total	126,371	124,216	124,055★	G102-7,8
	Japan	81,425	76,845	72,641	
	East Asia*2	15,527	18,842	4,966	
	Asia Pacific*2	2,670	2,575	20,448	
	The Americas	4,205	3,942	3,891	
	Europe *2	22,544	22,012	22,117	
Number of Employees by Type of Contract (person)	Full-time	126,371	124,216	124,055	
	Non Full-time *3	12,580	12,324	12,005	

*1   The number of employees as of end of the fiscal year (March 20)
*2   Figures for FY 2020 and FY 2021 refer to "Asia" and "Oceania" respectively. We have been reviewing regional classifications since fiscal 2022. NWE (Nordic and Western Europe), CEE (Central and Eastern Europe), Europe other than NWE and CEE are added together to "Europe," China, Taiwan and South Korea included in Asia are added together to "East Asia," and countries other than China, Taiwan and South Korea and Oceania included in Asia are added together to "Asia Pacific.".
*3   Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

Board of Directors (As of June 26, 2023)

		End of June, 2021	End of June, 2022	End of June, 2023	GRI
Directors	Total	9	9	9	G405-1
	Male	7	7	7	
	Female	2	2	2	
External directors		5	5	5	
Non-Japanese directors		1	1	1	

Diversity (Fujitsu group)

		FY2020	FY2021	FY2022	GRI
Ratio of female employees (%)	Fujitsu group	-	-	24,8	G405-1
	Fujitsu	18.2	18.7	19.5	
Ratio of female executives and managers (%)	Fujitsu group	-	-	15.01	
	Fujitsu	7.37	8.03	9.12★	
Ratio of female in junior management positions (%)	Fujitsu group	-	-	17.79	
Ratio of female in top management positions (%)	Fujitsu group	-	-	13.8	
Ratio of female in management positions in revenue-generating functions (%)	Fujitsu group	-	-	15.5	
Ratio (*5) of female in STEM-related positions (%)	Fujitsu group	-	-	20.4	

*4   The number of employees as of end of the fiscal year (March 20)
*5   STEM-related Departments: Departments related to Science, Technology, Engineering and Mathematics

			Male	Female	GRI
Average salary for FY2022 by gender (Fujitsu group)	Executive level	Base salary only	31,320,000 yen★	31,650,000 yen★	G405-2
		Base salary + Other incentive	89,862,624 yen★	90,969,880 yen★	
	Management level	Base salary only	8,112,568 yen★	7,696,818 yen★	
		Base salary + Other incentive	12,582,705 yen★	11,948,550 yen★	
	Non-management level	Base salary + Bonus	7,583,881 yen★	5,971,525 yen★	

*6   Average salary for FY2022 by gender covers domestic Group companies with 300 or more employees.
*7   Base salary includes basic salary and various allowances (Commuting allowance and retirement allowance are excluded.).
*8   Incentives include bonuses and stock compensation, and theoretical values are used for some executives. As for stock compensation, the amount based on the estimated amount of grant under the 2022 Plan < Grant amount fixed for 3 years of 2022~2024 > is used instead of the amount based on the fixed amount of grant in fiscal 2022.

Diversity (Fujitsu Limited)

		FY2020	FY2021	FY2022	GRI
Number of employees *9 Total		32,026	34,430	35,092★	G405-1

		FY2020	FY2021	FY2022	GRI
Average age *10		43.8	43.6	43.7★	
Number of employees by age group	Under 30	4,577	5,063	5,126★	
	30-49	14,713	16,240	16,523★	
	50 and over	12,736	13,127	13,443★	
Number of employees by gender (person)	Male	26,202	27,995	28,248	
	Female	5,824	6,435	6,844	
Gender salary gap(%) (Female to male ratio) *11	All employee	-	-	76.9	G405-2
	Full-time employee	-	-	76.5	
	Fixed-term employee	-	-	84.5	
Ratio of newly appointed female managers (%) (qualified personnel)		13.9	18.2	25.8	G405-1
Number of non-Japanese employees (person)		475	585	674	
Employment rate of people with disabilities (%) *6 (counted in every June)		2.36	2.38	2.45★	

*9   The number of employees as of the end of the fiscal year (March 20) includes executive officers and does not include non-regular employees.
*10   At the end of the fiscal year (March 31)
*11   Period covered: April 1, 2022 to March 31, 2023.Salary is the amounts paid to employees, including basic salaries, bonuses, and other benefits. (Excluding retirement allowance and commuting allowance.
*12   Fiscal 2020 data covers Fujitsu, Fujitsu Harmony, Fujitsu Laboratories, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, and Fujitsu Techno Research. In fiscal 2021, Fujitsu, Fujitsu Harmony, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, Fujitsu Techno Research, Fujitsu SSL Powered Services, and Fujitsu SSL Harmony are covered. In fiscal 2022, Fujitsu, Fujitsu Harmony, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, and Fujitsu Techno Research will be included.

Employment (Fujitsu Limited)

		FY2019	FY2020	FY2021	FY2022	GRI
Average year of service *13	Total	19.5	19.6	19.2	19.1★	
	Male	20.3	20.4	20.0	20.0	
	Female	16.1	16.1	15.8	15.5	
Total number of new employee hires		1,193	1,165	1,220	1,583	
Ratio of new hires (%) *14		72.3	71.2	67.2	48.3	

Percentage of open positions filled by internal candidates (%)	89.9	81.7	87.1	79.3	

*13   At the end of the fiscal year (March 31)
*14   The figures for FY 2020 and FY 2021 have been revised due to the revision of the calculation method.

Using the Care Leave and Short Work Hours system (Fujitsu Limited)

		FY2020	FY2021	FY2022	GRI
Number of employees using child care leave *15 *16 *18	Total	617	300	518★	
	Male	157	139	286	
	Female	460	161	232	
Return to work rate after child care leave (%)	Total	97.4	100	100	
	Male	100	100	100	
	Female	96.7	100	100	
Continuous work rate after child care leave (%)	Total	98.1	99.2	96.6	
	Male	97.4	95.9	95.8	
	Female	98.3	100	96.9	
Number of employees using family care leave *15	Total	11	7	18★	G401-3
	Male	8	7	10	
	Female	3	0	8	
Return to work rate after family care leave (%)		100	100	100	
Continuous work rate after family care leave (%)		100	90.0	85.7	
Number of employees using Short working hours (child care) *15	Total	803	703	670★	
	Male	21	20	21	
	Female	782	683	649	
Number of employees using Short working hours (family care) *15	Total	11	10	11★	
	Male	4	5	8	
	Female	7	5	3	

		FY2020	FY2021	FY2022	GRI
Paternity leave *15, *17		458	497	549★	
Percentage of male employees taking childcare leave (%) *19				85.1	

*15 Data applies to regular employees enrolled as of the end of the fiscal year (March 20).
*16 Short-term childcare leave taken within 8 weeks after childbirth and subsequent retake (so-called dad leave) are counted as 1 person each.
*17 In FY 2020 and FY 2022, the number of employees who gave birth within the fiscal year and obtained the relevant benefits within the fiscal year (including the use of childcare leave), and in FY 2021, the number of employees who obtained benefits has been revised in line with the approach in other fiscal years.
*18 "Employees who took childcare leave during the year, regardless of whether they gave birth within the year" in FY 2020; "Employees who have given birth within the year and have taken childcare leave" in FY 2021; "Employees who have taken parental leave for the first time for a subject child, regardless of whether the child was born within the current year (in accordance with the calculation method accompanying the disclosure of the status of parental leave)" in FY 2022 (including combined use with childcare leave)
*19 Percentage of male employees who took childcare leave, etc. and leave for childcare purposes (based on the Childcare and Nursing Care Leave Act)

Occupational Safety and Health (Fujitsu Limited)

	FY2019	FY2020	FY2021	GRI
Lost time injury frequency rate *20	0.11	0.04	0.03★	G403-2
Severity (rate) *21	0.000	0.000	0.000	

*20 Number of work-related absences per 1 million working hours
*21 Number of lost working days/Total working hours ×1,000

Human Resource Development

	FY2019 *22	FY2020 *22	FY2021 *23	FY2022 *23	GRI
Average Annual Hours Spent Learning [hour /year /person]	47.6	39.0	42.0	46.5	
Annual Cost of Learning [1000 yen /year /person]	114.8	118.4	81.7	75.4	G404-1
Human Capital Return on Investment (ROI) *24	1.20	1.20	1.21	1.24	

*22 Scope: Fujitsu and domestic group companies
*23 Scope: Fujitsu Group
*24 Human Capital Return on Investment (ROI): Calculated by [net sales - (operating expenses - employee-related expenses)]/employee-related expenses.

Breakdown of learning hours in FY 2022

Age group	20s and younger	30s	40s	50s and older	GRI
Average Annual Hours Spent Learning [hour /year /person]	115	38.3	29.2	23.9	

Level	Managers and above	Non-managers	GRI
Average Annual Hours Spent Learning [hour /year /person]	29.7	49.9	

Political contributions and other spending *25

	FY2019	FY2020	FY2021	FY2022
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns / organizations /candidates	18.0	17.2	17.1	20.2
Trade associations or tax-exempt groups	127.9	102.5	134.9	130.4
Others	0	0	0	0
Total	145.9	119.7	152.0	150.6

[million yen]

*25 Fujitsu conducts political donations properly in accordance with the Political Funds Control Act.

Large expenditure by sustainability topics

Topics	Description of engagement	FY2022
Recommendations for IT and other industrial policies	Our company provides advice on IT and other industrial policies by participating in various committees and workshops of electronics, electricity, and information and communications organizations in legal entity and economic organizations, such as the Japan Electronics and Information Technology Industries Association.	126.6
Sustainable development on a global scale	Our company works through organizations such as the World Economic Forum (*26) for the purpose of sustainable development of industry and humankind.	56.0
Responding to environmental issues such as climate change	With the aim of responding to climate change through industry, we are participating in environmental projects such as the World Business Council (*26) for Sustainable Development.	5.5

[million yen]

*26 For more information on WEF and WBCSD, please visit this site.

Employee Engagement

Topics	FY2019	FY2020	FY2021	FY2022	Target for FY2025
Engagement score (%) *27	63	68	67	69	75

*27 The Positive response rate is as follows.
FY2019: 56%   FY2020: 66%   FY2021: 64%   FY2022: 66%   Target for FY2025: 74%
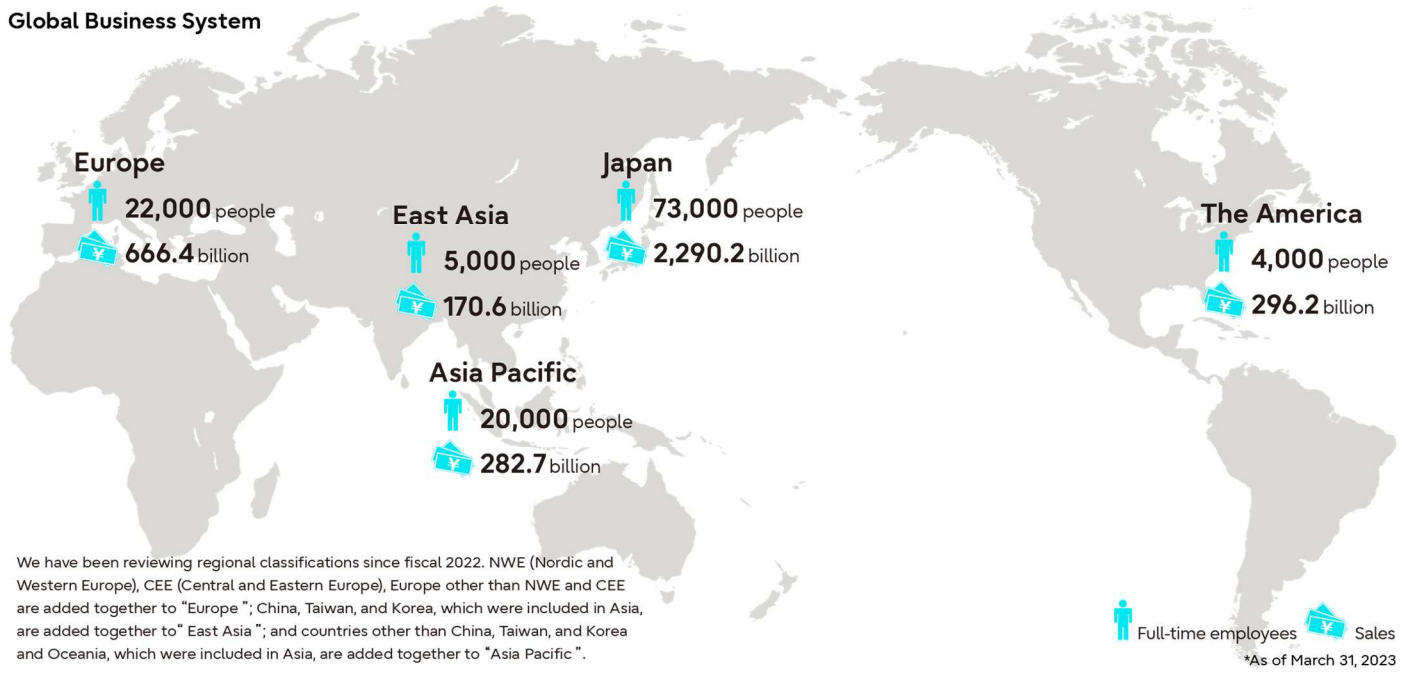
Fujitsu Group Profile (as of March 31, 2023)

Company Name Fujitsu Limited	**Capital** ¥324.6 billion
Address	**Total Assets** ¥3,265.7 billion
・ Kawasaki Main Office 4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa 211-8588, Japan	(Liabilities: ¥1,528.7 billion, Net assets: ¥1,736.8billion)
・ Headquarters Shiodome City Center 1-5-2 Higashi-Shimbashi, Minato-ku, Tokyo 105-7123, Japan	**Fiscal Year-end** March 31
	Employees Consolidated 124,055
Representative Director President Takahito Tokita	**Non-consolidated:** 35,092
Established June 20, 1935	**Directors** 9
Main Business Activities	(incl. 2 female directors and 5 outside directors, as of June 26, 2023)
・ Manufacture and sale of communications systems, information processing systems, and electronic devices, and the provision of services related to those products	**Consolidated Subsidiaries** 291 companies
	Equity-method Affiliates 19 companies
	Stock Exchange Listings Tokyo, Nagoya

Regarding Our Business Segments

The Fujitsu Group provides a wide range of services and products with the advanced technology, high performance and high quality essential for the future of the ICT sector, and operates an integrated total solutions business, from the development, manufacture and sale of those products and electronic devices to the provision of maintenance services.

Break down of Revenue by Business Segment Note: Revenue include intersegment sales Ubiquitous Solutions	Technology Solutions The Technology Solutions segment provides corporate customers around the globe with IT-driven business solutions based on our advanced technology and high-quality system platforms and services.
Device Solutions 10.1% Ubiquious Solutions 6.1% Technology Solutions 83.8%	Data center (Tatebayashi)
Ubiquitous Solutions The Ubiquitous Solutions segment provides corporate PCs.	Device Solutions The Device Solutions segment provides LSI devices for digital consumer electronics, automobiles, mobile phones and servers, as well as semiconductor packages and other electronic components. The segment also offers electronic components, such as batteries.

Global Business System

Europe
22,000 people
¥ 666.4 billion

East Asia
5,000 people
¥ 170.6 billion

Japan
73,000 people
¥ 2,290.2 billion

Asia Pacific
20,000 people
¥ 282.7 billion

The America
4,000 people
¥ 296.2 billion

We have been reviewing regional classifications since fiscal 2022. NWE (Nordic and Western Europe), CEE (Central and Eastern Europe), Europe other than NWE and CEE are added together to "Europe "; China, Taiwan, and Korea, which were included in Asia, are added together to" East Asia "; and countries other than China, Taiwan, and Korea and Oceania, which were included in Asia, are added together to "Asia Pacific ".

Full-time employees   ¥ Sales
*As of March 31, 2023

Financial & Non-Financial Highlights

★ Indicators assured by third party

Revenue

(billion yen)

FY	Revenue
2018	3,952.4
2019	3,857.7
2020	3,589.7
2021	3,586.8
2022	**3,713.7**

Operating Profit / Profit for the Year Attributable to Owners of the Parent

(billion yen)

FY	Operating Profit	Profit for the Year Attributable to Owners of the Parent
2018	130.2	104.5
2019	211.4	160.0
2020	266.3	202.7
2021	219.2	182.6
2022	**335.6**	**215.1**
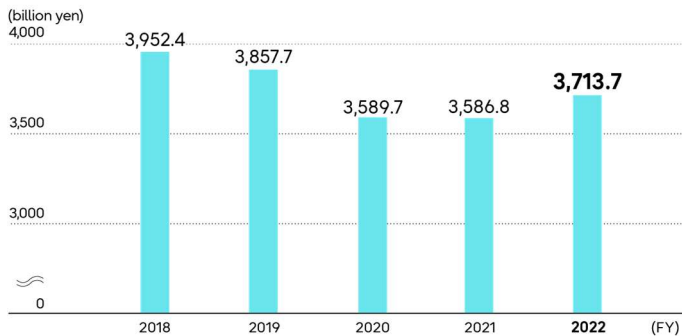
■ Operating Profit ■ Profit for the Year Attributable to Owners of the Parent

R&D Expenses

(billion yen)

FY	R&D Expenses
2018	134.9
2019	123.3
2020	113.9
2021	105.3
2022	**109.5**

Capital Expenditures

(billion yen)

FY	Capital Expenditures
2017	94.0
2018	83.5
2019	96.4
2020	87.5
2021	**88.9**

The Number of Employees

(Number of Employees)

FY	Consolidated	Non-Consolidated
2018	132,138	31,827
2019	129,071	32,568
2020	126,371	32,026
2021	124,216	34,430
2022	**124,055★**	**35,092★**

■ Consolidated ■ Non-Consolidated

Total Greenhouse Gas Emissions

(10,000 tons)

FY	CO₂ emissions in Japan	CO₂ emissions in outside Japan	Emissions other than CO₂	Total
2018	79.4	6.9	6.0	92.3
2019	60.0	19.5	0.7	80.2
2020	46.8	18.5	0.5	65.8
2021	45.7	14.1	0.2	60.0
2022	**41.8**	**12.0**	**0.2**	**54.0★**

■ CO₂ emissions in Japan ■ CO₂ emissions in outside Japan ■ Emissions other than CO₂

9

Sustainability Data Book Framework

Our Sustainability Website and Data Book

Fujitsu established a sustainability website in FY 2019 in order to disclose non-financial information from the "Fujitsu Group Integrated Report" in more detail. Through this website, we are able to update our sustainability information in a more timely manner.

We will also begin release of our "Sustainability Data Book," a PDF that contains the information on our website, every October, in order to leave a record of the information that has been disclosed.

Information Disclosure System at Fujitsu
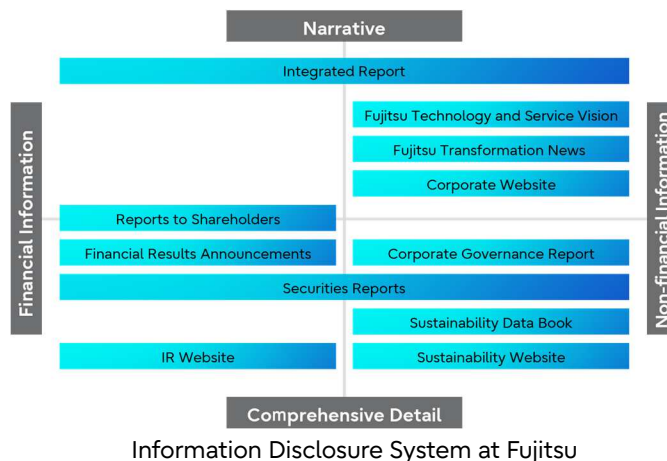
Guidelines Referenced

- GRI Standards
- SASB Standards
- Environmental Reporting Guidelines (2012/2018 versions / Ministry of the Environment)
- UN Global Compact
- ISO26000

Comparison Table of Guidelines Referenced

> GRI Standards / United Nations Global Compact (UNGC) principles Comparison Table
> SASB Standards Comparison Table

Reporting Period

This website focuses on activities in FY 2022, from April 1, 2022 to March 31, 2023, and the data presented is actual performance data from that period.

Target Readership

This report is written assuming the following readership: Fujitsu stakeholders including customers, employees, stockholders/investors, suppliers/business partners, international society/local communities, and public institutions/governments.

Organizations Covered

Description of social fields of this data book generally refers to the Fujitsu Group as a whole. "Fujitsu" in the text refers to Fujitsu, Ltd., "Fujitsu Group" refers to Fujitsu, Ltd. and its consolidated subsidiaries inside and outside of

Japan, and "Fujitsu and its domestic Group companies" refers to Fujitsu, Ltd. and its consolidated subsidiaries in Japan.

When using descriptors that are not listed above, we will specify the organizations that are covered.

> ❯ <u>"Community Involvement" Section</u>
> ❯ <u>"For Our Environment" Section</u>　 *Refer to the following Target Organizations table or see Data Book 5-3-5-10 to 5 -3 -5-13 .

About Third Party Assurance

The Fujitsu Group Sustainability Data Book 2023 receives a third-party assurance from KPMG AZSA Sustainability Co., Ltd. to ensure the reliability of disclosure information.

> ❯ <u>Independent Assurance Report</u>

Contact

- CSuO Division, Corporate Executive Office, Fujitsu Ltd.
  Shiodome City Center,1-5,2 Higashi-Shimbashi, Minato-ku,105-7123, Japan
  https://www.fujitsu.com/global/about/csr/contact/

Independent Assurance Report

The Fujitsu Group Sustainability Data Book 2023 receives third-party assurance from KPMG AZSA Sustainability Co., Ltd. for fiscal 2022 performance of specific environmental and social performance indicators in order to ensure the reliability of disclosure information.

Independent Assurance Report

To the Representative Director CEO of Fujitsu Limited

We were engaged by Fujitsu Limited (the "Company") to undertake a limited assurance engagement of the environmental and social performance indicators marked with ★ (the "Indicators") for the period from April 1, 2022 to March 31, 2023 included in its Sustainability Data Book 2023 (the "Report") for the fiscal year ended March 31, 2023.

The Company's Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the "Company's reporting criteria"), as described in the Report.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the 'International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information' and the 'ISAE 3410, Assurance Engagements on Greenhouse Gas Statements' issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company's responsible personnel to obtain an understanding of its policy for preparing the Report and reviewing the Company's reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company's reporting criteria, and recalculating the Indicators.
- Visiting the Company's Akashi System Center selected on the basis of a risk analysis.
- Evaluating the overall presentation of the Indicators.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Report are not prepared, in all material respects, in accordance with the Company's reporting criteria as described in the Report.

Our Independence and Quality Management

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Management 1, we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

/s/ Kazuhiko Saito

Kazuhiko Saito, Partner, Representative Director

KPMG AZSA Sustainability Co., Ltd.

Tokyo, Japan
October 6, 2023

Notes to the Reader of Independent Assurance Report:
This is a copy of the Independent Assurance Report and the original copies are kept separately by the
Company and KPMG AZSA Sustainability Co., Ltd.

Independent Assurance Report

To the Representative Director CEO of Fujitsu Limited

We were engaged by Fujitsu Limited (the "Company") to undertake a limited assurance engagement of the "Materiality Assessment Process" (the "Subject Matter Information") included in its Sustainability Data Book 2023 (the "Report") for the fiscal year ended March 31, 2023.

The Company's Responsibility

The Company is responsible for the preparation of the Subject Matter Information in accordance with the materiality assessment process that the Company undertook.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the 'International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Report and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company's responsible personnel to obtain an understanding of its policy for preparing the Report.
- Inquiring about the Subject Matter Information and reviewing relevant supporting documents.
- Evaluating the overall presentation of the Subject Matter Information.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Subject Matter Information in the Report is not prepared, in all material respects, in accordance with the materiality assessment process that the Company undertook.

Our Independence and Quality Management

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Management 1, we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

/s/ Kazuhiko Saito

Kazuhiko Saito, Partner, Representative Director

KPMG AZSA Sustainability Co., Ltd.

Tokyo, Japan

February 27, 2024

Notes to the Reader of Independent Assurance Report:
This is a copy of the Independent Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

GRI Standards / United Nations Global Compact (UNGC) principles Comparison Table

- Please refer to the following URL for the SASB Standards Comparison Table.
  https://www.fujitsu.com/global/about/csr/sasb/

Statement of use;	Fujitsu Ltd. has reported in accordance with the GRI Standards for the period from 1 April 2022 to 31 March 2023.
GRI 1 used;	GRI 1: Foundation 2021

GRI Standards Indicator (*: Core performance indicator)		References	UNGC principle
GRI 2：General Disclosures 2021			
1. The organization and its reporting practices			
2-1	Organizational details a.　report its legal name; b.　report its nature of ownership and legal form; c.　report the location of its headquarters; d.　report its countries of operation.	◆Corporate Governance ◆Fujitsu Group Profile 【Reference】WEB (Worldwide)	
2-2	Entities included in the organization's sustainability reporting a.　list all its entities included in its sustainability reporting; b.　if the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting; c.　if the organization consists of multiple entities, explain the approach used for consolidating the information, including: 　i.　whether the approach involves adjustments to information for minority interests; 　ii.　how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; 　iii.　whether and how the approach differs across the disclosures in this Standard and across material topics.	◆Sustainability Data Book Framework	
2-3	Reporting period, frequency and contact point a.　specify the reporting period for, and the frequency of, its sustainability reporting; b.　specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this; c.　report the publication date of the report or reported information;	◆Sustainability Data Book Framework	

	d. specify the contact point for questions about the report or reported information.		

2-4	Restatements of information
	a. report restatements of information made from previous reporting periods and explain:
	   i. the reasons for the restatements;
	   ii. the effect of the restatements.
		◆Social and Governance Data
		◆Sustainability Data Book Framework
			—

2-5	External assurance
	a. describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved;
	b. if the organization's sustainability reporting has been externally assured:
	   i. provide a link or reference to the external assurance report(s) or assurance statement(s);
	   ii. describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;.
	   iii. describe the relationship between the organization and the assurance provider.
		◆Independent Assurance Report	

2. Activities and workers			

2-6	Activities, value chain and other business relationships
	a. report the sector(s) in which it is active;
	b. describe its value chain, including:
	   i. the organization's activities, products, services, and markets served;
	   ii. the organization's supply chain;
	   iii. the entities downstream from the organization and their activities;
	c. report other relevant business relationships;
	d. describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.
		◆Fujitsu Group Profile	

2-7	Employees
	a. report the total number of employees, and a breakdown of this total by gender and by region;
	b. report the total number of:
	   i. permanent employees, and a breakdown by gender and by region;
	   ii. ii. temporary employees, and a breakdown by gender and by region;
	   iii. iii. non-guaranteed hours employees, and a breakdown by gender and by region;
	   iv. iv. full-time employees, and a breakdown by gender and by region;
	   v. v. part-time employees, and a breakdown by gender and by region;
	c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported:
	   i. in head count, full-time equivalent (FTE), or using another methodology;
	   ii. at the end of the reporting period, as an average across the reporting period, or using another methodology;
		◆Social and Governance Data	

	d. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b; e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.		

2-8	**Workers who are not employees**
	a. report the total number of workers who are not employees and whose work is controlled by the organization and describe:
	  i. the most common types of worker and their contractual relationship with the organization;
	  ii. the type of work they perform;
	b. describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported:
	  i. in head count, full-time equivalent (FTE), or using another methodology;
	  ii. at the end of the reporting period, as an average across the reporting period, or using another methodology;
	c. describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.
		◆Social and Governance Data	

3. Governance			

2-9	**Governance structure and composition**
	a. describe its governance structure, including committees of the highest governance body;
	b. list the committees of the highest governance body that are responsible for decision making on and overseeing the management of the organization's impacts on the economy, environment, and people;
	c. describe the composition of the highest governance body and its committees by:
	  i. executive and non-executive members;
	  ii. independence;
	  iii. tenure of members on the governance body;
	  iv. number of other significant positions and commitments held by each member, and the nature of the commitments;
	  v. gender;
	  vi. under-represented social groups;
	  vii. competencies relevant to the impacts of the organization;
	  viii. stakeholder representation.
		◆Corporate Governance Report	

2-10	**Nomination and selection of the highest governance body** a. describe the nomination and selection processes for the highest governance body and its committees; b. describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: i. views of stakeholders (including shareholders);	◆Corporate Governance Report	

	ii. diversity; iii. independence; iv. competencies relevant to the impacts of the organization.		
2-11	Chair of the highest governance body a. report whether the chair of the highest governance body is also a senior executive in the organization; b. if the chair is also a senior executive, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	◆Corporate Governance Report	

2-12	Role of the highest governance body in overseeing the management of impacts
	a. describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development;
	b. describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people, including:
	  i. whether and how the highest governance body engages with stakeholders to support these processes;
	  ii. how the highest governance body considers the outcomes of these processes;
	c. describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b, and report the frequency of this review.
		◆Corporate Governance Report	

2-13	Delegation of responsibility for managing impacts
	a. describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including:
	  i. whether it has appointed any senior executives with responsibility for the management of impacts;
	  ii. whether it has delegated responsibility for the management of impacts to other employees;
	b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people.
		◆Sustainability Management in the Fujitsu Group	

2-14	Role of the highest governance body in sustainability reporting a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information; b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material	◆Corporate Governance Report ◆Sustainability Management in the Fujitsu Group	

	topics, explain the reason for this.		

2-15	Conflicts of interest
	a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated;
	b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to:
	  i. cross-board membership;
	  ii. cross-shareholding with suppliers and other stakeholders;
	  iii. existence of controlling shareholders;
	  iv. related parties, their relationships, transactions, and outstanding balances.
		◆Corporate Governance Report	

2-16	Communication of critical concerns a. describe whether and how critical concerns are communicated to the highest governance body; b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.	◆Corporate Governance Report	
2-17	Collective knowledge of the highest governance body a. report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.	◆Corporate Governance Report	
2-18	Evaluation of the performance of the highest governance body a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people; b. report whether the evaluations are independent or not, and the frequency of the evaluations; c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices.	◆Corporate Governance Report	

2-19	Remuneration policies
	a. describe the remuneration policies for members of the highest governance body and senior executives, including:
	  i. fixed pay and variable pay;
	  ii. sign-on bonuses or recruitment incentive payments;
	  iii. termination payments;
	  iv. clawback;
	  v. retirement benefits;
	b. describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people.
		◆Corporate Governance Report	

2-20	Process to determine remuneration a. describe the process for designing its remuneration policies and for determining remuneration, including:	◆Corporate Governance Report	

	i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; iii. whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organization, its highest governance body and senior executives; b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.		
2-21	Annual total compensation ratio a. report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual); b. report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual); c. report contextual information necessary to understand the data and how the data has been compiled.	-	
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy a. report a statement from the highest governance body or most senior executive of the b. organization about the relevance of sustainable development to the organization and its c. strategy for contributing to sustainable development.	◆Message from the CEO ◆Sustainability Management in the Fujitsu Group	
2-23	Policy commitments a. describe its policy commitments for responsible business conduct, including: i. the authoritative intergovernmental instruments that the commitments reference; ii. whether the commitments stipulate conducting due diligence; iii. whether the commitments stipulate applying the precautionary principle; iv. whether the commitments stipulate respecting human rights; b. describe its specific policy commitment to respect human rights, including: i. the internationally recognized human rights that the commitment covers; ii. the categories of stakeholders, including at-risk or vulnerable groups, that the organization gives particular attention to in the commitment; c. provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this;	◆Sustainability Management in the Fujitsu Group ◆Fujitsu Group Human Rights Statement	

	d. report the level at which each of the policy commitments was approved within the organization, including whether this is the most senior level; e. report the extent to which the policy commitments apply to the organization's activities and to its business relationships; f. describe how the policy commitments are communicated to workers, business partners, and other relevant parties.		

2-24	Embedding policy commitments
	a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including:
	   i. how it allocates responsibility to implement the commitments across different levels within the organization;
	   ii. how it integrates the commitments into organizational strategies, operational policies, and operational procedures;
	   iii. how it implements its commitments with and through its business relationships;
	   iv. training that the organization provides on implementing the commitments.
		◆Supply Chain	

2-25	Processes to remediate negative impacts a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to; b. describe its approach to identify and address grievances, including the grievance mechanisms that the organization has established or participates in; c. describe other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to; d. describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms; e. describe how the organization tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.	◆Compliance	

2-26	Mechanisms for seeking advice and raising concerns
	a. describe the mechanisms for individuals to:
	   i. seek advice on implementing the organization's policies and practices for responsible business conduct;
	   ii. raise concerns about the organization's business conduct.
		◆Compliance	

2-27	Compliance with laws and regulations a. report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this	◆Compliance	

	total by: i. instances for which fines were incurred; ii. instances for which non-monetary sanctions were incurred; b. report the total number and the monetary value of fines for instances of noncompliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by: i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period; ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods; c. describe the significant instances of non-compliance; d. describe how it has determined significant instances of non-compliance.		
2-28	Membership associations a. report industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role.	◆United Nations Global Compact	
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement a. describe its approach to engaging with stakeholders, including: i. the categories of stakeholders it engages with, and how they are identified; ii. the purpose of the stakeholder engagement; iii. how the organization seeks to ensure meaningful engagement with stakeholders.	◆Sustainability Management in the Fujitsu Group ◆Stakeholder Engagement ◆Diversity, Equity & Inclusion ◆Supply Chain	1~10
2-30	Collective bargaining agreements a. report the percentage of total employees covered by collective bargaining agreements; b. for employees not covered by collective bargaining agreements, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.	◆Social Well-being	1,9

GRI 3: Material Topics 2021			
3-1	Process to determine material topics a. describe the process it has followed to determine its material topics, including: i. how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships; ii. how it has prioritized the impacts for reporting based on their significance;	◆Materiality	

	b. specify the stakeholders and experts whose views have informed the process of determining its material topics.		
3-2	List of material topics a. list its material topics; b. report changes to the list of material topics compared to the previous reporting period.	◆Materiality	

3-3	Management of material topics
	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;
	b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;
	c. describe its policies or commitments regarding the material topic;
	d. describe actions taken to manage the topic and related impacts, including:
	  i. actions to prevent or mitigate potential negative impacts;
	  ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;
	  iii. actions to manage actual and potential positive impacts;
	e. report the following information about tracking the effectiveness of the actions taken:
	  i. processes used to track the effectiveness of the actions;
	  ii. goals, targets, and indicators used to evaluate progress;
	  iii. the effectiveness of the actions, including progress toward the goals and targets;
	  iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures;
	f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).
		◆Materiality	

GRI 201 : Economic Performance			
201-1	Direct economic value generated and distributed.	—	—
201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	◆Response to Environmental Risks ◆TCFD-Based Information Disclosure	7, 8, 9
201-3	Coverage of the organization's defined benefit plan obligations.	[Reference] Integrated Report Financial Section	—
201-4	Financial assistance received from government.	—	—

GRI 202 : Market Presence			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	—	—
202-2	Proportion of senior management hired from the local community at significant locations of operation.	—	—
GRI 203 : Indirect Economic Impacts			
203-1	Development and impact of infrastructure investments and services supported.	◆SDG-related Activities in Fujitsu ◆Community	8, 9
203-2	Significant indirect economic impacts, including the extent of impacts.	—	—
GRI 204 : Procurement Practices			
204-1	Proportion of spending on local suppliers at significant locations of operation.	—	—
GRI 205 : Anti-corruption			
205-1	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	—	10
205-2	Communication and training on anti-corruption policies and procedures.	◆Transforming Our Corporate Culture ◆Compliance	10
205-3	Total number and nature of confirmed cases of corruption and measures taken.	◆Compliance	—
GRI 206 : Anti-competitive Behavior			
206-1	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	—	—
GRI 207 : Tax			
207-1	Approach to tax	◆Compliance	—
207-2	Tax governance, control, and risk management	◆Compliance	—
207-3	Stakeholder engagement and management of concerns related to tax	◆Compliance	—
207-4	Country-by-country reporting	◆Compliance	—
GRI 301 : Materials			
301-1	Materials used by weight or volume	◆Material Balance	—
301-2	Recycled input materials used	◆Material Balance	—
301-3	eclaimed products and their packaging materials	◆Material Balance	—
GRI 302 : Energy			
302-1	Energy consumption within the organization	◆Material Balance	—
302-2	Energy consumption outside of the organization	◆Material Balance	—
302-3	Energy intensity	◆Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites	—
302-4	Reduction of energy consumption	◆Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites ◆Environmental Performance Data Calculation Standards	—

302-5	Reductions in energy requirements of products and services	◆Reduction of CO$_2$ Emissions by Reducing Power Consumption When Using Products ◆Environmental Performance Data Calculation Standards	9
GRI 303 : Water AND Efflurnts			
303-1	Interactions with water as a shared resource	◆Material Balance ◆Reducing the Amount of Water Used	—
303-2	Management of water discharge-related impacts	—	—
303-3	Water withdrawal	◆Material Balance ◆Reducing the Amount of Water Used	—
303-4	Water discharge	—	—
303-5	Water consumption	◆Material Balance	—
GRI 304 : Biodiversity			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	—	—
304-2	Significant impacts of activities, products, and services on biodiversity	◆Living in Harmony with Nature (Conservation of Biodiversity)	—
304-3	Habitats protected or restored	◆Response to Environmental Risks	—
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	—	—
GRI 305 : Emissions			
305-1	Direct (Scope 1) GHG emissions	◆Global Warming Prevention	—
305-2	Energy indirect (Scope 2) GHG emissions	◆Global Warming Prevention	—
305-3	Other indirect (Scope 3) GHG emissions	◆Global Warming Prevention	—
305-4	GHG emissions intensity	◆Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites	—
305-5	Reduction of GHG emissions	◆Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites	—
305-6	Emissions of ozone-depleting substances (ODS)	—	—
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	◆Material Balance	—
GRI 306 : Effluents and Waste			
306-1	Waste generation and significant waste-related impacts	◆Material Balance	—
306-2	Management of significant waste-related impacts	◆Waste ◆Material Balance	—
306-3	Waste generated	◆Waste	—

306-4	Waste diverted from disposal	◆Waste	—
306-5	Waste directed to disposal	◆Waste	—
GRI 307 : Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations	◆Environmental Management Initiatives (Case Studies)	—
GRI 308 : Supplier Environmental Assessment			
308-1	New suppliers that were screened using environmental criteria	—	—
308-2	Negative environmental impacts in the supply chain and actions taken	◆Activities to Reduce CO_2 Emissions in the Upstream Portion of the Supply Chain	—
GRI 401 : Employment			
401-1	New employee hires and employee turnover	◆Social and Governance Data ◆Social Well-being	—
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	◆Financial Well-being	—
401-3	Parental leave.	◆Social and Governance Data	6
GRI 402 : Labor/Management Relations			
402-1	Minimum notice periods regarding operational changes	—	—
GRI 403 : Occupational Health and Safety			
403-1	Occupational health and safety management system	◆Occupational Health and Safety	1
403-2	Hazard identification, risk assessment, and incident investigation	◆Social and Governance Data	—
403-3	Occupational health services	◆Occupational Health and Safety ◆Risk Management	1
403-4	Worker participation, consultation, and communication on occupational health and safety	◆Occupational Health and Safety	—
403-5	Worker training on occupational health and safety	◆Occupational Health and Safety	—
403-6	Promotion of worker health	◆Health Well-being	—
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	—	—
403-8	Workers covered by an occupational health and safety management system	—	—
403-9	Work-related injuries	◆Occupational Health and Safety ◆Health Well-being ◆Social and Governance Data	—
403-10	Work-related ill health	◆Occupational Health and Safety ◆Health Well-being	—

		◆Social and Governance Data	
GRI 404 : Training and Education			
404-1	Average hours of training per year per employee	◆Career & Growth Well-being	—
404-2	Programs for upgrading employee skills and transition assistance programs	◆Career & Growth Well-being	6
404-3	Percentage of employees receiving regular performance and career development reviews	—	—
GRI 405 : Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employee.	◆Social and Governance Data	1, 6
405-2	Ratio of basic salary and remuneration of women to men	◆Social and Governance Data	—
GRI 406 : Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	—	—
GRI 407 : Freedom of Association and Collective Bargaining			
407-1	Operations and suppliers in which the freedom of association and collective bargaining may be at risk	◆Supply Chain ◆Compliance	—
GRI 408 : Child Labor			
408-1	Operations and suppliers at significant risk for incidents of child labor	◆Supply Chain ◆Compliance	—
GRI 409 : Forced or Compulsory Labor			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	◆Supply Chain ◆Compliance	—
GRI 410 : Security Practices			
410-1	Security personnel trained in human rights policies or procedures	—	—
GRI 411 : Rights of Indigenous Peoples			
411-1	Incidents of violations involving rights of indigenous peoples	—	—
GRI 412 : Human Rights Assessment			
412-1	Operations that have been subject to human rights reviews or impact assessments	◆Human Rights	—
412-2	Employee training on human rights policies or procedures	◆Transforming Our Corporate Culture ◆Human Rights	1
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—	—
GRI 413 : Local Communities			
413-1	Operations with local community engagement, impact assessments, and development programs	—	8
413-2	Operations with significant actual and potential negative impacts on local communities	—	7, 8
GRI 414 : Supplier Social Assessment			
414-1	New suppliers that were screened using social criteria	◆Supply Chain	—
414-2	Negative social impacts in the supply chain and actions taken	—	—

GRI 415 : Public Policy			
415-1	Political contributions	◆Stakeholder Engagement	—
GRI 416 : Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories.	◆Quality Initiatives ◆Supply Chain	9
416-2	Incidents of non-compliance concerning product and service information and labeling	◆Quality Initiatives	—
GRI 417 : Marketing and Labeling			
417-1	Requirements for product and service information and labeling	—	—
417-2	Incidents of non-compliance concerning product and service information and labeling	◆Quality Initiatives	—
417-3	Incidents of non-compliance concerning marketing communications	◆Working With Our Customers	—
GRI 418 : Customer Privacy			
418-1	Substantiated complaints concerning breeches of customer privacy and losses of customer data	◆Information Security	—
GRI 419 : Socioeconomic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	◆Compliance	—

SASB Standards Comparison Table

Sustainability Disclosure Topics and Accounting Metrics

Topic	Code	Accounting Metric	Reference
Environmental Footprint of Hardware Infrastructure			
	TC-SI-130 a.1	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	• Material Balance • Global Warming Prevention
	TC-SI-130 a.2	(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	• Material Balance • Water
	TC-SI-130 a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	• Climate Change • Improve Power Usage Effectiveness (PUE) at Our Data Centers
Data Privacy & Freedom of Expression			
	TC-SI-220 a.1	Description of policies and practices relating to behavioral advertising and user privacy	• Privacy Policy • Information Security
	TC-SI-220 a.2	Number of users whose information is used for secondary purposes	—
	TC-SI-220 a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	—
	TC-SI-220 a.4	(1) Number of law enforcement requests for user information, (2) Number of users whose information was requested, (3) Percentage resulting in disclosure	• Information Security
	TC-SI-220 a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	—
Data Security			
	TC-SI-230 a.1	(1) Number of data breaches, (2) Percentage involving personally identifiable information (PII), (3) Number of users affected	• Update Regarding Unauthorized Access to Project Information Sharing Tool
	TC-SI-230 a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	• Information Security • Fujitsu Group Information Security Report
Recruiting & Managing a Global, Diverse & Skilled Workforce			
	TC-SI-330 a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	• Social and Governance Data
	TC-SI-330 a.2	Employee engagement as a percentage	• Non-Financial Indicators • Social and Governance Data
	TC-SI-330 a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	• Social and Governance Data
Intellectual Property Protection & Competitive Behavior			

	TC-SI-520 a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	—
Managing System Risks from Technology Disruption			
	TC-SI-550 a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	—
	TC-SI-550 a.2	Description of business continuity risks related to disruptions of operations	• [Risk Management](#)

Activity Metrics

Activity Metric	Reference
(1) Number of licenses or subscriptions, (2) Percentage cloud based	—
(1) Data processing capacity, (2) Percentage outsourced	—
(1) Amount of data storage, (2) Percentage outsourced	—

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