

Top Message	Interview to Head of Corporate Environmental Strategy Unit	Special Feature: The Power of ICT	Fujitsu Group Environmental Action Plan Stage VII	Chapter I Contribution to Society	Chapter II Reducing Our Environmental Burden	Environmental Management	Data Overview
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Environmental Management Green Procurement Initiatives to Minimize Environmental Risk In-House Environmental Educational and Enlightenment Activities Communication with Society

Environmental Management

Since our founding in 1935, the Fujitsu Group has made the principle of “operating in harmony with nature”. We have now set “In all our action, we protect the environment and contribute to society” as our corporate value under the FUJITSU Way. Contributing to the sustainability of the planet is a social responsibility of the Fujitsu Group and a reason for our existence. We will build relationships of trust with a wide range of stakeholders and will work to preserve the environment throughout our value chain.

p.42	Environmental Management	Endeavoring to make sustainable improvements to environmental management systems based on ISO14001, the Group is promoting unified environmental management.
p.44	Green Procurement	To provide customers with products and services that have a light environmental footprint, we are implementing green procurement in concert with our business partners.
p.46	Initiatives to Minimize Environmental Risk	To minimize the risk of polluting the environment and disrupting ecosystems, the Group is continuing such initiatives as setting voluntary control values that are tougher than those designated by laws and regulations.
p.47	In-House Environmental Educational and Enlightenment Activities	We carry out various forms of environmental education and enlightenment training based on the belief that, “to promote environmental management, it is essential to raise the environmental awareness of each and every employee and to take proactive measures.”
p.48	Communication with Society	The Fujitsu Group works to communicate with our customers, employees, business partners, shareholders, investors, local and international communities, and all of our diverse stakeholders.

Evaluation by Outside Institutions

The Fujitsu Group has earned praise from outside institutions for its active promotion of environmental and social initiatives, and has been included among Socially Responsible Investment (SRI) brands.



Climate Performance Leadership Index (CPLI)



FTSE4 Good Global Indexes



Climate Disclosure Leadership Index (CDLI)



Ethibel Sustainability Index (ESI) (Excellence Register)



Dow Jones Sustainability Index (DJSI) World Index

UN Global Compact 100 (Stock Index)

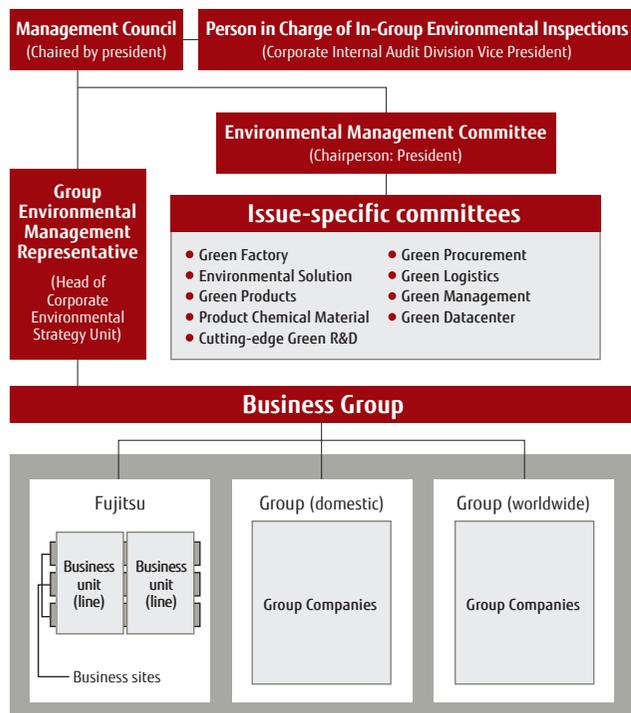
Environmental Management

Endeavoring to make sustainable improvements to environmental management systems based on ISO14001, the Group is promoting unified environmental management.

Environmental Management Framework

To conduct a comprehensive discussion of the Fujitsu Group's environmental management, we have established an Environmental Management Committee chaired by the president. This committee is considering medium-term issues

Environmental Management Framework (as of March 2014)



and implementing policy decisions with the aim of raising the level of the group's environmental management and strengthening its governance. Based on that, final decisions on environmental management at the Fujitsu Group are made at meetings of the Management Council.

Subordinate to the Environmental Management Committee, we have organized environmental issue-specific committees composed of concerned parties that go beyond the framework of business groups and headquarters. Through this promotion structure, we are making it possible to quickly diffuse initiatives on these issues throughout the group.

We have also established an Environmental Management Working Group subordinate to the Green Management Committee that is working to unify global information transmission and strengthen environmental management systems (EMS) activities.

Configuration and Operation of Environmental Management Systems

The Fujitsu Group has constructed environmental management systems (EMS) based on the ISO 14001 international standard and is promoting environmental improvement activities across the Group. By EMS construction 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 the end of FY 2013, the Fujitsu Group has acquired global integrated ISO 14001 certification for a total of 82 companies of Fujitsu and its domestic group companies, as well

as for 10 overseas Group companies. Our 19 overseas consolidated subsidiaries that are not production base sites have constructed and are operating an EMS in line with Fujitsu Group environmental policies. In this way, we have established an environmental management structure across the whole Group.

Internal Audit Implementation and Results

The Fujitsu Group is carrying out internal audits, a requirement of ISO 14001. To ensure their objectivity and independence of internal audits, the Corporate Internal Audit Division, which is unaffiliated with any line organization, takes the lead, allocating internal auditors who belong to Fujitsu or Fujitsu Group companies to carry out internal audits.

In FY 2013, we carried out internal audits for factories, offices, and other facilities at 392 sites in Japan and 16 overseas. For this audit, we scrutinized the results of the FY 2012 internal audit and external audit and found five major focal points: (1) compliance, (2) environmental objectives and targets, (3) operational control, (4) education and training, and (5) proprietary EMS operational organization. As a result of these internal audits, we discovered 218 findings, 59 fewer than in FY 2012. The fact that the ratio of findings to audits

Environmental management systems operational status

		FY 2011	FY 2012	FY 2013
Internal audit	Findings	347	277	218
	Findings	16	6	3
External audit	Opportunities for improvement	77	67	70
	Violations of environmental laws	17	7	3

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declines every year suggests that our environmental management system has taken hold.

Domestically, 50 percent of findings involved legal compliance and operational control. Many of the findings for the former were related to industrial waste disposal and for the latter many were related to chemical substances.

And overseas, receiving cooperation from external organizations and experts thoroughly knowledgeable in local laws and regulations and operation, we carried out internal audits with the objective of strengthening compliance. As a result, incidences of nonconformity decreased 50 percent over FY 2012, a great improvement. Regarding the content of the findings, some 40 percent related to "legal and other requirements" and "operational control."



Onsite internal audit



External Audit and Results

To maintain our ISO 14001 certification, we are carrying out external audits by a certifying body. In FY 2013, we were

audited in Japan by the Japan Audit and Certification Organization for Environment and Quality (JACO). Outside Japan, we were audited by DNV Business Assurance Japan K.K. DNV.

As a result, 70 areas with opportunities for improvement were pointed out for our organizations in Japan, and for our overseas Group companies, three minor nonconformities and 21 observations were identified. We have completed corrective actions against these matters as of the end of FY 2013. Moreover, external audit findings were shared throughout the Group, and we plan to confirm the status of these matters in the FY 2014 internal audit.

These audits were carried out, and as a result of the judgment of the two certifying bodies, we were granted maintenance of our ISO 14001 certification.

Status of Environmental Compliance

While the Fujitsu Group committed no major violations of environmental laws and caused no accidents that had any major impact on the environment in FY 2013, there were three events in which laws were violated. They consisted of one violation related to industrial waste processing manifests and two deficiencies in notification documents.

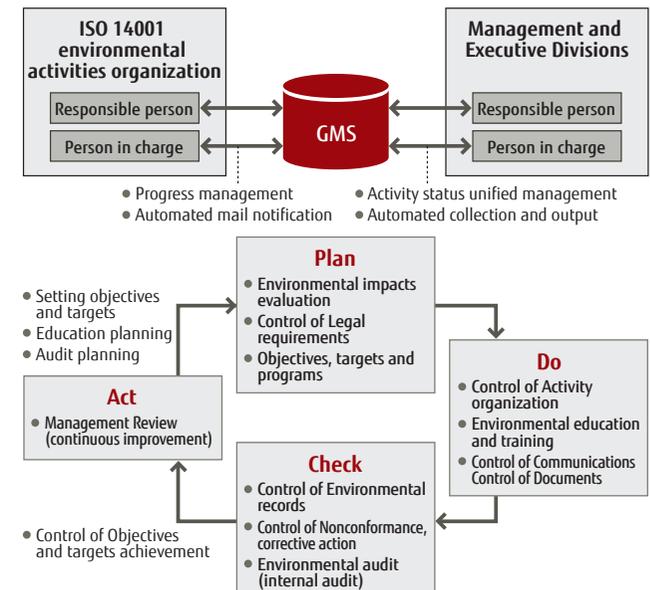
Legal violations were reduced through the horizontal sharing of information on findings and through training targeting personnel responsible for industrial waste. But we will aim to make our self-checks even more thorough and bring the number of violations to zero. Also, with regard to industrial waste, we will select outstanding waste processors while configuring a structure to eliminate administrative violations related to waste from offices.

Use of the ISO 14001 Green Management System

The ISO 14001 Green Management System (GMS) is used to exercise unified control over the operational status of the EMS, and to monitor the situation involving improvements to, and legal compliance with: nonconformance issues notified at environmental audits, communications activities, direct and indirect effects and risk/countermeasure levels identified in environmental impact assessments, and the setting of environmental management objectives and targets.

This enables corrective measures and objectives to be soundly managed, and effectively ensures continual improvement of the activities with reduced risks.

ISO 14001 Green Management System



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Green Procurement

To provide customers with products and services that have a light environmental footprint, we are implementing green procurement in concert with our business partners.

Procurement Activities Based on Green Procurement Direction

The Fujitsu Group summarized what it asks of its business partners when purchasing green parts, material and products in the "Fujitsu Group Green Procurement Direction" and is promoting green procurement activities with domestic and international business partners. We have five requirements (table below) for our business partners and promote procurement from business partners that fulfill these requirements.

Using an original Environmental Survey for business partners, we investigate the situation with regard to business partners' EMS construction, CO₂ emission control/reduction, biodiversity preservation and water resource preservation activity, and ask them to take appropriate measures.

Green procurement requirements for business partners

	Requirements	Materials/parts business partners*	Non-materials/parts business partners
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	○	○

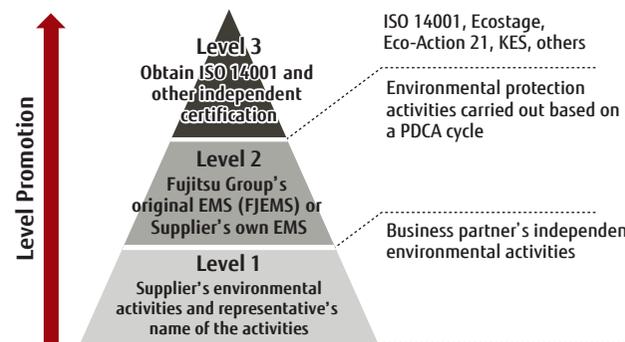
* Materials/parts business partners: Business partners who supply components of Fujitsu Group products or OEM/ODM products

Establishment of Environmental Management Systems

We request our business partners to establish an environmental management systems (EMS) to ensure that they continuously implement environmental burden reduction activities. We also conduct regular surveys to determine their EMS level (refer to the following diagram). For business partners whose survey responses indicate a level 1 EMS, we will provide the Fujitsu Group's original EMS (FJEMS*1) and support efforts to bring the business partner's EMS up to the third-party-certified EMS (level 3).

*1 FJEMS: The Fujitsu Group's own EMS, which has requirements drawn from ISO 14001 requirements and aims to promote environmental protection activities based on a PDCA cycle.

Establishment of EMSs for Green Procurement



CO₂ Emission Control/Reduction Initiatives

We have made CO₂ emission reduction, an important issue in environmental conservation, a requirement for green procurement from our business partners, and we ask them to carry out CO₂ emission reduction and control activities with target amounts. (See Page 33.)

TOPICS

Hosting a Green Suppliers' Day

The Fujitsu Group hosts a *satoyama* (mountain forest) preservation activity called Green Suppliers' Day as a program to help boost business partners' awareness of environmental conservation.

The program, attended by the employees and family members of business partners, allows first-time participants as well as children to enjoyably partake in cutting back a variety of bamboo grass, thinning out konara oak trees, as well as biodiversity preservation lectures that incorporate nature observations. In addition, all of the participants have a lunch after the activities sitting round a table. The program, which has received a positive reception from participants who are able to engage in a variety of interaction different from our typical business activities, has proven to be useful for strengthening communication with business partners.

FY 2013 marked the third Green Suppliers' Day, backed by demand from our business partners. Repeat participants increased and we received favorable comments such as, "It was a fun, refreshing opportunity and a chance to become aware of activities that I do not normally have the chance to experience," and, "I would like to participate again in this worthwhile activity." Going forward, we would like to continue activities throughout our value chain that will help vitalize environmental activities across society.



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Acquiring Information on Chemical Substances Contained in Products

From the viewpoints of environmental and consumer protection, laws and regulations relating to chemical substances contained in products have been enacted in various countries, and they are expected to spread even further internationally and become more rigid. For this reason the Fujitsu Group is sharing with business partners information about the importance of obeying regulations on chemical substances contained in products, and we are investigating information on chemical substances contained in products through AIS *1 and MSDSplus *2 offered by JAMP *3. The investigations take place when products are designed, designs are changed or business partners are changed, and information provided by business partners is shared within the Fujitsu Group through our internal chemical substance information management system.

Because it is necessary to address chemical substance management through the value chain as a whole, we plan to appeal to not only primary business partners, but also those further up the value chain.

Also, we will promote investigation optimization by proactively participating in activities to standardize investigations related to green procurement promoted by such industry groups as JAMP.

*1 AIS (Article Information Sheet): Information transmission sheet for conveying information on chemical substances in molded products.

*2 MSDSplus (Material Safety Data Sheet plus): Information transmission sheet for conveying information on chemical substances in chemicals and preparations.

*3 JAMP: Joint Article Management Promotion-consortium

TOPICS

Holding AIS Creation Seminars in China and Taiwan

In February 2014, we held an AIS creation seminar for 38 business partners in China (Shenzhen and Dongguan) and Taiwan. It was the second such seminar held in Greater China, coming after one in 2011. At the seminar, we explained the latest trends in chemical substance laws and regulations and lectured on methods of creating AIS answers through a PC-based training format. One business partner who participated commented, "I recognized the importance of a quick response to laws and regulations on chemical substances and how to create an AIS."

Also, through the joint sponsorship of our local staff, we established a business partner support system made up of local staff. This has made it possible for us to avoid misapprehensions and insufficient understanding due to language differences and to respond rapidly to the inquiries and requests of Chinese business partners.



AIS creation seminar in Taiwan

Establishment of a Chemical Substance Management System (CMS) for Chemical Substances Contained in Products

To secure compliance with laws and regulations relating to chemical substances contained in products, the Fujitsu Group asks its business partners to establish a chemical substances management system (CMS) based on JAMP guidelines on management of chemical substances contained in products. And to check if they establish their CMS correctly and operate them properly, we carry out CMS audits. Through our CMS audits, Fujitsu's auditors directly confirm the operational status at the business partner's manufacturing bases, and if the system established is inadequate, they make requests for corrections and provide support. Through periodic audits after the establishment of the system, we regularly confirm the system state and its operational status.

With the understanding of our business partners, the Fujitsu Group will continue carrying out management of chemical substances included in products.



Seminar held in Japan

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Initiatives to Minimize Environmental Risk

To minimize the risk of polluting the environment and disrupting ecosystems, the Fujitsu Group is continuing such initiatives as setting voluntary control values that are tougher than those designated by laws and regulations throughout the entire value chain.

Preventing Air Pollution

We have set voluntary control values that are more stringent than emissions standards under related laws and ordinances in order to prevent air pollution and limit acid rain. Regular measurement and monitoring is conducted based on these controls. Efforts are made to appropriately process dust and soot, sulfur oxide, nitrogen oxide and other harmful substances and reduce emissions through measures such as controlling incineration at facilities that emit smoke, using fuels with low sulfur content, and managing operations at exhaust gas processing facilities. Furthermore, an absorption system using activated charcoal has been introduced to reduce the atmospheric discharge of organic solvent vapors containing substances like VOCs. In addition, emission of dioxins has been prevented by suspending use of (completely phasing out) all in-house incineration facilities as of January 2000.

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 related laws and ordinances and conduct regular measurement and monitoring on this basis. We separately recover and recycle chemicals used in production processes, instead of discharging them into wastewater. And we are working to appropriately manage harmful substances and other regulated substances

(COD, BOD, etc.) and reduce discharges of them by ensuring appropriate chemical use, preventing chemical leaks and permeation, and properly managing the operations of water treatment and purification facilities, among other measures.

Preventing Pollution of Soil and Groundwater

We have established rules for soil and groundwater surveys, measures and disclosure. 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 disclosing information in concert with administrative agencies.

In FY 2013, survey results showed that two business sites had groundwater pollution. Authorities with jurisdiction over the areas were informed of the matter and of measures to handle the pollution going forward. As of FY 2013, there are eight 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-lifting aeration, etc.

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 the original Chemical Information System called "FACE" and working to appropriately control and reduce emissions at our

business sites. (See Page 37.)

On the other hand, with regard to chemical substances included in products, we have determined banned substances based on regulations inside and outside Japan and are working to thoroughly control them, including both inside the company and of course with business partners who supply components and manufactured goods. (See Page 45.)

Appropriately Processing Waste

In order to confirm that subcontractors are appropriately handling the waste processing tasks we entrust to them, we regularly carry out on-site audits. In addition, with regard to polychlorinated biphenyl (PCB) waste (transformers and condensers) processing, we have registered with the Japan Environmental Safety Corporation (JESCO), which carries out PCB waste disposal under government supervision, and are carefully carrying out processing based on JESCO plans.

Concerning Biodiversity

In FY 2009, we settled on the Fujitsu Group Biodiversity Action Principles, and promote them based on the two pillars of reducing the impact on biodiversity of our business activities and contribution to the creation of a society that conserves biodiversity. We constructed the Fujitsu Group Biodiversity (BD) Integration Index in FY 2010 and have been evaluating the degrees to which our main business areas impact biodiversity. As a result, we learned that our waste disposal and use of energy resources and chemical substances have a large effect. Thereafter, we have been taking continuous measures to reduce these effects.

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In-House Environmental Educational and Enlightenment Activities

We carry out various forms of environmental education and enlightenment training based on the belief that, “to promote environmental management, it is essential to raise the environmental awareness of each and every employee and to take proactive measures.”

Carrying Out Comprehensive Environmental Education

At the Fujitsu Group, every three years we have all of our employees undertake e-Learning to acquire a basic understanding of environmental management. In addition, education is provided to meet the needs of each level of employee from new entrants to managers, as well as those of departments including design development, sales and systems engineering. We are also implementing internal auditor, waste management and other training as professional education for employees in charge of work related to the environment.

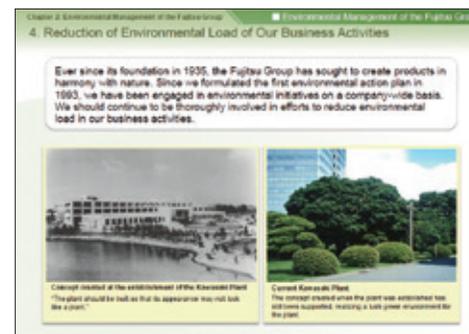
Fujitsu’s Environmental Education System

	New entrants	Ordinary employees	Middle managers	Senior executives
General education	Environmental e-Learning (every three years)			
	Level-specific training		Level-specific training (initial)	
Professional education <small>Note: Only relevant persons attend lectures</small>	Function-specific training (ad-hoc)			
	Internal auditor education			
	Waste management worker education			
Enlightenment	Lectures, seminars and training sessions			
	Environmental Contribution Awards and Photo Contest			
	Information provided through the Web and social networking services			

Environmental e-Learning for All Group Employees

To help ensure that individual employees understand the Fujitsu Group’s thinking on environmental management and encourage them to engage in environmentally conscious initiatives, and to facilitate the practice of environmental management, we conduct environmental e-Learning for all Group employees.

A new version of environmental e-Learning was created with contents in six languages to help their understanding of the background and the details of the Fujitsu Group Environmental Action Plan(Stage VII) in FY 2013, the first year of the plan and about 100,000 employees completed the course in Japan and abroad.



Environmental e-Learning program screenshot

Raising Awareness Through an In-House Award Scheme

To raise the environmental awareness of employees at all Fujitsu Group companies, we have operated an Environmental Contribution Awards scheme and conducted an Environmental Photo Contest, open to all employees, every year since 1995.

Numerous entries were put forth for the FY 2013 Environmental Contribution Awards. Among them were efforts in three areas like “Environmental contribution by our products and services”, “Reducing the negative environmental impact of our business activities”, and “Social contribution activities/ Corporate image improvement activities”. In the end, however, the FY 2013 Environmental Contribution Awards went to three entries, including “Touchless vein sensor-world’s smallest/lightest”.

For the Environmental Photo Contest, 503 entries were received from Fujitsu Group employees across the globe. This contest, through the solicitation of entries and voting for winners, encourages employees to think of environmental problems from a global perspective.



Environmental Photo Contest Top Prize Winner - “Papa. Beautiful sands are being spoiled.”

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Environmental Management

Green Procurement

Initiatives to Minimize Environmental Risk

In-House Environmental Educational and Enlightenment Activities

Communication with Society

Communication with Society

The Fujitsu Group works to communicate with our customers, employees, business partners, shareholders, investors, local and international communities, and all of our diverse stakeholders.

Environmental Dialogues with Experts

To solve global environmental problems, build collaborative relationships with a wide range of stakeholders, and promote environmental management that reflects the changes and needs of society, we feel that it is vital to have many occasions for dialogue with society.

At the Fujitsu Group, we began environmental dialogues from FY 2011, and have since held a total of 14 gatherings as of the end of FY 2013. Over 30 experts have been invited in ranging fields, including representatives of NPOs, universities, and corporations, as well as journalists. Each gathering has had specific themes around which the interactions are carried out. This dialogue allows us to understand the expectations and demands placed on Fujitsu, and leads to improvements and reinforcements of our environmental management.



FY 2013 Themes

1 st dialogue	Discussing the materiality of Fujitsu	4 th dialogue	New frameworks for the continuous development of communities (satochi-satoyama*)
2 nd dialogue	Initiatives regarding the resources used in Fujitsu products	5 th dialogue	The conditions of governance that strengthens environmental management
3 rd dialogue	Considerations regarding collaboration between corporate business sites (plants, etc.) and cities	6 th dialogue	Global warming adaptation measures

* Satochi-satoyama: Rural landscape and community-managed natural area.

Resource Initiatives: Discussing Evaluation Methods and Approach Measures

In order for the Fujitsu Group to gauge the level of impact on the environment from the use and disposal of resources indispensable for product development, we have formulated a new index called the "resource efficiency" (see Page 20). We actively exchanged opinions with researchers and experts in regards to devising this index, as well as understanding evaluation methods for recycling, etc.

Some of the input we received included comments such as, "Many corporations are struggling to devise such an index, but we hope you continue your leading efforts;" "Please consider what comprises the largest environmental impacts, from a resource perspective, among Fujitsu's products, and devise an index able to assess this;" "It is necessary to disclose information on the areas of your supply chain that require assessment. It should be possible to leverage ICT to manage this information at the production and usage stages, which are stages when risks arise."

Going forward, we plan to give due consideration to this input as we review ways to improve the content of the index, assess the future direction of our activities, and contribute to the efficient use of resources society-wide while leveraging ICT and increasing our resource efficiency.

Creating a New Project by Exchanging Information on Collaboration with Communities

We exchanged opinions on the challenges and future developments in conserving woodlands and satochi-satoyama, which are representative social contribution activities for corporations.

Some of the input we received included comments such as, "Rather than taking the one-dimensional approach to forestation that thinks "just improving forests is enough," it is important to take an approach that includes vitalization of the entire ecosystem and the surrounding regions in your perspective;" "Forestation takes time. In order to build solid relationships of trust, instead of planting trees and stopping at that, it's necessary to consider what is required all the way to the end, including maintenance;" "It would be even better if Fujitsu went beyond volunteer work and made itself part of the business model so that the economy of the mountain forest areas could gain more momentum."

In light of these opinions, we have begun forest revitalization activity in Miyako City, Iwate Prefecture, aiming to contribute to the community and build a long-term relationship (see Page 25).

A Facilitator's Comment

I have participated as a facilitator in each of the environmental dialogues. As we face a time of increasing environmental and other problems that a single corporation is hard pressed to solve on its own, a stance in which corporations align themselves with society in order to address the problems is mandatory. I feel that taking the concrete step of arranging dialogues for this is extremely important. I commonly see examples of one-off dialogues arranged for CSR reports. Fujitsu, however, deserves praise for its on-going dialogues with society, carried out from multiple angles.

I feel that the dialogues have allowed experts to convey their expectations of Fujitsu in terms of technology, etc., and that the dialogues have been a forum for deepening trust between Fujitsu and society by displaying the company's willingness to address issues with parties outside Fujitsu. The experts, in turn, get insight into the challenges Fujitsu faces and receive the benefit of increasing and strengthening their own knowledge and pursuits. There have been numerous examples of this interaction, both dialogue and networking, leading to positive contributions to subsequent endeavors.

I have high hopes for the environmental dialogues to continue in the future so that Fujitsu's environmental initiatives and environmental management can advance forward without resting on their laurels.



Junko Edahiro

President, Institute for Studies in Happiness, Economy and Society

Communication through Exhibitions and Events

The Fujitsu Group provides information on our initiatives toward solving global environmental issues by using exhibitions and events inside and outside Japan as a means for communicating with customers and residents of regional communities.

Main Exhibitions and Events Attended in FY 2013

- ITU Green Standard Week / Madrid, Spain / September 2013
- Kawasaki International Eco-Tech Fair / Kanagawa, Japan / February 2014
- Eco-Products 2013 / Tokyo, Japan / December 2013
- CEATEC / Chiba, Japan / October 2013
- Eco-Products International 2014 / Taipei, Taiwan / March 2014



An Environmental lesson held at Eco-Products 2013

Tie-ups with External Organizations in order to Spread Green ICT and a Sustainable Society

By actively participating in external organizations inside and outside Japan, the Fujitsu Group is endeavoring to promote and spread green ICT solutions for realizing a sustainable society.

Major Participating Organizations

ISO TC286 SC1 (Smart Urban Infrastructure Metrics):

building infrastructure assessment methods and promoting efforts to clarify the role of ICT in smart communities

World Business Council for Sustainable Development (WBCSD):

reviewing assessment indices in traffic and transportation fields, and promoting concrete solutions in various categories

The ITU-T's ICT and Climate Change Group (SG5 WP3):

spreading and expanding green ICT

The Steering Committee for the ICT Sector Guidance to the GHG Protocol Product Life Cycle Accounting and Reporting Standard:

assessing ICT life cycle environmental effects

The Green Grid:

reviewing definitions for improving ICT equipment resource efficiency, datacenter indices, etc.

JEITA Green IT Committee:

contributing to the establishment of a method for evaluating the contributions of products and services

Global Taskforce on Harmonizing Global Metrics for Data Center Energy Efficiency:

promoting environmental consciousness of datacenters

Uptime Institute Network:

taking part in surveys and meetings for improving data center performance and efficiency