Human Capital Management in Fujitsu

October 12, 2023
Corporate Executive Officer
EVP CHRO
Hiroki Hiramatsu
Agenda

1. Concept of Human Capital Management (HCM)
2. Initiatives during the previous Mid-term Strategy Plan
3. FY23 Mid-term Strategy Plan and People Portfolio
4. Key measures
5. Our ambition
1. Concept of Human Capital Management (HCM)
March 2022. We chaired the CHRO Roundtable (series of 6 discussions) to advance HCM practice with external Japanese companies. Participants: CHROs from Panasonic Holdings, Marubeni, KDDI, and Omron

April 2023. We published “CHRO Roundtable Report” as the output of the discussions.

The 2nd season has opened in July 2023 with new companies.

Themes in FY22
How should we put HCM in practice to increase corporate value?

※Positions and Titles are as of Mar 2023
Conceptual Framework for HCM: A Model for Improving Human Capital Value

Enhancing corporate value through HCM practices and rethinking the narrative

✓ It is important to identify a consistent story that underpins how various HR initiatives are involved in the implementation of the strategy, as well as the company's own KPIs to support it, and to use them as indicators to advance our efforts.

✓ A single common framework called Human Capital Value Enhancement Model was developed to assess participant companies' human capital management.

What does this model explain?

✓ The model is comprised of two initiatives: result-oriented initiatives that contribute to business and strategic goals and supporting initiatives to sustain the results.

✓ Connection between initiatives are indicated by arrows. By putting the HR measures (related to HCM) that each company is working on into this model and reorganizing them, we can see the bigger picture and examine how each initiative contributes to the improvement of corporate value.
Our story of Human Capital Management

1. Set **Purpose and HR Vision** to become DX Company
2. Shift to **job-based HR management** – “the right position to the right person.”
3. Develop **vision, business portfolio, and People portfolio** for next 3 years
4. In order to fulfill the resource gap, expanded our posting to enhance people mobility.
5. The **compensation level increased** to improve the competitiveness of talent acquisition.
6. As for the evaluation, introduced “**Connect**” globally, which evaluates the **size of impact** on purpose and vision.
7. Through **purpose carving and one-on-one dialogue**, Fujitsu’s purpose and vision has strong linkage with individual purpose.
8. **Career ownership support** measures are being expanded to foster self-led individuals
9. Setting **employee engagement** score as one of the Non-Financial indicators to measure our transformation
### Correlation between human capital-related data and business performance

#### Absolute correlation coefficient:
- **Positive correlation**: 0.4 or more
- **0.4 to 0.7**:
- **0.7 or more**:
- **Negative correlation**: -0.7 or less
- **-0.7 to -0.4**:

#### Indicator

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Company</th>
<th>Sales and SE</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fluidization</td>
<td></td>
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<tr>
<td>Posting Career Recruitment Rate (Indiv. Driven) [%]</td>
<td>↑</td>
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<td>↑</td>
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<tr>
<td>Female managers _%</td>
<td></td>
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<tr>
<td>Degree of work discretion (point)</td>
<td>↑</td>
<td>↑</td>
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<tr>
<td>Overall health risk (point)</td>
<td>↑</td>
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<tr>
<td>Degree of pride in working (point)</td>
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<tr>
<td>Understanding of the change into DX company (point)</td>
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<tr>
<td>Successes Fulfillment Rate [%]</td>
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<td>Number of post off people (people)</td>
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<td>Number of those with disabilities in organization [%]</td>
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<td>Assignment Rate (Company) [%]</td>
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<tr>
<td>Percentage of women [%]</td>
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<td>High stress judgment rate [%]</td>
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<td>Supervisor support (point)</td>
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<tr>
<td>Org Head _ Udemy Learning Time _ Per Person [h]</td>
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<tr>
<td>Org Head _ Globis Learning Time _ Per Person [h]</td>
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<tr>
<td>Employee satisfaction with Mgr's feedback (point)</td>
<td>↑</td>
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<tr>
<td>Working on purpose (ES Q31)</td>
<td>↑</td>
<td>↑</td>
<td>↑</td>
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<tr>
<td>Number of Retirees by Organization [People]</td>
<td>↑</td>
<td>↑</td>
<td>↑</td>
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<tr>
<td>Opposite positive and negative correlations in sales, SE, and product</td>
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</tr>
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</table>

#### Difficult to explain the correlation

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<th>Products</th>
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2. Initiatives during the previous Mid-term Strategy Plan
As a sustainable company, the greatest management resource for providing value to society and the source of customer value is people. We aim to build a team of multi-talented people that are highly engaged, realizing the wellbeing of each and every one of them, while sharing a common perspective and agility to solve the challenges of society and our customers, and creating innovation everywhere in society. To achieve this, we are promoting the creation of an organizational culture in which we can share our purpose and gather together in an agile manner to create innovation throughout society.
Full model change to job-based HR management

Organizational design based on business strategy

1. Review of organization and position design based on business strategy
2. Clarification of responsibility authority and personnel requirements (Role Profile/Job Description)

Job-based remuneration system to encourage challenges

1. Responsibility-based remuneration structure
2. Treatment for High-Level Professionals
3. Review of the evaluation system

Business unit-driven HR management

1. Review of Workforce planning
2. Post-off and downgrade
3. Significant expansion of posting system

Support for autonomous learning and growth

1. Review of human resource development policies (Introduction of On-demand education)
2. Promotion of 1on1 meetings

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Review of organization and position design based on business strategy

Traditional Japanese HR Management
~ The right person to the right position ~

- Strategy and Vision
- Gap
- Organizational performance based on current talent
- Organizational design based on current personnel
- Current personnel

Job-based HR Management
~ The right position to the right person ~

- Strategy and Vision
- Gap
- Organizational design to realize the strategy
- Personnel allocation to realize the strategy
- Current personnel

Assign appropriate personnel from inside and outside the company. Delegation of human resource management authority to business units.
Significant expansion of hands-up posting system

As is

The organization plans and implements reassignments/rotations/promotions, taking into account work availability and personal development.

Expansion of “posting”

Autonomous career plans that the individual wants to realize, and postings for transfers and promotion to senior management positions.

Mobilization of people, improvement of diversity, realization of appropriate resource allocation, substantially expand posting to foster an open and challenging culture
Initiatives to realize career ownership

Support for career and growth

1on1 Meeting
For communication to support growth

On Demand Education
Variety of learning options

“Posting” system
Opportunity to try a new role or a position

Support for autonomous way of working

Work Life Shift
Options of how we work

Provide learning opportunities

Career Café
Opportunity to consider one’s career

ex Practice
Program to learn the way of thinking as DX personnel

Job Challenge!!
Being transferred to another department for a limited time to experience different tasks and culture from where you are

Provide challenging opportunities

Management transformation
Management that elicits the empathy of each employee and encourages independent challenge

Reskilling and upskilling
Learning or relearning skills to respond to business changes

Assign Me
Opportunity to experience different position without transfer

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Connect - our new global evaluation scheme

Connect is our communication tool focused on consistency for Fujitsu purpose. Serving for linking the purpose and vision of Fujitsu, organizations, and individuals, as well as HR policies.

- Fujitsu’s Purpose
- Organizational Vision
- Greater Responsibility Growth Opportunity
- Fujitsu Way
- Talent Management
- Aspiration • Trust • Empathy
- Connect
- Empathy
- Individual Purpose
- Skill Development
- Behaviours
- Learning & Growth
- Individual Development Plan
- Impact
Changes in figures related to people (1)

Increase of proactive people mobility

“Posting” (Japan)

- 2020: 1,458 applicants, 4,299 transfers
- 2021: 2,691 applicants, 2,691 transfers
- 2022: 3,419 applicants, 7,902 transfers

In the past three years:
- Applicants approx. 20,000 people
- Transferred approx. 7,500 people

Global “Posting” (*)

- 2022: 598 applicants, 98 transfers

(*) Global posting started in FY 2022
Changes in figures related to people (2)

Posting Transfer Survey

Feeling that I’m using my strengths in my new job

- Pos.: 688 ppl
- Neu.: 247 ppl
- Neg.: 486 ppl

Feeling that I’m growing in my new job

- Pos.: 628 ppl
- Neu.: 273 ppl
- Neg.: 520 ppl

Majority of employees have positive feedback after transfer

Positive career ownership contributes to engagement improvement

Posting Transfer Survey
Transfers from April 1 to November 21 in 2022

Answered by: Positing Transferee
Survey Period: 3 months after transfer
Responses: 1,421 ppl
Changes in figures related to people (3)

Fostering career ownership

Number of Udemy participants

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>13,194</td>
<td>26,485</td>
<td>36,764</td>
</tr>
</tbody>
</table>

Learning time on Udemy

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (hours)</td>
<td>160,000</td>
<td>270,000</td>
<td>520,000</td>
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</tbody>
</table>

Career support

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Career Ownership Examiners</td>
<td>15,187</td>
<td>people</td>
</tr>
<tr>
<td>Number of Career Café Participants</td>
<td>8,296</td>
<td>people</td>
</tr>
<tr>
<td>1on1 frequency (per person)</td>
<td>9.4 times a year on average</td>
<td></td>
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</tbody>
</table>
# Changes in figures related to people (4)

## Increased investment in human capital

### Remuneration system improvement

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>New graduates</td>
<td>4.35 million yen (+ 300,000 yen)</td>
<td>+7%</td>
</tr>
<tr>
<td>Leader Classes</td>
<td>10 million yen (+ approx. 1 million yen)</td>
<td>+10%</td>
</tr>
<tr>
<td>General Manager Classes</td>
<td>Approx. 20 million ~ 30 million yen (+ approx. 4 million yen)</td>
<td>+24%</td>
</tr>
</tbody>
</table>

### Mid-Career recruitment

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of certified people as highly skilled personnel</th>
<th>Business producer training</th>
<th>Purpose Carving</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>335 people</td>
<td>8,000 people</td>
<td>70,000 people</td>
</tr>
<tr>
<td>2021</td>
<td>400 people</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>818 people</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **2.4 times increase** in the number of certified people in 2022 compared to 2020.
- **2022** is the fiscal year.
- **New graduates** includes graduates from a university.
- **Leader** and **General Manager** classes.
- **Purpose Carving** is aimed at 70,000 people.
- **Business producer training** is designed for 8,000 people.
- **Highly skilled personnel** includes 78 people.
3. FY23 Mid-term Strategy Plan and People Portfolio
Fujitsu's Materiality

Make the world more sustainable by building trust in society through innovation

Values

Aspiration | Trust | Empathy

Fujitsu Way

Purpose

Materiality

(Exclusive Areas for Contribution)

Solving global environmental issues

Planet

- Climate change (Carbon neutral)
- Recycling circulation (Circular economy)
- Living in harmony with nature (Protection and restoration of biodiversity)

Developing a digital society

Prosperity

- Maintaining information security
- Eliminating the digital divide
- Leading ethical AI and IT
- Ensuring a positive work environment and addressing labor shortages
- Assuring responsible supply chains

Improving people's well-being

People

- Contributing to healthcare for an improved quality of life
- Promoting lifelong education and reskilling
- Improving customer/consumer experience

24 May 2023
MTP Presentation
Value Creation Concept for 2030

Being a technology company that realizes net positive* through digital services

Input

<table>
<thead>
<tr>
<th>Financial capital</th>
<th>Fujitsu’s Business Activities</th>
<th>Output / Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Financial indicators</td>
</tr>
<tr>
<td>• Total assets</td>
<td></td>
<td>FY2022</td>
</tr>
<tr>
<td>3.3 trillion yen</td>
<td></td>
<td>0.2 billion yen</td>
</tr>
<tr>
<td>• Free cash flow</td>
<td></td>
<td>177.5 billion yen</td>
</tr>
<tr>
<td>¥1,775 billion</td>
<td></td>
<td>131.0 billion yen</td>
</tr>
<tr>
<td>• Growth investment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Human capital     |                               | Solving global environmental issues |
|                  |                               | FY2022 | FY2030 |
| • Number of employees |                         | 124 thousand people | 0.3% |
| • Ratio of female employees |                     | 24% | 100% |
| • Ratio of female managers |                     | 14% | 1.5 billion people |

| Natural capital   |                               | Developing a digital society |
|                  |                               | FY2022 | FY2030 |
| • Energy consumption |                           | 13 million GJ | 150 million people |
| • GHG emissions   |                               | 490 thousand tons | |

| Technology and intellectual capital |                               | Improving people’s well-being |
|                                    |                               | FY2022 | FY2030 |
| • R&D investment                   |                               | 109.5 billion yen/year | 12+ million people |
| • Internal DX investment          |                               | 50.0 billion yen/year | 75+ |

Key Strategies

Business Model and Portfolio Strategy

Customer Success / Regional Strategy

Technology Strategy

Business Strategy

People Strategy

Global Responsible Business

Human Rights and DEBI

Wellbeing

Environment Compliance

Supply Chain

Community

Key Outcomes

- Contributing to reduced global CO2 emissions through Service Solutions
- Use of renewable energy in Fujitsu
- Digital accessibility

Outcome for FY2030

- EPS: 17% or more
- Operating Profit Margin: Service Solutions
- Revenue: 1+ trillion yen
- Contributions to global GHG emissions: 0.3%
- Renewable energy usage in Fujitsu: 100%
- Digital accessibility: More than 1,200 million people

Our purpose is to bring trust to society through innovation and to make the world more sustainable.

Vision for 2030:

Become a technology company that enables net positivity through digital services.

Resolution of global environmental problems

development of a digital society

Improving people’s wellbeing

Technology and intellectual capital

Resource strategy

Business strategy

People strategy

Customer strategy

Technology strategy

Business model and portfolio strategy

Key strategies

Business activities

Input

(FY2022 results)

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Expansion of service solutions
shift to the growth region

Target growth around profitable digital cloud services, including Fujitsu Uvance

Measures to focus

- Consultancy Expansion
- Development of strategic alliances
- Technology enhancement and business implementation
- Human resource development and reskilling
- Delivery standardization and productivity improvement
- Modernization expansion
- Quality stabilization and security enhancement

*adjusted operating profit margin; a measure of real profit in the core business that deducts profit or loss from business restructuring, business restructuring, M&A, etc. and transient profit or loss from system changes, etc., from operating profit (Same as those previously presented as core business profit)
Our business portfolio

Simulation of Business x Region/front axis growth rate up to FY 2025
Use this as a framework for building People portfolio

This chart is intended as a framework illustration, and the actual growth rate of each Business varies.

Business Segments

<table>
<thead>
<tr>
<th>Region/Front</th>
<th>FY23</th>
<th>FY25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>APAC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Americas</td>
<td></td>
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</tbody>
</table>

Service Solutions
- FY23 Sales: 2.4 trillion yen
- FY25 Sales: 2.17 trillion yen

Fujitsu Uvance
- FY23 Sales: 300 billion yen
- FY25 Sales: 700 billion yen

Hardware solution
Ubiquitous solution
Device solution

Consulting
SaaS

OPPL

Sales

OPPL

11.8%

15%

15%

Accelerate Fujitsu Uvance, our company’s growth driver, globally to significantly increase sales and operating profit.

Pursue a more profitable business model by standardizing delivery and improving productivity while ensuring solid sales.

Clarify which businesses will be expanded in each region/front and utilize this chart as a baseline for developing People portfolio.

This chart is intended as a framework illustration, and the actual growth rate of each Business varies.

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People portfolio (Business x Roles)

Mapping headcount by role aligned with the business portfolio, and strategically recruiting, deploying, training and reskilling/upskilling personnel to growth areas. In parallel, visualise areas of productivity improvement by promoting efficiency and automation.

Number of employees by Role (FY23 to FY25)

- **Sales & Marketing**: 11,000
- **Consulting**: 3,000
- **Delivery**: 67,000
- **Managed Service**: 10,000
- **Offering Development**: -
- **R&D**: -
- **Corporate Functions**: 20,000

Expansion of Roles involved in R&D areas where growth is accelerating, linked to the business portfolio.

Automation, efficiency, promote shared services, slimming down to optimum size.

Allocated to the right personnel based on technology trends and portfolio strategy.

This chart is intended as a framework illustration and is different from the actual number of people per Role.
Using the globally harmonized Role Framework (GRF), the staffing plan by Role required to achieve the business strategy is developed by region, based on the market characteristics of each region/front, the human resources market situation, and gaps with the existing People portfolio.

<table>
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<th>Number of employees by Role (FY23 to FY25)</th>
</tr>
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<tbody>
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<td>Japan</td>
<td><img src="image1" alt="Diagram" /></td>
</tr>
<tr>
<td>Europe</td>
<td><img src="image2" alt="Diagram" /></td>
</tr>
<tr>
<td>APAC</td>
<td><img src="image3" alt="Diagram" /></td>
</tr>
<tr>
<td>Americas</td>
<td><img src="image4" alt="Diagram" /></td>
</tr>
<tr>
<td>GDCs</td>
<td><img src="image5" alt="Diagram" /></td>
</tr>
</tbody>
</table>

This chart is intended as a framework illustration and is different from the actual number of people per Role.
Measures and investments to realize the People portfolio

- Line-up of measures required to realize People portfolio linked to the business portfolio
- Establish KPIs for each measure and establish a system for regular monitoring and steady follow-up
- Clarify the amount of investment required to implement measures and utilize it for data-driven management
- Aim to build a portfolio in the future that captures the qualitative requirements (e.g. skills held) of the human resources required by the business, rather than quantitative changes alone.

### Example List of measures to realize the people portfolio

<table>
<thead>
<tr>
<th>Role</th>
<th>Number of personnel FY23-FY25</th>
<th>Actions</th>
<th>KPI</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>+7,000</td>
<td>• Internal transition target assessment → Reskilling</td>
<td>• Number of assessments conducted</td>
<td>Xxxx yen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Recruitment from outside</td>
<td>• FY25 consulting</td>
<td></td>
</tr>
<tr>
<td>Delivery</td>
<td>+8,000</td>
<td>• Reskilling education with 3S resource shift</td>
<td>• 3S: Number of personnel in each FY</td>
<td>Yyyy yen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hybrid-IT Talent Development Boot Camp</td>
<td>• H-IT: Number of personnel in each FY</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establishment of Capability Up-skill Pool for GDC Personnel</td>
<td>• GDC: Number of personnel in each FY</td>
<td></td>
</tr>
<tr>
<td>Corporate Functions</td>
<td>▲ 900</td>
<td>• Standardize and automate business processes</td>
<td>• Number of resource shifts</td>
<td>Zzzz yen</td>
</tr>
</tbody>
</table>

This chart is intended as a framework illustration and differs from the actual number of people/KPIs by Role.
4. Key measures
To expand Fujitsu Uvance and modernization business, we increase the number of consultants to 10,000 by FY 2025

- Define consulting roles and areas as Fujitsu Group and set targets for regional enhancement
- Established a center of excellence (CoE) organization to oversee consulting business across regions, and is considering specific measures such as reskilling and hiring for each consulting area.

Vision for FY 2025 (illustrative)

<table>
<thead>
<tr>
<th>Areas</th>
<th>Japan</th>
<th>Europe</th>
<th>Americas</th>
<th>APAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Consulting</td>
<td></td>
<td></td>
<td></td>
<td>• Customer Experience</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Management Excellence</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Sustainability Transformation</td>
</tr>
<tr>
<td>Technology Consulting</td>
<td></td>
<td></td>
<td></td>
<td>• Applications</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Agile</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Data &amp; AI</td>
</tr>
</tbody>
</table>
Strengthen the realization of consulting approaches across industries and sectors to solve social issues

- **2020~2021**
  - **From ICT to DX Company**
    - Program for approximately 8,000 sales staff in Japan
  - **Business Producer Skills Development**

- **2021~2022**
  - **Skill development to skill practice**
    - Programs to implement business skills acquired through the program
  - **Practicing skills with business**

- **2023~**
  - **Consultative Approach Practice**
    - Further development by implementing programs aimed at resolving customer management issues
  - **Working with customers to solve social issues**

**Further strengthening of front reform**

**Initiatives to produce results**

Customer
Fujitsu BP
of social value co-creation
The On Premise area provides upskilling for increased productivity (efficiency). Expand resources * to accelerate growth in priority areas by developing reskilling and certification promotion

- **Reskilling training** to accelerate growth in focus areas
  - ex. Business Application, etc.
  - FY22 3,000 people → FY25 8,000 people

- **Promotion of acquisition of qualifications** necessary to achieve business plan
  - ex. Business Application, Cloud (Azure, AWS), Agile, etc.
  - FY22 7,000 certificates → FY25 17,000 certificates

*(i) Plan to increase the number of employees including re-skill and external recruitment.
Targets for FY2025

Business model and portfolio transformation is complete and 2025+ growth plans are on track.

Environment

- Fujitsu Group - Scope 1, 2 -
  - 50% reduction (Compared to FY20)

- Supply chain - Scope 3*
  - 12.5% reduction (Compared to FY20)
  *Category 11: CO2 emissions due to product power consumption only

Customer

- Customer NPS
  - +20 (Compared to FY22)

Productivity

- Per capita productivity (operating income)
  - +40% (Compared to FY22)

People

- Employee engagement
  - 69 → 75 (Fiscal 22)

- Diverse leadership (e.g. ratio of female managers)
  - 14% → 20% (FY22)

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To achieve our non-financial indicator (engagement score of 75)
Timely implementation of measures for improvement based on the results of score analysis so far

- **Ensuring Action Taking for Engagement by All Top and Middle management**

  - **Declare actions** to improve engagement at policy briefings and strategy meetings.
  - Listen to the voices of the people on the ground at town hall meetings and make sure to respond to **even small things**.
  - On a team-by-team or one-on-one basis, identify gaps in perceptions of engagement concerns and challenges and **take action with members to resolve them**.
  - **Sharing best practices** on specific field actions.
  - **Regular feedback** on the registration status of Action Taking in each organization.

### Trends in engagement scores

<table>
<thead>
<tr>
<th>Year</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
<td>63</td>
</tr>
<tr>
<td>FY 2022</td>
<td>69</td>
</tr>
<tr>
<td>FY 2025</td>
<td>75</td>
</tr>
</tbody>
</table>

- **Tech industry global average**
- **in three years** 6pt
In addition to achieving non-financial indicators (20% of FY25 female managers), we will promote diverse initiatives to create an environment and culture that enables each individual to take advantage of their different values and abilities.
What we aim for: Well-being is rightly and widely understood and visualize it through data analysis to realize the ideal (Step 1: Each employee can understand and talk about their own well-being)

### Our Concept of Well-being

- **Career & Growth Well-being**
- **Financial Well-being**
- **Social Well-being**
- **Health Well-being**

### FY 2023 Initiatives

<table>
<thead>
<tr>
<th><strong>① Well-being understanding and promotion measures</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CHRO Messages</td>
<td>Sending messages globally from CHROs</td>
</tr>
<tr>
<td>CEO Session</td>
<td>&quot;Let's talk about well-being with Tokita!&quot; CEO/CHRO/Employee Panel Discussion Global and Hybrid Event</td>
</tr>
<tr>
<td>Seminar</td>
<td>We invited Yoshiki Ishikawa, Japan's leading researcher on well-being, talk session</td>
</tr>
<tr>
<td>World Happiness Day (20 March)</td>
<td>Participated in cross-industry events. Communicate our company's Well-being Efforts internally and externally</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>② Data-driven visualization and analysis</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI/KGI Settings</td>
<td>Quantitatively measure the feeling of well-being</td>
</tr>
<tr>
<td>Establishment of PDCA for analysis, improvement and policy planning</td>
<td>Examine the Well-being Score and its impact on employee engagement, finances, etc.</td>
</tr>
</tbody>
</table>
5. Our ambition
Realization of People Portfolio Aligned with Management Strategies

×

Data Driven
Thank you