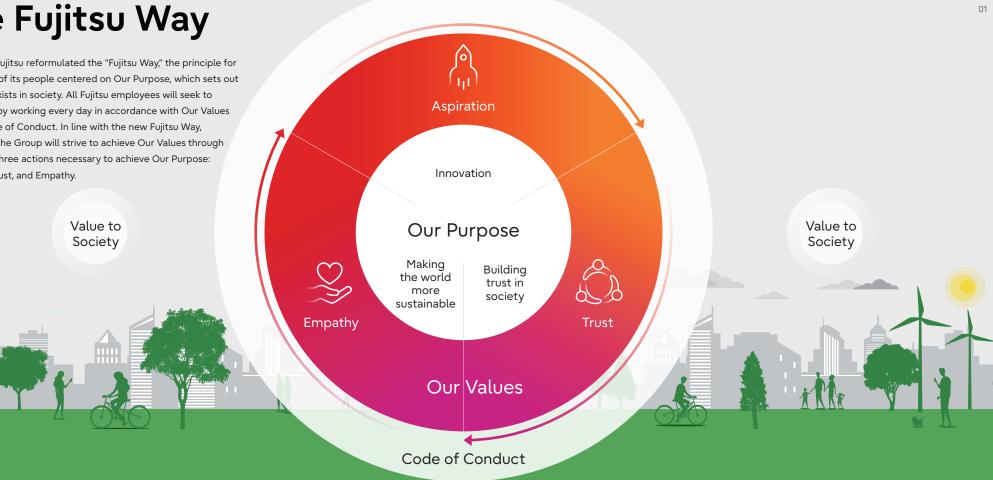


Fujitsu Group Integrated Report 2021



# The Fujitsu Way

In July 2020, Fujitsu reformulated the "Fujitsu Way," the principle for the behavior of its people centered on Our Purpose, which sets out why Fujitsu exists in society. All Fujitsu employees will seek to create value by working every day in accordance with Our Values and Our Code of Conduct. In line with the new Fujitsu Way, all people in the Group will strive to achieve Our Values through the cycle of three actions necessary to achieve Our Purpose: Aspiration, Trust, and Empathy.





### Contents

### Fujitsu Group Overview

- **03** Fujitsu at a Glance
- **05** Fujitsu Update: Current Status of Changes Targeting Value Creation
- **06** Value Creation Model
- 07 Board of Directors / Audit & Supervisory Board Members

### **Management Review**

**08** Message to Shareholders and Investors

Takahito Tokita Representative Director and CEO, CDXO

- 14 In-House Promotion of the Fujitsu Way
- 15 Message from the CFO
- 17 Financial Highlights
- **18** ESG Highlights

### Creating Value for Customers with "For Growth" and "For Stability"

### 20 Message from the COO

- 22 Fujitsu's Key Focus Areas
- —Message from the Head of Global Solutions Business
- 24 Interview with the President of Fujitsu Japan
- 26 Interview with the Head of Japan Global Gateway
- 28 Message from the Head of Global Services Business Group

## Transforming Our Personnel and Organization to Create Value

- 30 Interview with the Chief Human Resources Officer
- **32** Progress in Human Resources and Organizational Transformation

### Social Innovation through Digital Transformation

- **38** Contributions in Drug Discovery and the Medical Field
- **39** Contributing to the Mitigation of Climate Change
- **40** Contributing to Efforts to Adapt to Climate Change

### **Sustainability Management**

- 42 Message from the Chief Sustainability Officer (CSO)
- **44** Overview of Our Sustainability Management
- **46** Stakeholder Dialogue
- 49 Overview of GRB Progress
- 51 Human Rights
- 52 Diversity and Inclusion
- 53 Wellbeing
- 54 Occupational Health and Safety / Community
- 56 Supply Chain / Compliance
- 58 The Environment
- 60 TCFD-Based Information Disclosure
- **62** Agreement with International Norms, Participation in International Organizations, and External Evaluation

### Corporate Governance

- 63 Roundtable Discussion with Independent Directors
  —Governance That Anticipates Change and Drives Innovation
- 67 Message from the New Independent Director
- 68 Management
- 70 Corporate Governance
- 78 Risk Management
- 81 Information Security

### **Review of Operations**

- 83 Performance Highlights
- **86** Highlights by Segment
- 88 Technology Solutions Highlights by International Region
- 90 Shareholder Data

#### Forward-Looking Statements

This Integrated Report may contain forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance, or events to differ materially from those expressed or implied in such statements. Actual results may differ materially from those projected or implied in the forward-looking statements due to, without limitation, the following factors: general economic and market conditions in key markets (particularly in Japan, Europe, North America, and Asia, including China); rapid changes in the high-technology market (particularly semiconductors, PCs, etc.); fluctuations in exchange rates or interest rates; fluctuations in capital markets; intensifying price competition; changes in market positioning due to competition in R&D; changes in the environment for the procurement of parts and components; changes in competitive relationships relating to collaborations, alliances, and technical provisions; potential emergence of unprofitable projects; and changes in accounting policies.