

Sustainability Management

The Fujitsu Group's Purpose includes a pledge to "make the world more sustainable." To realize this goal, the Fujitsu Group is advancing initiatives that address priority issues identified under the Global Responsible Business (GRB) platform.

Based on the GRB platform, we will practice sustainability-focused management on a global scale. Moreover, each of the priority issues aligns with the Sustainable Development Goals (SDGs) established by the United Nations.

Through this platform, we will not only help achieve the SDGs but also set our sights beyond them as we reinforce and accelerate our initiatives to tackle issues facing both business and society at large.



Message from the Chief Sustainability Officer (CSO)

Guided by the Fujitsu Way, we are aiming to promote transformation that encompasses the sustainability of business and society, while building relationships based on genuine trust with our stakeholders.

Driving Transformation to Encourage New Value Creation

COVID-19 has demonstrated to us once again that we are one global society, posing an equal threat to people throughout the world. At the same time, competition has emerged among countries trying to secure medical supplies and vaccines for their people, casting divisions in society into sharp relief and underlining persistent inequities for communities unable to access the same opportunities for treatment and economic recovery. Cooperation and competition are vying with one another around the world, and against this backdrop, I was appointed as CSO of the Fujitsu Group in April 2021. I believe my mission is to foster understanding within the Group regarding these problems facing global society and to drive our transformation to encourage the creation of new value for all, as well as to externally communicate the Group's efforts to solve social issues.

Revision of the Fujitsu Way Aimed at Moving to a New Stage

The Group first formulated the Fujitsu Way in 2002. Since then, we have steadily expanded our sustainability initiatives, which can also be described as the practical implementation of the Fujitsu Way, earning a certain amount of recognition from external groups and evaluating institutions. However, our activities have been driven mainly by certain, mainly corporate, divisions, and we must acknowledge that not all Group employees have a full sense of their own role in our efforts toward sustainability management.

The context for the 2020 revision of the Fujitsu Way is that of an accelerating global movement to create a new capitalism designed to overcome the challenges of climate change, social division and other social issues. In this environment, we were determined to take the Group's sustainability management efforts to the next stage. To ensure that the Group will

Yumiko Kajiwara
CSO



continue to be trusted by society and have an essential part to play in the future, we felt that each Group employee needed to consider the value that the Fujitsu Group provides to society.

The revised Fujitsu Way is centered on Our Purpose, which sets out why Fujitsu exists in society. It sets out the milestones that the Group will aim to achieve, looking ahead to the society of the future and backcasting to clarify the role that the Group should play as a technology company toward realizing it. We will also look to the past, digging down into our DNA to draw inspiration from our 86-year history since our founding.

Internal Promotion of Our Purpose and Sharing of Values

To help employees understand Our Purpose and engage in business with a focus on the sustainability of society, they must share the values that form the principles for their conduct. Our Values are “Aspiration,” “Trust,” and “Empathy,” and for each of these three values, we have presented four conduct guidelines. These have been made into an explanatory document that has been translated into 19 languages to promote them internally. Furthermore, the heads of our internal divisions and Group subsidiaries are all responsible for promoting the Fujitsu Way, and we hold regular meetings for reporting on and sharing the status of implementation of the Fujitsu Way. In addition, to encourage employees to understand and take

ownership of Our Purpose, we introduced a dialogue program titled “Purpose Carving®” for putting the individual’s own purpose into words as an exercise for helping each individual employee explore their own purpose and give it shape. We also create opportunities for employees to reflect on the value that their work brings to society.

Through these actions, sustainability initiatives within the Group are gradually being stepped up. As the president continuously communicates his thinking about the Fujitsu Way and demonstrates a strong commitment to purpose-driven management, corresponding movements are emerging among employees, and I am encouraged by those responses.

Promotion of GRB and Establishment of Non-Financial Indicators

We have been promoting Global Responsible Business (GRB) as a platform for implementing the Fujitsu Way. GRB is a platform comprising universal issues that need to be addressed in promoting sustainable management while upholding our responsibility as a technology company. We have established seven priority issues.

Through our efforts to promote GRB, we aim to cultivate a Groupwide mindset and organizational culture that can resolve sustainability-related issues for society. This is the reason for incorporating GRB-related items in our evaluation system for the executive team. At the same time, by disclosing our progress on the KPIs that we have set for each priority

issue, we aim to demonstrate quantitatively to our customers and other external stakeholders the changes that we have made toward creating value in a way that is unique to Fujitsu.

The seven priority issues are mutually interlinked and exert a positive influence on each other, such as wellbeing and health and safety, or supply chain and compliance. By working toward set targets, the results should become evident in the trust that the Group receives from stakeholders, particularly customers, and in the trust that the Company receives from individual Group employees. Based on this idea, the Group has established non-financial indicators as customer Net Promoter ScoreSM (NPS[®]) and employee engagement. We are monitoring the progress of sustainability management and changes toward the realization of Our Purpose through such management.

Connecting Corporate Value and Sustainability

The sustainable increase of the Group’s corporate value depends heavily upon the sustainability of our global society, as well as on building relationships of trust with all stakeholders. By incorporating sustainability perspectives in our business as a matter of course, we strengthen the competitiveness of our services, and enhance the value we provide, leading to improvements in customer evaluation and employee engagement. As the CSO, I will drive the Group’s transformation with a view to establishing this kind of interconnectedness.

Overview of Our Sustainability Management

Until now, the Fujitsu Group has earned society's trust by delivering products and services responsibly. At present, however, given the unpredictability of day-to-day life and business activities due to an unprecedented crisis, we must redouble efforts to meet society's expectations. Accordingly, under the guidance of our leadership, we will step up sustainability-focused business management and make significant advances in directions that benefit society.

For details on "Sustainability Management in the Fujitsu Group," please visit the following website:
<https://www.fujitsu.com/global/about/csr/vision/policy/>

The Fujitsu Group's Sustainability Management

Basic Approach

In contributing proactively to the transformation of society amid the current uncertainty and volatility, we have to conduct business activities as a member of international society based on the new Fujitsu Way, which clarifies Our Purpose, or reason for being. It is particularly important that we take into consideration environmental, social, and economic viewpoints when addressing issues, thereby formulating initiatives that have beneficial impacts on society. To this end, we revised our management targets by incorporating new non-financial indicators alongside existing financial indicators in fiscal 2020. Through long-term, stable contribution to society and customers financially and non-financially, the Fujitsu Group will achieve renewed growth.

Promotional Systems and Framework

In April 2020, the Fujitsu Group established the Sustainability Management Committee, tasked with determining how a responsible global company should conduct business management. Specifically, the committee is focused on realizing long-term growth by taking into consideration environmental, social, and economic impacts and by creating value for all of the Group's stakeholders.

Convening every six months, the committee checks progress toward non-financial targets, deliberates on new activities, and

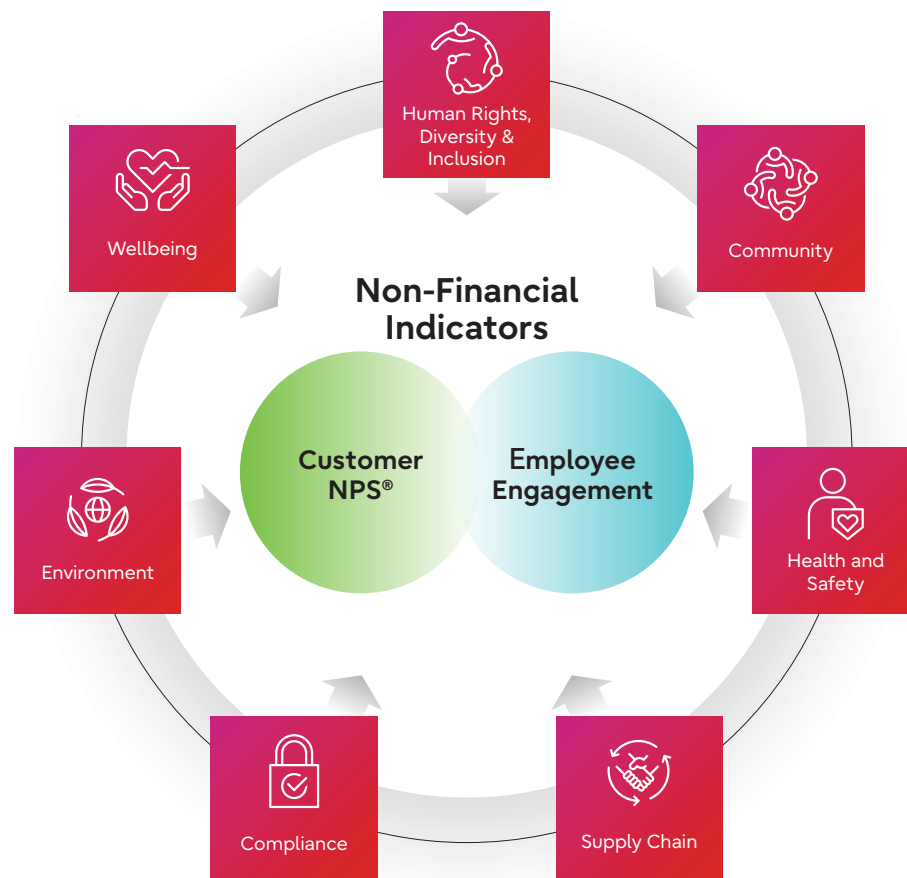
reports findings to the Management Council and the Board of Directors. The committee is chaired by the CEO and comprises executives whom the chairperson appoints with a view to furthering sustainability management. As of October 2021, the committee had 17 members, including the chairperson.

Guided by the Sustainability Management Committee while adhering to the overarching Global Responsible Business (GRB) platform of sustainability aspirations, we have identified seven

priority issues as shown in the figure below. Setting our sights on key performance indicators for each of these issues, we are advancing initiatives across each region and division globally. The leaders of units and Group companies are responsible for promoting the Fujitsu Way internally. Therefore, these leaders will establish missions for their organizations based on the Fujitsu Way and the GRB platform and review the progress of initiatives aimed at accomplishing the missions.



Management Indicators and Global Responsible Business (GRB)



By driving sustainability initiatives, the GRB platform gives concrete form to the Fujitsu Way. Ever mindful that their corporate group is a member of society, all Group employees will not merely seek profits but simultaneously work to reduce the negative impact of business activities on sustainability while maximizing their positive benefits.

By promoting the GRB platform, our initiatives toward the non-financial sector will ultimately benefit our business and

financial performance in the long term. Accordingly, the Sustainability Management Committee will regularly check the progress toward achievement of the GRB platform, and the committee's conclusions will be released through reviews of the Group's Management Direction and various media.

For details on the non-financial indicators, please see **page 35, "Non-Financial Indicators."**

SDG Initiatives

Our Purpose is to make the world more sustainable by building trust in society through innovation. This statement represents an internal and external pledge to help realize the Sustainable Development Goals (SDGs).

We believe the SDGs essentially define a system transformation that must be achieved by 2030 to allow the world's population, which is expected to exceed 9 billion-plus inhabitants in 2050, to live a good life within the planetary boundaries. The issues highlighted in the SDGs include environmental, social, and economic elements. One key to solving these inherent problems is digital transformation (DX), which can be applied on a scale that encompasses all aspects of society. Fujitsu is transforming itself to a sustainable management model via its GRB platform and is also working to resolve societal challenges through its business operations.

As a DX partner for our customers, we are promoting ecosystem-style initiatives that connect data and services across industry sectors. We will take a multifaceted approach to societal challenges by means of co-creation, aiming to create an impact by achieving larger-scale solutions with a wide range of stakeholders, and to maximize that impact.



For details on SDG initiatives, please visit the following website:
<https://www.fujitsu.com/global/about/csr/sdgs/>

Stakeholder Dialogue

Experts



Mr. Masanobu Komoda
President and Chief Executive Officer
Mitsui Fudosan Co., Ltd.



Dr. Kunio Ito
Director of CFO Education and
Research Center
Hitotsubashi University

Advancing Business Management through Dialogue with External Experts

What kind of transformation is needed to achieve “Our Purpose”?

We are currently promoting a transformation designed to tie in all of our business activities in order to realize “Our Purpose,” which we defined in 2020. We held a dialogue with Dr. Kunio Ito of Hitotsubashi University, who explained the importance of increasing both earning power and the management of ESG initiatives, proposing ROESG® management (combining return on equity and ESG), along with President and Chief Executive Officer Masanobu Komoda of Mitsui Fudosan Co., Ltd., who led the company's sustainable urban development business for many years with a progressive spirit. Corporate Executive Officer Yumiko Kajiwara served as the moderator for the dialogue, facilitating a smooth and fruitful discussion from which we received valuable input from both speakers.

Experts



Mr. Masanobu Komoda
President and
Chief Executive Officer
Mitsui Fudosan Co., Ltd.

Increasing Partnerships in Which Values Can Be Shared and Creating Social Value

Mitsui Fudosan's purpose is clarified in its Group statement: “The Mitsui Fudosan Group aims to bring affluence and comfort to urban living.” This statement expresses the Group's aim to contribute to a sustainable society through urban development. The real estate industry has a natural affinity with ESG, and employees have internalized the mission to enrich people's lives through urban development. Sustainability includes three meanings: “sustainability of the earth = environmental coexistence”; “sustainability of people = health and longevity”; and “sustainability of the economy = creation of new industries.” These concepts underpinned our smart city projects in Kashiwa-no-ha and Nihonbashi.

External partnerships are essential in the real estate business today. For example, to create a smart city, it is absolutely necessary to cooperate with various industries in areas such as the development of urban operating systems and infrastructure, including institutions for science and education. This is why I want to create social value by developing ecosystems with an increasing number of partners that share the same values and aim to “achieve a good balance of ESG, innovation, and earning power in their core business.” It is necessary to enable customers to understand social value, and employees also need to recognize social value as a competitive advantage. Fujitsu refers to global sustainability in “Our Purpose,” and I have high expectations for our partnership with Fujitsu and our goal to jointly develop an ecosystem to help solve social issues through business.

Fujitsu



Takahito Tokita
Representative Director
CEO/CDXO



Hidenori Furuta
Representative Director
COO/CDPO, Head of International Regions

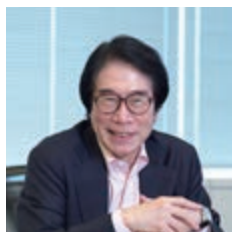


Vivek Mahajan
Corporate Executive Officer
CTO



Yumiko Kajiwara (Moderator)
Corporate Executive Officer
CSO

Experts

**Dr. Kunio Ito**

Director of CFO
Education and
Research Center
Hitotsubashi University

Leading DX and SX Driven by Personal Ownership of Fujitsu's Purpose through Dialogue

Human economic benefit has been prioritized over a responsible use of the earth's resources, leading to damage to common property and impacting climate change. There is a need to realize "good capitalism" by combining the power of digital transformation (DX) and sustainability transformation (SX). This formula will also lead to greater resilience in corporate management. The environment for companies has changed drastically over the past few years, and management has become something of a mixed martial art. It is no longer sufficient to simply disclose financial information; managers now need to skillfully combine financial and non-financial information, back their information up with data and actively engage in dialogue with investors and other stakeholders to enable them to understand their company's value.

At the same time, internal dialogue is also very important. As corporate organizations become more and more diverse, they need to communicate the "why"—the reason for their existence—convincingly and adjust their organizational direction accordingly. In other words, this is a company's purpose. During the process where companies internalize their purpose as part of themselves, people start to engage in many dialogues, which creates a participative management and ultimately drives transformation.

The "why" is also an important question for technology. By continuing to ask why technology is important and how it can contribute to solving social issues, Fujitsu can realize good technologies and become a leader in DX and SX.

The key to success in purpose-driven management is human capital, and it is vital to develop employees to the fullest extent of their potential. Recently, Fujitsu seems to be creating a corporate culture encouraging people who learn autonomously. I hope the Fujitsu Group will continue to promote purpose-driven management through engagement with its employees.

Fujitsu

**Takahito Tokita**

Representative Director
CEO/CDXO

Unifying Business and ESG and Demonstrating Leadership in Solving Global-Scale Issues

Looking at international conferences like the World Economic Forum summit in Davos, it seems that many leading companies are promoting sustainability management that combines their business with ESG initiatives, and not sustainability management in the sense of simple, traditional CSR activities. Like many of these progressive companies, Mitsui Fudosan Co., Ltd. is taking the same approach. In 2021, Fujitsu decided on seven Key Focus Areas for growth, while repeatedly going back to the question, "Why Fujitsu?" In this particular dialogue, I felt there was a need to strive even harder to unify our business with ESG initiatives and contribution to society.

Innovation is necessary for transformation. Therefore, diversity and conflict are also important elements. Healthy conflict is generated by dialogue in situations where diverse people with diverse values come together. This generates ideas and innovation, enabling the creation of innovative services.

I have heard a good deal of advice from both of our experts about the necessary transformations for Fujitsu to realize its Purpose. We will demonstrate our leadership as a technology company at the forefront, aiming to solve pressing global issues such as climate change and natural disasters.

Fujitsu



Hidenori Furuta
Representative Director
COO/CDPO, Head of
International Regions

A Global Perspective on Transformation and Diversity and Inclusion

During my time working in the United Kingdom as the Head of Global Delivery, I was immersed in a diverse workforce and this made me realize how important it is to create an inclusive work environment with dynamic engagement. My experiences working in this global role also shaped my understanding of issues regarding transformation. In the past, our strategic thinking has been focused on the Japanese market with separate management approaches for our businesses inside and outside of Japan. This has now shifted to us formulating and implementing corporate strategies from a global perspective in terms of markets, customers, and values. By having a global perspective, we open ourselves up to learning from others, challenging the way we do things and finding new ways to achieve sustainable growth.

Diverse teams and companies make better decisions and can drive real progress as different voices can be heard and opinions considered. Communication is key in the global workplace to bring this to a reality, and it empowers us to move toward a common goal. It ensures we have effective engagement among our colleagues, customers and stakeholders, which is of the utmost importance.

In 2020, we established a non-financial performance indicator that is now standard practice for many global companies. These measures provide a closer link to our long-term organizational strategies and alignment with Our Purpose. We will strive to achieve these non-financial indicators that we have set, and in doing so, we will transform ourselves and our customers, which will contribute to creating a more sustainable world.



Vivek Mahajan
Corporate Executive Officer
CTO

Achieving Differentiation with Technologies That Lead to Solutions for Social Issues

I started my career in Silicon Valley. Today, we are working to bring the individual purposes of our employees into closer alignment with the Fujitsu Group's Purpose to create a strong driving force. However, this is a difficult task, as our employees worldwide have different cultures and ways of thinking. I, myself, too, felt confused over cultural differences and customs when I first came to Japan. I am certain that it is important to constantly engage in dialogue, and to improve our ability to engage in constructive dialogue.

As we promote seven Key Focus Areas through Our Purpose- and data-driven approach, technology plays an extremely significant role. Our aim is to use technologies in which we are strong, like AI, security, supercomputing, and quantum computing to create services in fields like green energy and resiliency that lead to solutions for social issues globally. We will create systems that can supply the same level of services anywhere in the world, and enable customers to provide good business to their customers in turn.

Through this dialogue, we received a lot of advice about how to transform our Group in order to realize Our Purpose. As global-scale issues emerge, the values of society and individuals are changing dramatically. In this environment, we will engage in dialogue about Our Purpose in order to move in the same direction as one company, and work together with business partners that share our values to realize even further transformation. Guided by this advice and opinions, we will strive to realize Our Purpose globally as "One Fujitsu."

Overview of GRB Progress

For each material issue, the Fujitsu Group defines what Fujitsu aspires to be, its related goals, and its KPIs with a deadline of the end of fiscal 2022. In order to achieve these goals, we are building an effective management system and considering specific actions that will enable us to implement activities on a higher level globally, while taking into account differences in national laws, labor markets, and other factors in each country and region.

Material Issues	What Fujitsu Aspires to Be	Goals for FY2022	Major Achievements in FY2020
Human Rights, Diversity and Inclusion	<p>► 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.”</p> <p>► Diversity and Inclusion Be a responsible business that reflects the diversity of our world and build an inclusive culture where everyone can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity, especially their gender, sexual orientation, gender identity, race, ethnicity, health, disability, and age.</p>	<p>► Human Rights Embedding “respect for human rights” within the Fujitsu Group • Completion rate for global human rights training: 80%</p> <p>► Diversity and Inclusion Cultivation of inclusive corporate culture • Fujitsu Group aims to achieve at least Consolidated 69% from 66% (FY2019) / Non-consolidated 63% from 59% (FY2019), in favorable answers to Diversity and Inclusion question of Engagement Survey by FY2022.* • 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.</p>	<p>► Human Rights Preparing contents for human rights training for all employees (Started in July 2021)</p> <p>► Diversity and Inclusion • Favorable answers rate of engagement survey related to “Diversity and Inclusion” question Consolidated 67% / Non-consolidated 61% • Female leadership rate Consolidated 9.3% / Non-consolidated 7.4%</p>
Wellbeing	<p>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.</p>	<p>Providing a positive work environment for our people • Fujitsu Group aims to achieve at least 71%, in favorable answers to “Work Life Balance” and “Care” question of Engagement Survey by FY2022.</p> <p>Enabling success in personal development and growth • Fujitsu Group aims to achieve at least 70%, in favorable answers to “Growth” question of Engagement Survey by FY2022.</p>	<p>• Favorable answers rate of engagement survey related to “Work Life Balance” and “Care” question: 66% • Favorable answers rate of engagement survey related to “Growth” question: 67%</p>
Environment	<p>Fujitsu will fulfill its social responsibilities as a global corporate environmental leader. We aim to contribute to achieving the 1.5°C 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.</p>	<p>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</p>	<p>• Greenhouse gas emissions reduction rate: - FY2020 Target 29.4% or more - Achievement 25.3% (Reduced by 4.4% compared with FY2013) * Accelerate GHG reduction by the increase of renewable energy usage from FY2021</p> <p>• Avoid risks and minimize our impact on the environment: [Business sites] • Reduce total water usage by 2.2% (180,000 m³) (compared to FY2017) • Promote eco design for resource saving and circulation and increase resource efficiency of newly developed products by 27.5% (compared to FY2014) • Reduce amounts of waste generated by 34.1% (9,867t) (from the average of FY2012–2014)</p> <p>[Supply Chain] • Reduced CO₂ emissions due to power consumption during product usage by 37% (compared to FY2013) • Reduce CO₂ emissions and conserve water resources in the upstream supply chain: Request the Fujitsu Group's key partners (approximately 750 companies) to undertake reduction activities</p> <p>• Help to resolve environmental challenges: Through ICT services, conducted 39 measures including both internal staff initiatives and external business promotion initiatives with the aim of understanding and spreading the SDGs contribution</p>

Material Issues	What Fujitsu Aspires to Be	Goals for FY2022	Major Achievements in FY2020
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.	<p>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).</p> <ul style="list-style-type: none"> Deliver messages from the President or the Heads of each Business Group/Region on the importance of compliance (at least once a year) 	CEO and each region head announced message to employees on importance of compliance.
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.	<p>The Fujitsu Group will achieve responsible procurement in its supply chain.</p> <ul style="list-style-type: none"> 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%) <ul style="list-style-type: none"> 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) <p>Promotion of supply chain diversity</p> <ul style="list-style-type: none"> We set supply chain diversity as our goal of Responsible Business and promote it globally. 	<ul style="list-style-type: none"> Availability of any of the following documents: Achieved 60% <ul style="list-style-type: none"> A platinum or gold level of site recognition under the RBA Audit Recognition program Written consent with the Fujitsu Group CSR Procurement Guideline Achieved procurement KPIs from enterprises with diverse attributes, such as SMEs, women's management, and minority enterprises in UK, Americas, and Oceania
Occupational Health and Safety	<p>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.</p> <ul style="list-style-type: none"> 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. 	<p>The Fujitsu Group will maintain a safe and comfortable working environment, and promote employees' mental and physical health in every workplace.</p> <ul style="list-style-type: none"> Zero occurrences of serious accidents Implementing health and safety-related management reviews at the global level, conducted once a year 	<ul style="list-style-type: none"> Zero occurrences of serious accidents Exchanging opinions with stakeholders for implementing management review
Community	<p>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.</p> <p>We will evaluate, analyze and communicate the impact that our employees have made, and offer greater value to society.</p>	<p>Contributing to the transformation of both our corporate culture and mindset of employees</p> <ul style="list-style-type: none"> Rate of increase in the number of employees participating in social contribution activities related to social issues: 10% increase compared to FY2019 under the new normal 	Developed a scheme to collect case studies (Started collection in FY2021)

* RBA: Responsible Business Alliance

Fujitsu Joins EICC, a Global Corporate Social Responsibility Coalition (renamed as the Responsible Business Alliance [RBA] in October 2017)
<https://www.fujitsu.com/global/about/resources/news/press-releases/2017/0329-01.html/>

Human Rights

Why It Matters to Fujitsu

The Fujitsu Group's business is built on relationships with various people throughout the world including customers and suppliers. Respect for human rights is an essential element for conducting responsible business globally. Ensuring human rights is at the very foundation of our social responsibility, including the working environment within the Fujitsu Group and our supply chain, as well as the offering of safe and secure services to our customers amid the rapid digitalization of society. This is why the Fujitsu Group considers human rights to be an important issue.

Education on Human Rights

The Fujitsu Group conducts education and training activities using both course content that is common across the Company as well as content targeting issues specific to a region or Group company. In July 2021, we launched a new e-learning program on "Business and Human Rights," targeting approximately 130,000 Group employees, with the aim to enable individual employees to learn about how to conduct business with an awareness of human rights. The e-learning program introduces basic knowledge about human rights, global trends, and corporate initiatives and also provides examples of corporate activities that could have a negative impact on human rights in three key areas identified by Fujitsu (customers and end-users, employees, and the supply chain). In this way, the program aims to foster a deeper personal understanding of the importance of respecting human rights in day-to-day business.



Screen shot from the fiscal 2021 e-learning program

AI Ethics Initiatives

As a company developing and providing AI services and solutions, in 2019, the Fujitsu Group formulated and announced the "Fujitsu Group AI Commitment." This commitment outlines Fujitsu's vision to use rapidly developing AI technologies with the aim of offering greater potential to all people and contributing to the prosperity of society. The Fujitsu Group is currently promoting a range of initiatives related to AI ethics. These include the establishment of the "Fujitsu Group External Advisory Committee on AI Ethics," which consists of outside experts in AI and other sectors. The committee provides objective appraisals of our initiatives on AI ethics, and its outcomes are shared with Fujitsu's Board of Directors. Furthermore, to evaluate and consider our actual business practices from diverse perspectives including human rights, privacy, and ethics, we have established the "Human Centric AI Working Group," which comprises personnel from multiple related internal divisions. As part of our AI governance, we are promoting initiatives including training for employees on AI ethics in order to prevent ethical problems related to AI.

BEING: Our Commitment to Society—Fujitsu Americas' Initiative

In spring of 2020, as social injustice issues continued to occur across the United States, Fujitsu Americas was compelled to take action and remain committed to human rights by pledging to listen and contribute to society. We confirmed our strong company stance on this matter and focused on efforts that would drive diversity and inclusion. As part of this movement, we launched the Black Employee Inclusion Network Group (BEING). BEING is committed to creating a safe place to discuss issues, to being authentic in the workplace, to helping build an inclusive environment for all employees, and to serving communities in need.



Black Employee Inclusion Network Group (BEING)

For details on the Fujitsu Group's human rights initiatives, please visit the following website.
<https://www.fujitsu.com/global/about/csr/humanrights/>

Diversity and Inclusion

Why It Matters to Fujitsu

Innovation requires a corporate culture that embraces and leverages diversity. In order to realize the potential of each individual, it is important to elicit various viewpoints and discuss them constructively as a group, engaging in dialogue and creating an environment in which everyone accepts each other's differences. Diversity and inclusion (D&I) is an important priority for the Fujitsu Group, as it enables us to contribute to solving social issues through innovation and to drive sustainable growth.

A Culture That Empowers Everyone to Be Themselves—LGBT+ Initiatives

Fujitsu is promoting initiatives to foster deeper understanding of gender and sexual diversity to create a workplace in which all employees can feel secure and comfortable and perform to the absolute best of their abilities. In addition to a message from the CEO, we also have training seminars and internal systems set up to promote recognition of gender and diversity-related topics throughout the Group. At the same time, we are making efforts to expand the network of LGBT+ allies in the Group by holding LGBT+ Ally Meetings where diverse LGBT+ individuals and allies can talk together, as well as movie screenings and other events.

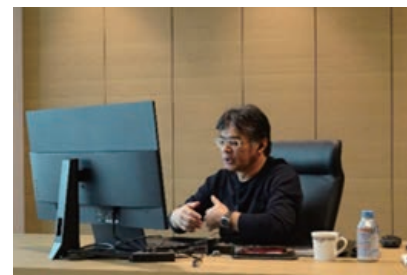
Fujitsu Pride is a movement at the Fujitsu Group where representatives from LGBT+ employee network groups and allies from each region come together to collaborate and take action on a global scale, supported by executive sponsors. In 2020, with people unable to conduct activities due to COVID-19, we held the first-ever online "Global Fujitsu Virtual Pride Week," hosted by Fujitsu Pride. A large number of executives and employees from Fujitsu and Group companies in Japan and overseas participated in the activities. As an online format, the event included virtual parades, webinars, panel discussions, and small group events to discuss LGBT+ topics.



Employee volunteers participating in parades in cities all over the world

Companywide Diversity Promotion Forum

The Fujitsu Group has formulated the Global D&I Vision & Inclusion Wheel to promote D&I, aiming to encourage employees to "Be Completely You." The Companywide Diversity Promotion Forum has been held each year since fiscal 2008, aiming to foster a corporate culture where everyone can play an active part in the Company as who they are. The forum features messages from the CEO and the management team regarding D&I, encourages employees to change their mindset and behavior, and provides an opportunity to think about the importance of D&I.



CEO Tokita participating from his office



Management team members in a panel discussion

Mentoring Program for Female Engineers

The Global Delivery Group operates a mentoring program for female engineers starting in the early years of their careers. Pairing female engineer mentees with senior engineer mentors, the program helps mentees to gain a wide range of skills, as well as confidence in their engineering ability by accumulating a variety of experience. The program is also used as a networking opportunity between female engineers from different countries and regions. We also offer a mentoring program for applicants to senior engineering programs to provide even more opportunities to increase employees' skill levels.



Participants gathering from multiple countries and regions

For details on the Fujitsu Group's diversity and inclusion initiatives, please visit the following website.
<https://www.fujitsu.com/global/about/csr/diversity/>

Wellbeing

Why It Matters to Fujitsu

Human resources are the most important capital for Fujitsu as a technology company. To attract and retain highly qualified talent, it is vital for us to focus on employee wellbeing and support the further growth of each individual employee. Thus, wellbeing is an important issue for the Fujitsu Group.

FUJITSU Learning Festival

In June 2021, the Fujitsu Group held “FUJITSU Learning Festival 2021” as an online event for all employees and their families around the world. The event was designed to encourage employees to develop positive habits around independent, self-motivated learning. This initiative, which is part of Fujitsu’s newly introduced job-based human resources system, relates to a new training policy to provide self-development support for employees who wish to carry out self-learning. Around 60 sessions were held over the five days of the event, including an interactive session with CEO Takahito Tokita, as well as seminars by internal and external speakers about various themes including agile thinking, sustainability, and SDGs, with sessions and workshops also held by employees. Around 37,000 people from 41 countries participated. Going forward, we plan to hold the event every year, aiming to create a positive cycle as an organization in which individual employees can live in a way that is true to themselves.



FUJITSU Learning Festival 2021



Online venue accessed by employees throughout the world

Recognition as a “2021 Health & Productivity Stock Selection” and One of the “White 500 Health & Productivity Management Outstanding Organizations”

As a company that considers its employees’ health management from a management perspective and addresses the issue through strategic initiatives, Fujitsu was for the first time designated as a member of the “2021 Health & Productivity Stock Selection” by Japan’s Ministry of Economy,

Trade and Industry and the Tokyo Stock Exchange. Fujitsu was also certified as one of the top 500 “Health & Productivity Management Outstanding Organizations” (the “White 500”) by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, for the fifth consecutive year. This reflects our continuous efforts to maintain and improve the health of our employees and their families. Among our Group companies in Japan, one was recognized as a “White 500 company” (top 500 enterprise), 14 were recognized under the “large enterprise category,” and four under the “SME (small and medium-sized enterprise) category.”



Online Health Program

The Fujitsu Group is taking various measures to encourage the physical and mental wellbeing of employees and their families, taking into account changes in their lifestyles and working environments due to the COVID-19 pandemic. For employees in Japan, we provide various health e-learning programs such as stress management, while for the international region, we offer various online programs including exercises such as yoga and muscle training, study sessions on mental health, concerts, and cooking classes. We also hold various online events on the occasion of events like “Global Wellness Day” and “Mental Health Month.” These activities also serve as opportunities for exchange between employees and help them to maintain and improve their mental and physical health during teleworking.

For details on the Fujitsu Group’s human resources initiatives, please visit the following websites:

Human Resources Development and Career Design

<https://www.fujitsu.com/global/about/csr/employees/education/>

Performance Evaluation and Compensation, and Work Environment

<https://www.fujitsu.com/global/about/csr/employees/system/>

Health Management

<https://www.fujitsu.com/global/about/csr/employees/health/>

For details on the Fujitsu Group’s human resources and organizational transformation, please see **pages 29–36**.

Occupational Health and Safety

Why It Matters to Fujitsu

Our diverse pool of talented employees is the most important resource for Fujitsu as a technology company. As such, it is one of Fujitsu's most important missions to protect both employees' mental and physical wellbeing by providing a safe and healthy work environment.

Infectious Disease Countermeasures

In response to the COVID-19 pandemic, we have thoroughly adopted a working style based on working from home so that our employees around the world can work safely and with peace of mind. We have also switched from face-to-face meetings to online meetings and conference calls. As a general rule, we have suspended most overseas business trips and long-distance domestic business trips. In addition, we have developed and disseminated guidelines for working from home and have taken measures to review our internal operations and fulfill our social responsibilities, for carrying out smooth operations regardless of the environment.

As for office environments, we are implementing measures such as appropriately controlling the percentage of employees in the office, having seating layouts taken social distancing into account, placing alcohol-based disinfectant, and managing records of where people sit in non-fixed seating, in order to provide workplace environments where employees can work in safety.

In Japan, we also conducted local COVID-19 vaccination programs for employees, including Group company employees, in areas where Fujitsu's internal medical staff was able to administer the vaccination process (Kawasaki Plant, Osaka Hub, Oyama Plant, and Nagano Plant). As of October 2021, 65,244 vaccines have been administered.

We have also set up a consultation service for infectious disease countermeasures and disseminated information to our employees on how to prevent and combat the spread of infectious diseases.

For details on the Fujitsu Group's occupational health and safety initiatives, please visit the following website.
<https://www.fujitsu.com/global/about/csr/safety/>

Community

Why It Matters to Fujitsu

Local communities represent a vital stakeholder for Fujitsu and contributing to them as a global citizen and as a global corporation remains an essential part of our commitment to social responsibility. Contributing to local communities also helps employees develop their own skills and increases the pride they take in their work for the Group.

Global Communities—SDG Communities (絆)

SDG Communities—絆 (*kizuna*)—is a project that aims to bring Fujitsu employees together to form global virtual communities focused on the implementation of the Sustainable Development Goals (SDGs) set by the United Nations. Employees can use Fujitsu's internal social media services to choose their own SDGs and start collaborating with other Fujitsu employees around the world who share the same objectives. The aim is to embed the core values of the SDGs into the Fujitsu culture as we work to deliver on Fujitsu's Purpose.



Activities in countries all over the world

Engagement with External Parties

The Fujitsu Group proactively engages with external parties to remain engaged with worldwide sustainability trends, gain insights into progressive initiatives, and promote exchanges among global companies.

World Business Council for Sustainable Development (WBCSD)

Fujitsu was a participant in the WBCSD's formulation of "Vision 2050: Time to Transform" in March 2021, its long-term vision for the period up to 2050. In "Vision 2050: Time to Transform," the WBCSD identifies nine areas of transformation that companies need to achieve, including energy, manufacturing and resources, and health and wellbeing, and outlines specific actions for the next 10 years. Fujitsu's Purpose is aligned with "Vision 2050: Time to Transform," and we will continue to work toward the realization of a sustainable society.

World Economic Forum (WEF)

In 2021, due to the impact of COVID-19, the "Davos Agenda" was held as an online event for five days, starting January 25. Under the theme of "A Crucial Year to Rebuild Trust," leaders from various fields engaged in lively virtual discussions with a view to partnering to rebuild the world's economic and social systems in the post-COVID era. From Fujitsu, CEO Tokita and COO Furuta participated in various sessions and gained more in-depth insights about the role that companies should play in bringing about a sustainable society.

Partnering with Centrica to Provide Homeschooling Support

Many children have had to shift to remote learning from home because of the COVID-19 pandemic. Fujitsu UK has partnered with Centrica to create a system for refurbishing business laptops and PCs for use in home learning and delivering them the next day to families in the United Kingdom whose home environment makes it challenging to participate in distance learning. Approximately 350 devices have been distributed to date.



Using a donated laptop for remote learning

Antenna Programming Provided Free of Charge for the Deaf and Hard of Hearing

Developed by Fujitsu, Antenna is a user-interface device that can be worn on the hair, earlobe, collar, cuff, etc., to allow people who are deaf or hard of hearing to sense sound physically using vibration and light. The interface is used for speech training and rhythm acquisition, enabling the deaf and hard of hearing to experience a new world of sound. Fujitsu began providing Antenna free of charge in fiscal 2019, and it has now been introduced in about 80% of schools for the deaf throughout Japan, as well as being used in other educational institutions.



Antenna can be worn easily on the hair or collar like a clip

Providing Financial Support for Entrepreneurs in Developing Countries through a US NPO

Fujitsu Group company Ridgelinez Limited is participating in programs established by Kiva Microfunds, a US NPO that supports the provision of microfinance to entrepreneurs in developing countries. Through sustainable support (funding) enabled by the Kiva crowdfunding platform, Ridgelinez is providing new business opportunities to entrepreneurs such as purchasing farm equipment for greater yields, improving the communication environment for children's mobile learning, and launching pharmacies to support the health of local communities.



Entrepreneurs who have received funding

For details on the Fujitsu Group's community activities, please visit the following website.
<https://www.fujitsu.com/global/about/csr/community/policy/>

Supply Chain

Why It Matters to Fujitsu

Globalization has led to the expansion of corporate supply chains throughout the world, where they have various impacts. As a global corporation, it is our responsibility to care about human rights, the environment, diversity, and other issues not limited to the Group's internal interests, but touching on the entire supply chain. Fujitsu Group regards the supply chain as a matter of the utmost strategic importance, representing an essential aspect of conducting responsible business.

Addressing Conflict Minerals

The policy of the Fujitsu Group is to exclude any minerals that might give rise to conflicts, or that are at high risk of being associated with forced labor or human rights violations from its products, components, and supply chain. Fujitsu has established the Sustainability Management Committee as an internal organization to ensure the transparency of its supply chain and responsible sourcing of minerals. In addition, the Fujitsu Group conducts surveys regarding conflict minerals 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 the Cobalt Reporting Template (CRT) developed by the Responsible Minerals Initiative (RMI).

Communication with Suppliers

The Fujitsu Group holds business meetings with its major suppliers to provide explanations about assessment results as well as Fujitsu's business outlook and procurement strategy under the "Suppliers' Performance Review" system. The feedback provided at these meetings also addresses CSR topics, and suppliers that do not meet Fujitsu's standards are asked to make improvements. In addition, since fiscal 2020, the Fujitsu Group has held the "Fujitsu ActivateNow Partner Summit," its global flagship event for suppliers. At the event, senior executives, heads of business groups, and the executive vice president responsible for purchasing give an overview of Fujitsu's business direction and explain Fujitsu's procurement strategy. During this event, we also present partners who have made exceptional contributions to our business with certificates of appreciation to strengthen further partnerships with our suppliers.

For details on the Fujitsu Group's CSR procurement initiatives, please visit the following website.
<https://www.fujitsu.com/global/about/csr/procurement/>

Compliance

Why It Matters to Fujitsu

Compliance is one of the most important management priorities from the perspective of maintaining and improving corporate value. In all of our business activities, it is essential to be aware of and act with integrity at a high level of corporate ethics that respects international and local standards. Therefore, the Fujitsu Group recognizes compliance as an important management issue.

Policies and Structure for Implementation

At the Fujitsu Group, the Risk Management & Compliance Committee, which reports directly to the Board of Directors and is chaired by the CEO, is responsible for overseeing Groupwide compliance at the global level based on the Policy on the Internal Control System.* The Risk Management & Compliance Committee nominates the executives who shall be responsible for compliance and risk, and said executives, together with the relevant departments, shall carry out measures based on direction from the Risk Management & Compliance Committee and the Global Compliance Program. The Risk Management & Compliance Committee collaborates with the Regional Risk Management & Compliance Committees, which have been formed as subcommittees, and raises Groupwide awareness of the Fujitsu Way Code of Conduct and achieves compliance with it.

* Policy on the Internal Control System
<https://www.fujitsu.com/global/images/gig5/notice121b.pdf> (pages 5-10)

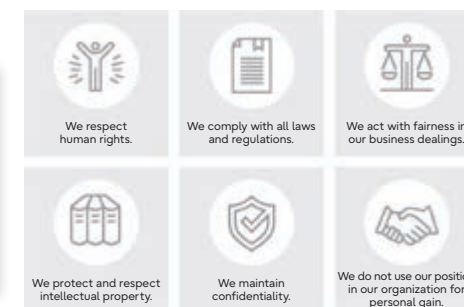
Fujitsu Way Code of Conduct

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) 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.



Global Business Standards



Fujitsu Way Code of Conduct

Top Management Initiatives

Top management expresses its intentions to strive for compliance proactively and continuously through measures such as sending messages to employees, and in doing so, Fujitsu puts the Fujitsu Way Code of Conduct and the GBS into practice and spreads them throughout the entire Fujitsu Group.

The CEO 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. Outside of Japan, 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 Fujitsu Compliance Week, which begins on December 9, the United Nations' designated International Anti-Corruption Day, and employs measures such as sending out simultaneous messages across the Fujitsu Group to encourage employees to focus on compliance and promote compliance discussions.

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 Fujitsu's 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 legal systems and government institutions' guidelines.

Please refer to the PDF below for information about the promotion of the Global Compliance Program.
https://www.fujitsu.com/global/documents/about/csr/compliance/2021_Promoting_GCP_en.pdf

Global Compliance Program



For details on the Fujitsu Group's compliance initiatives, please visit the following website.
<https://www.fujitsu.com/global/about/csr/compliance/>

The Environment

Why It Matters to Fujitsu

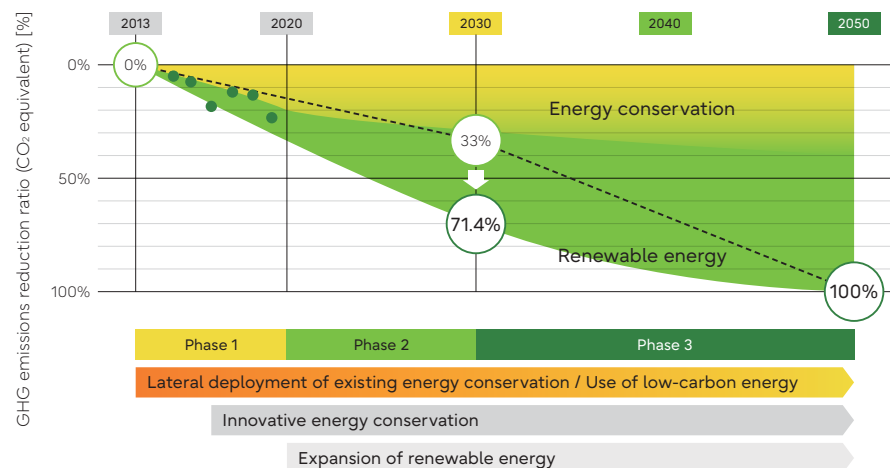
The issue of climate change has the greatest impact on the sustainability of society. As a global technology company, the Fujitsu Group has a responsibility to reduce not only its own greenhouse gas (GHG) emissions but also to contribute to solving climate change-related issues for customers and society. The global environment is the foundation of society itself and remains an important priority for the Fujitsu Group.

Aiming to Reduce GHG Emissions at Business Sites by 37.8% or More from FY2013 Levels

Increasing Our Medium- and Long-Term Targets

In May 2017, Fujitsu formulated its medium- and long-term environmental vision, “Fujitsu Climate and Energy Vision,” and in August of the same year, obtained Science Based Targets (SBT) certification for 2°C-aligned emissions reduction targets to be achieved by 2030. Amid accelerating moves toward carbon neutrality, the Group reexamined the role that it should play, and in April 2021, it revised its emissions reduction targets for its business sites in fiscal 2030 from 33% to 71.4% below fiscal 2013 levels. These reduction targets were validated as 1.5°C-aligned targets by the SBT initiative.

“Medium/Long-Term Environmental Vision” Reduction Roadmap



Initiatives toward Achieving Our Targets

In 2018, the Fujitsu Group joined the international initiative RE100, which aims to promote and expand the use of renewable energy. So far, progress has been made mainly in Europe and the United States, while promoting usage in Japan remains a challenge. In fiscal 2020, however, Fujitsu achieved 100% renewable energy use at its three Systems Laboratories (in Aomori, Kumamoto, and Oita prefectures), which host energy-intensive offices. Also, in fiscal 2021, we successfully achieved 100% renewable energy use at our Kawasaki Main Office, one of Fujitsu's key facilities in Japan.



Kawasaki Main Office



Aomori Systems Laboratory

Avoiding Risks Associated with Business Activities and Minimizing Risks to the Environment (Water Risk Countermeasures)

The Fujitsu Group conducts flooding damage impact assessments for each business site using hazard maps and implements countermeasures. We determine whether each business site falls within the “estimated flood inundation area (planned scale: once every 10–100 years or assumed maximum scale: once every 1,000 years)” for nearby rivers as established by the Ministry of Land, Infrastructure, Transport and Tourism or prefectural governments. We also assess what the impact will be on-site and off-site, and whether there will be an impact from water ingress in buildings, etc. We then rank the sites on a four-point scale. For sites that correspond with the most hazardous level, we assign a four and then formulate various measures to reduce risk, such as protecting the site perimeter with retaining walls and watertight panels.



Sliding gates



Removable watertight panels



Gates that can be raised and lowered

Examples of Contribution to Solving Environmental Issues for Customers and Society through Business

Improving Beverage Supply Chains Using Blockchain Technology

In Europe, beer is found at the heart of many aspects of life, culture, and tradition, and consumers increasingly take interest in the origin of ingredients and production. To establish complete transparency and traceability for the barley supply chain from grower to consumer, there were technological challenges such as ensuring data reliability and tamper-proofing and tracking throughout different stages of a complex supply chain. The world's largest brewer, AB InBev is working with Fujitsu's Track and Trust Solution Center and its partner, SettleMint, to solve these challenges using blockchain technology.

In a pilot project, QR codes were added to one million beer packs, and by scanning them, consumers were able to see where the barley was grown, reaped, and malted, giving them more insight than ever before. Furthermore, by connecting players across the entire supply chain end-to-end on one secure, decentralized platform built using blockchain technology, we can contribute to improving productivity, water and energy efficiency, and soil health, as well as grower development.

For other cases, please see **"Social Innovation through DX" on pages 37–40.**

Environmental Action Plan

The Fujitsu Group has formulated an Environmental Action Plan since 1993 and continues to broaden the scope of its environmental activities. To significantly reduce our own environmental impact, we implemented far-reaching measures throughout our factories and offices to cut CO₂ emissions and chemical pollutants, reduce waste, and address other environmental concerns. In addition, we have also expanded the focus of our activities across the entire supply chain, including our customers, and society as a whole. The Fujitsu Group will continue responding to the demands of the changing times, and the Group will deepen and further develop its environmental activities with the goal of helping to create a sustainable and rewarding society.

Environmental Action Plan (Stage IX) (Fiscal 2019 to Fiscal 2020)

Since fiscal 2019, we have executed measures set forth under the Fujitsu Group Environmental Action Plan (Stage IX), which calls on us to reduce our operating bases' greenhouse gas (GHG) emissions, provide products that consume less power during usage, conserve water resources with a focus on supply-chain water risks, and respond to the problem of plastic waste. We achieved all of our targets for fiscal 2019, and in fiscal 2020, we achieved even further improvements on our target values.

Environmental Action Plan (Stage X) (Fiscal 2021 to Fiscal 2022)

The Fujitsu Group has specified targets that address the three global societal challenges of climate change, resource circulation, and living in harmony with nature. We will focus on these targets during the two-year period from fiscal 2021 to fiscal 2022 by working to minimize negative environmental impacts in the supply chain.

Targets established in line with the societal challenges of climate change, resource circulation, and living in harmony with nature

- Climate change: Strengthening our commitment to meet the target of limiting global warming to 1.5°C above pre-industrial levels
- Resource circulation: Maintaining and enhancing efforts in the areas of resource-saving product design (with an emphasis on reducing the use of plastics) and water risk assessments throughout the supply chain
- Living in harmony with nature: Based on global trends, a new target to visualize impacts on biodiversity

For details on the Fujitsu Group's Environmental Action Plan, please visit the following websites:

Environmental Action Plan (Stage IX)

<https://www.fujitsu.com/global/about/environment/approach/plan/stage9/>

Environmental Action Plan (Stage X)

<https://www.fujitsu.com/global/about/environment/action-plan/index.html>

TCFD-Based Information Disclosure

The Fujitsu Group recognizes that climate change is an important issue for management as it has a significant impact on the sustainability of society over the long term, and we therefore conduct analysis to ascertain medium- to long-term risks and opportunities. In addition to our own response to climate change risks, we believe that examining the potential climate change risks affecting our customers and making value creation proposals to them using our strengths in digital technology will also lead to business opportunities. As a result, we have also strengthened our governance as we aggressively promote initiatives on management strategies for climate change countermeasures. In April 2019, we announced our support for the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, and we are working to disclose information to various stakeholders, including investors.

For details on the Fujitsu Group's TCFD-based information disclosure, please visit the following website.
<https://www.fujitsu.com/global/about/environment/tcf/index.html>

Items		Response Status
Governance	Board's oversight of climate-related risks and opportunities	<ul style="list-style-type: none"> The Sustainability Management Committee, chaired by the CEO, shares risks and opportunities related to climate change, implements strategies for investigation of medium- and long-term issues, and formulates policies. These results are reported to the Board of Directors via the Management Council. Important risks identified for the overall Group, including climate risk, are reported periodically to the Board of Directors by the Risk Management & Compliance Committee.
	Management's role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> The representative director and CEO serves as the chair of the Risk Management & Compliance Committee, with responsibility for the highest level of decision making and for business execution. Directors are responsible for supervision based on reports by the Management Council. In April 2021, the position of chief sustainability officer (CSO) was established. In this role, the CSO proposes reforms to directors and the executive team and executes business related to sustainability.
Strategy	Short-, medium-, and long-term climate-related risks and opportunities	<ul style="list-style-type: none"> Envisaged risks include strengthening of laws and regulations related to carbon tax, increased competition for decarbonization technologies, loss of reputation due to insufficient response to customer needs, or delayed response to climate change. Envisaged opportunities include provision of climate change response products and services, as well as value creation through new proposals using digital technology.
	Impact of climate-related risks and opportunities on businesses, strategy, and financial planning	<ul style="list-style-type: none"> ICT products and services to deal with climate change provide opportunities to increase sales, while physical risks and legal risks could have the impact of increasing operational costs by requiring the implementation of measures in the Group's operations and supply chains. <p>Note: Please see CDP Response (C2.3, 2.4) for details.</p>
	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<ul style="list-style-type: none"> Utilizing a 2°C scenario, the Fujitsu Group conducted scenario analysis of the period through 2050 and established a medium- to long-term environmental vision. By responding to this environmental vision, we assessed that we are resilient in our strategy. We are currently conducting a scenario analysis for Key Focus Areas announced in April 2021, using multiple scenarios including 1.5°C.
Risk Management	Risk identification and assessment process	<ul style="list-style-type: none"> The Risk Management & Compliance Committee promotes Companywide risk management policy, including for risks related to climate change. Based on the risk assessment results for each division, the committee conducts a two-factor matrix analysis with severity and likelihood axes, selects and assesses risks, and reports the results to the Board of Directors.
	Risk management process	<ul style="list-style-type: none"> The Company conducts risk monitoring using an environmental management system based on ISO 14001.
	How processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	<ul style="list-style-type: none"> The Risk Management & Compliance Committee identifies and evaluates Companywide risks, including climate change, and coordinates with the Sustainability Management Committee to identify, analyze, and evaluate risks, and to propose and implement recurrence prevention strategies.
Metrics and Targets	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	<ul style="list-style-type: none"> Fujitsu uses greenhouse gas (GHG) emissions and the renewable energy introduction rate as metrics.
	Scope 1 & 2, and applicable Scope 3 GHG emissions	<ul style="list-style-type: none"> Scope 1: 75 kt-CO₂ Scope 2: 583 kt-CO₂ (location based), 540 kt-CO₂ (market based) Scope 3: 1,104 kt-CO₂ (Category 1: Purchased Goods and Services), 3,094 kt-CO₂ (Category 11: Use of Sold Products)
	Targets and performance for management of climate-related risks and opportunities	<ul style="list-style-type: none"> Fujitsu set a target of realizing carbon neutrality by 2050. In April 2021, we increased our GHG emissions reduction target for 2030 to 71.4% (vs. fiscal 2013), corresponding to the "1.5°C standard." Scope 1 & 2 GHG emissions reduction (vs. fiscal 2013): 32.7% reduction in fiscal 2020 vs. target (fiscal 2020/2030 = 14/71.4%) Scope 3 (Category 1 & 11) GHG emissions reduction (vs. fiscal 2013): 48.7% reduction vs. target (fiscal 2030 = 30%)

Governance

Under the Fujitsu Group's governance structure for risks and opportunities, the Group identifies and manages risks and opportunities related to climate change, while formulating and promoting countermeasures through the Sustainability Management Committee and the Risk Management & Compliance Committee. Both committees are chaired by the representative director and CEO, and their findings are reported periodically to the Board of Directors via the Management Council.

To strengthen sustainability management, including for climate change, Corporate Executive Officer Yumiko Kajiwara was appointed chief sustainability officer (CSO) in April 2021. The CSO will propose reforms to directors and the executive team and execute business related to sustainability. In addition, the CSO will promote the expansion of a range of initiatives that contribute to society's efforts to achieve carbon neutrality and successfully adapt to climate change.

Strategy

Utilizing a 2°C scenario, the Fujitsu Group conducted an analysis of the period through 2050 and—drawing on its results to establish a medium- to long-term environmental vision—formulated the FUJITSU Climate and Energy Vision. The Group announced its GHG emissions reduction targets for 2030 and 2050, along with its contributions to climate change mitigation and adaptation of customers and society. The actions taken in response to this environmental vision demonstrated the resilience of the Group's strategies. Furthermore, in April 2021 the Group raised the standard for its GHG emissions reduction targets from 2.0°C to 1.5°C, based on the accelerating trend toward achieving carbon neutrality in global society.

The Fujitsu Group continuously promotes internal responses to climate change, such as reducing GHG emissions and bolstering the resilience of datacenters and business sites. In addition, the Group is working to promote value creation using digital technologies aimed at realizing a carbon-neutral society. One initiative includes a trial of a project that increases logistics efficiency by leveraging Fujitsu's quantum-inspired Digital Annealer to rapidly solve complex combinatorial optimization problems. Fujitsu has also taken advantage of technological developments in computing, AI, and IoT to mitigate the impacts of climate change-related disasters, including for predicting climate and weather patterns with high accuracy and proposing evacuation plans. Fujitsu also announced that it will ensure that all the power required for its

FJcloud service operations at its datacenters in Japan will be provided by renewable energy by fiscal 2022.

Moreover, in its Management Direction update of April 2021, Fujitsu announced seven **Key Focus Areas** that will drive the "For Growth" business domain. The Group will also consider climate change countermeasures within these areas and reflect them in its business strategies.

Based on the Management Direction update of the Key Focus Areas and other factors, the Group has now started a multi-scenario analysis, including for the 1.5°C scenario.

Key Focus Areas

P22-23

Risk Management

The Risk Management & Compliance Committee identifies, classifies, assesses, and manages Groupwide risks, including climate change risks. The committee collects the results of risk assessments conducted based on the expertise of respective divisions and units in such areas as policy, reputation, natural disasters, supply chains, products and services. Then, using information collected, the committee conducts a two-factor matrix analysis of severity and the likelihood of risks, thereby identifying high-priority risks on a Companywide level. The Sustainability Management Committee shares climate change business risks, opportunities, and countermeasures and conducts progress management.

Metrics and Targets

The metrics managed by the Fujitsu Group are GHG emissions and the introduction rate of renewable energy, and the Group has set GHG emissions reduction targets. In fiscal 2020, the Group's GHG emissions reduction results and renewable energy introduction rate trended at levels that were in reach of the Group's targets. In April 2021, the Group increased its GHG emissions reduction target to meet the 1.5°C standard, and now aims to reduce GHG emissions at its business sites by 71.4% (vs. fiscal 2013) in fiscal 2030.

For details on the Fujitsu Group's TCFD-based information disclosure, please visit the following website.
<https://www.fujitsu.com/global/about/environment/tcfd/index.html>

Agreement with International Norms, Participation in International Organizations, and External Evaluation

Agreement with International Norms and Participation in International Organizations

United Nations Global Compact
(UNGC)



World Business Council for
Sustainable Development (WBCSD)



World Economic Forum (WEF)

For details on the Fujitsu Group's participation in the WBCSD and WEF, please see
"Community" on page 55.



Science Based
Targets initiative (SBTi)



Gold Member participant in
Renewable Energy 100% (RE100)



Agreement with the recommendations of the Task Force
on Climate-related Financial Disclosures (TCFD)

External Evaluation

High ratings received from global ESG rating institutions, etc.

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

Dow Jones Sustainability
Indices (World, Asia Pacific)
Included 21 times over nine consecutive years



CDP
Received the highest grade of A in "Climate Change,"
"Water Security," and "Supplier Engagement Rating"
Certified as a "Supplier Engagement Leader Board" company



FTSE4Good

FTSE4Good
Index Series
Included for 10 consecutive years



MSCI World ESG
Leaders Index
Included for 10 consecutive years



STOXX ESG
Global Leaders
Included for five consecutive years

Selected for all four ESG stock indices adopted by the Government Pension Investment Fund (GPIF)

2021 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2021 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



FTSE Blossom
Japan

