



CSR Report 2016

Fujitsu Group

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Top Message

Through digital transformation, we are co-creating a human-centric society that is safer, more sustainable, and more prosperous.

Essence of CSR is adapting management practices based on the premise of sustainability

The essence of Corporate Social Responsibility (CSR), I believe, is listening to the voices of stakeholders, and flexibly adapting management practices based on the premise of sustainability in society and business.

There are, however, some elements we should not change. These include Fujitsu's promise to, "Walk shoulder to shoulder with customers, earn their trust, and use technology to co-create a human-centric society that is safer, more prosperous, and more sustainable." I firmly believe that Fujitsu's technology makes people happier.

At present, I feel that there are two transformations to which we must respond.

The first transformation is global society. There are many people in the world who lack access to safe food and water and live with inadequate educational and medical services. A host of problems are worsening due to urbanization and aging societies. These problems, however, cannot be solved by intensifying our current measures to address them. In striving to achieve the UN Sustainable Development Goals (SDGs), Fujitsu believes that its corporate mission is to transform society through the power of technology.

The second transformation to respond to is digital society. ICT creates new value through digital transformation that spreads to the many corners of business and society. Progress of the Internet of Things, artificial intelligence, and other endeavors makes problem solving and collaboration between humans and machines possible. At the same time, new areas of concern involving data security, privacy, and decrease of employment call for stronger responses. I believe that it is important for Fujitsu, in line with our responsibility as a global ICT company, to reduce any negative impacts of our business activities on society, while scaling up our businesses that benefit society.

As part of our worldwide corporate responsibility, Fujitsu supports, and is a signatory to the UN Global Compact's 10 principles in the areas of human rights, labor, the environment, and anti-corruption. Going forward, we will devote ourselves to respecting and upholding these principles and to the review and improvement of socially responsible activities with zero tolerance for exceptions. We will carry out these social responsibilities with no exceptions and continuously review and improve our activities. As for compliance, we have implemented the Global Compliance Program throughout the Fujitsu group in order to firmly establish a corporate culture where each and every Fujitsu employee around the world has zero tolerance for any wrongdoing.

Moreover, through digital transformation, we would like to work with our partners to create a human-centric, intelligent society that is safer, more sustainable, and more prosperous.



President and Representative Director

Tatsuya Tanaka

Tatsuya Tanaka



The Fujitsu Group's CSR

The Fujitsu Way, the corporate philosophy of the Fujitsu Group, advocates that "Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world. " We strive to fulfill our responsibilities to society by putting this philosophy into practice.

Our Approach to CSR

Reflecting the Fujitsu Way, Our Corporate Philosophy, in Our Action

Fujitsu began its life in 1935 as a company handling core communications infrastructure such as telephone exchanges. Since then, the ideas and spirit of successive leaders who paved the way for our progress have been condensed and codified in the Fujitsu Way.

For the Fujitsu Group, Corporate Social Responsibility (CSR) means contributing to a sustainable, networked society by working with our customers to resolve a variety of social issues through the practice of the Fujitsu Way.

Our Corporate Philosophy "FUJITSU Way"

The Fujitsu Way facilitates management innovation and promotes a unified direction for the Fujitsu Group as we expand our global business activities, bringing innovative technology and solutions to every corner of the globe.

The Fujitsu Way provides a common direction for the employees of the Fujitsu Group. By adhering to its principles and values to their daily activities, the employees enhance corporate value and their contributions to global and local societies. (The Fujitsu Way was enacted in 2002 and was revised into its present version in 2008.)

FUJITSU Way

| | | |
|------------------|---|---|
| Corporate Vision | Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world. | |
| | | |
| Corporate Values | What we strive for: | |
| | Society and Environment | In all our actions, we protect the environment and contribute to society. |
| | Profit and Growth | We strive to meet the expectations of customers, employees and shareholders. |
| | Shareholders and Investors | We seek to continuously increase our corporate value. |
| | Global Perspective | We think and act from a global perspective. |
| | What we value: | |
| | Employees | We respect diversity and support individual growth. |
| | Customers | We seek to be their valued and trusted partner. |
| | Business Partners | We build mutually beneficial relationships. |
| | Technology | We seek to create new value through innovation. |
| | Quality | We enhance the reputation of our customers and the reliability of social infrastructure. |
| Principles | Global Citizenship | We act as good global citizens, attuned to the needs of society and the environment. |
| | Customer-Centric Perspective | We think from the customer's perspective and act with sincerity. |
| | Firsthand Understanding | We act based on a firsthand understanding of the actual situation. |
| | Spirit of Challenge | We strive to achieve our highest goals. |
| | Speed and Agility | We act flexibly and promptly to achieve our objectives. |
| | Teamwork | We share common objectives across organizations, work as a team and act as responsible members of the team. |
| Code of Conduct | ■ We respect human rights. | |
| | ■ We comply with all laws and regulations. | |
| | ■ We act with fairness in our business dealings. | |
| | ■ We protect and respect intellectual property. | |
| | ■ We maintain confidentiality. | |
| | ■ We do not use our position in our organization for personal gain. | |

Promoting Group-wide Dissemination

Each Fujitsu Group company president or business unit head nominates Fujitsu Way leaders, who disseminate the Fujitsu Way to its all employees.

Cooperating with their respective presidents and business unit heads, the Fujitsu Way leaders plan appropriate activities in alignment with their business strategies. Through dialogs on the Fujitsu Way, the Fujitsu Way leaders help their colleagues to understand the relation between their daily work and the Fujitsu Way.

Every year, information on activities and dissemination methods in each organization are exchanged among Fujitsu Way leaders.

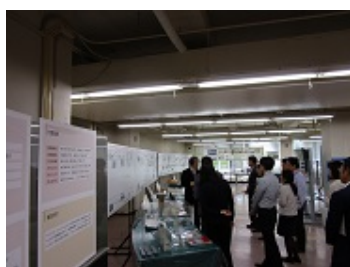
Fujitsu Way Leader Training

In FY2015, a training program was held for new Fujitsu Way leaders. After learning about our history at the Fujitsu DNA Exhibition Hall^{*1}, the leaders rethought the Fujitsu Way and experienced training to resolve issues from the viewpoint of the Fujitsu Way. The participants shared best practices for dissemination in their organizations and exchanged ideas to revitalize activities.

In FY 2015, we also offered training for young employees. To develop capabilities to follow the Fujitsu Way, the participants searched for the relationships between their own visions and the Fujitsu Way to contribute to society through organizational activities. Each participant learned the importance of a spirit of challenge in becoming a person who contributes to society while also realizing individuality.

^{*1} Fujitsu DNA Exhibition Hall:

The hall displays records of the history of Fujitsu and the activities of our forerunners, along with the products that are their achievement. Occupying approximately 3,000 m² of space in the Numazu factory, this Fujitsu training facility is a space to learn the values and spirit Fujitsu has treasured, to experience the unique Fujitsu qualities created by our predecessors, and to help develop the next generation.



Study tour



Training session

Workshops outside Japan

In FY 2015, we held Fujitsu Way and brand workshops in Singapore, Malaysia, the Philippines, Indonesia, and Thailand.

After learning about the Fujitsu Way, our brand promise ("shaping tomorrow with you"), and Qfinity (PDCA-based improvement activities), participants reviewed processes and actions from the point of Fujitsu Way and the brand. They also exchanged ideas on how to take new steps toward effective improvements as Fujitsu Group employees.



Workshop in Indonesia

Providing More Fujitsu Way Tools

The cards and booklets explaining the Fujitsu Way are distributed to all employees around the world, and posters are distributed to offices. An e-Learning course on the Fujitsu Way, is always available in 16 languages.

In FY 2015, we began to deliver an electronic Fujitsu Way card (Japanese and English), which can include additional messages from each business unit head, to share the same visions.

A video message from Chairman Yamamoto talking about the Fujitsu Way is also available on our corporate intranet.



Electronic version of Fujitsu Way card

Respecting Human Rights

Respecting human rights is one of the most important elements described in the code of conduct of the Fujitsu Way. In December 2014, the Fujitsu Group published the Fujitsu Group Human Rights Statement, adhering to the UN's "Guiding Principles on Business and Human Rights," which is well known among global companies.

In March 2015, the Statement was translated into 21 languages^{*2} and delivered to employees.

^{*2} 21 languages include:

Arabic, Chinese (Simplified), Chinese (Traditional), Czech, Dutch, English, Finnish, French, German, Indonesian, Italian, Japanese, Korean, Malay, Polish, Portuguese, Russian, Spanish, Thai, Turkish, and Vietnamese

- Fujitsu Group Human Rights Statement
<http://www.fujitsu.com/global/about/csr/vision/hrstatement/>

CSR Policy and Promotion Framework

To Advance CSR Activities as an Integral Part of Business

In December 2010, the Fujitsu Group established a corporate social responsibility (CSR) policy and determined five priority issues around which it will focus its CSR practices.

Based on this CSR policy, the Group will focus on five priorities in a more forceful response to the multiple needs and expectations of stakeholders so as to contribute to the sustainable development of society and the planet, discharging its responsibilities as a truly global ICT company. In addressing the priority issues, Fujitsu will set short- and medium-term objectives and follow the PDCA cycle in making actual progress.

Regarding these priority issues, we have set Medium-Term Targets to be achieved in FY 2020, and are steadily advancing initiatives through periodic reviews by the CSR Board Meeting and the CSR Promotion Committee

The Fujitsu Group leverages the framework of ISO26000, the international standard for social responsibility, and follows a PDCA cycle that begins with an annual survey of Group companies. To further strengthen our compliance-related activities, we have formulated and are operating our Global Compliance Program (GCP).

Looking ahead, we will disclose and share our progress within and outside the company, and will move forward with CSR activities that are an integral part of management.



Mitsuya Yasui
Corporate Executive Officer

- Global Compliance Program (GCP)
<http://www.fujitsu.com/global/about/csr/management/compliance/>

*1 The Fujitsu Group's Stakeholders:

The Group sees its customers, employees, business partners, shareholders and investors, and global and local communities as its stakeholders. Government authorities, NPOs, and NGOs are particularly important stakeholders in these global and local communities.

CSR Policy

CSR at Fujitsu is practiced by implementing the Fujitsu Way. In all its business activities, by implementing the Fujitsu Way in light of the expectations and needs of multiple stakeholders, the Fujitsu Group contributes to the sustainable development of society and the planet. Our CSR initiatives focus on the five challenges below.

In addressing these challenges, we demonstrate a commitment to responsible business operations as a global ICT company.

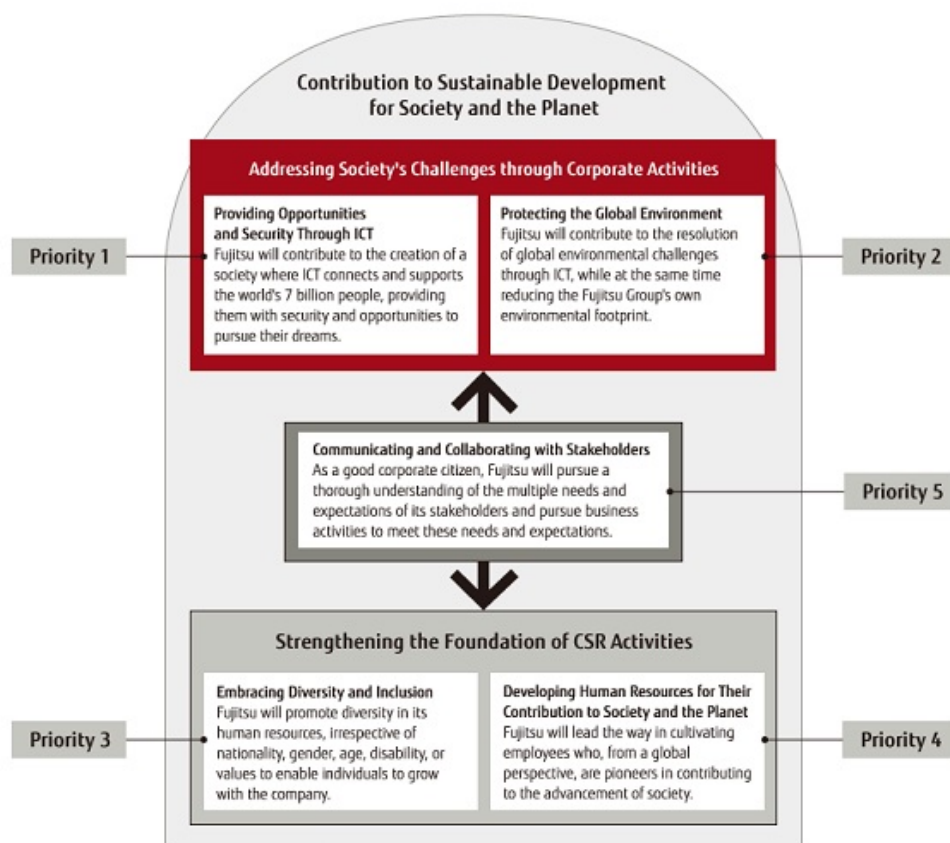
Five Priority Issues

In setting priorities for the Fujitsu Group, the CSR Promotion Committee, which has representatives from all concerned departments of the Company, formed a basic strategy working group that considered the Global Reporting Initiative guidelines and other internationally recognized CSR norms, identified global social problems, and held repeated discussions to decide those which Fujitsu should address as priorities. Several dialogue sessions were also held with stakeholders, in which they were represented by outside experts, deepening our understanding of their needs and expectations.

In FY 2016, toward the revision of our priority issues (materiality), we will draw on movements in global sustainability, including the most recent UN SDGs^{*2}. By reflecting the opinions of internal stakeholders (unit heads and higher) through online questionnaires, we will determine priority issues within the CSR Board Meeting as shared issues for the Group overall.

^{*2} UN SDGs (Sustainable Development Goals):

New global targets for environmental and developmental issues, intended as successors to the UN Millennium Development Goals that reached their achievement deadline in 2015. An agreement to begin formulating the SDGs was reached at the United Nations Conference on Sustainable Development (Rio+20) in June 2012.



CSR Activity Targets and Achievements

The Fujitsu Group conducts CSR activities in line with 5 priority issues, with the aim of meeting its medium-term targets for 2020.

Levels of Performance

★★★: Achieved plan targets

★★ : Not all plan targets were achieved and some issues remain to be addressed

★ : Plan targets have not been achieved

Basic CSR Management

Targets and Achievements

| Category | FY 2015 Targets | FY 2015 Performance | FY 2016 Targets | Medium-Term Targets (FY 2020) |
|--|--|---|--|---|
| Promoting CSR Activities Across the Group | <ul style="list-style-type: none"> Commence governance efforts across the group in order to promote CSR activities. | <ul style="list-style-type: none"> Held Global CSR Board Conferences twice to deliberate key matters and determine policies for CSR activities. Elected personnel in charge of executing matters decided by the CSR Board, and launched the Execution Personnel Meetings. | <ul style="list-style-type: none"> Review key issues and determine new policies, based on materiality assessment. Enhance the CSR Board Conferences and the Local Execution Personnel Meetings. | <ul style="list-style-type: none"> We have CSR management processes in place across the Group and implement CSR initiatives in line with global standards, including those for value chains. |
| Implementing the PDCA Cycle Based on Our Vision | <ul style="list-style-type: none"> Promote top management's vision globally and strengthen platforms for ensuring understanding of the vision inside and outside Fujitsu. Reassess the design of the CSR vision based on global standards. | <ul style="list-style-type: none"> Issued Integrated Report 2015. Held human rights workshop in Americas. Launched human rights education (e-learning) for all Group employees worldwide. | <ul style="list-style-type: none"> Enhance the integrated reports. Improve and execute internal processes based on international norms and industry standards. | <ul style="list-style-type: none"> We work continuously to bring our CSR efforts to the next level by setting shared short and medium-term targets for the entire Group and utilizing the PDCA (plan, do, check, act) cycle. |
| CSR Penetration and Execution | <ul style="list-style-type: none"> Further strengthen communication of information using websites inside and outside Fujitsu, as well as SNS. Establish CSR communities that include our overseas subsidiaries. Continually implement CSR penetration measures through seminars, etc. | <ul style="list-style-type: none"> Delivered a top message from the President and all global regional heads to all employees on the topic of respect for human rights. Held a briefing and lecture on Integrated Report 2015. | <ul style="list-style-type: none"> Enhance the CSR community within the Group, including global sites. Further enhance information transmission by utilizing the internal website. Continue improving CSR dissemination methods such as lectures. | <ul style="list-style-type: none"> Fujitsu Group employees take it upon themselves to promote CSR with a comprehensive view to economic, environmental, and social dimensions. |

Priority 1 Providing Opportunities and Security Through ICT

Targets and Achievements

| Category | FY 2015 Targets | FY 2015 Performance | FY 2016 Targets | Medium-Term Targets (FY 2020) |
|---|--|---|--|--|
| Providing New Values Through ICT | <ul style="list-style-type: none"> Expand examples in leveraging computers for solving social challenges. Further expand businesses that resolve social issues. Actively develop examples of solutions related to core areas. | <ul style="list-style-type: none"> Utilized supercomputers for global issues such as the discovery of new drugs and research into alternative resources Expanded solutions for preventing and reducing disasters and traffic issues in and out of Japan. Promoted the introduction of cloud technology in the domestic and overseas agricultural, education, and transportation sectors. | <ul style="list-style-type: none"> Expand examples for solving social issues through means including the use of computers. Expand solutions related to core areas in Japan and overseas. | <ul style="list-style-type: none"> We are using global cutting-edge computing to generate simulations of the future, and employing them to help solve an array of tough problems like climate change, resource shortages, and disaster damage. In addition, we are globally deploying ICT-enabled solutions for various issues affecting cities, food, medicine, education, and more. |
| Increasing ICT Accessibility | <ul style="list-style-type: none"> Strengthen initiatives for commercializing Universal Designs (UD). Strengthen solutions-oriented business initiatives in emerging countries. | <ul style="list-style-type: none"> Disseminated the implementation of UD through measures such as the sale and functional improvement of meeting support systems for those with hearing disabilities, and continuous development of multilingual capabilities. Added new business and field pilot projects in countries in Southeast Asia, Middle East, and so on, including disaster prevention, agriculture, and transportation issues. | <ul style="list-style-type: none"> Expand business precedents incorporating Universal Designs. Expand solutions-oriented businesses in emerging countries. | <ul style="list-style-type: none"> So that as many people as possible in the world can leverage ICT to pursue their potential, we are opening doors to cyber society, providing devices and interfaces that are easy to use for all, and offering systems supporting ICT deployment to developing countries. |

| Category | FY 2015 Targets | FY 2015 Performance | | FY 2016 Targets | Medium-Term Targets (FY 2020) |
|---|---|--|-------------|--|---|
| Reliability and Security through ICT | <ul style="list-style-type: none"> Continue security training. Strengthen security tie-ups with governments and international institutions. Promote the adoption of communication platforms at Fujitsu Group companies overseas. Expand solutions based on in-house adoption. | <ul style="list-style-type: none"> Continued implementation of security training for Fujitsu employees, including executives (participation rate 99.3%). Implemented public-private study aimed at cyber crime investigation and damage prevention, with related organizations such as the Tokyo Metropolitan Police Department. Implemented a communication platform in desired locations for Fujitsu Group companies overseas. (Approximately 91%) Provided Global Managed Security Service based on in-house practical knowledge cultivated within the Group, including overseas companies. | ★ ★ ★ | <ul style="list-style-type: none"> Further implement security training thoroughly. Deepen coordination with the government and international institutions. Complete implementation of a communication platform in desired locations of Fujitsu Group companies overseas. Further expansion of solutions based on in-house adoption | <ul style="list-style-type: none"> We deliver reliability and security through the stable operation of ICT systems, the infrastructure underpinning economic and social activity. Further, we provide ICT solutions to realize highly secure environments where personal and proprietary information is protected. |

Priority 2 Protecting the Global Environment

Targets and Achievements

| Category | FY 2015 Targets ^(*) | FY 2015 Performance | | FY 2016 Targets ^(*) | Medium-Term Targets (FY 2020) |
|--------------------|---|---|-------------|---|--|
| Our Society | <ul style="list-style-type: none"> Reduce greenhouse gas emissions for our customer and society over 38million tons by ICT. Support initiatives that address the complex social and environmental challenges, e.g. biodiversity conservation. | <ul style="list-style-type: none"> 39.99 million tons. (Japan : 25.64 million tons, overseas: 14.36 million tons) Provided funding, technology, and human resource support. (See the environment site "Social contribution activities (http://www.fujitsu.com/global/about/environment/society/activities/)" for details) | ★ ★ ★ | <ul style="list-style-type: none"> Contribute to sustainable development of society through provision of ICT services Achieve top-level energy efficiency of more than 50% of the newly developed products. | <ul style="list-style-type: none"> Reduce carbon emissions in Japan by 30 million tons annually by 2020 through the provision of advanced, energy-efficient technologies and solutions, thus contributing to lowering worldwide greenhouse gas emissions. Fujitsu plans to address every area of the |

| | | | | | |
|---------------------|---|--|-------------|--|---|
| Our Business | <ul style="list-style-type: none"> ● Reduce greenhouse gas emissions in our business facilities by 20% compared to FY1990. ● Reduce CO₂ emissions per sales from transport over 1% (on average) compared to FY2013. ● Increase generation capacity and procurement of renewable energy. | <ul style="list-style-type: none"> ● Reduced by 34.7% compared to FY1990 ● Reduced by 15% compared to FY 2013. ● Purchased 28,000 MWh of green power. | ★ ★ ★ | <ul style="list-style-type: none"> ● Reduce greenhouse gas emission over 5% compared to FY2013 by the end of FY 2018. ● Reduce CO₂ emissions per sales from transport over 2% each year. ● Increase usage of renewable energy. | <p>Leadership Declaration of the Business and Biodiversity Initiative, with specific initiatives underway before 2020.</p> <ul style="list-style-type: none"> ● Seeks to offer world-class overall energy efficiency in all of its business areas (software and services, hardware, electronic devices, others). |
|---------------------|---|--|-------------|--|---|

(*1) All items in the Fujitsu Group Environmental Action Plan (Stage VII):

<http://www.fujitsu.com/global/about/environment/approach/plan/stage7/index.html>

(*2) All items in the Fujitsu Group Environmental Action Plan (Stage VIII):

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

Priority3 Embracing Diversity and Inclusion

Targets and Achievements

| Category | FY 2015 Targets | FY 2015 Performance | | FY 2016 Targets | Medium-Term Targets (FY 2020) |
|---------------------------------|---|---|-------------|--|---|
| Corporate Culture Reform | <ul style="list-style-type: none"> ● Further promote training and education for Fujitsu and domestic Group companies, led by the Human Rights Promotion Committee. ● Disseminate the "Human Rights Statement," and promote the creation of a corporate culture that values human rights throughout the entire global Fujitsu group. | <ul style="list-style-type: none"> ● Held human rights awareness workshops in each region of Japan besides promotional trainings. Held a company-wide human rights awareness week (human rights information, commendations, distribution of leaflets to all employees, and posting of posters). ● In creating a workplace where anyone can find it easy to work in, formed a study group for the promotional unit and consultation desk by inviting an expert on LGBTs. Launched training programs according to the grade of employees to promote understanding. ● Formulated the "Fujitsu Group Human Rights Statement" accommodating international human rights standards, and published in 21 languages, along with the main message. Began | ★ ★ ★ | <ul style="list-style-type: none"> ● Further promote training and increasing awareness for Fujitsu and domestic group companies with Human Rights Promotion Committees. ● Disseminate the "Human Rights Statement," and promote the creation of a corporate culture that values human rights throughout the entire global Fujitsu group. | <ul style="list-style-type: none"> ● We offer a good working environment for everyone, thanks in part to measures to further human rights promotion and diversity. ● Our corporate culture fosters ongoing creation of new knowledge and technologies inside and outside the organization through open and free discussion from a wealth of perspectives. |

| | | | | | |
|------------------------------|---|--|-------------|---|--|
| | <ul style="list-style-type: none"> ● Support diversity promotion at workplaces oriented toward generating innovation. ● Promote measures among domestic and overseas Group companies. ● Expand cross-organizational measures to create an innovative organizational culture. | <p>dissemination activities throughout the entire global Fujitsu Group.</p> <ul style="list-style-type: none"> ● Supported promotional activities for diversity unique to each workplace. ● Formulated the "Direction of Fujitsu Group diversity and inclusion". ● Established an index for an "Innovative Organizational Culture," incorporating the provision of opportunities for challenging and interesting works, set a group-wide goal and initiated activities in each organization. | | <ul style="list-style-type: none"> ● Support diversity promotion at workplaces oriented toward generating innovation. ● Promote measures among domestic and overseas Group companies. ● Expand cross-organizational measures to create an innovative organizational culture. | |
| Helping Individuals Flourish | <ul style="list-style-type: none"> ● Expand continuous "talent management" for female employees from their early years of employment, aiming to support their promotion to management positions. | <ul style="list-style-type: none"> ● Promoted measures to support the active participation of female employees at each level <ul style="list-style-type: none"> - Implemented "Female Leadership Development Program" (53 students). - Hosted career development support seminars (3 times). ● Hosted events per demographic segment to support the success of employees with disabilities, foreign employees, and employees in childcare and nursing (Also aimed at domestic group companies). ● Hosted seminar for managers supervising employees caring for children. (Also aimed at domestic group companies.) ● Fujitsu : <ul style="list-style-type: none"> - Ratio of female managers : 4.8% - Ratio of employees with disabilities : 2.04% | ★ ★ ★ | <ul style="list-style-type: none"> ● Expand continuous talent management from a young age to nurture more female senior staff, etc. | <ul style="list-style-type: none"> ● Fujitsu is creating workplaces in which employees recognize each other, and can exhibit the full added value they possess to contribute to the organization. |

| Category | FY 2015 Targets | FY 2015 Performance | FY 2016 Targets | Medium-Term Targets (FY 2020) |
|--------------------------------------|--|---|--|--|
| Promoting a Work-Life Balance | <ul style="list-style-type: none"> Expand support measures for transforming work styles for each individual employee. | <ul style="list-style-type: none"> Results of each system's use in the Fujitsu Group: <ul style="list-style-type: none"> - Employees using child-care leave: 272. Male employees taking paternity leave: 463. - Held forums in the Kanto and Kansai regions regarding transforming work styles to be compatible with work and nursing care. (This was also carried out for our (domestic) Group companies.) | <ul style="list-style-type: none"> Expand support measures for transforming work styles for each individual employee. | <ul style="list-style-type: none"> We are helping every employee to achieve a work-life balance and maintain a mutually beneficial relationship with society. |

Priority4 Developing Human Resources for Their Contribution to Society and the Planet

Targets and Achievements

| Category | FY 2015 Targets | FY 2015 Performance | FY 2016 Targets | Medium-Term Targets (FY 2020) |
|--|---|--|---|---|
| Working to Develop Employees Who Can Support a Truly Global ICT Company | <ul style="list-style-type: none"> Implement various training programs in the next-generation business leaders development program system. | <ul style="list-style-type: none"> Systematically carried out training programs to develop next-generation business leaders (77 participants). * Long-term training includes persons currently in classes | <ul style="list-style-type: none"> Implement various training programs in the next-generation business leaders development program system. | <ul style="list-style-type: none"> We are contributing to the advancement of society by fostering business leaders that can balance the pursuit of business strategies with the creation of social value. Every employee grasps and acts in accordance with our corporate philosophy to create new value for society. |

Priority5 Communicating and Collaborating with Stakeholders

Targets and Achievements

| Category | FY 2015 Targets | FY 2015 Performance | FY 2016 Targets | Medium-Term Targets (FY 2020) |
|---------------------------------|--|---|---|---|
| Stakeholder Communications | <ul style="list-style-type: none"> ● Improve coordination with internal departments for promoting the utilization of external sites. ● Implement regular dialogue with local residents and companies for neighborhood development. | <ul style="list-style-type: none"> ● Promoted collaboration among related internal units through the creation of an integrated report site. ● Implemented Implement regular dialogue with local residents and companies for neighborhood development (86 times). | <ul style="list-style-type: none"> ★ ● Reconsider global CSR communication. ● Implement regular dialogue with local residents and companies for neighborhood development. | <ul style="list-style-type: none"> ● We have forged relationships built on trust with diverse stakeholders by maintaining mutual lines of communication. |
| Collaboration With Stakeholders | <ul style="list-style-type: none"> ● Enhance measures for building relationships and solving social issues through our main business with various stakeholders such as NGOs, municipalities, international organizations, and other diverse stakeholders. | <ul style="list-style-type: none"> ● Implemented the following activities to expand the reach of ICT together with stakeholders. <ul style="list-style-type: none"> - Workshop at World Scout Jamboree - Support for learning by refugees in their native languages - ICT seminars for senior citizens - Government-hosted ICT seminars for youth | <ul style="list-style-type: none"> ★ ● Relationship-building with local governments, NGOs, international organizations, and other diverse stakeholders through our main business, and initiatives to resolve social issues aimed at achieving the sustainable development goals (SDGs) promoted by the UN. | <ul style="list-style-type: none"> ● Fujitsu Group employees practice optimal collaboration with stakeholders in delivering value which meets society's needs. |

| | FY 2015 Targets | FY 2015 Performance | | FY 2016 Targets | Medium-Term Targets (FY 2020) |
|-----------------------------|--|--|--------|---|---|
| Harmony with Society | <ul style="list-style-type: none"> ● Utilize awards for social contribution activities and promotion of horizontal expansion and activation throughout the group. ● Continuously implement social contribution programs as follows: <ul style="list-style-type: none"> -Expand the internal database of social contribution activities. -Promote various measures for encouraging volunteer activities. | <ul style="list-style-type: none"> ● Introduced activities to the entire Group through social contribution activity incentives and announcements. ● Continuously implement social contribution programs as follows: <ul style="list-style-type: none"> - Expand the internal database of social contribution activities and improve precision. <ul style="list-style-type: none"> · Number of registrations in FY2015: 949 - Promote various measures for encouraging volunteer activities. | ★ ★ | <ul style="list-style-type: none"> ● Promote horizontal expansion and activation throughout the group through social contribution activity incentives and announcements. ● Continuously implement social contribution programs as follows: <ul style="list-style-type: none"> - Expand the internal database of social contribution activities and improve precision. - Promote various measures for encouraging volunteer activities. | <ul style="list-style-type: none"> ● Most employees take part in social contribution activities that leverage their strengths. |

Organization Promoting CSR

Strengthening the Global CSR Governance Structure

From April, 2015, to promote and disseminate Fujitsu Group's global CSR activities, we are enhancing our governance structure. Specifically, we have established a "CSR Board Meeting" as a platform for the heads of four regions^{*3} to provide their opinions and discuss regional issues, policies and initiatives implemented by Liaison Delegates (LDs) and at the individual office level. Furthermore, the Fujitsu Group has newly established a "CSR Global Community". This will be utilized as global communication platform, such as sharing information approved by the CSR Promotion Committee, promotion of CSR initiatives by individual themes in coordination with related departments, and sharing of good practices within the group. Through both top-down and bottom-up approaches, the Fujitsu Group will promote cross-regional CSR activities.

^{*3} Four regions:

EMEIA: Europe, Middle East, India, and Africa, America, Asia (including Japan), Oceania

Fujitsu Group 1st CSR Board Meeting



Heads of region and Liaison Delegates



Corporate Executive Officers and members of the relevant departments from headquarters

Today, the social responsibility borne by global companies has become a shared theme in countries and regions around the world, and we must earnestly align ourselves more closely with global standards in order to achieve the rapid globalization of business. At the second CSR Board Meeting held in October 2015, the following initiatives were put to discussion.

Key Acknowledgements Approved at the 2nd CSR Board Meeting

| Approved Item | Policy / Measures |
|---|---|
| Group management (Human rights/labor-related) | Adoption of a human rights due diligence process (Creation of and distribution of posters on human rights, production and implementation of e-learning, etc., based on collaboration with Shift, a U.S. human rights non-governmental organization, as well as on the UN Guiding Principles on Business and Human Rights) |
| Supplier management (CSR procurement-related) | <ul style="list-style-type: none"> • Revision status of the Fujitsu Group's purchasing documentation (CSR Procurement Guidelines, CSR Promotion Guidebook, etc.) • Initiatives aimed at conformance with the EICC (Electronic Industry Citizenship Coalition), including use of EICC self-assessment tools, etc. |
| Information disclosure (reporting) | Creation of CSR reports and integration reports based on international guidelines and frameworks |
| Revision of CSR Policy / materiality (priority issues) | Implementation of three processes to identify new materiality <ul style="list-style-type: none"> • Step 1: Identification of social issues related to our business from among the materiality candidates (UN SDGs/GRI4.0/ISO26000/SASB^{*4}, etc.). • Step 2: Creation of materiality (draft) by incorporating comments from stakeholders • Step 3: Finalization of materiality through CSR Board Meeting discussions across the Group |

^{*4} SASB: The Sustainability Accounting Standards Board

CSR Promotion Committee

To promote CSR management across the entire Fujitsu Group, the CSR Promotion Committee has been established under the chairmanship of the Corporate Executive Officer (EVP, Head of Legal, Compliance & IP Unit) and with administrative support from the CSR Division. The Committee sets key performance indicators (KPI), communicates CSR information, and holds regular reviews of Fujitsu's business as well as new examples of our social contribution activities and the status of our business and a sustainable society.

Implementing CSR Activities Utilizing ISO 26000

Strengthening Global CSR Management in the Fujitsu Group

In order to engage in CSR activities integrated with management, since FY 2012 the Fujitsu Group, along with the related departments below, have conducted CSR surveys based on ISO 26000, the international standard for social responsibility, aimed at Group companies in Japan and overseas.

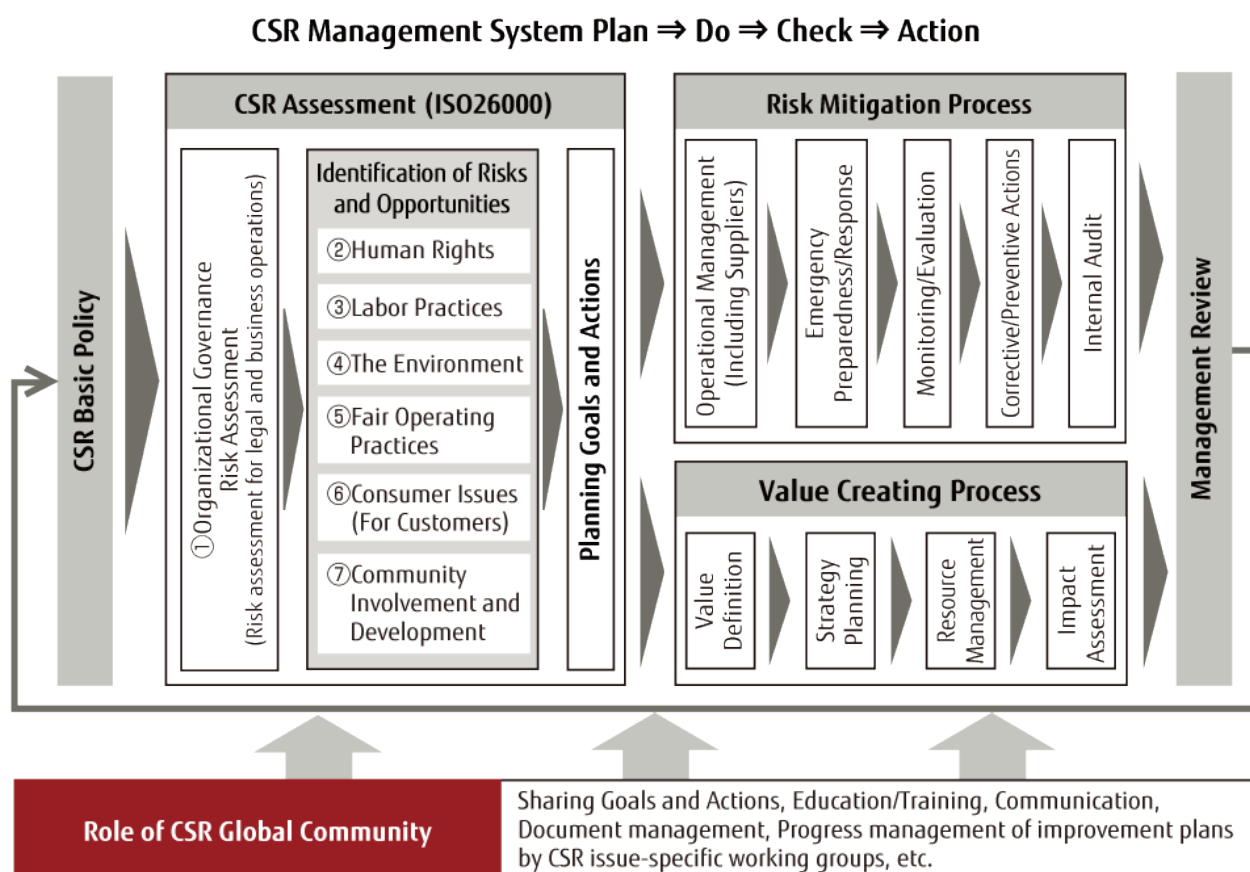
The purpose of this monitoring is to ensure that our two initiatives of risk mitigation and value creation are taken up at all Group companies. First, in terms of risk mitigation, we will establish prevention and correction processes (due diligence) to minimize the effects of latent human rights and labor practice risks, including in our supply chain, which may negatively impact our corporate value. And, in terms of value creation, we contribute to solving issues facing regional societies, while maximally leveraging Group resources and promoting activities conducive to generating value in the entire Group.

ISO 26000 Project Organization (Project office: CSR Division)

| ISO 26000 (The seven core subjects) | Department(s) in charge |
|-------------------------------------|--|
| Organizational Governance | FUJITSU Way Office, CSR Division, Corporate Affairs and Risk Management Unit |
| Human rights | Diversity Promotion Office |
| Labor practices | Diversity Promotion Office |
| The Environment | Corporate Environmental Strategy Unit |
| Fair Operating Practices | Legal, Compliance & IP Unit, Corporate Purchasing Unit |
| Consumer Issues (for customers) | Corporate Brand Office, Corporate Quality Management Unit |
| Community Involvement | Corporate Affairs and Risk Management Unit |

In FY 2016, we are implementing a CSR management system for Group companies, structured as shown below. Specifically, while assessing the expectations and demands toward issues by each company's stakeholders, we will implement autonomous and continuous improvement processes through the CSR management system in each company in cooperation with related departments by supporting the formulation of goals and action plans, as well as the execution of initiatives aimed at those issues.

CSR Management System and Role of CSR Global Community (Operational images)



We also plan to establish CSR Global Community, a new platform to support the development of CSR management systems in Group companies. This Community will be a mechanism for two-way communication of goals and action plans, reviewed and approved by CSR Board Conferences or other levels of management, among Group companies (CSR Officer/staff, etc.), as well as for reflecting these in companies' CSR management. Specifically, we will make the Community a space for discussion across the Group, including sharing policies and initiatives between headquarters and Group companies, consideration of issues and solutions, and progress meetings for individual working groups.

Through this Community, we will work to strengthen governance in the entire Group and improve the quality of management through active exchanges of ideas and discussion between headquarters and Group companies, while supporting workplace activities by each Group company.

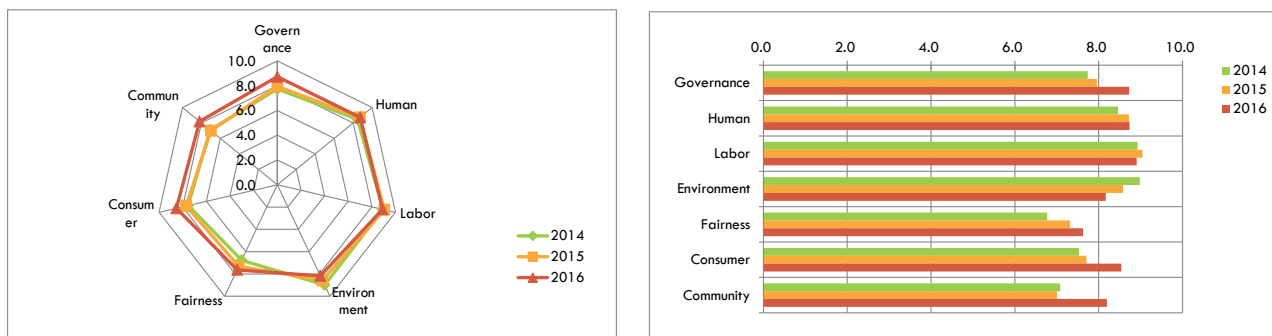
Continuous efforts and Future Development of CSR Surveys Based on ISO26000

As in the previous year, in FY 2015 we conducted the CSR (ISO26000) / Governance Survey, targeting 100 Fujitsu Group companies (73 in Japan and 27 overseas). Marking the fourth year of the survey, we renewed the CSR survey system with respect to the points below, as a part of organizing the CSR promotion framework for the entire Group.

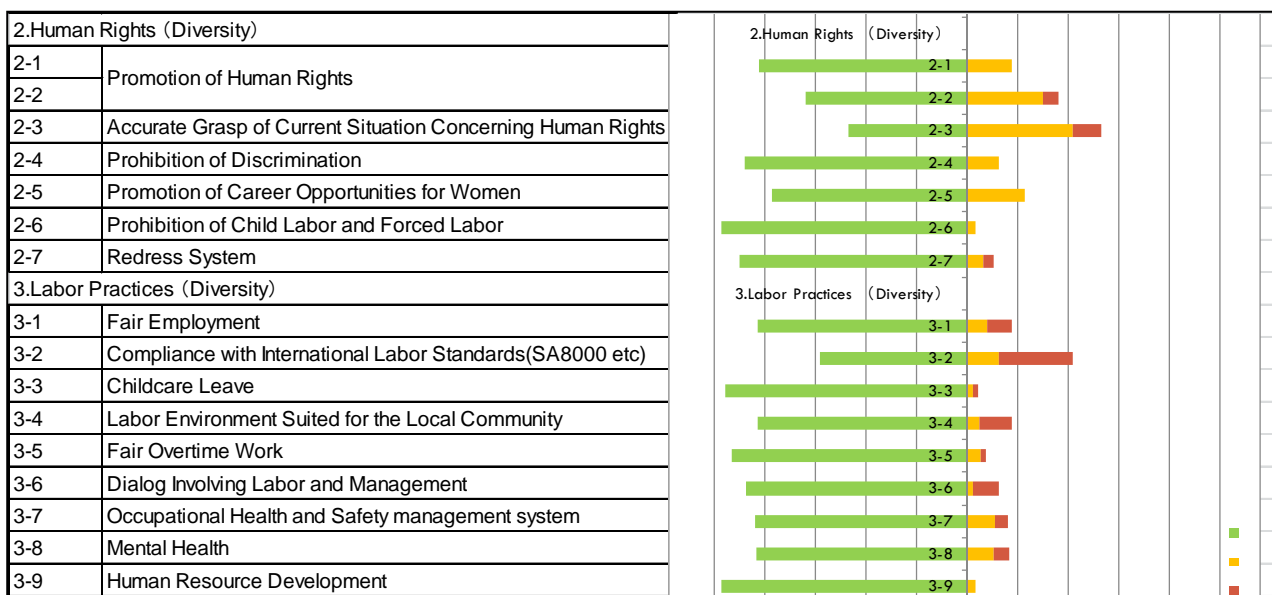
- Identification of key ISO26000 items based on major international standards (GRI, DJSI, EICC, etc.)
- Improvement of the relevance of policies, initiatives, etc., in collaboration with related departments
- Increased speed of aggregation/analysis and centralized management of risk assessment data by shifting to a Web-based management system

Making use of this survey, we will continuously scrutinize management issues in accordance with the status of each Group company and based on the 7 core subjects of ISO26000. In addition, while constructing a PDCA cycle for headquarters and Group companies, we will promote organization of the CSR framework throughout the Group.

Secular Changes in the Entire Group (image)



Survey Results by Theme (image) (Example below covers "Human Rights" and "Labor Practices")



Our Approach to Human Rights

Fujitsu Group Human Rights Statement

Fujitsu group recognizes that the respect for human rights is an integral part of social responsibility of a global company. The advancement of global economy and digital society enlarges the sphere of business influences on people and society. In this circumstance, we develop the Fujitsu Group Human Rights Statement in order to continuously strengthen the activities to respect human rights in accordance with the FUJITSU Way. We will strive to pursue the responsibility to respect human rights under the global matrix structure.

Fujitsu Group Human Rights Statement

The Fujitsu Group ("FUJITSU") is committed to respecting human rights of all stakeholders related to our business operations, products and services ("activities") in accordance with the FUJITSU Way, which embodies the philosophy of FUJITSU and the values and principles that we follow in our daily activities. This document summarizes FUJITSU's position on key human rights issues based upon the FUJITSU Way's code of conduct statement "We respect human rights."

1. Global Approach

Our business approaches to human rights recognize the importance of international standards, especially the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economics, Social and Cultural Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. We are committed to comply with local laws and regulations protecting human rights in our activities. Where local laws and regulations are not fully consistent with the principles of internationally recognized human rights, we will seek ways to advance those principles in a manner respectful of local requirements.

2. Human Rights Due Diligence

Recognizing the United Nations Guiding Principles of Business and Human Rights, we are striving to conduct human rights due diligence. Considering the impacts human rights violation can cause, we will prioritize appropriate actions to identify, prevent or mitigate those impacts in our value chains. We will regularly review and update the progress on our efforts, and annually communicate the results through our CSR report and other communication tools. Where we identify that we have caused or directly contributed to adverse human rights impacts, we would engage in appropriate remediation processes by ourselves or in cooperation with other stakeholders.

3. Responsibilities as an ICT Company

ICT penetrates into every corner of human society, and can empower people by delivering information that can aid their actions and judgments. As a leading ICT provider, we strive to leverage the power of ICT to have a positive impact on human rights, although we recognize the negative impacts that ICT may cause in our rapidly changing environment. We will engage with our stakeholders on emerging issues, such as data security and privacy, in furtherance of our responsibilities as an ICT provider.

4. Embedding Human Rights

We will continuously conduct awareness-raising efforts about the responsibility to respect human rights within FUJITSU in accordance with the FUJITSU Way. We value stakeholder collaborations and a culture of diversity and inclusion to contribute to the sustainable development of society and to help us promote innovation.

FUJITSU Guiding Principles of Respect for Human Rights in Employment

In the "FUJITSU Guiding Principles of Respect for Human Rights in Employment," Fujitsu is thoroughly committed to providing equal opportunity, respecting human rights in employment practices, eliminating discrimination, and banning forced labor and child labor.

FUJITSU Guiding Principles of Respect for Human Rights in Employment (Full Text)

With a view to realizing our growth and profits, respect for human rights must be an integral part of our business culture. FUJITSU is committed to creating a culture in which employees respect the dignity and worth of individuals.

To this end, FUJITSU will strive to foster respect for human rights in all the countries and regions where we operate our business while providing an environment that encourages employees to understand and realize importance of human rights.

1. Equal Employment Opportunity and Respect for Human Rights

FUJITSU strives to provide equal employment opportunities.

FUJITSU is committed to treat our employees with no illegal discrimination based on race, color, religion, creed, sex, social status, lineage, physical or mental disability, sexual orientation and any other legally protected category that is unrelated to the legitimate interests of FUJITSU.

2. Compliance with Employment Laws and Regulations

FUJITSU adheres to the applicable laws and regulations of the countries and regions in which it operates in treating our employees.

3. Prohibition of Forced Labor / Child Labor

FUJITSU will not use any form of forced or compulsory labor.

4. Work Environment

FUJITSU strives to achieve and maintain a healthy and safe work environment that motivates its employees.

Human Rights Due Diligence Scheme

In accordance with the above Fujitsu Group Human Rights Statement, the Fujitsu Group is engaged in the construction of a Human Rights Due Diligence Scheme that identifies the human rights impacts of our business activities throughout the entire global value chain, as well as prevents and mitigates any negative impacts.

Major initiatives in FY2015

- Conducted a written survey with 100 domestic and overseas group companies based on the ISO26000 standards to investigate the status of human rights initiatives.
- Conducted a written survey with approximately 500 business partners to investigate the implementation status of CSR activities including human rights
- Revised our procurement-related documents (CSR Procurement Guideline and CSR Deployment Guidebook for suppliers), and applied these throughout the Fujitsu Group
- Conducted CSR implementation audits at 6 overseas suppliers (7 sites)
- Held a CSR procurement workshop by Fujitsu Group personnel involved in procurement to promote understanding and collaboration
- Distributed posters at sites in Japan and overseas and launched e-learning for all employees in order to communicate the Fujitsu Group Human Rights Statements
- Held workshops at North American sites to promote understanding of human rights and to discuss human rights issues

In FY2016, we will continue to exchange ideas with experts around the world, and, while working to make human rights issues clear in our company, will implement specific measures under global-level collaboration.

- Human Rights Initiatives

<http://www.fujitsu.com/jp/about/csr/employees/humanrights/>

Communicating the Fujitsu Group Human Rights Statement within the company

In order to communicate the Fujitsu Group Human Rights Statement throughout the company, we created posters timed with Human Rights Day on the theme of "Business and Human Rights," and posted these at approximately 230 sites in Japan and overseas.

In addition, to increase awareness of human rights issues in every employee, we developed an e-learning program for all employees with regard to "business and human rights," and rolled out the program for about 50,000 employees in the group companies overseas. In FY2016, we plan to implement the program for about 90,000 employees in the group companies in Japan.



"Business and Human Rights" poster (Pattern 1 at left, Pattern 2 at right)

Topics

"Business and Human Rights" Workshop in North America

In November 2015, in Texas, U.S., Fujitsu held a "Business and Human Rights" workshop for relevant parties in the company. The workshop hosted 29 participants, primarily senior management from sites in the U.S. It leveraged the knowledge of Shift, a U.S. non-profit organization engaged in business and human rights, to create understanding of the respect for human rights that is demanded of companies. The participants engaged in active discussions of human rights issues pertaining to the Fujitsu Group.

In FY2016, we will hold similar workshops in other regions as we undertake initiatives at the global level.



"Business and Human Rights" workshop in the U.S.

Initiatives for Preventing Forced Labor and Child Labor

The Fujitsu Group has stipulated that it will not use forced labor or child labor. In FY 2015, we conducted a written CSR survey based on the ISO26000 standard among our 100 related companies in and outside Japan. Through that survey, we confirmed information on initiatives for the prevention of forced labor and child labor.

We also make our business partners aware of the Fujitsu Procurement Guideline, which includes provisions on the elimination of forced labor and child labor. In FY 2015, we asked our approximately 500 primary suppliers to complete a written survey on the status of CSR initiatives, including steps for the elimination of forced labor and child labor.

- Basic Policy on CSR (CSR activities applying ISO26000)
<http://www.fujitsu.com/global/about/csr/vision/iso26000/index.html>
- With Our Suppliers
<http://www.fujitsu.com/global/about/csr/activities/society/procurement/index.html>

United Nations Global Compact

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

What is the Global Compact?

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

Human Rights

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

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

Labor

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

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

Principle 5: the effective abolition of child labor; and

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

Environment

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

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

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

Anti-Corruption

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



As of July 31, 2013

Please refer to [the GRI Guideline Comparison Table](#) which shows the relationship between the United Nations Global Compact and CSR activities we conducted in FY 2015, contained in the Fujitsu Group CSR Report 2016 (PDF Version).

(<http://www.fujitsu.com/global/documents/about/resources/reports/sustainabilityreport/2016-csrreport/fujitsu-csr-gri-2016-e.pdf>)

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

External Assessments

Social and environmental activities in the Fujitsu Group are highly evaluated worldwide, and the group has been continuously included among major External Assessments stock indices and funds listed below.

Status of Inclusion in SRI-related Stock Indices

| | |
|---|--|
| <p>Dow Jones Sustainability Indices (World, Asia Pacific)</p> <p>The globally renowned SRI index, DJSI World, captures the top 10 percent of the world's 2,500 largest companies, based on economic, environmental and social performance. Fujitsu has been included 16 times in 4 consecutive years. In 2015, Fujitsu was the first company to be elected as the group leader in the industry to which Fujitsu belongs. (Only 24 companies worldwide have been elected to this position.)</p> | <p>MEMBER OF</p> <p>Dow Jones Sustainability Indices</p> <p>In Collaboration with RobecoSAM</p> |
| <p>RobecoSAM Sustainability Award</p> <p>RobecoSAM evaluates the economic, environmental, and social sustainability of approximately 2,500 major global companies, out of which the top 10% are awarded as "Gold Class," "Silver Class," or "Bronze Class" companies. Fujitsu has been received the highest "Gold Class" award in the industry to which Fujitsu belongs.</p> |  <p>ROBECOSAM Sustainability Award Gold Class 2016</p> |
| <p>FTSE4Good Index Series</p> <p>One of the world's leading SRI indexes established by the Financial Times and London Stock Exchange, FTSE4Good measures a company's performance of environmental, social and governance (ESG) aspects. Fujitsu has been listed for 7 consecutive years.</p> |  <p>FTSE4Good</p> |
| <p>UN Global Compact 100</p> <p>This stock index selects 100 companies out of 8,000 global companies that have signed the UN Global Compact. It considers their activities relating to the UNGC's 10 principles in the 4 fields of human rights, labor, environment, and anti-corruption. Fujitsu has been selected for 3 consecutive years.</p> |  <p>100 SUSTAINABILITY STOCK INDEX 2015-2016 powered by Sustainalytics</p> |
| <p>oekom research</p> <p>Oekom research AG, a CSR rating company based in Germany, is known for ranking and evaluating companies for their economic, social, and cultural aspects. Fujitsu has been given the certification of "Prime" since 2011.</p> | <p>Corporate Responsibility</p> <p>rated by</p> <p>oekom research Prime</p> |
| <p>Ethibel Sustainability Index (ESI) (Excellence Register)</p> <p>The Ethibel Excellence Investment Register is an investment universe operated by Forum ETHIBEL, a Belgium-based NGO. Its index comprises companies that display good performance from CSR perspective. Fujitsu has been included since 2013.</p> |  <p>member of the INVESTMENT REGISTER ETHIBEL EXCELLENCE</p> |
| <p>Morningstar Socially Responsible Investment Index</p> <p>Morningstar Japan K.K. selects 150 companies out of approximately 4,000 domestically-listed companies that are superior for their corporate governance, environmental, social, and utilization of human resources. It is the first domestic Socially Responsible Investment Index, and Fujitsu has been included since 2004. (as of June 30, 2016)</p> |  <p>MS-SRI</p> |



Management Systems

The Fujitsu Group seeks the continued improvement of its corporate values, and carries out business management in which each function and position are made clear in the value creation process.

Corporate Governance

Basic Stance on Corporate Governance

As a resolution of the Board of Directors meeting held in December 2015, Fujitsu established the "Corporate Governance Policy" to define the company's basic stance on corporate governance. The policy set out a framework of Fujitsu's corporate governance structure as follows;

Structural framework

The company outlines the following rules to ensure the effective oversight and advice from a diverse perspective of Non-Executive Directors (hereinafter, the term used for the combination of Independent Directors and Non-Executive Directors appointed from within the company) to Executive Directors on their business execution as part of the Board of Directors function while taking advantage of the company with the Audit & Supervisory Board system:

- a Same number or more Non-Executive Directors responsible for oversight are appointed as Executive Directors responsible for business execution.
- b Independent Directors are appointed as the core members of Non-Executive Directors, and at least one Non-Executive Director is appointed from within the company.
- c Independent Directors must meet the independence standards (hereinafter referred to as "Independence Standards") established by the company.
- d In nominating Non-Executive Director candidates, the company takes account of the background of candidates and their insight on the company's business.
- e The company has the Audit & Supervisory Board Members' external audit and oversight on the Board of Directors, the voluntary Executive Nomination Committee and Compensation Committee composed mainly of Non-Executive Directors and Auditors (hereinafter, the term used for the combination of Non-Executive Directors and Audit & Supervisory Board Members), and the Independent Directors & Auditors Council, all function to complement the Board of Directors.
- f Independent Audit & Supervisory Board Members shall be the External Audit & Supervisory Board Members who meet the Independence Standards.

• Corporate Governance Policy and Independence Standards for External Directors & Auditors

<http://pr.fujitsu.com/jp/ir/governance/governancereport-b-en.pdf>

Overview of Corporate Governance Structure (as of June 27, 2016)

Overview of Board of Directors

The Company has a Board of Directors to serve as a body for making important decisions and overseeing management. The Board of Directors delegates the decision-making authority over business execution to the Representative Directors and subordinate Corporate Executive Officers to the broadest extent that is permitted by law and the Articles of Incorporation of the company and is considered to be reasonable and will mainly perform as oversight and advisory function. Moreover, the oversight function of the Board of Directors has been strengthened by actively appointing External Directors with high independence and diverse perspective.

Furthermore, in order to better define the management responsibility of the Directors, their terms were reduced from two years to one year in accordance with a resolution at the June 23, 2006 Annual Shareholders' Meeting.

The Board of Directors is comprised of 10 members in total: 5 Executive Directors and 5 Non-Executive Directors (including 4 External Directors and two of them are women).

Overview of the Audit & Supervisory Board

The Company has an Audit & Supervisory Board that performs the auditing and oversight functions. The auditing and oversight functions are carried out by Audit & Supervisory Board Members, who review the Board of Directors as well as business execution functions and attend important meetings, including meetings of the Board of Directors.

The Audit & Supervisory Board has five members, comprising two full-time Audit & Supervisory Board Members and three external Audit & Supervisory Board Members.

Executive Nomination Committee and Compensation Committee

The Company has established the Executive Nomination Committee and the Compensation Committee as advisory bodies for its Board of Directors to ensure the transparency and objectivity of its process for nominating Directors and Audit & Supervisory Board Members and its process for determining executive compensation as well as to ensure the fairness of the method and level of executive compensation.

The Executive Nomination Committee deliberates about candidates for Director and Audit & Supervisory Board Member positions in accordance with the Framework of Corporate Governance Structure and the Procedures and Policy of Directors and Auditors Nomination stipulated in the Company's Corporate Governance Policy and provides its recommendations to the Board of Directors. In addition, the Compensation Committee provides its recommendations about the level of base compensation and the method for calculating performance-based compensation to the Board of Directors in accordance with the Procedures and Policy of Determining Directors and Auditors Compensation stipulated in the Company's Corporate Governance Policy.

According to the Corporate Governance Policy, each committee is composed of a majority of Non-Executive Directors and Auditors with at least one Independent Director. In fiscal 2015, each committee consists of three Non-Executive Directors and Auditors (including one Independent Director) and one Executive Director. Both Committee's members in fiscal 2015 are as follows.

Chairman of both Committees: Tatsuzumi Furukawa

Members of both Committees: Megumi Yamamuro, Jun Yokota, and Masami Yamamoto

The FY 2015 term of the above committee members ended at the close of the regular Annual Shareholders' Meeting on June 27, 2016. Appointment of members of the committees for fiscal 2016 is scheduled for July 2016.

Independent Directors & Auditors Council

In response to the requirements of Japan's Corporate Governance Code, which facilitates the activities of Independent Directors and Auditors, and in order to invigorate discussions on the medium- to long-term direction of the company at its Board of Directors Meetings, the Company believes it essential to establish a system which enables Independent Directors and Auditors, who maintain a certain degree of separation from the execution of business activities, to consistently gain a deeper understanding of the Company's business. Based on this recognition, the Company established the Independent Directors and Auditors Council in fiscal 2015. In the Independent Directors and Auditors Council, members discuss on the medium- to long-term direction of the company and share information and exchange viewpoints so that they can each formulate their own opinions.

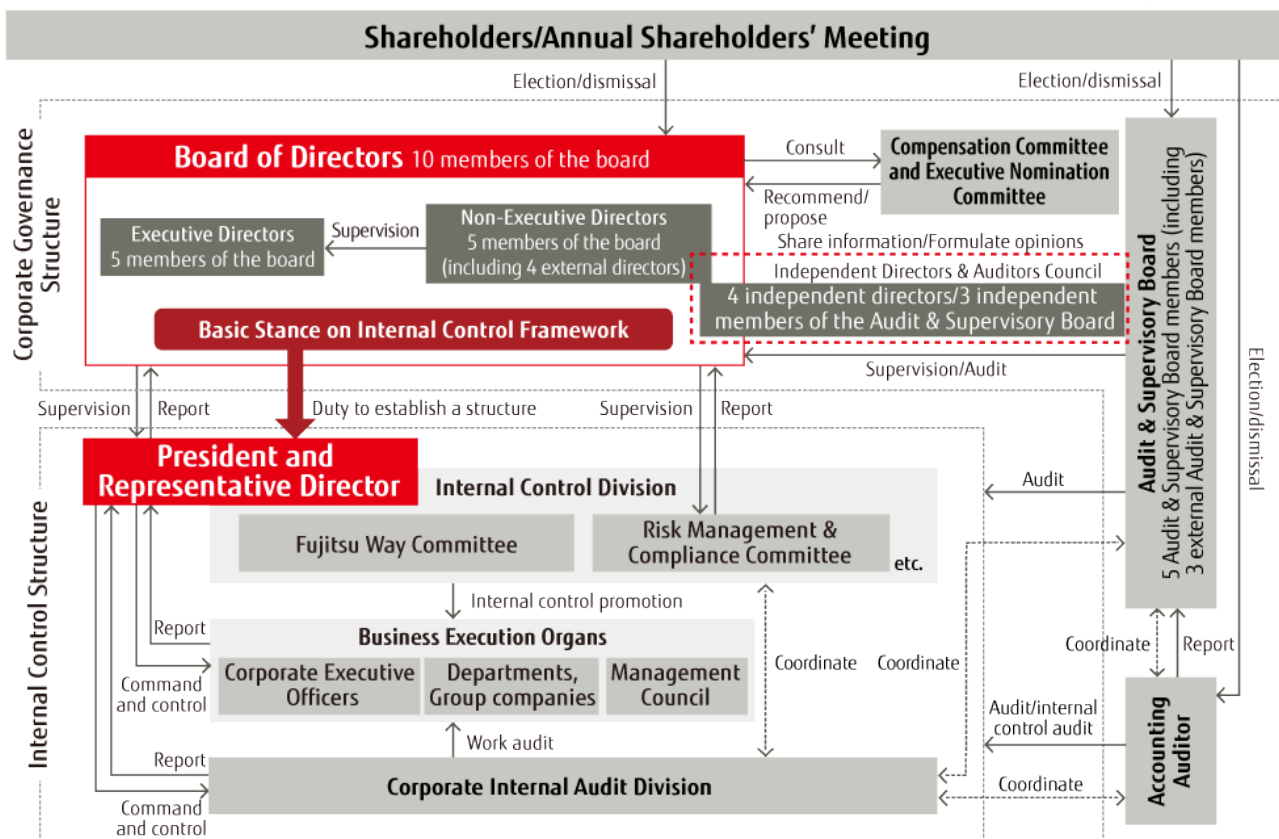
Reasons for Adoption of Current Corporate Governance System

We believe that both direct oversight to business execution by the Non-Executive Directors and the oversight by Audit & Supervisory Board Members that stays distant from the decision making and operation of business execution should work jointly to ensure highly effective oversight performance. The company adopts "the company with Audit & Supervisory Board system" that establishes the Audit & Supervisory Board, which is composed of the Audit & Supervisory Board Members appointed as an independent agent.

The Board of Directors comprises same number or more Non-Executive Directors as Executive Directors to ensure its capacity to correct faulty, insufficient, or excessive business executions. While External Directors should be the core of Non-Executive Directors on account of their high independence, at least one Non-Executive Director is appointed from within the company to complement the External Directors' knowledge in the business fields and the corporate culture of the company so that the efficiency of oversight

Corporate Governance Structure

(as of June 27, 2016)



performance by the Non-Executive Directors are enhanced.

Policy on the Determination of Executive Compensation

Compensation of Directors and Audit & Supervisory Board Members is determined in accordance with the Executive Compensation Policy below, which was determined by the Board of Directors following the recommendation by the Compensation Committee.

[Reference] Executive Compensation Policy

To secure exceptional human resources required to manage the Fujitsu Group as a global ICT company, and to further strengthen the link between its financial performance and shareholder value, while at the same time improving its transparency, Fujitsu establishes its Executive Compensation Policy as follows.

Executive compensation is comprised of the following: "Base Compensation," specifically a fixed monthly salary in accordance with position and responsibilities; "Stock-based Compensation," which is a long-term incentive that emphasizes a connection to shareholder value; and "Bonuses" that are compensation linked to short-term business performance.

Basic Compensation

Base compensation is paid to all Directors and Audit & Supervisory Board Members. A fixed monthly amount shall be determined for each executive in accordance with the position and responsibilities of each executive.

Stock-based Compensation

- Stock-based compensation shall be granted to Directors who carry out executive duties as a long-term incentive in accordance with their position, for the purpose of purchasing the Company's own shares.
- Purchases of the Company's own shares shall be made through the Director Stock Ownership Plan. Shares purchased for this purpose shall be held by each Director for the term of his or her service.

Bonuses

- Bonuses shall be paid to Directors who carry out executive responsibilities. The amount of a bonus shall reflect business performance in the respective fiscal year.
- As a specific method for calculating a bonus, Fujitsu shall adopt an "On Target model" that uses consolidated revenue and consolidated operating profit as indices and the amount shall be determined in accordance with the degree of achievement of the performance targets for the respective fiscal year.

In accordance with a resolution of the Annual Shareholders' Meeting, the total amount of Base Compensation, Stock-based Compensation and Bonuses shall not exceed 600 million yen per year for Directors and 150 million yen per year for Audit & Supervisory Board Members.

(Reference)

| Category | Basic Compensation | | Stock-based compensation | Bonuses |
|-----------------------------------|------------------------------|----------------------------|--------------------------|---------|
| | Management Oversight Portion | Business Execution Portion | | |
| Directors | ○ | — | — | — |
| Executive Directors | ○ | ○ | ○ | ○ |
| Audit & Supervisory Board Members | ○ | — | — | — |

Basic Stance on Internal Control System

To continuously increase the corporate value of the Fujitsu Group, it is necessary to pursue management efficiency and control risks arising from business activities. Recognizing this, Fujitsu is working toward the practice and penetration of the FUJITSU Way, the basic principles behind the Fujitsu Group's conduct. At the same time, the Board of Directors has articulated the Policy on Internal Control Framework as systems and rules to pursue management efficiency and control the risks arising from the Company's business activities.

Overview of the Policy on the Internal Control System

The Policy on the Internal Control System sets forth internal structures of the Fujitsu Group, including the following.

Decision-making and Structure of Management Execution

By dividing the management execution authority of the President & Representative Director, who is the chief executive officer, among the corporate executive officers, and by establishing a Management Council to assist in the President and Representative Director's decision-making, the Company aims to enhance management effectiveness.

In addition, the framework makes clear that the President & Representative Director bears responsibility for the construction and operation of an internal control framework, and the Board of Directors shall fulfill its oversight responsibility by appropriately examining the operation of the internal control framework.

Risk Management System

The Company shall establish a Risk Management & Compliance Committee, and in addition to preparing systems to control the overall risk of financial losses of the Fujitsu Group, the Company shall also prepare systems for managing risks pertaining to defects and failures in products and services, as well as systems for managing contracted development projects, information security, and financial risk.

Compliance System

Primarily through the Risk & Management Compliance Committee, the Company shall promote the preparation of the internal rules, education, and oversight systems required for compliance with the Code of Conduct set forth by the FUJITSU Way, and also with laws and regulations concerning the business activities of the Fujitsu Group.

The Company shall also prepare management systems to ensure the appropriateness of financial reporting, as well as systems for information disclosure and internal auditing.

- The Policy on the Internal Control System and the Overview of the Status of Operation of the System

<http://www.fujitsu.com/global/Images/notice116b.pdf>

Overview of the Status of Operation of the System to Ensure the Properness of Fujitsu Group Operations

1. Systems to Ensure that Directors Carry Out Their Responsibilities Efficiently

The Company delegates management execution authority of the President and Representative Director to Corporate Executive Officers in order to ensure the efficiency of decision-making and management execution.

The Management Council, in principle, meets three times a month, discusses important management execution and assists the President and Representative Director in decision-making.

In addition, various systems for approvals and reaching decisions are put in place that ensure efficient and proper management execution based on appropriate delegation of duties to officers and employees.

2. Risk Management System and Compliance System

The Company positions the risk management system and the compliance system at the heart of the "Policy on the Internal Control System" and has established the Risk Management & Compliance Committee, which supervises these systems globally.

The Risk Management & Compliance Committee is chaired by the President and Representative Director and consists mainly of Executive Directors. The Risk Management & Compliance Committee meets roughly quarterly. Regarding compliance violations and risks in business operations, including information security, the Risk Management & Compliance Committee operates a system that ensures reporting of compliance violations and risks that have arisen to the Risk Management & Compliance Committee in a timely manner. It also operates the internal reporting system and formulates an action policy of the Chief Risk Compliance Officer.

The Chief Risk Compliance Officer directs internal organizations based on the above-mentioned policy and is striving to prevent risks in business operations from arising and is conducting activities to minimize the loss that may be caused by the risks that have arisen.

The progress and results of the activities of the Risk Management & Compliance Committee are periodically reported to the Board of Directors. From April 2016 onward, the Risk Management & Compliance Committee directly reports to the Board of Directors. Also, sub-committees of the Risk Management & Compliance Committee have been established for individual Regions, which are geographical regions of the Fujitsu Group worldwide, in order to instill the risk management system and the compliance system throughout the Fujitsu Group.

3. System to Ensure Proper Financial Reporting

As for a system to ensure proper financial reporting, the Company has established the FUJITSU Way Committee. Under this committee, a system called "Eagle Next" for evaluation and auditing of internal controls for the purpose of ensuring proper financial reporting throughout the Fujitsu Group has been established and is operated.

4. System to Ensure the Properness of Fujitsu Group Operations

The risk management system, the compliance system, and the system for ensuring proper financial reporting cover the Fujitsu Group.

In addition, as a part of a system to ensure the properness of Fujitsu Group operations, the Company has established the Rules for Delegation of Authority called "Global DoA" that determines authority for decision-making of important matters of Fujitsu Group companies (excluding certain subsidiaries) and the decision-making process. The Company has its Group companies comply with the Global DoA. In addition, Group companies are required to report on their operations to the Company. In this way, the Company has put in place systems for decision-making and reporting of important matters at the Group.

The status of operation of the internal control system centering on the above is periodically reported to the Board of Directors.

• Corporate Governance Report (As of June 28, 2016)

<http://pr.fujitsu.com/jp/ir/governance/governancereport-en.pdf>

Compliance

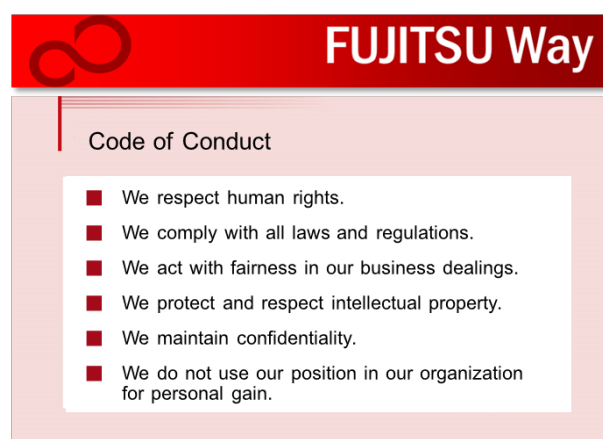
Activities Promoting Compliance

The Risk Management & Compliance Committee, directly reporting to the Board of Directors and headed by the President, supervises compliance matters globally for the entire Fujitsu Group, in accordance with our Basic Policy on Establishment of Internal Control System. The Risk Management & Compliance Committee is responsible for and has appointed a Chief Risk Management & Compliance Officer (CRCO) who executes the committee's decisions concerning compliance. The committee also works to improve awareness of and compliance with our Fujitsu Way Code of Conduct throughout the Group by establishing the Global Compliance Program.

The Risk Management & Compliance Committee monitors the implementation status of the Global Compliance Program on a periodical basis and reports to the Board of Directors.

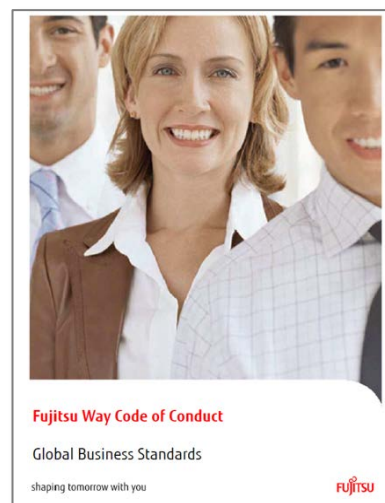
The Fujitsu Way Code of Conduct

The Fujitsu Way includes the following Code of Conduct, with which all Fujitsu Group employees must comply:



Fujitsu has also rolled out our Global Business Standards (GBS), which provides further guidance on how to apply the Fujitsu Way Code of Conduct and to ensure compliance with laws and regulations. The GBS is available in 20 languages to be applied uniformly across the Fujitsu Group.

- GBS (Global Business Standards)
<http://www.fujitsu.com/global/about/philosophy/codeofconduct/gbs/index.html>



Initiatives by Top Management

Through messages from top management to employees as well as other regular communication regarding our commitment to compliance, Fujitsu is working to promote our Code of Conduct and GBS across the Fujitsu Group.

In August 2015, Fujitsu's President sent a message on the importance of compliance to all employees in Japan and overseas, explaining his emphasis on the importance of a corporate culture that follows the Fujitsu Way Code of Conduct and that fosters "Zero Tolerance" for any wrongdoing.

At the same time, the Vice President, Chief Risk Management & Compliance Officer, also sent a message to all employees regarding our revised Global Compliance Program, in order to further espouse the values of our Code of Conduct and GBS.

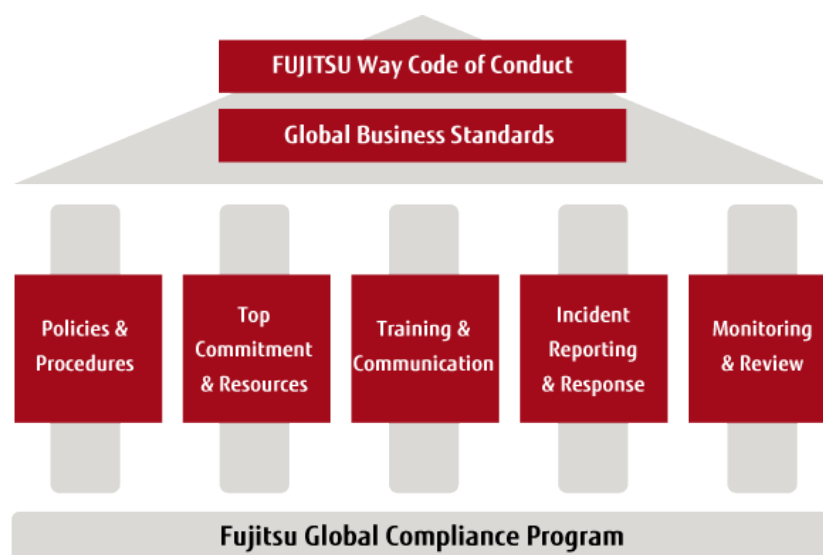
Following this, the heads of our overseas regions and the top management of our Group companies sent similar messages to their employees. Based on the message from the President, these messages further emphasized our corporate culture of "Zero Tolerance".

Promoting the Global Compliance Program

In order to promote and implement the Fujitsu Way Code of Conduct and GBS, Fujitsu has established the Global Compliance Program (GCP) and is working to maintain, review and improve its global structure for legal compliance.

In response to increasingly strict international regulations, active enforcement by authorities, and higher standards for compliance, in 2015, we revised the GCP with the approval of the Risk Management & Compliance Committee. The new GCP is a framework for activities to increase awareness of, and achieve compliance with, the Fujitsu Way Code of Conduct and GBS. It systematically organizes our existing activities concerning compliance into five pillars, clarifies items that Fujitsu should continuously work on, and seeks to promote external understanding of our compliance structure and activities.

Fujitsu Global Compliance Program



a. Establishment of Rules and Procedures

Fujitsu has established and implemented internal rules to align globally with the GBS.

In Japan, to enforce compliance and enact sustainable improvement in our corporate value, we established the Compliance Rule in February 2014 and have applied the rule throughout Japanese group companies. In October 2014, with the approval of the Risk Management & Compliance Committee, we established more specific and detailed regulations and guidelines based on the Compliance Rule in the areas with significant impact on business: antitrust, anticorruption and anti-social forces.

In our overseas entities, with the approval of the Risk Management & Compliance Committee, we have been establishing basic internal rules that are the minimum requirements to be globally implemented within each entity. These rules are organized in

the form of global guidelines, which are in turn adopted by our overseas Group companies, allow them to take into account the applicable laws, culture, and customs of each country. We issued the General Compliance Guideline, corresponding to the compliance rule in Japan above, for overseas Group companies, along with other guidelines concerning the prevention of bribery, covering matters including the proper procedures for giving gifts and entertainment to government officials, due diligence on third party suppliers, and facilitation payments. In addition, we have developed an online third party due diligence process that is being used by major overseas Group companies in Europe, Southeast Asia, Oceania, and North America. Moreover, to prevent the participation in cartels and similar activities, we have issued a global guideline on anti-trust law and competition law.

b. Top-level Commitment and Securing of Resources

As noted above, through messages from top management to employees and other regular communication of our commitment to compliance, Fujitsu is working to promote and implement the Fujitsu Way Code of Conduct and GBS across the Fujitsu Group.

We have also assigned compliance officers from headquarters to each regions of Japan, EMEA, Asia, Americas, and Oceania, and have formed a global network with local compliance representatives among overseas Group companies, as well as the risk and compliance representatives in Japanese Group companies, in order to secure a structure to execute our GCP.

In April 2016, compliance representatives from overseas Group companies gathered at the Global Compliance Forum to share and discuss headquarters' policies concerning the execution of GCP. This forum is scheduled to be held once per year.

c. Training and Communication

The Fujitsu Group has been printing the Code of Conduct of the Fujitsu Way on wallet-size cards and has been distributing these to all Group employees. These cards are designed to serve as a quick reference of the Code of Conduct for employees when they are dealing with customers or business partners, or when they are uncertain about a decision in the course of daily operations. For non-Japanese speakers, we have prepared wallet-size cards in three other languages.

We are also implementing various compliance training programs for approximately 160,000 employees in our domestic and overseas Group companies. To deepen understanding for the prevention of cartels and bribery while reaffirming GBS, in FY2014 we conducted a "Compliance of Fujitsu Group" e-learning training course for employees of Fujitsu and domestic Group companies. Additionally, we implemented a series of face-to-face training, beginning with "Risk Compliance Seminar: About The Antimonopoly Act and Bribery" for high-risk departments and Group companies.

At overseas Group companies, we also implemented e-Learning compliance training courses and face-to-face compliance training courses covering areas such as the GBS, anti-trust, anti-corruption, export controls, and conflicts of interest.

In addition to compliance training for executives in Japan, which is provided by outside lawyers, we also conduct in-house training for heads of sales divisions and branches about bidding-related laws and the Antimonopoly Act. For new managers, we also regularly hold in-house training where a Fujitsu instructor explains the importance of the Code of Conduct and compliance, while also providing case studies of typical scenarios and situations.

While continuing to engage in these activities, we plan to enhance group training for high-risk departments, focusing on the prevention of cartels and bribes.

In the field of export control, we will continue regular audits and export management trainings for executives and employees to maintain and continue our internal systems for security export control. For domestic and overseas Group companies, we are carrying out activities including training support, audit support, and the hosting events to discuss this subject within the Group. For overseas Group companies around the world, we are rolling out an e-learning program in 20 languages on security exportcontrol.



e-Learning: "Implementation of the Code of Conduct Screen"

d. Incident Reporting and Response

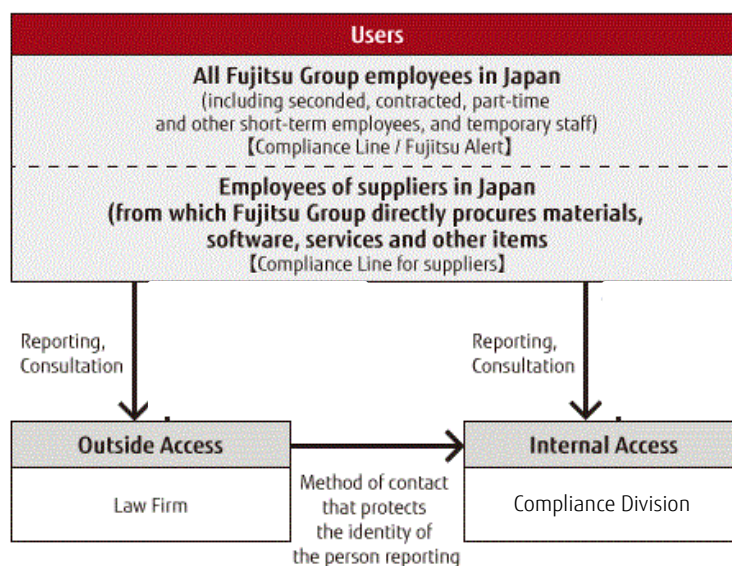
(a) Whistleblowing Hotline

We have been operating the Fujitsu Alert/Compliance Line to handle reports and provide consultations for all Fujitsu Group employees (including seconded, contracted, part-time or other short-term employees as well as temporary staff).

Moreover, we opened a Compliance Line for Suppliers in Japan to handle reports and inquiries from the employees of companies that directly supply Fujitsu with their products, services or software, etc.

Our Fujitsu Alert/Compliance Line and Compliance Line for Suppliers system forbids any and all retaliation against employees and suppliers for making such reports, and meticulous care is taken in handling the information so as to preserve their anonymity. If the issue raised is substantiated, the relevant practice is terminated and measures are taken to prevent recurrence.

Whistleblowing Hotline in Japan



(b) Report to the Risk Management & Compliance Committee

Our risk management rule stipulates that an executive or employee who recognizes a compliance violation or signs of violation must immediately report to compliance team, who will then report to the Risk Management & Compliance Committee and the Board of Directors if necessary and, following the reporting structure set by the Head of Business Unit, to that position as well.

The status of key compliance issues is reported regularly to the Risk Management & Compliance Committee and the Board of Directors.

e. Monitoring and Assessment

Through activities such as risk assessments and audits, we periodically check the efficacy of the GCP and work to continually improve it. From FY2014, the headquarters compliance team has visited Group companies in countries and regions with a high risk of corruption. Through interviews with executives and employees and as well as internal process checks, the compliance team analyzes the potential compliance risks in local business and provides proposals to mitigate these risks.

The outcome of risk assessment and status of the GCP implementation are reported regularly to the Risk Management & Compliance Committee and the Board of Directors.

Response to Compliance Matters

In 2015, Fujitsu Limited was investigated by the Japan Fair Trade Commission (JFTC) for its alleged contravention of the Antimonopoly Act (unreasonable restraint of transaction) in connection with the sale of communication equipment to Tokyo Electric Power Co. and Chubu Electric Power Co. The JFTC plans to issue Fujitsu with an administrative cease-and-desist order and an administrative surcharge order with respect to the transaction with Tokyo Electric Power Co. Fujitsu will continue cooperating fully with the JFTC's investigation and procedures. Immediately after the JFTC initiated its investigation, Fujitsu conducted a thorough internal investigation and took appropriate measures in accordance with its policies and applicable laws and regulations.

Fujitsu regrets the occurrence of such situation and the uneasiness it may be causing to all whom may be concerned.

To ensure compliance with the Japanese Antimonopoly Act, any applicable competition laws of other countries, and the Fujitsu Way, Fujitsu's Global Compliance Program (GCP) regularly provides both e-learning and face-to-face training to employees and management. The GCP also promotes established policies and procedures, and provides an internal whistle blowing program. Fujitsu is committed to doing business lawfully, and maintaining an effective compliance program.

In Japan, Fujitsu has established and implemented specific compliance action plans based on the JFTC's "Compliance Program for Companies to Comply with The Antimonopoly Act", thereby contributing to the effectiveness of the GCP.

In addition, Fujitsu has issued "Antitrust and Competition Guidelines" approved by the Risk Management & Compliance Committee in FY2015, intended to supplement the guidance provided in the Global Business Standards. This year, Fujitsu is providing antitrust and competition e-learning courses to all employees and management of the Fujitsu Group based on those guidelines. These guidelines and training efforts will continue to strengthen Fujitsu's compliance with applicable antitrust and competition laws.

Initiatives for Security Export Controls

For the purpose of maintaining global peace and security, the export of goods and the transfer of technology that could be utilized for the development or production of weapons of mass destruction, conventional weapons, etc. are strictly controlled under an international framework for security export controls ("International Export Control Regimes"). Japan is also implementing security export controls consistent with the same framework under the "Foreign Exchange and Foreign Trade Act".

Following the stipulation to "comply with all laws and regulations" in the Fujitsu Way Code of Conduct, we are thoroughly working to implement our Security Export Control policy in line with not only Japan's "Foreign Exchange and Foreign Trade Act", but also the U.S.'s "Export Administration Regulations" (EAR), which is also applicable to the export / transfer of technology from Japan because of its extraterritorial application.

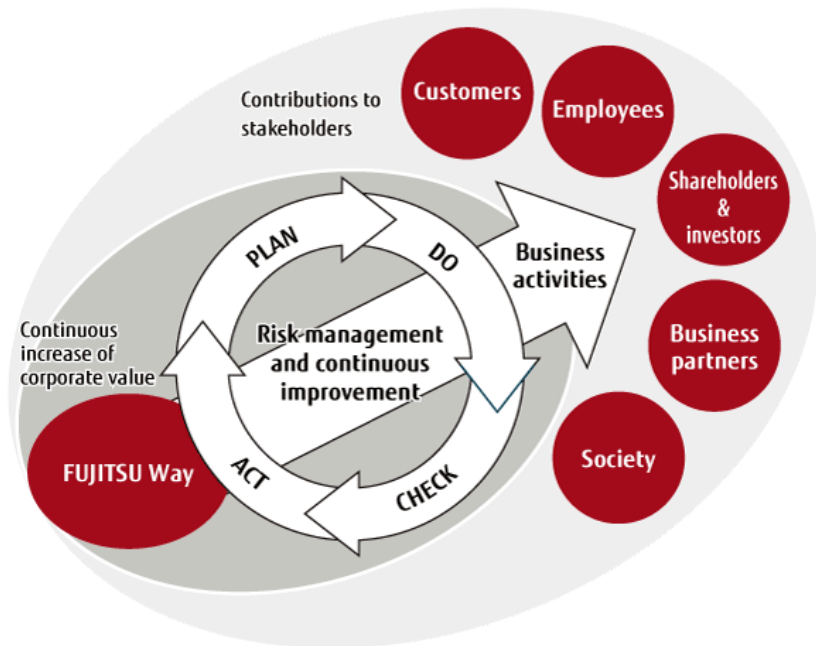
Fujitsu has established a system by which our President is the designated Chief Export Control Officer for the company and the "Security Export Control Office" in the "Legal, Compliance and Intellectual Property Unit" is the designated organization in charge. Product classification and transaction screening (of end use and end users) is performed by this office for all export of goods and overseas transfer of technology, so that the export of goods or transfer of technology will not happen without export licenses required by governments. Furthermore, we strive for strict management to prevent any acts that could lead to non-compliance with export control laws, keeping close touch with the Ministry of Economy, Trade and Industry as the competent authorities for security export control in Japan. In order to maintain an appropriate level of export controls, we conduct annual export control audits and provide export controls training for executives and employees. In FY2015, we offered a related e-learning course that is mandatory for all employees.

Fujitsu also offers guidance to Group companies inside and outside Japan for developing frameworks for security export controls and tailoring in-house rules, provides in-house export control training and audits, and annually organizes the gathering of Group companies to exchange mutually beneficial information. In FY2015, the Security Export Control Office visited four Group companies in East Asia and Southeast Asia for the purpose of audits, training, and strengthening of frameworks for security export controls. Since FY2013, the Office has also been developing an e-learning training course covering security export controls in 20 languages for Group companies located across the globe.

Risk Management

Our Approach to Risk Management

Through its global activities in the ICT industry, the Fujitsu Group continuously seeks to increase its corporate value, and to contribute to its customers, local communities and indeed all stakeholders. Properly assessing and dealing with the risks that threaten the achievement of our objectives, taking steps to prevent the occurrence of these risk events, and establishing measures to minimize the impact of such events if they do occur and to prevent their reoccurrence are assigned a high priority by management. Moreover, we have built a risk management and compliance system for the entire Group and are committed to its continuous implementation and improvement.



Business Risks

The Group identifies, analyzes and evaluates the risks that accompany business activities and works on measures to avoid or reduce them, and to deal with them quickly in the unlikely event that they materialize.

Examples of Business Risks^{*1}

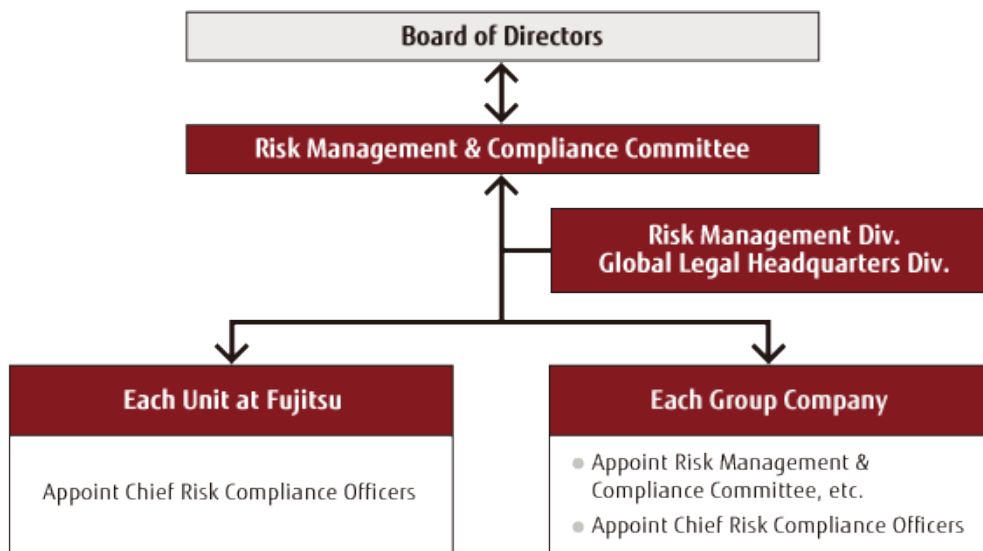
- Economic and financial market trends
- Changes in customers' ICT investment trends and being unable to maintain lasting ties with customers
- Competitors' strategies and industry trends
- Procurement, alliances and technology licensing
- Public regulations, public policy and tax matters
- Compliance (cartels, bribery, export control violations, etc.)
- Deficiencies or defects in products and services, information security, project management, investment decisions, intellectual property rights, human resources, environmental pollution, credit risks, etc.
- Natural disasters and unforeseen incidents

^{*1}: These are just some of the business risks. More detailed risk-related information can be found in our earnings report, securities reports and other published reports.

Risk Management & Compliance Structure

In order to prevent potential risks of loss in business execution from materialization, to respond aptly to materialized risks, and to prevent their recurrence, the Fujitsu Group has established a Risk Management and Compliance Committee under the Board of Directors. This committee acts as the highest-level decision-making body on matters involving risk management and compliance.

The Risk Management & Compliance Committee appoints a Chief Risk Compliance Officer for each department and company throughout the Group, and encourages cooperation among them to both guard against potential risks and mitigate risks that materialized, forming a risk management and compliance structure for the entire Group.



The Risk Management Framework

The Risk Management & Compliance Committee is responsible for grasping the status of risk management and compliance in all Fujitsu business groups and Group companies in Japan and overseas, establishing the appropriate policies and processes, etc., and both implementing and continuously improving them. In practical terms, it decides on risk management regulations and guidelines, applies them and regularly reviews and improves them.



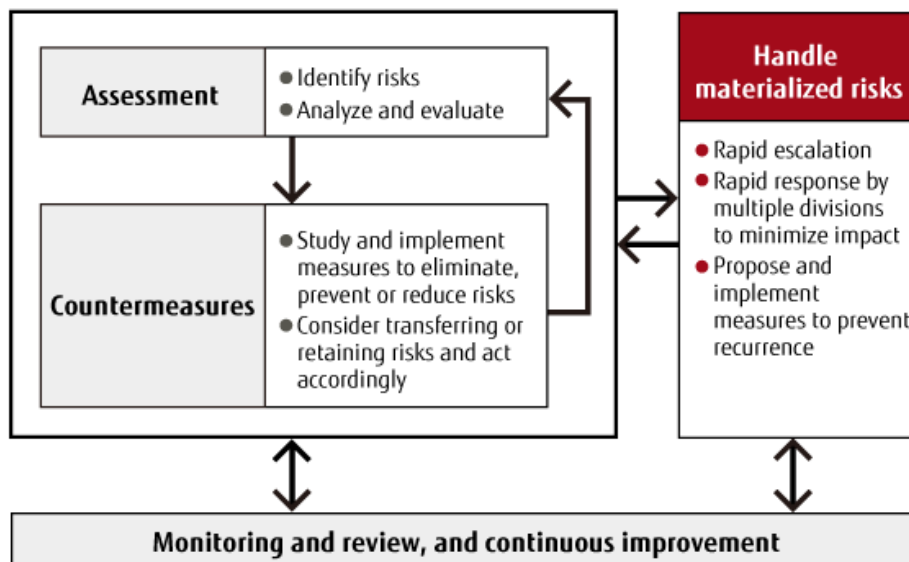
Risk Management Processes

The Risk Management & Compliance Committee, which maintains regular communications with Chief Risk Compliance Officers, identifies, analyzes and evaluates the risks of business activities, and sets out and reviews the responsive measures, upon confirming the detailed measures intended to deal with major risks by averting, minimizing, transferring or retaining them. It also reports identified, analyzed, and evaluated important risks regularly to the Board of Directors.

The Risk Management Committee also prepares responses

against the materialized risks despite the implementation of various preventive measures. If a critical risk such as a natural disaster, product breakdown or defect, a problem with a system or service, a compliance violation, an information security breach, or an environmental problem materializes, the department or Group company reports immediately to the Risk Management & Compliance Committee. The Risk Management & Compliance Committee coordinates with the related divisions and workplaces for rapid resolution of the problem by appropriate measures such as establishing a task force. At the same time, the Risk Management Committee strives to identify the causes of the problem and propose and implement solutions. Additionally, for critical risks, the committee also reports as appropriate to the Board of Directors.

The Risk Management & Compliance Committee continuously confirms the implementation status of these processes and works to make improvements.



Group-Wide Disaster Preparedness

The Fujitsu Group is working to build a robust disaster-preparedness network and enhance our business continuity response capabilities. As well as enhancing work collaboration within Global Corporate, we are developing systems enabling Group companies in every region to collaborate and efficiently engage at the early stage to make initial responses. We also verify the efficacy of our disaster preparedness systems to enhance our response capabilities, and carry out drills tailored to every level – the entire company, task forces, workplaces, individuals, and so on. In order to minimize harm to humans in the case of disaster and to prevent accidents, we implement voluntary inspections and verification activities.

Fujitsu Group Joint Disaster Response Drills

In conjunction with Japan's National Disaster Preparedness Day on September 1st and in anticipation of major disasters envisioned for every region, we have organized a company-wide disaster preparedness organization through which we carry out nation-wide disaster response drills. These drills incorporate mock disaster exercises covering points on which Group companies are to collaborate in response.

FY 2015 marks the 21st year of systematically conducting training for a potential major earthquake in Tokyo or in the Tonankai region. This year we completed training at about 100 companies, including Fujitsu Headquarters. Envisioning a "Nankai megathrust

earthquake" expected to cause serious damage, we conducted drills to confirm initial response activities in collaboration with each damaged business site. In addition, sites in Japan carried out training to verify the initial response by local recovery task forces immediately after a disaster (confirmation of employees' safety, evaluation of damages to work sites, life-saving activities, etc.).

Implementing Disaster Preparedness Self Checks at Each Business Site

Disaster-preparedness self checks are autonomously conducted throughout the Group based on inspection criteria established at each site. These include disaster prevention manuals, disaster response plans (DRP), operation of disaster prevention organizations, and maintenance conditions of disaster prevention stocked items and facilities. The self checks are meant to minimize personal injury and property damage in the event of a disaster.

Carrying Out Joint Inspections by Specialist Teams

We are conducting joint testing throughout the Fujitsu Group, targeting facilities that are critical to Fujitsu business continuity. Led by teams made up of internal departments for environmental management, facility management, safe operation of production equipment and procedures, and risk management, these checks are ensuring that laws are being upheld, while also conducting joint testing throughout the Fujitsu Group in order to prevent accidents that could arise from aging infrastructure or from fires and other natural disasters.

At all Fujitsu Group facilities, we select the high-priority facilities that require verification across various criteria, and conduct group verifications. Furthermore, based on its results, we share good practices and cases of improvements made regarding disaster preparedness with other facilities in the Group.

Business Continuity Management (BCM)

The risks of circumstances that threaten economic and social continuity, such as large-scale disasters like earthquakes flooding, disruptive incidents, accidents, and pandemics such as the new strain of influenza, have increased greatly in recent years.

To ensure that even when such unforeseen circumstances occur, we can continue to provide a stable supply of products and services with enhanced performance and high quality which meet the demands of customers, the Fujitsu Group has established a Business Continuity Plan (BCP), and promotes Business Continuity Management (BCM) as a way of continuously reviewing and improving that BCP for establishing in the field. Through the BCM process, the lessons learned in the course of the Great East Japan Earthquake, the recent Kumamoto earthquake, and the flooding in Thailand are now reflected in our BCP.

Improving Business Continuity Capability through Training

To fulfill our social responsibility as a company supporting social infrastructure, the Fujitsu Group organizes and analyzes issues of business continuity at the business and site levels, and continuously conducts training aimed at strengthening and improving our business continuity capability,

Promoting Appropriate BCM Activities through Business Continuity Capability Surveys

Our business continuity capability survey checks and assesses the level that Fujitsu units and Fujitsu Group companies have achieved in implementing management, education, and training in business continuity, and the level of their measures to resume business activities within a targeted recovery period.

Through the implementation of business continuity capability surveys, we clarify the performance index (level) to be achieved in the Fujitsu Group. By executing measures aimed at achieving this, we promote appropriate BCM activities (the optimization of workloads and investments) in the Fujitsu Group.

Strengthening BCM for Our Entire Supply Chain

In order to consistently supply products and services even under unforeseen circumstances, the Fujitsu Group has been continuously supporting the improvement of business continuity capability with our business partners since FY 2007, with the belief that it is essential to strengthen business continuity capability along our entire supply chain. In FY2014, we revised our questionnaire, based on exercises that conform to business continuity capability indicators by the Ministry of Economy, Trade and Industry, and now continue to evaluate our business continuity capability.

Training Specialists in BCM

The Fujitsu Group is systematically developing specialists in order to further promote, implement, and improve BCM. With the support of the Company-wide Promotion Office, BCM specialists from each department practice actual BCM activities to understand the essence of BCP and to become able to appropriately perform BCM activities.

Looking ahead, we plan to promote BCM activities within units and companies, centered on specialists with practical experience, to improve the business continuity capability of the Fujitsu Group.

We will further take BCM activities beyond the Fujitsu Group alone to advance activities throughout the entire supply chain, with efforts that include providing support for improvement of business continuity capability in our suppliers.

Measures against Infectious Diseases

We have taken steps against new strains of influenza and other infectious diseases based on a three-fold influenza policy- to safeguard lives, to stop the spread of infection, and to ensure business continuity. We created a "Pandemic influenza Preparedness Action Plan" that stipulates preventive measures in everyday operations and the response process to be used if an outbreak occurs. We work to disseminate these to all employees through e-Learning and by distributing pamphlets. Also, to contribute to the continuity of social infrastructure businesses and the continuity of our customers' businesses should a pandemic occur or a particularly virulent new strain of influenza arise, we have established, and carry out training based on, a "Business Continuity Action Plan for Measures Against Pandemic influenza."

Risk Management Education

To enforce risk management across the entire Fujitsu Group, we conduct education and training at every level.

Specifically, in activities aimed at newly appointed executives and managers as well as Chief Risk Compliance Officers, we are working to communicate our basic concepts on risk management and the rule for prompt escalation to the Risk Management and Compliance Committee; to introduce specific examples of troubles concerning products, services, and information security; and to continually improve awareness and strengthen response capabilities with regard to risk management.

| | |
|--|------------------------|
| * Training for new executives, managers, and new employees | Approx. 700 persons |
| * Company-wide disaster preparedness training, mock disaster exercises, BCM drills, etc. | Approx. 1700 persons |
| * Training for persons stationed overseas | Approx. 200 persons |
| * Information security e-learning courses (Japan) | Approx. 55,000 persons |
| * Information security e-learning courses (overseas) | Approx. 30,000 persons |

Information Security

Ensuring Information Security

Bearing in mind that ICT constitutes a fundamental part of the Fujitsu Group's business, the Fujitsu Group maintains information security throughout the Group and also proactively strives to maintain and improve its customers' information security through Fujitsu's products and services, and thereby contributes to the Corporate Philosophy that articulates our desire for "a network society that is rewarding and secure."

Fujitsu Group Information Security Policy

Fujitsu has newly established the "Fujitsu Group Information Security Policy" to conform to the "Cybersecurity Management Guidelines" announced in December 2015 by Japan's Ministry of Economy, Trade and Industry and the Information-Technology Promotion Agency. The Fujitsu Group Information Security Policy is a global security policy that covers the entire Fujitsu Group, in accordance with decisions made by the Risk Management & Compliance Committee that reports directly to the Board of Directors.

Fujitsu Group Information Security Policy (Excerpt) (Global Security Policy)

I. Purpose

The purpose of this Fujitsu Group Information Security Policy (this "Basic Policy") is to set forth basic matters, such as measures and frameworks, regarding Fujitsu Group's information security in accordance with the "Cybersecurity Management Guidelines" formulated by the Ministry of Economy, Trade and Industry of Japan, as well as to declare, both internally and externally, that the Fujitsu Group will not only maintain the information security throughout the Group but also proactively strive to maintain and improve our customers' information security bearing in mind that ICT constitutes a fundamental part of Fujitsu Group's business, and thereby implements the Corporate Philosophy set forth in FUJITSU Way.

II. Basic Principles

- (1) The Fujitsu Group shall, in carrying out its business, appropriately handle information provided by our individual or organizational customers and suppliers, and thereby protect the rights and interests of such individuals and organizations.
- (2) The Fujitsu Group shall, in carrying out its business, appropriately handle trade secrets, technological information and any other information of value, and thereby protect the rights and interests of the Fujitsu Group.
- (3) The Fujitsu Group shall exercise endeavors on research and development as well as development of human resources in order to provide products and services that contribute to maintaining and enhancing our customers' information security, and thereby promote sustainable development of our customers and thus society at large.

• Fujitsu Group Information Security Policy (Full Text)

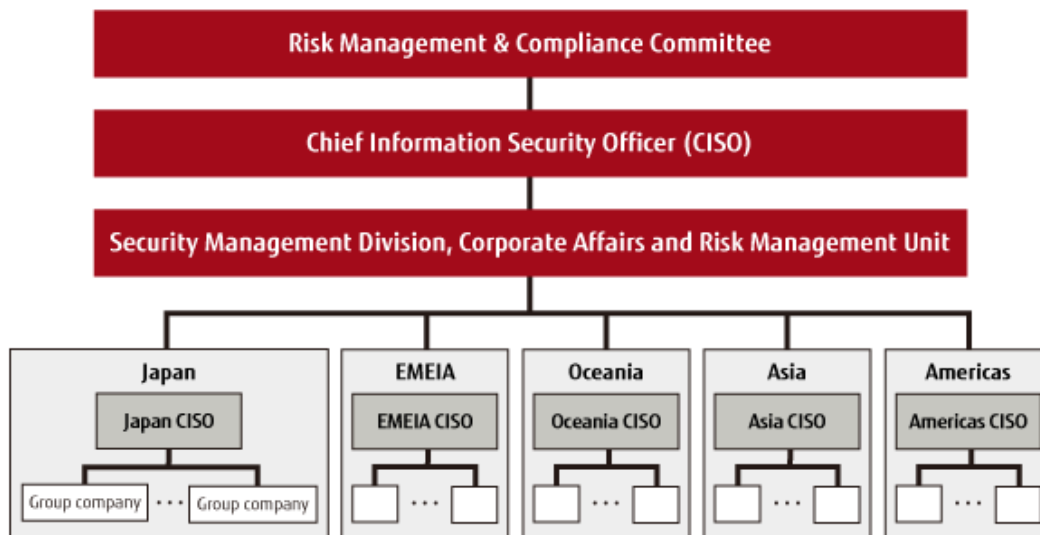
<http://www.fujitsu.com/global/about/csr/management/security/>

Information Security Organization

In order to further strengthen its security measures in response to the recent trend of more numerous and sophisticated cyber attacks, Fujitsu has appointed a Chief Information Security Officer (CISO) under the Risk Management and Compliance Committee and has reviewed its security organization structure, thereby ensuring the establishment and implementation of information security

measures.

Information Security Framework



Varied Measures to Ensure Information Security

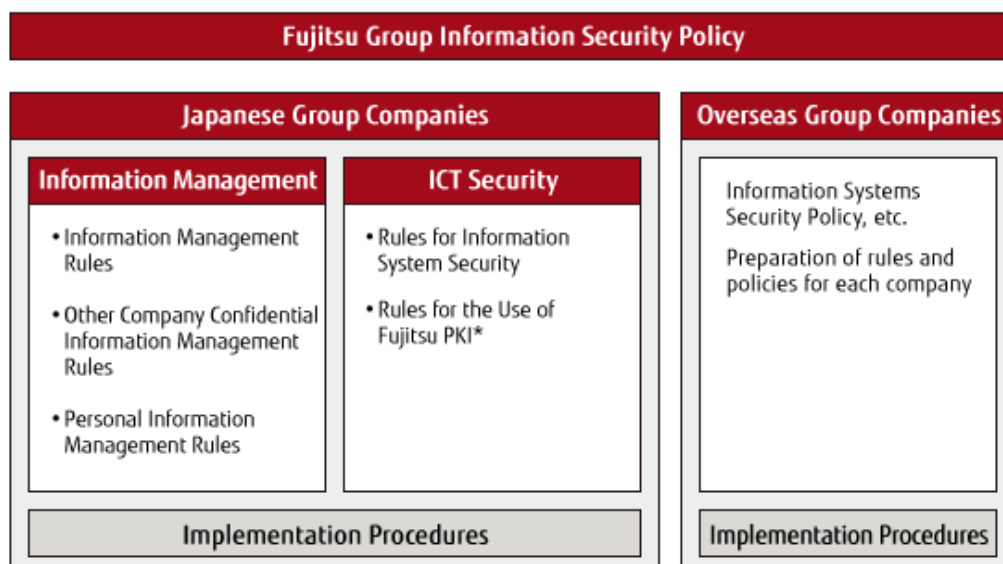
In accordance with the Fujitsu Group Information Security Policy, Fujitsu not only establishes internal policies and procedures and conducts employee training, but also proactively takes advantage of ICT in order to maintain and improve its information security globally.

In addition, Fujitsu has expert teams to appropriately respond to information security incidents.

Establishment of Internal Policies and Procedures

Each Fujitsu Group company establishes its internal policies and procedures regarding information management and ICT security based on the "Fujitsu Group Information Security Policy" and implements information security measures accordingly.

Framework of Information Security Rules



* PKI (Public Key Infrastructure): Rules relating to the use of systems for personal identification and encoding.

Training and Awareness Raising Regarding Information Security

Since FY 2008, the Fujitsu Group has promoted a common slogan "Declaration for thorough information management! Information management is the lifeline of the Fujitsu Group."

Fujitsu Limited and its domestic group companies have been working to increase information security awareness at the individual employee level by displaying posters at respective offices and affixing information security awareness stickers to all business PCs used by employees. Furthermore, e-Learning courses are held for all our employees, including executives, every year in order to further establish information security awareness.

Similarly, measures such as employee training are continuously conducted at overseas group companies in order to raise employee awareness regarding information security.



The sticker affixed to business PCs

Enhancing Security with ICT

Fujitsu has also taken steps to enhance security by utilizing ICT. For example, Fujitsu has introduced a tool called "ShieldMailChecker," developed by Fujitsu Social Science Laboratory Limited, to all domestic group companies in order to prevent information leakage caused by erroneous email transmission to external parties.

Activities by Information Security Promoting Organizations at the Business Group Level

Business units and group companies that provide system integration services within the Fujitsu Group have established information security promoting organizations, which implement a higher level of information management and enhanced security.

Many of these organizations have actively obtained ISMS (Information Security Management System) certification ^{(*)1} (43 organizations certified as of June 2016), and promote secure management of confidential information such as customer data.

*1 ISMS (Information Security Management System) certification :

A system for verifying compliance with the ISO/IEC 27001 international standard for information risk management.

Responding to Cyber Attacks

In order to maintain the security of the Fujitsu Group's globally integrated intranet, Fujitsu monitors its network 24 hours a day, 365 days a year, through its GSOC (Global Security Operation Center), which is comprised of security teams at main offices around the world. Information security incidents, such as malware infection, will be reported promptly to the administrator located at the source of the incident with instructions regarding risk elimination, and appropriate countermeasures will be planned. Furthermore, Fujitsu coordinates with external organizations such as government ministries and agencies in order to mutually work on early detection and resolution.

In addition, newly developed systems will undergo prior review by our security control division in accordance with relevant information security policies to ensure that adequate measures are taken against cyber attacks and any issues are resolved.

Information Security Presentation for Business Partners

As a result of dramatic changes in the ICT environment in recent years, the risk of information leaks has never been higher. In response, the Fujitsu Group has held information security presentations not only for Group employees but also for domestic business partners to which we outsource software development and services, and has worked to share information on challenges and to thoroughly implement prevention measures.

• Example of presentations held in FY 2015

<http://www.fujitsu.com/global/about/csr/activities/society/procurement/>

Personal Data Protection Initiatives

Fujitsu has established the “Personal Data Protection Policy” and “Rules for Management of Personal Data”. Based on these rules, we give training on how private information should be handled and carry out surveys in an ongoing effort to strengthen the protection given. In August 2007, we acquired company-wide PrivacyMark certification and have since renewed this certification every two years. Domestic Group companies are also acquiring PrivacyMark certification individually as necessary and are promoting thorough management of personal data. Overseas Group companies are also publishing privacy policies that meet their various national legal and social requirements on their main public websites.



*3 PrivacyMark :

A certification system relating to the handling of private information, The system is operated by the Japan Institute for Promotion of Digital Economy and Community.

Information Security Report

Since 2009, Fujitsu has globally publicized its information security efforts through its annual “Information Security Report” in order to maintain trust from its shareholders, customers, and other stakeholders.

• Fujitsu Information Security Report 2015

<http://www.fujitsu.com/global/documents/about/resources/reports/securityreport/2015-securityreports/security2015-e.pdf>



With Our People

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, we respect the diversity of our employees. We also support our employees in their efforts to enhance their capabilities and develop skills through their work so they can achieve individual growth.

Embracing Diversity and Inclusion

Approximately 160,000 employees are active across the world in the Fujitsu Group. We would like to grow as an organization together with each employee by embracing individuality and bringing together a diverse group, without bias toward nationality, gender, age differences, or disabilities.

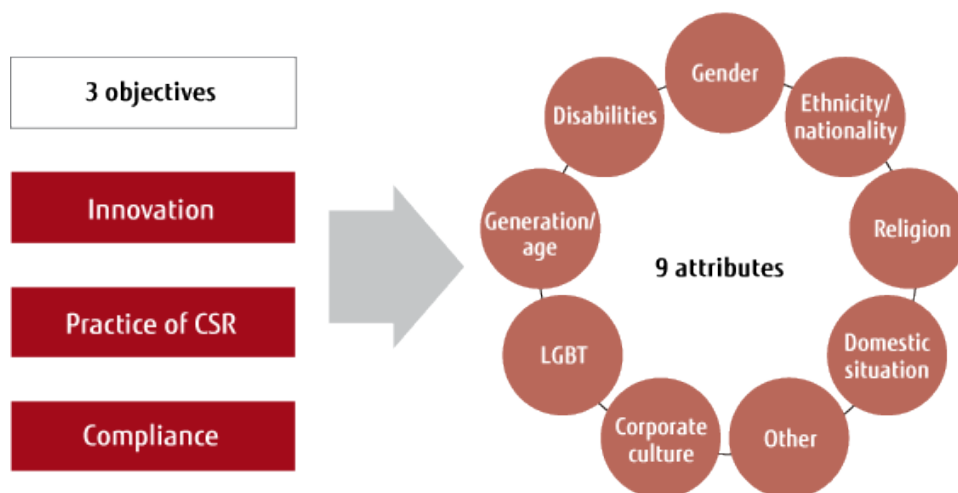
Embracing Diversity and Inclusion

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, in 2014 the Fujitsu Group organized its policies on diversity and inclusion as follows, and is working as a Group to further promote these.

Direction of Fujitsu Group Diversity and Inclusion

The Fujitsu Group will undertake the promotion of diversity and inclusion, primarily initiatives aimed at nine attributes with the following three objectives, and will connect this undertaking to strengthened competitiveness as a company.

Direction of Fujitsu Group Diversity and Inclusion



Each Group company will prioritize objectives and attributes matched to its country, region, and corporate situation, and will accordingly set targets and undertake specific promotion activities. (Among attributes, gender will be given special priority.)

In 2008, Fujitsu set up the Diversity Promotion Office as an organization to promote activities aimed at respect for diversity. Drawing on "Diversity-Driven Innovation" as its theme, the Diversity Promotion Office's vision for Fujitsu sets forth the following two objectives:

- Improving individual growth and job satisfaction
That all employees will have mutual respect for one another, that each will demonstrate their own personal added value and that everyone will contribute to the organization.
- Improving corporate competitiveness and growth
That we will continue to create new knowledge and technologies through free and active discussions from a variety of viewpoints.

To achieve these two objectives, we are aiming to create workplaces where people can work energetically, create new value, realize coexistence and mutual prosperity with society, and develop Fujitsu into an even better company.

Our Framework for Promotion of Diversity

The Diversity Promotion Office engages in the promotion of diversity under the company President and the officer in charge of diversity (the current Vice-President).

In Japan, diversity promotion managers selected from each company engage in this work while sharing information in diversity promotion manager meetings at domestic Group companies.

Overseas, Fujitsu promotes diversity within each of four regions while sharing information at venues such as the Global Human Resources Conference.

Efforts at Promoting Diversity

To review the status of its diversity promotion, Fujitsu has been carrying out an annual survey on Diversity and Inclusion, aimed at corporate officers, employees and temporary staff.

The survey, together with other sources of information, revealed four items to be addressed by the company: management by supervisors, the workplace environment, awareness among individual employees, and work-life balance. Based upon these, we are placing our focus on undertaking three key activities: reform of mindset and culture in the organization, support for individual success, and reform of way of working.

Initiatives for the Promotion of Diversity

Milestones



Four items to be addressed



Three main activities



Stage 1: FY 2008–2010 (Awareness and Understanding)

Fujitsu worked to create policies that foster awareness and understanding of diversity so as to create a basis for diversity promotion. In internal publications and on our intranet (in both Japanese and English), we published the results of questionnaires and interviews with top management, and introduced role models*¹ and information about our various efforts. Furthermore, we also held a variety of company events, including companywide diversity promotion forums, various networking events, forums with individual themes, and a number of different level-specific training sessions for executives and managers. At the end of FY 2010, we designed an e-learning program, called "Creating a Workplace That Inspires All Employees to Work Energetically," to put diversity promotion into practice in the workplace. We opened the program to all executives, employees and temporary staff.

*1 Role models:

In general, people whose conduct functions as a guide or example for others.

Stage 2: FY 2011–2013 (Understanding and Achievement)

In addition to past and ongoing activities, with understanding and achievement of diversity as the goal, we worked to achieve the three objectives below in light of individual problems that came to light through earlier activities.

The first objective was, "Support workplace activities designed to promote diversity." We selected representative managers from each Unit and held study sessions, shared information, and supported activities at each business site. In addition, we interviewed the heads of Units in order to understand the status quo at each business site and the thoughts of each director.

The second objective was, "Support active participation by female employees." We strove to achieve the target set in FY 2011 (a 20% ratio of female employees by FY 2020 and a 20% ratio of newly appointed female managers by FY 2020) and worked on positive actions, such as special selected training for female employees.

The third objective was, "Promote measures among Group companies in Japan." In FY 2011, we carried out diversity promotion briefings for each company's diversity promotion manager. We also expanded the scope of various Fujitsu-led events, survey questionnaires, and e-Learning to domestic Group companies.

In FY 2013, our various initiatives to date, including overall efforts for diversity and inclusion, and examples of our innovation at work sites, were recognized by the Ministry of Economy, Trade and Industry in the Diversity Management Selection 100 award program.



Stage 3: FY 2014–2016 (Practice and Business Contribution)

Building on the activities performed through Stage 2 and with "Practice and Business Contribution" of diversity as our goal, we are engaging in the following three priority measures with the aim of "Diversity-Driven Innovation."

The first measure is support for the promotion of diversity in the workplace, aimed at the creation of innovation. We accept diversity in the workplace and are supporting a variety of initiatives that lead to innovation.

The second measure is the ongoing expansion of talent management (especially women) from early on, aimed at turning out diverse leaders. We conduct a number of seminars, including those for minorities matched to the issues faced at each level, and those aimed at the supervisors of diverse employees.

The third measure is the expansion of diversity in Group companies in Japan and overseas. We assess the status of Group companies with respect to diversity, and share Group directions and case studies at the Global Human Resources Conference.

In FY 2015, we were selected for "Nadeshiko" designation, indicating a company working to aggressively promote activities by women.

We undertook formulation and notification of a business owner action plan, and released information concerning activities by women in the company, as actions in response to the Act to Advance Women's Success in Their Working Life enacted on April 1, 2016. In the same month, we received "Eruboshi" recognition, stipulated under the Act, from the Minister of Health, Labour and Welfare.

- General Business Owner Action Plan

http://www.ryouritsu.jp/hiroba/positive_planfile/201603151313531400290_1.pdf (Japanese)



Diversity Targets and Results

| | Period | Target | Key Measures |
|---|--|---|--|
| 1 | 2008-2010: Awareness and Under-standing | <ul style="list-style-type: none"> • Foster awareness and understanding of diversity promotion among all corporate officers and employees | <ul style="list-style-type: none"> • Conduct surveys of employee awareness of diversity • Implement e-learning programs • Build human networks for female, disabled, and foreign employees |
| 2 | 2011-2013: Under-standing and Practice | <ul style="list-style-type: none"> • Promote workplace diversity • Support more active participation by female employees • Promote measures among Group companies in Japan | <ul style="list-style-type: none"> • Select managers to represent diversity promotion in business units and hold study meetings. • Determine the actual status of workplaces through interviews of division managers • Set quantitative targets for active participation by female employees and conduct training • Hold briefings for domestic Group companies, hold events for employees of domestic Group companies |
| 3 | 2014-2016: Practice and Business Contribution | <ul style="list-style-type: none"> • Support diversity promotion at workplaces oriented toward generating innovation • Expand and improve our pipeline for producing a variety of employees (focusing on female employees) with leadership skills • Promote measures among domestic and overseas Group companies | <ul style="list-style-type: none"> • Interview management and hold meetings with experts • Implement level-specific measures to support the active participation of female employees • Survey the status of each Group company and share the results |

Key Examples of Specific Measures

| Main activities | Specific measures |
|---|---|
| Reform of mindset and culture in the organization | <ul style="list-style-type: none"> Communication of Top Message from the management Companywide diversity promotion forums Surveys concerning diversity Workplace management training (for all directors and section managers) Implementation of e-Learning (currently rolling out at Group companies in Japan) Support for initiatives at all workplaces Expansion within Group companies in Japan and overseas |
| Support for individual success | <ul style="list-style-type: none"> Women: Forums for women Women: Female Leadership Development Program Women: Career Development Seminar Women: Diversity mentors Women: Cross-industry networking events People with disabilities: Forums for employees with disabilities People with disabilities: Promotion of active participation in special subsidiaries by people with disabilities People with disabilities: Workstyle Design Handbook for people with disabilities Foreign nationals: Forums for employees with foreign nationality Foreign nationals: Seminars for managers managing employees with foreign nationality Child care: Forums for employees caring for children Child care: Seminars for managers managing employees caring for children Introduction to role models |
| Reform of way of working | <ul style="list-style-type: none"> Theme-specific forums (balancing work with child care, nursing care, etc.; reform of way of working; etc.) Seminar to prepare for balancing work with nursing care |

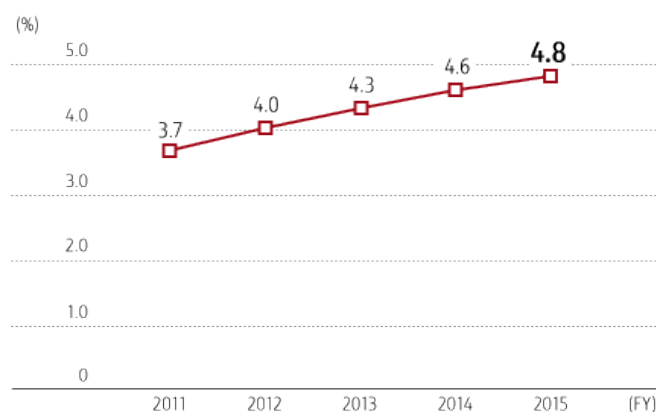
Supporting the Active Participation of Female Employees

As an immediate high-priority issue, Fujitsu is setting quantitative targets to reliably create significant numbers of female managers, while promoting activities to achieve these targets.

In more specific terms, we are selecting female employees who are or team leaders and, in coordination with the relevant workplace, management level, HR division, and the Diversity Promotion Office, establishing and implementing training programs appropriate for these individuals as candidates for promotion. For other levels of employees, we also hold workshops and events to encourage them to review their careers and envision their future career path. We are also planning and implementing networking events as opportunities to receive fresh encouragement from others.

Furthermore, to help our female employees improve their self-esteem and enhance job satisfaction, we hold forums for all our

Trends in Women Managers (Fujitsu Limited)

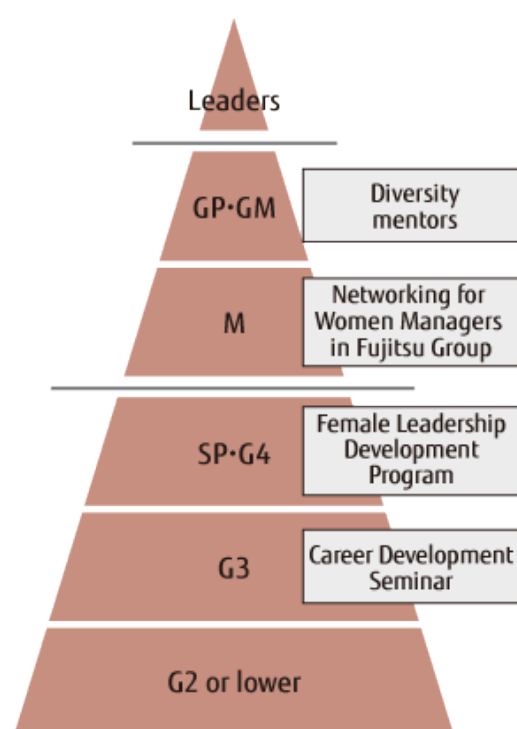


female employees and giving publicity to role models.

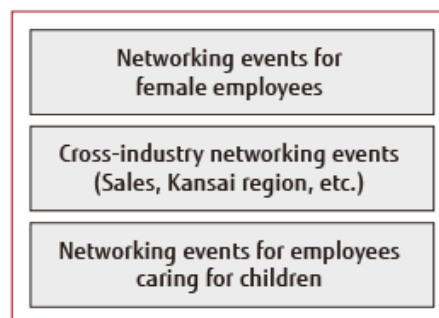
Note that we use the same recruitment standards regardless of gender with respect to promotion of managers at Fujitsu.

Measures Aimed at Promoting Active Participation by Women

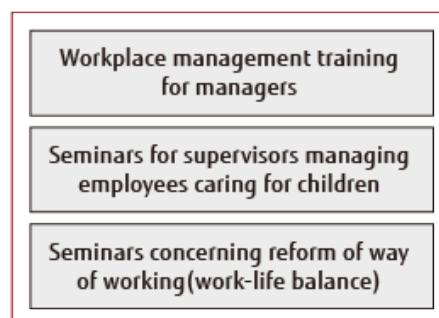
Measures by Employee Level



Measures for Women Overall



Measures Related to Management and Way of Working



Female Leadership Development Program (from FY 2011)

Fujitsu has initiated the Female Leadership Development Program, designed to support long-term career furtherance by its female employees. Through the program, Fujitsu is developing human resources to serve in leadership roles, while grooming future management staff.

Open to members selected by each division, this roughly half-year program seeks to boost awareness of career options and develop managerial skills through intensive classes centered mainly on team activities, coupled with on-the-job training. Diversity mentors, acting as team activity advisors and role models, provide advice and guidance, and each team offers its own suggestions to management at the end of the program.

To enhance effectiveness, the program is conducted in coordination with key staff members from worksites, management, personnel, the Diversity Promotion Office, and Fujitsu University, who all work together for the program's success.



Scene from team exercises

Career Development Seminar

Fujitsu offers seminars for applicants from the G3 (sub-team leader) level, aimed at career development for female employees.

Through group discussions and lectures by role models inside and outside of the company, this program aims to foster a mind-set for taking on daily challenges and to foster mid- and long-term career consciousness aimed at sustainable growth of the individual.

Diversity mentors

Starting in FY 2011, we have been setting up "diversity mentors," selected from the ranks of upper level female managers, who will support the personal and career development of our female employees from a different standpoint than their immediate supervisors. Diversity mentors act as advisors for team activity in the above Female Leadership Development Program, offering advice and guidance as role models for program participants.

We also conduct dialog circles led by diversity mentors and officers on the theme of active participation by women.

Supporting the Active Roles and Promoting Employment by People with Disabilities

Fujitsu employs people with disabilities without limitations on where they may work. People with disabilities, therefore, are working in a wide variety of positions, including as researchers, developers, sales staff, systems engineers, and business staff.

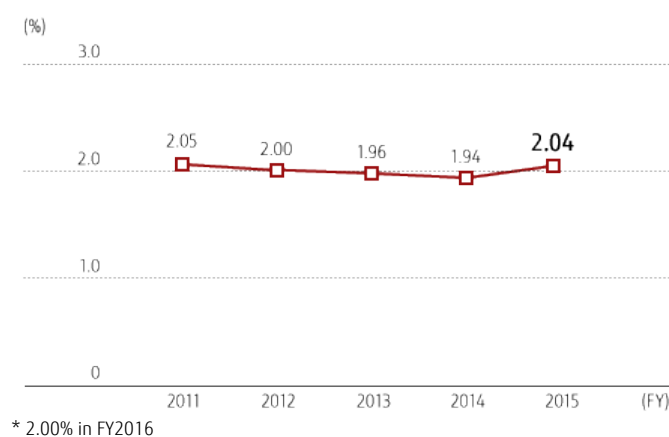
To hire people with disabilities, we have prepared a pamphlet for students with disabilities and included in it specific information such as interviews with current employees with disabilities, Fujitsu's perspective on hiring people with disabilities, and the range of jobs available once a person is hired. We hope this assuages any anxiety and conveys an environment where anyone can actively work, with or without a disability. Correspondingly, we implement long-term follow up from initial human resource development until the employee is established, so that workers can stay with Fujitsu for the long term. One example of this is training for new employees and interviews together with their workplace in order to bring out the best of the individual's abilities.

In addition, Fujitsu holds forums on the creation of networks of disabled employees and the creation of workplaces where everyone can produce results regardless of any disability they may have. Moreover, we publicize on our intranet role models and manuals for workplaces that can accept disabled employees.

Diversity promotion forums for employees with disabilities

Fujitsu holds forums aimed at supporting the active participation of employees with disabilities. In FY2015, to address the "reasonable accommodation" mandated by the Act on the Elimination of Discrimination against Persons with Disabilities and the Handicapped Person's Employment Promotion Law (Amended) in April 2016, we conducted lectures and workshops to facilitate understanding of basic stances for both disabled persons and the members who work with them.

Trends in Employment Rate of People with Disabilities (Fujitsu)



Establishing Special Subsidiaries^{*2} for Promoting the Employment of People with Disabilities

Fujitsu establishes special subsidiaries to provide more forms of employment for workers with disabilities. These subsidiaries give consideration to the particularities of each employee's disability and aim to be workplaces where these employees can play a more active role.

^{*2} Special subsidiary:

A subsidiary that requires authorization by the Minister of Health, Labor and Welfare and is established with particular consideration for people with disabilities.



Work in progress at Fujitsu Harmony Limited

Special subsidiaries of the Fujitsu Group

| Company name | Establishment | People with disabilities | Main work | Workplace |
|------------------------------|---------------|--------------------------|---|--|
| Fujitsu FSAS & Sun LTD. | 1995 | 30 | Repair of ATMs, PCs, circuit boards; other work related to Fujitsu's maintenance services | Beppu |
| Fsol Act LIMITED | 2011 | 43 | Data management, recycling, cleaning, in-facility delivery, health-keeping | Bunkyo Ward, Aomori, Sapporo, Nagano, Sendai, Niigata, Omiya |
| Fujitsu Harmony Limited | 2013 | 23 | Creation of PDF documents, document disposal, recycling, miscellaneous support | Kawasaki, Numazu |
| Fujitsu FMCS Challenged Ltd. | 2014 | 8 | Office support work, printing / binding, document disposal, in-facility delivery | Yokohama |

^{*} In order of establishment, as of March 2015

Recruitment of and Support for Active Participation by Global Talent

With sights on global business expansion, Fujitsu takes part in career events in and outside Japan geared to foreign students, as well as holding its own seminars and accepting university students from abroad for internships. Through these and other actions, Fujitsu is recruiting foreign nationals studying in Japan and university graduates from other countries, bringing the total of foreign nationals working at Fujitsu to 272 as of March 31, 2015.

Support for Foreign Employees in Japan

Fujitsu launched the Integr8 project in 2007 to enable foreign national employees to contribute and utilize their full potential. We have since undertaken the creation of good working environments for these employees.

At the launch of the project, we set up a system in English on our intranet to field questions and requests for consultation, and created an intranet to explain rules, regulations, personnel-related procedures for activities such as business travel, the visa acquisition process, living necessities, and so on, to help foreign national employees settle into the Fujitsu organizational environment and life in Japan.

Since then, Integr8 has expanded the scope of its activities to encourage cross-cultural interaction among employees of differing nationalities and to support the international integration of Fujitsu workplaces. With the goal of supporting the formation of global society within the Fujitsu Group and fostering a mindset that accepts cultural differences and embraces diversity, the program holds lectures and other events, including discussions aimed at the supervisors of foreign national employees.

Seminar for department heads managing foreign national employees

Fujitsu held a workshop to share best practices involving the issues faced by foreign nationality employees and the management issues faced by their supervisors. The workshop, which targeted department heads who manage such foreign employees, made use of the Practical Manual for Making Use of High-Level Foreign Human Resources that was planned and produced by Fujitsu Research Institute under contract by the Ministry of Health, Labour and Welfare.

Expansion within Group Companies in Japan and Overseas

In fiscal 2011, we held briefings for diversity promotion managers at each of our Group companies in Japan, and in fiscal 2014, reported on the state of domestic Group companies overall and presented case studies from the companies. Fujitsu also carried out events, questionnaire surveys, e-Learning, and other activities targeting Group companies in Japan. As a new policy measure in FY2015, we held a networking event for female executives in domestic Group companies, attended by 50 female executives from Fujitsu and Group companies.

At venues including our Global Director's Meeting for Human Resources Conference, we share the status of progress and best practices in each company and region while communicating our Group-wide policies on diversity and inclusion, with the aim of further strengthening collaboration.

Activities outside the Company

Participation in the Kanagawa Women's Activity Support Group

In November 2015, Fujitsu became one of the supporting companies of the Kanagawa Women's Activity Support Group, an entity consisting of top officials from local governments (Kanagawa Prefecture), companies, universities, and other organizations to support women's activities. In this initiative, supporting members communicate the related initiatives of their own organizations in the form of declarations of conduct, with the aim of generating a movement to support women's activities in society overall.

All members of the support group are men, selected from top management of companies that are headquartered in Kanagawa or have major workplaces in the Prefecture, and that are proactive in initiatives to help women exert their capabilities and be active. In FY2015, the group consisted of top management from 10 corporations and was headed by the Prefectural Governor.

At the formation ceremony on November 5, Fujitsu President Tanaka delivered a declaration of conduct aimed at expansion of the movement to promote activity by women.

Research and Development of a Meeting Support System for Deaf and Hard-of-Hearing People

Fujitsu has developed and released LiveTalk, an application that uses voice recognition software to convert speech from meeting participants into text, send that text to meeting participants' PCs in real time, then allow deaf and hard-of-hearing participants to read the content of the meeting discussions and respond by keyboard input, stamp input, or fixed phrase input.

Use of this meeting support system makes it easier for hearing-impaired people to participate in meetings, improves on existing approaches to guarantee of information^{*4} challenges, and realizes universal design for meetings. The system is already in use by many hearing-impaired people as a guarantee of information tool at schools, local governments, companies, and more, contributing to the improvement of school and workplace environments for these users.



A meeting participant using a microphone to convert speech to text

^{*4} Guarantee of information:

A guarantee of the right to know, by enabling the smooth receipt and communication of information even by persons with sight, hearing, or other disabilities.

Efforts Promoting Respect for Human Rights

Respecting Human Rights

The shared values articulated in the Code of Conduct of the FUJITSU Way are guidelines for each employee to comply with in conducting daily business operations. Prime among them is "We respect human rights," a principle that underpins all our corporate and individual activities and disciplines the actions of every member of the Group.

To promote activities that respect human rights in accordance with the Fujitsu Way Code of Conduct, Fujitsu has created the "Fujitsu Group Human Rights Statement" and the "FUJITSU Guiding Principles of Respect for Human Rights in Employment."

Fujitsu has publicly announced its support for the ten principles of the United Nations Global Compact^{*1} based on universal principles regarding human rights and rights at work, such as the "Universal Declaration of Human Rights," and the International Labour Organization's (ILO) "Declaration on Fundamental Principles and Rights at Work," and will continue to move forward with management that places a high priority on human rights.

^{*1} Ten principles of the United Nations Global Compact:

Ten principles in the areas of human rights, labor practices, the environment, and anti-corruption, that corporations should uphold.

Fujitsu Group Human Rights Statement

Fujitsu announced "Fujitsu Group Human Rights Statement" in December 2014, and aims to promote the following initiatives. The statement has been translated into 21 languages including Japanese and English. Fujitsu aims to disseminate the statement to all group companies.

1. Global Approach

Respecting international human rights standards

2. Human Rights Due Diligence

Processes to identify, prevent and mitigate negative impacts of corporate activities regarding human rights

3. Responsibility as an ICT Company

Response to human rights issues including data security and privacy, and engagement promotion with stakeholders

4. Embedding Human Rights

Continuous activities to increase awareness, and contributing to sustainable development through acceptance of diversity and innovation

- Fujitsu Group Human Rights Statement
<http://www.fujitsu.com/global/about/csr/vision/hrstatement/>

FUJITSU Guiding Principles of Respect for Human Rights in Employment

In the "FUJITSU Guiding Principles of Respect for Human Rights in Employment," Fujitsu is thoroughly committed to providing equal opportunity, respecting human rights in employment practices, eliminating discrimination, and banning forced labor and child labor.

In its hiring processes, the Fujitsu Group does not discriminate by age, gender, nationality, sexual orientation, gender self-identification, or other factors. We offer opportunities for promotion once a person has reached a stage commensurate with general competence and performance.

- FUJITSU Guiding Principles of Respect for Human Rights in Employment
<http://www.fujitsu.com/global/about/csr/vision/hrstatement/>

Promoting Human Rights Education

In the Fujitsu Group, we implement activities to promote human rights awareness through the Human Rights Promotion Committee, which is chaired by the board member in charge of human resources. Regional human rights promotion committees comprised of regional workplace representatives act as implementation organizations, and group companies have established similar committees.

The head office of the Human Rights Promotion Committee regularly check on the status of activities and issues at regional and group company human rights promotion committees. Findings are used by Human Rights Promotion Committees to summarize activities and set directions for the pursuit of ongoing, systematic education and training. In line with the directions set by the Human Rights Promotion Committees, individual regions and group companies undertake training and education that are based on common training content for all companies and adjusted for the specific circumstances of the region or group company. Buraku discrimination, harassment, and other problems are taken up in training held for those who have been promoted and other training conducted during the year.

Human Rights Enlightenment Structure



Initiatives led by the Human Rights Enlightenment Committee



Training and Education Regarding Human Rights

Findings are used by Human Rights Promotion Committees to summarize activities and set directions for the pursuit of ongoing, systematic education and training. There are training programs that all employees attend when joining the company and upon promotion, as well as other training programs held year-round. At the training programs, various human rights issues are discussed, such as Buraku discrimination, workplace harassment, understanding of LGBT issues, and human rights issues in business execution. In FY2015, a total of 17,351 employees attended such group training programs. The Fujitsu Group also provides an e-learning program for all group employees and actively engages in initiatives such as a variety of training programs and events held outside the company.

Human Rights Seminar for Group New Officer

To instill a corporate culture that respects human rights, Fujitsu believes that it is crucial for the top management to understand human rights. Newly appointed officers attend a seminar to study corporate activities based on international human rights standards. In FY2015, 70 officers, including those from group companies, attended the seminar.

Various Awareness-Raising Activities

In conjunction with Human Rights Week every December, we hang posters on human rights awareness and hold a contest in which employees and their families come up with slogans on human rights awareness. In FY2015 we received 6,391 submissions across the company, and gave commendations to excellent works at each site. We also submitted representative works to a slogan project by the Industrial Federation for Human Rights, Tokyo, and received an award for excellence from among the 527,683 submissions received by

the organization in FY2015.

In addition, through actions such as distribution of human rights promotion leaflets to all employees, we work to foster an environment in which everyone can think about and discuss human rights to promote respect for human rights in households and local communities with connections to the Fujitsu Group.

Consultation Services and Human Rights Monitoring

In an effort to create an environment where each individual employee can work with peace of mind and fully exercise their capabilities, the Fujitsu Group has established internal consultation services to which employees may bring their human rights concerns. These services have been established in each region as well as at our headquarters to make it easy for employees to raise their human rights concerns. Contact information for human rights consultation services are posted on our intranet and made known to employees via posters, training sessions, etc., and regular training is held for personnel engaged in the provision of consultation services, so that they can perform their roles appropriately.

The personal information and privacy of employees who make use of the consultation services are protected, enabling employees to seek advice on matters like relationships with coworkers, harassment, and troubles and doubts concerning human rights, and ensure the consultation services are able to help improve workplace environments. Matters brought to the attention of consultation services are reported - with proper precautions to protect personal information and privacy - to Human Rights Promotion Committees and regularly communicated to corporate auditors. This is done to monitor use of the consultation services and to use information on the reported matters to prevent recurrences.

Human Rights Consultation Service

| Group Consultation Service | Regional Consultation Services |
|--|---|
| Receives consultations from all business sites | Established as consultation services in closer proximity to employees |

Names and contact information for consultants are clearly communicated to employees, so they can choose a service to consult.

Topics

Creating Workplaces Friendly to LGBT Persons and Other Sexual Minorities

To create an environment where everyone can work and exhibit their capabilities to the fullest, Fujitsu has taken measures to increase understanding of sexual minorities (LGBT's^{*2}, etc.).

As one such measure, Fujitsu invited Maki Muraki from the non-profit corporation Nijiirō Diversity to hold a workshop on fundamental knowledge of LGBT for the managers of the human rights promotion division, consultation desk staff, and health promotion division. Participants in the workshop and other related events affixed rainbow-colored stickers, symbols of respect for LGBT persons, to their office PCs and business card cases, and have begun a movement to declare themselves as LGBT allies. Beginning with this initiative, workshops are regularly held at various offices within the company, and Fujitsu will strive to create a workplace where various employees can excel.

*2 LGBT:

General term for L=Lesbian, G=Gay, B=Bisexual, T=Transgender

Creating Good Working Conditions

Arranging Support Environments for Compatibility between Work, Pregnancy, Child care, and Nursing Care Needs

Fujitsu is committed to providing a work environment that is easy to work in, allows employees not only to work but also to raise children or care for family members, and supports a diverse range of work styles so that all our employees can fulfill their potential.

Arranging Systems to Support Pregnancy and Child Care

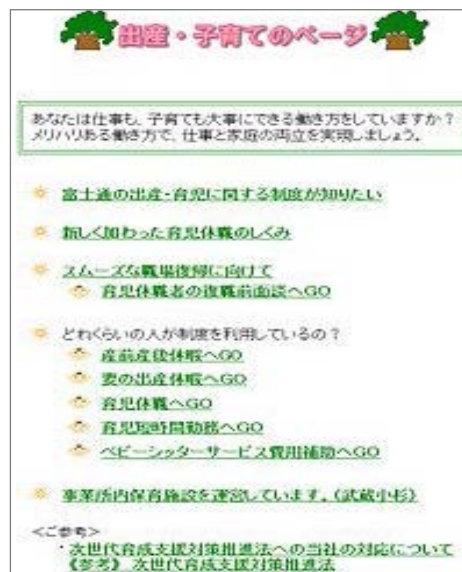
In regards to pregnancy and child care, we have established and implement our action plans^{*1} in accordance with the Law for Measures to Support the Development of the Next Generation. In addition, we provide babysitter subsidies and have established and are operating in-house childcare facilities at some of our sites. Furthermore, we conduct a forum to assist and help build networks for employees who have just returned to the workplace after child care leave, or who are taking child care leave and will return to the workplace.

*1 Action plans:

Fujitsu has implemented action plans from 2005, and is now implementing the fifth action plan (July 1, 2015 to March 31, 2018).



We formulate action plans based on Japan's Law for Measures to Support the Development of the Next Generation in Japan. Among companies acquired the "Kurumin" certification mark, we received "Platinum Kurumin" certification in November 2015 from the Minister of Health, Labour and Welfare, for our advanced initiatives in balancing life and work.



Support for active participation by employees raising children

In FY 2015, we held forums two times for Fujitsu and Group company employees who are on maternity leave or have returned to work less than one year after taking childcare leave. The forums provided advice from public health nurses and talks by female managers with experience raising children, and featured group discussions and lectures from invited speakers.

In FY2015, we continued to host the forum that we began in FY2014 for Fujitsu and Group company supervisors who manage employees raising children. At this forum, we featured talks by the Health Promotion Division on special considerations for female employees raising children, as well as group discussions and talks on management by invited speakers.

Conducting Surveys of Employees Regarding Nursing Care

With regard to nursing care, Fujitsu conducted a survey in FY 2012 to gain information on employees' needs, etc. for the provision of nursing care. This survey was conducted among employees 40 or older at Fujitsu and two Fujitsu Group companies.

We used survey results in a forum we held covering topics including public nursing care services that are in high demand and internal information on nursing care. The forum and results of the survey were made available on our intranet and to Group Company employees.

In addition, we have established work leave systems aimed at providing employees with leave opportunities to rejuvenate themselves or engage in volunteer work.

Number of Employees Using the Care Leave Support System (FY 2015, Fujitsu Limited)

| System | Total ^{*2} | Men | Women |
|-------------------------------------|---------------------|-----|-------|
| Child care leave | 272 | 23 | 249 |
| Family care leave | 13 | 4 | 9 |
| Reduced working hours (child care) | 556 | 10 | 546 |
| Reduced working hours (family care) | 11 | 2 | 9 |
| Paternity leave | 463 | 463 | - |

*2 Numbers of Users:

Numbers of Users: Figures include employees who have continued to use the system from the previous fiscal year. The percentage of employees who return to the workplace after taking child care leave is nearly 100%, for both men and

Return to Work Rate/Continuous Work Rate after Child Care or Family Care Leave (FY 2015, Fujitsu Limited)

| System | Return to work rate | Continuous work rate ^{*3} |
|-------------------|---------------------|------------------------------------|
| Child care leave | 97.5% | 95.7% |
| Family care leave | 93.8% | 100% |

*3 Continuous work rate:

The proportion of employees continuing work 12 months after returning from child care leave or family care leave.

Practical Initiatives for Reforming the Way We Work

Holding a Variety of Forums

We are implementing a variety of forums to improve both productivity and individual job satisfaction and fulfillment based on the many different ways people work with the theme "Reforming the Way We Work."

We focused on understanding differences in ideas through FY 2009, and since FY 2010, we have been implementing training based on concrete, practical measures. In FY 2015, we held forums in the Keihin region, focusing on the theme of remote nursing care, to call appropriate attention for both work and nursing care needs. These forums consisted of talks and group discussions and were intended to give all employees an opportunity to develop their understanding of job approaches, and make immediate changes, that would allow them to balance nursing care and work, and continue working with a sense of worthwhileness.

We also held seminars on providing for balancing work with nursing care, aimed at Group company employees as well as their families. In FY2015 we held 143 seminars (including 140 held in non-business hours) nationwide, with participation by over 8,000 persons.

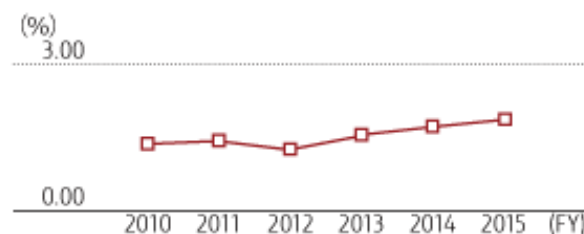
Promoting Diverse Work Styles

So that each and every one of our employees can work efficiently to create even higher added value, Fujitsu has adopted satellite office and mobile work tele-work options in addition to a work-from-home system. In addition, we are promoting work styles that apply global communication platforms to further the endeavors of our diverse workforce.

Fujitsu Tele-work System

| Type | Definition of workplace |
|------------------|--|
| Work from home | Home |
| Satellite office | Office other than main office Fujitsu or Fujitsu Group business offices (excluding offices where an employee is stationed) |
| Mobile work | Locations other than main office Customers' sites, hotel rooms on business trips, etc. |

Turnover Rate (Fujitsu)



Employee Benefits Program

The Fujitsu Group has programs in place that are suited to the life styles of employees and strive to allow them and their families to lead healthy and prosperous lives.

In order to respond to the advance of globalization and diversity and to the changing needs of employees, in October 2014 Fujitsu introduced the "F Life+" cafeteria plan^{*4} as a new employee benefits program.

In addition to this, under the idea that active work and growth by every employee leads to the growth and development of the company, we have established a variety of initiatives to support employees' own efforts at preparations for the future, including savings/property accumulation programs, an employee shareholding association, group insurance benefits, housing support, medical support, health support, and child support.

^{*4} Cafeteria plan:

A system by which employees select desired or needed employee benefits from a diverse menu prepared by the company, taking advantage of the options in the form of using up "employee benefits points" granted by the company.

Initiatives Aimed at Reducing Long Working Hours

The Fujitsu Group aims to improve the work-life balance and the productivity of every employee through a variety of initiatives aimed at reducing long working hours. As an example, at Fujitsu Headquarters, every Wednesday is designated as a day for leaving work on time. On these days, the company turns off lights at 6:00 p.m. to encourage employees to return home.

Examples of specific initiatives aimed at improving long working hours

- Adoption of flex time, a discretionary labor system for professional work, and a discretionary labor system for management-related work
- Sending of alert e-mails for overtime work
- Not scheduling meetings outside of scheduled working hours
- Setting of recommended days for taking annual leave
- Enforcement of leaving work on time one day a week
- Leaving work one hour earlier every day
- Enforcement of working hours management in management training
- Promotion of telework aimed at diverse ways of work
- Adjustment of work style and rest style according to busyness of work

Measures to Energize Communication

Labor Relations

Based on labor-management agreements with the Fujitsu Labor Union, Fujitsu holds discussions about various employment conditions and explains management policies and business conditions, along with business reorganization and other matters, to its employees through regular and ad hoc meetings such as the Labor Council or Productivity Council. Furthermore, these agreements stipulate the collective bargaining rights of the union.

Note that since Fujitsu adopts a union shop system, all ordinary employees are members of the Fujitsu Labor Union (at Fujitsu, 76% of employees are part of the union^{*5}).

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

^{*5} Union participation rate:

The 75.8% figure quoted is the ratio of normal employees out of all full-time employees (including managers).

Topics

Trend and Measures Concerning the Raising of Retirement Age in China

Under the recognition of China's economic shift from high-speed growth to the so-called "New Normal" of more moderate growth, the Chinese government has ramped up policies aiming at stable economic growth and qualitative improvements. In concert with these policies, the laws and the environment surrounding workers have been changing, and companies have been required to respond appropriately. As an example, on October 29, 2015, at the 5th Plenary Session of the 18th Central Committee of the Communist Party of China, a draft of China's 13th five-year plan for 2016 to 2020 was announced. The draft states that China will "announce policies for the stepwise increase" in the retirement age, which at present is age 60 for men and age 50 for women in principle. The policies are scheduled for announcement in 2017.

Our Group companies in China have inter-organizational working groups, with input from experts, to exchange information and hold discussions on the increase in the retirement age and to examine how to address the issue. In China, where the flow of human resources in labor markets is dynamic, a rise in the retirement age will facilitate the securing of human resources, as we will be able to continue the employment of talented employees. We also have expectations for the change in terms of guidance and education provided to younger employees by those employees with abundant skills and experience.

Based on this background, some of our Group companies in China are undertaking the creation of workplaces in which every employee can work in confidence and remain active, through means such as the implementation of new retirement benefit plans and post-retirement re-employment plans.

Establishment of a Consultation Service for Human Resource Programs, etc.

Fujitsu established a consultation service as a contact point for e-mail and phone calls to the Human Resources and Administration Units, as we work to build a structure that makes it easy for employees to seek guidance on human resource and administrative programs.

Employee Satisfaction Survey

In order to continue as "an organization wherein all employees are strongly motivated, have ample opportunities for advancement and work with pride and confidence" in accordance with the Fujitsu Way, the Fujitsu Group conducts employee satisfaction surveys that provide opportunities for serious thinking about ways by which management in each organization can improve employees' motivation. The survey is carried out by all divisions of Fujitsu as well as by every Group company in Japan. Based on the results of the survey, these organizations carry out deliberations and activities to improve employees' motivation in every organization, while sharing examples of such initiatives across the Group.

The FY 2015 survey was conducted among approximately 77,000 employees (of which about 28,000 are employees of Fujitsu Limited), including people working at 85 domestic Group companies that requested it and with a response rate of over 90% Group-wide. Looking at the Group as a whole, while there was no great change in satisfaction, differences can be seen among organizations in degree of improvement, and it is apparent that the factors affecting satisfaction also differ by organization and by attributes of respondent. As an example, while the item "Provision of opportunities for challenging work" had the highest correlation with a total indicator regarding satisfaction across the Group, the highest correlations were "Teamwork" for male solutions & service delivery positions and "Use of diverse abilities" for female research & development positions. Based on the results of such surveys, we are conducting investigations and activities aimed at improving the motivation of employees in each organization, and are sharing examples of excellent initiatives across the Group.

Group Efforts outside Japan (Overseas Business)

Beginning in FY 2011, the Fujitsu Group conducted its first employee engagement survey of major overseas Group company employees (approximately 42,000 employees). This has focused on employee engagement with the organization or management and on identifying the elements involved in that commitment. Generally, companies where employees have a high level of engagement tend to achieve superior business results, productivity, and customer satisfaction.

The overall response rate for the FY 2015 survey was 75%. In response to questions related to engagement, such as "Do you feel proud to work at Fujitsu?", 67% of the employees responded positively (22% neutral and 11% negative). Every year, each of our organizations formulates, carries out, and monitors the progress of action plans that take into account the previous year's survey results, in an active effort to boost employee engagement.

In FY 2016, the employee engagement survey will again be conducted and results will be utilized with the aim of creating environments that further enhance employee engagement and support employee initiative.

Occupational Safety and Health and Health Management

Health and Safety Policy

Based on the Fujitsu Corporate Values, the Fujitsu Group ensures the safety of employees by providing work environments where people can work in safety and comfort. Furthermore, the Fujitsu Group has set a Health and Safety Policy based on the Fujitsu Corporate Values. The Group's human resource department, health promotion department, and health insurance society work together to create a safe and comfortable working environment and corporate culture, ensuring the health and safety of Fujitsu's employees.

Fujitsu Group's Health and Safety Policy

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

Efforts to Improve Occupational Safety and Health

The Fujitsu Group aims for zero industrial accidents, and is committed to organizing occupational safety and health activities. To raise awareness for industrial accident prevention, the Fujitsu Group promotes health and safety education within its department and habitually conducts safety drills to prevent falls. Furthermore, from FY2014, the Fujitsu Group conducts voluntary inspections and third party inspections by specialized site surveyors to minimise accident risks at its production sites .

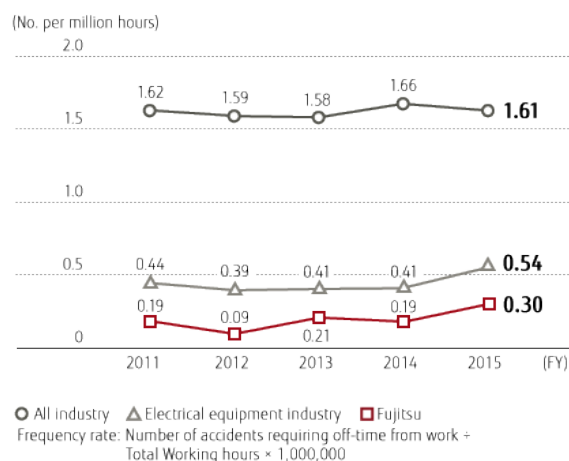
Occupational Safety and Health Promotion System

In Japan, management and the Labor Union have jointly established a Central Safety and Health Committee, which meets annually, and a direction has been established for all employees of Fujitsu Ltd to follow in ensuring labor safety and health. The safety and health management organizations at individual business sites hold monthly meetings of their Safety and Health committees. These committees establish directions suited to the unique characteristics of the business site and work to create safe, healthy workplaces according to the policies related to the Occupational Health and Safety Management System. Each business site's safety and health management organization also performs workplace inspection tours and takes other steps to check for and rectify dangerous locations and factors that may impair health, while conducting risk assessments. Certain business sites have also acquired the international standard certification, OHSAS18001.

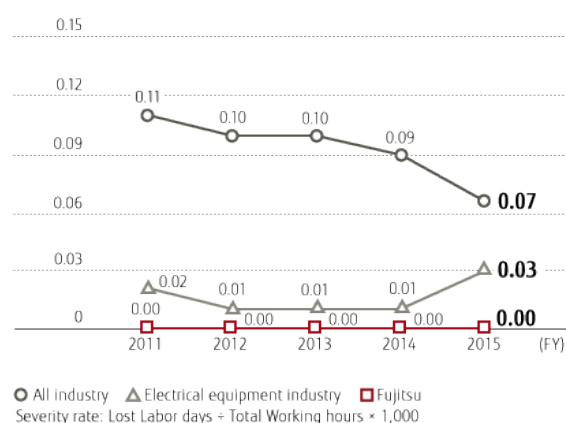
Occurrence of Work-Related Accidents

The accident frequency rate and severity rate have been kept at a level far below the national average.

Frequency Rate Transition (Fujitsu Limited)



Severity Rate Transition (Fujitsu Limited)



Health Management and Enhancement Initiatives

The Fujitsu Group has established Health Promotion Centers and Health Care Centers at each business site and is undertaking activities that seek to maintain or enhance the health of employees and their families, and elevate health literacy (knowledge of health-related matters). Eligibility for health support services includes not only employees and their families but also retirees.

Implementing Health Checkups

The Fujitsu Group conducts annual health checkups, with results made available to employees via a system they can access from their own desk as an added measure to encourage self-management of personal health. In addition, activities aimed at early detection of diseases are undertaken in collaboration with the Fujitsu Health Insurance Organization, and a subsidy system has been created to help defray costs related to gynecological and obstetric examinations, and simple brain and lung checkups.

Efforts to Enhance Health and Fostering a Self-Care Mindset

The Fujitsu Group has developed a Health Enhancement Campaign targeting all Group employees. In addition to health consultations for individual employees to help prevent lifestyle-related and mental illnesses, targeted education and health talks are held to enhance mental and physical health. As part of this effort, and to foster a self-care mindset, we hold walk rallies and other health promotion activities, healthy lunch seminars and other dietary education activities, activities aimed at helping employees stop smoking, women's health education activities, and other activities as well.

Mental Health Services

Fujitsu appointed an in-house mental health counselor at an early stage to provide mental health counseling services to employees. In FY 2015, 8 counselors traveled to individual business sites to attend to the mental health care needs of employees. Self care has been enhanced through measures such as stress checks for all employees. Based on the stress check results, we also conduct organizational stress checks of each division, in an effort to support activities to improve work environments.

Initiatives for Enhancing Work Engagement

Since FY 2012, the Fujitsu Group has been using a stress check tool developed in-house with questions related to lifestyle and work engagement (realizing increases in vitality through work). The purpose of this tool is to provide data for analyzing issues for future health measures. Advice on organizational stress tests is received from professors at the University of Tokyo, and we work with not only our industrial health staff but also our human resource department to enhance work engagement and invigorate workplaces.

Stress check question forms

Measures to Promote a Healthy Workplace

In December 2014, Fujitsu implemented the Healthy Living Workplace Certification System – Starter Accreditation set by the Forum for Creating a Healthy Living Workplace*, which is jointly established by the Japan Productivity Center and The University of Tokyo Graduate School of Medicine, Department of Mental Health. The Healthy Living Workplace Certification System is a system to evaluate Fujitsu's policies, future plans, and measures to promote mental health and improve organizational productivity. Fujitsu has achieved stellar results for many of its policies. Its health promotion headquarters plays a key role in providing readily available workplace stress assessment results, covering positive mental health in the various business divisions which helps to create a lively workplace.

These activities have pioneered stress checks that will be implemented with Fujitsu's Industrial Safety and Health Act amendment in December 2015, and Fujitsu plans to continue such measures.



* Forum for Creating a Healthy Living Workplace:

A new initiative based on a concept of new mental health measures in corporations, proposed at the stakeholder meeting of the Ministry of Health, Labor and Welfare. The goals of the forum are to prevent issues with employees' mental health, and realize a positive and healthy corporate culture where employees can work happily and contribute to their organization.

Health Management Initiatives

Since 2015, the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange have designated companies as "Health Management" leaders. Among companies applying for this designation, Fujitsu has been in the top 20% for 2 consecutive years. We will continue to undertake measures from a perspective of health management.

Fujitsu Clinic

The Fujitsu Clinic was established as a medical clinic in 1944 on the premises of Fujitsu's Kawasaki Plant, for the purpose of providing medical treatment and health management services to employees and their families. Since its establishment, the Clinic has also answered the demand for community healthcare, providing medical treatment to local residents. The center conducts various health checkups for employees (about 30,000 people a year) along with the Fujitsu Health Management Center on the premises.

Human Resource and Career Development

Human Resource Development

The employees of Fujitsu Group are our biggest assets, and we believe that each individual is full of potential. Fujitsu is committed to planned and continuous human resource development using various approaches, so that its employees can enhance their abilities and specialties through work to grow as individuals and learn to take on challenges and adapt to the intense changes and competition in society.

Guidelines for Human Resource Development

To develop high-level human resources, the Human Resources Development Unit of the Fujitsu Group collaborates with each business group and Human Resources Unit, and the Group has implemented systematic education programs emphasizing the following four principles.

Four Major Themes of Human Resource Development

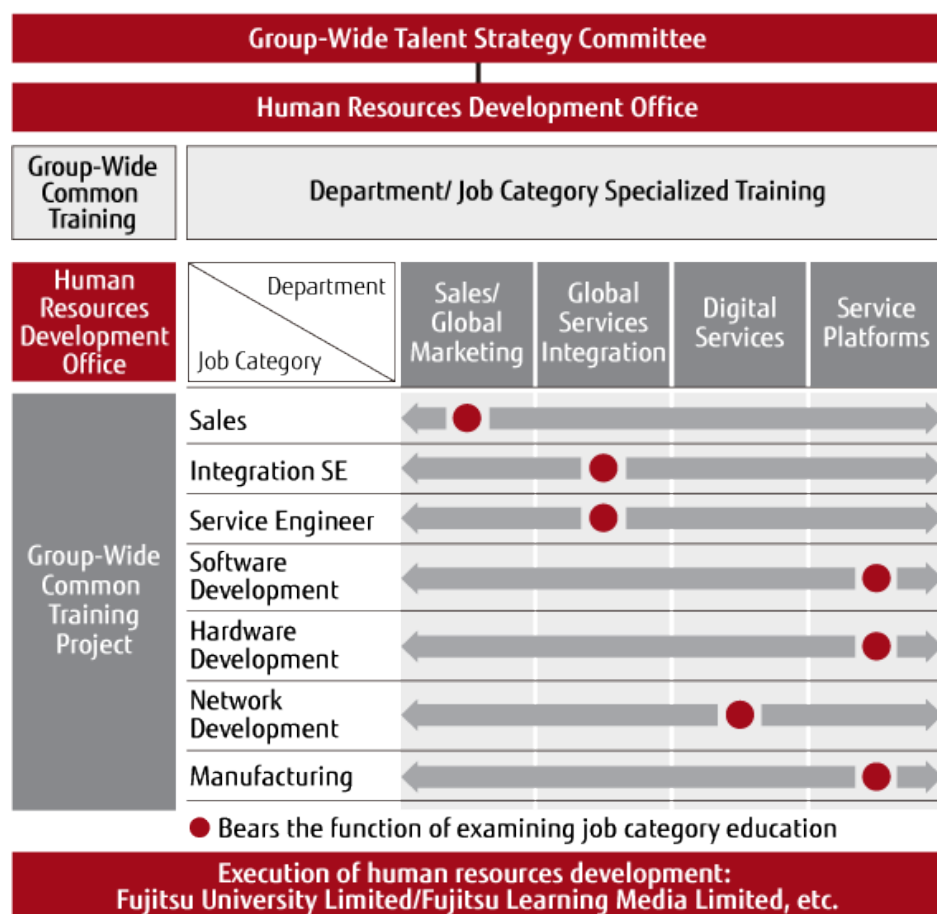


Promotion System

The Fujitsu has established a Group-Wide Talent Strategy Committee, comprising executives at the management level and above. The committee regularly discusses Fujitsu's human resources approach for implementing its vision and business strategies. The human resources development office handles the human resources development approaches, as well as common human resources development programs across the entire company. At the human resources development Div., the unit conducts training to enhance the specialization of the employees in the fields they are involved in.

The group companies, Fujitsu University Limited, and Fujitsu Learning Media Limited, both specializing in education, carry out the training sessions.

Human Resources Development System



Measures and Achievements

Educational System

From new employees to executives, we provide common education focused on foundation training for individual positions and roles, as well as specialized training to improve the specialization of various departments and occupations. We also provide self-development support for employees who wish to carry out self-learning. For the foundational training, we incorporate the Management By Belief* ideology across all ranks to provide consistent training.

*Management By Belief:

A new management method concept advocated by Honorary Professor Ikujiro Nonaka of Hitotsubashi University, where all employees engage in their work with a sense of emotional involvement.

Human Resources Development Curriculum

| | Common Training | | | | Specialized Training | Self-Development |
|---------------------|---|---|----------------------|--------------------------------|---|---|
| | Fundamental Business Knowledge | Management/ Understanding of Roles | Leadership | Career | | |
| Officers/Executives | | New Officer Training Vice President Training Director Training Evaluator Training | New Manager Training | C&L Design Seminar | | |
| Ordinary Employees | Manager Pre-Promotion Training SP Pre-Promotion Training G4 Pre-Promotion Training G3 Pre-Promotion Training Trainee Education New Employee English Training | SP Promoted Person Training G4 Promoted Person Training G3 Promoted Person Training 2nd Year Training New Employee Training | | Basic/Advanced Career Training | Training for Expatriates Business Skill Training Technical Skill Training Professional Certification New Employee Department Training | Self-development Seminar etc. Language Education |

Average Hours Dedicated to Training Per Employee (Fujitsu Limited)

| | Executive Employees | Ordinary Employees | Total Average |
|---------|---------------------|--------------------|---------------|
| FY 2014 | 32.9 Hours | 48.1 Hours | 43.8 Hours |

Global Business Leader Training

With the aim of long-term development, Fujitsu selects personnel with high potential among the young to mid-range employees, and provides opportunities for growth through action learning through practice and experiencing tough situations (being placed in a challenging position) as the pillars of their training. Additionally, to expand its business in the field of innovation, Fujitsu is strengthening its organizational framework and human resources development so as to promote collaboration with various personnel to generate business opportunities.

Development System for Global Business Leaders



At the core of the global leader development are the “Global Knowledge Institute Advanced course (GKI/A)” and “Global Knowledge Institute – design, development, disruptive course (GKI-d),” both started in 2000, with a total of over 1,000 graduates as of FY2015 in Japan and abroad.



GKI/A President's Session

Efforts for Global Human Resource Development to Meet Demands in the Field

In addition to group-wide efforts, Fujitsu is carrying out global human resource development at each department with an emphasis on specialization closer to their respective fields.

| | |
|---|--|
| Sales Department | <ul style="list-style-type: none"> Fujitsu conducts training programs at its domestic and overseas sales sites, to help employees experience and gain a firsthand understanding of each other's real business situation and nurture a Fujitsu sales mindset, [Overseas training program for sales persons in Japan: 28 participants in FY2015; 100 participants scheduled for FY2016] [Training program in Japan for overseas site sales persons: 25 participants in FY2015; 50 participants scheduled for FY2016] Fujitsu is expanding a program for enhancing language abilities, based on employees' TOEIC levels, across all business units. |
| Global Services Integration Business | <ul style="list-style-type: none"> Fujitsu is implementing various training adjusted to each employee's TOEIC levels to develop global business practitioners. Additionally, they are conducting overseas business trips (OJT) to overseas business facilities for selected trainees. [FY2015 772 trainees, 24 overseas business trips (OJT) trainees] |
| Service Platform Business | <ul style="list-style-type: none"> Fujitsu conducts a short-term overseas study program (17 participants in FY2015) to strengthen language ability and experience other cultures. In addition, Fujitsu holds English study training (200 participants in FY2015) to improve language ability across all Units. Fujitsu offers employees opportunities to make direct contact with overseas business through its Overseas Business Trip Program (25 participants in 2015). |
| Global Corporate Functions | Fujitsu is carrying out overseas dispatching focusing on various fields of expertise, such as dispatching employees from the legal department to overseas law schools, as well as employees from the intellectual property department to overseas patent firms. |

Promoting Professionalism

1. Professional Certification System

At the Fujitsu Group, we have established a certification system for professionals to develop in various specialized fields. Every year, a screening process takes place via an essay-writing exercise and interviews. In addition to new certifications, we hold regular screenings for certificate renewals to help employees retain their skills.

Furthermore, certified employees engage in community activities in various categories to further enhance their own skills, distribute information, and mentor their successors.

Professional Certification Categories (FY 2015, including group companies)

- Sales: 403 certified employees**
Strategy/Account Management/Solutions
- System Engineers: 1,965 certified employees**
Consulting/Project Management/Business Architecture/IT Architecture/Service Management/Quality Management/Product Architecture/IP Management
- Engineers: 497 certified employees**
Product Planning/Architecture Development/Hardware and Firmware Development/Software Development/Manufacturing and Production Skills/Quality Assurance Skills

2. Security Meister Certification System

In this modern age, the threat of cyber attacks is diversifying and advancing. As part of its efforts to protect its customers' information assets, Fujitsu selects and certifies technicians with high technical skills, and deploys them to the field. In the certification system, Fujitsu has defined 3 regions and 15 types of human resource models to meet the needs of the field, and holds specialized educational courses for each human resource model. Fujitsu has also developed a new technician development program incorporating the cyber range. Furthermore, through the sharing of knowledge among experts, Fujitsu increases the skills of certified technicians even after certification.

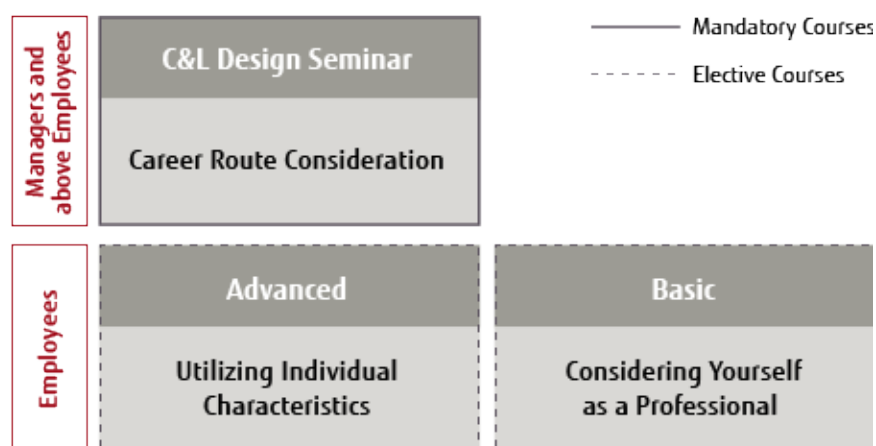
Career Development Support

The Fujitsu Group has established specific organizations to support the self-initiated career development of employees.

Career Seminar

In collaboration with organizations specializing in education, Fujitsu hosts career seminars for all employees including managers to plan their career paths, with annual attendees exceeding over 1,000.

Career Seminar System



Career Counseling

Fujitsu provides counseling services to its employees upon request, offering an opportunity to focus on their future career plans and find ways to further their career development on their own.

Internal Recruiting Program/Free Agent (FA) Program

To help employees choose the direction of their careers, Fujitsu has established the following measures and aims to create a stimulating corporate culture, self-initiated career promotion, and optimal placement of employees by providing employees additional career-advancing opportunities.

Internal Recruiting Program

The Fujitsu Group's internal recruiting program posts job openings and target employee qualifications on our intranet, with the openings categorized by projects in fields in need of stronger personnel, focused reinforcement, etc. Widely soliciting employees across the Group for job posts leads to more active utilization of our human resources and greater discovery of employee skills and talents that are not as readily accessed through our primary employee placement system. The in-house promotion program has been implemented twice annually since 1993 and is now firmly established. To date, approximately 3,000 employees (as of the end of FY 2015) have changed positions through this program.

Free Agent (FA) Program

In addition to the in-house promotion program, the Group also has a program that puts more emphasis on an employee's own goals and volition, allowing employees to choose on their own to apply for a different position. The program gives the opportunity to move into a desired position or department, provided that the employee has a specified level of experience. This program has been implemented once a year since 2003 and approximately 600 employees (as of the end of FY 2015) have transferred positions as a result.

Active Support of Senior Employees

In addition to the above, employees who wish to seek opportunity outside of Fujitsu are changing careers and succeeding in the new companies/organizations, with the support from our specialized career counselors.

Furthermore, with the post-retirement re-employment system, Fujitsu caters flexibly to the varied needs of seniors, such as providing work-life balance and nursing care.

List of Employee related Indicators

*Items listed in the third party verification report.

Employees in Fujitsu group

| | | FY 2013 | FY 2014 | FY 2015 | GRI |
|--|----------------|---------|---------|---------|----------|
| Number of employees by region* | Total | 162,393 | 158,846 | 156,515 | G4-9, 10 |
| | Japan | 101,036 | 99,355 | 98,905 | |
| | Asia | 25,983 | 17,956 | 17,668 | |
| | Oceania | | 4,145 | 3,662 | |
| | The Americas | 7,900 | 7,903 | 7,573 | |
| | EMEIA | 27,474 | 29,487 | 28,707 | |
| Number of Employees by Type of Contract (person) | Full-time | 162,393 | 158,846 | 156,515 | |
| | Non Full-time* | 17,448 | 17,103 | 16,871 | |

* Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

Board of Directors (As of June 27, 2016)

| | | FY 2013 | FY 2014 | FY 2015 | GRI |
|------------------------|--------|---------|---------|---------|---------|
| Directors* | Total | 11 | 12 | 10 | G4-LA12 |
| | Male | 10 | 10 | 8 | |
| | Female | 1 | 2 | 2 | |
| Outside directors | | 4 | 4 | 4 | |
| Non-Japanese directors | | 0 | 1 | 1 | |

Diversity (Fujitsu Limited)

| | | FY 2013 | FY 2014 | FY 2015 | GRI |
|---|-------------|---------|---------|---------|---------|
| Number of employees* | | 25,616 | 25,627 | 24,112 | G4-LA12 |
| Average age* | | 42.9 | 43.3 | 43.3 | |
| Number of employees by age group* | Under 30 | 3,128 | 3,114 | 2,978 | |
| | 30-49 | 16,604 | 15,900 | 14,174 | |
| | 50 and over | 5,884 | 6,613 | 6,960 | |
| Number of employees by gender (person) * | Male | 21,702 | 21,668 | 20,248 | |
| | Female | 3,914 | 3,959 | 3,864 | |
| Ratio of female employees (%) | | 15.3% | 15.4% | 16.0% | |
| Ratio of female managers (%)* | | 4.30% | 4.60% | 4.82% | |
| Number of non-Japanese employees (person) | | 229 | 240 | 248 | |
| Trend in employment rate of people with disabilities (%)* (counted in every June) | | 1.96% | 1.94% | 2.04% | |

Employment (Fujitsu Limited)

| | | FY 2013 | FY 2014 | FY 2015 | GRI |
|--|--------|---------|---------|---------|--------|
| Hiring of Recent College Graduates (person)* | Total | 540 | 500 | 500 | G4-LA1 |
| | Male | — | 359 | 344 | |
| | Female | — | 141 | 156 | |
| Average year of service* | Total | 19.6 | 20 | 20.3 | |
| | Male | 20 | 20.4 | 20.7 | |
| | Female | 17.3 | 17.8 | 18.1 | |

Using the Care Leave and Short Work Hours system (Fujitsu Limited)

| | | FY 2013 | FY 2014 | FY 2015 | GRI |
|--|--------|---------|---------|---------|--------|
| Number of employees using child care leave* | Total | 248 | 259 | 272 | G4-LA3 |
| | Male | 5 | 10 | 23 | |
| | Female | 243 | 249 | 249 | |
| Return to work rate after child care leave (%) | | 98% | 100% | 97.5% | |
| Continuous work rate after child care leave (%) | | 100% | 97% | 95.7% | |
| Number of employees using family care leave* | Total | 8 | 10 | 13 | |
| | Male | 5 | 0 | 4 | |
| | Female | 3 | 10 | 9 | |
| Return to work rate after family care leave (%) | | 100% | 100% | 93.8% | |
| Continuous work rate after family care leave (%) | | 100% | 100% | 100% | |
| Reduced working hours (child care)* | Total | 567 | 585 | 556 | |
| | Male | 20 | 18 | 10 | |
| | Female | 547 | 567 | 546 | |
| Reduced working hours (family care)* | Total | 5 | 4 | 11 | |
| | Male | 5 | 0 | 2 | |
| | Female | 0 | 4 | 9 | |
| Paternity leave* | | 503 | 496 | 463 | |

Occupational Safety and Health (Fujitsu Limited)

| | FY 2013 | FY 2014 | FY 2015 | GRI |
|-----------------|---------|---------|---------|--------|
| Frequency rate* | 0.21 | 0.19 | 0.30 | G4-LA6 |
| Severity (rate) | 0.000 | 0.000 | 0.000 | |

Human Resource Development (Fujitsu Limited)

| | FY 2013 | FY 2014 | FY 2015 | GRI |
|--|---------|---------|-------------------------|-----|
| Average Hours Dedicated to Training Per Employee (Fujitsu) | 43.1 | 43.8 | (To be updated in Oct.) | |



With Our Stakeholders

As a good corporate citizen, Fujitsu undertakes corporate activities to identify stakeholders' (customers, shareholders and investors, clients and business partners, regional communities, etc.) diverse expectations and needs.

With Our Customers

To Increase Customer Satisfaction

Fast-changing social and economic environments make it difficult to see far ahead, what is demanded of us is to quickly and accurately grasp customers' wishes and change ourselves while thinking and acting from the customer's point of view. We are aiming for management innovation by using the "Program to Improve the Quality of Management,"*¹ and taking a number of initiatives to form an innovative corporate culture that can keep pace with customer changes.

*¹ Program to Improve the Quality of Management:

A framework for customer-centric management excellence modeled on the Malcolm Baldrige National Quality Award of the United States, the de facto global standard for management innovation.

Promoting Field Innovation with the Customer

Field Innovation observes the actions and the awareness of people at customers' workplaces to uncover waste in processes and hints for effecting reforms. It seeks to maximize the value of ICT while contributing to the evolution and expansion of customers' business.

Field Innovators (Flers) make issues in the workplace clear and assist with work reforms.

Examples of Field Innovation —Mitsubishi Heavy Industries, Ltd.—

Promoting process reform in shipping and receiving work procedures for intelligent transport system (ITS) equipment, and contributing to the invigoration of work improvement activities in the company

Issues

- Arrival of equipment was concentrated on certain days, which placed a burden on receiving work
- Frequent changes and additions to shipping equipment often required unplanned responses
- The reception period of equipment and the schedules for inspection and fieldwork were independently planned

Effects

- Improved the completion rate of check-in from the date of arrival to the following day from 73% to 95%
- Reduced the frequency of changes in shipping requests by listing the equipment configuration information
- Strengthened the system to check the entire process from reception to inspection and fieldwork

The ICT Solution Headquarters of Mitsubishi Heavy Industries introduced Field Innovation with the aim of improving and reforming the shipping and shipment receipt work of the Manufacturing Section, which is involved in the manufacture of intelligent transport system (ITS) equipment.

Numerous burdens were faced in shipping and receiving work procedures on the shipping site to reform the Manufacturing Section

The shipping site of the ICT Solution Headquarters of Mitsubishi Heavy Industries receives incoming materials, manages inventory, and performs product shipping. Situated between other work processes, it is easily affected by circumstances on the ordering side and the installation side, and discrepancies can appear in the communication of information concerning what products in what configuration and number are to be shipped where.

Visualization of all work processes, including upstream and downstream processes

Following interviews with relevant parties on the shipping site, investigation through on-site observation, and data analysis, Field Innovators clearly showed that receipt of shipments was concentrated on specific days, that updates to shipment request forms by on-site agents were frequent, and that long-term stagnant inventory existed.

Setting three themes for measures

Based on these facts, the team carried out intensive discussions aimed at improvements. Members engaged in solutions narrowed down to three themes: engage checking functions at the time of installation processes and receipt of equipment shipments; make equipment configuration easier to understand during on-site installation; and make the schedule for receipt of shipments visible, and coordinate receipt of shipment dates in advance.

A deep-rooted structure for improvement

Through these activities, members' awareness of the issue changed considerably. By learning of problems outside of their direct work, they were able to share issues with other members and organize problems with an aim toward effecting improvements. Accordingly, all members, not only designated persons in charge, were able to work together toward shared issues.

The ICT Solutions Headquarters is already looking ahead to enacting improvements and reforms with its customers and its procurement partners.

- Customer case study: Mitsubishi Heavy Industries, Ltd.

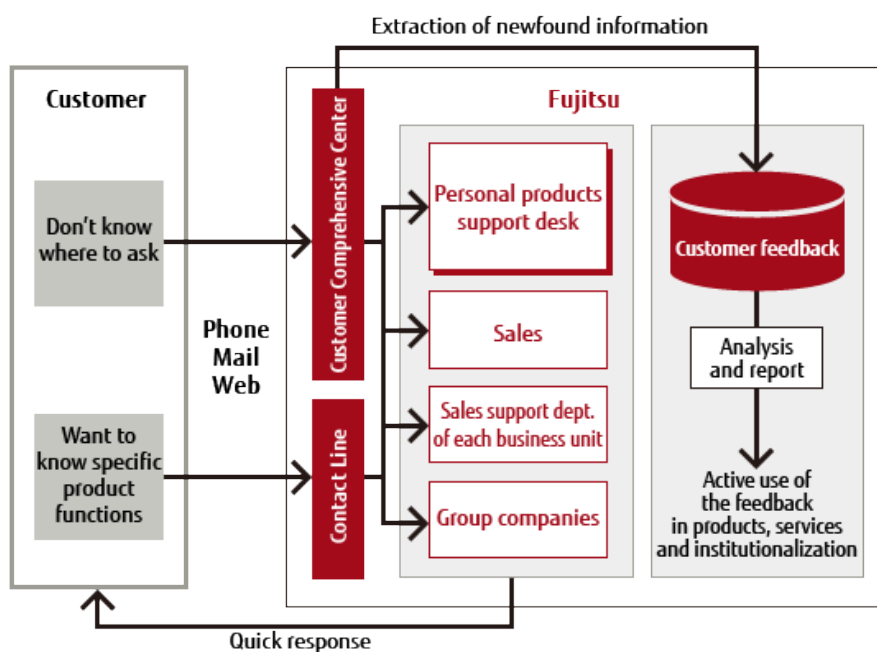
<http://www.fujitsu.com/jp/about/businesspolicy/fieldinnovation/en/case-studies/mitsubishi-heavy-industries/index.html>

Operation of the Fujitsu Customer Comprehensive Center and the Fujitsu Contact Line

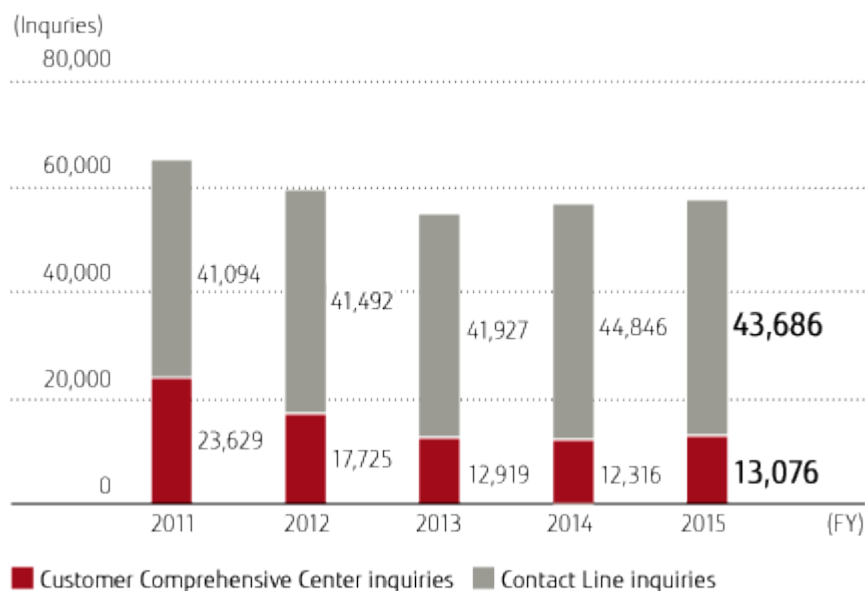
We established the Fujitsu Customer Comprehensive Center in 2003 to handle inquiries and other problems concerning products and services from customers who are not sure where to address their issues. Also, in order to respond quickly to customers concerning the functions and prices of products before they make their purchases, since 2005 we have been routing all such pre-purchase telephone inquiries to a single window, the Fujitsu Contact Line, with the telephone number for access published on our corporate website and in brochures, press releases and advertisements.

The role of the Fujitsu Customer Comprehensive Center and the Fujitsu Contact Line is to quickly connect the customer to the department best suited to answer his/her inquiry. They not only increase customer satisfaction through accelerated responses, they analyze what customers have to say and use it for product and system development and quality improvement.

Fujitsu Customer Comprehensive Center/Fujitsu Contact Line



Trends in Inquiries Addressed to the Fujitsu Customer Comprehensive Center and the Fujitsu Contact Line



PC Support Center for Individual Customers

To handle the diversifying needs and environments of our individual customers, we have put in place the "personal products support desk" to provide consultation concerning Fujitsu personal computers. Through this support desk, we are building a system for handling a wide range of questions on matters regarding the use, troubleshooting, and servicing of Fujitsu personal computers.

Examples of Improvements Based on Customer Feedback

[Example 1]

Based on the feedback from many users about the "blue light" emitted by computer screens, certain models released in October 2014 and January 2015 featured a "blue light cut mode." This mode can be triggered from the status panel switch: with a single touch, 30% of blue light will be cut compared to standard display values.

[Example 2]

We heard from a customer who wanted the model name, serial number, and warranty starting date for any PC to be readily available. In response, we enabled the ability to easily display this information on-screen using the Fujitsu Advisor^{*2} app found in models sold from October 2015.

Clicking on the information display also allows easy reference to model-specific information and downloads^{*3}.

^{*2} Fujitsu Advisor:

An app that provides information on PC usage and support.

^{*3} Model-specific support information and downloads:

The information displayed includes product name, model name, date of product announcement, model registration information (user registration), product specifications (CPU, HDD, memory, etc.), downloads, user manuals, etc.

Placing Importance on Connecting with Our Customers

The User Association 'Fujitsu Family Association'

The Fujitsu Family Association was founded in 1964 as a user association with our corporate clients as members. In 2014 it marked the 50th anniversary of its founding. Today, at the end of FY 2015, it has some 3700 members participating, making it the largest organization of users of information and communications systems in Japan. With a head office, eleven branches in Japan and LS Research Committees^{*4}, the association is expanding its various activities under the slogan "Dreams to Discuss and the Wisdom to Compete" and it is receiving high praise from its members.

Its activities span the three fields of networking among different industry types, developing human resources and gathering information, and in FY2015, the association carried out a wide range of activities, including the provision of information concerning ICT, networking events highlighting diversity and regional characteristics, group research activities and exchange of ideas with members from other industries, and events involving reconstruction from earthquake damage.

In addition, to encourage participation by even more people, the association developed an online seminar that makes use of the nearest Fujitsu branch offices as satellite venues for remote participation. In FY2015, over 1,000 people participated in a variety of online seminars.

The association also engages in substantial public relations activities, such as putting out its "Family" magazine for members six times a year, as well as the Web version, "e-Family", and it sends out email newsletters periodically.

^{*4} LS Research Committee:

This committee, originally formed as the "Large Systems Research Association" in 1978, was merged with the Fujitsu Family Association in 2007 with the renewed purpose of carrying out research on leading-edge technologies and concepts, and implementing effective ICT utilization that will contribute to members' growth.

Directions in Advertising

In all advertising and publicity activities in the Fujitsu Group, we strive to observe all laws and internal corporate regulations and to use only fair and appropriate expressions and graphic symbols. In FY 2015, the Fujitsu Group did not violate the Act against Unjustifiable Premiums and Misleading Representations.

Main advertising and publicity activities

- Sponsored TV programs: "See the World by Train", "World Business Satellite"
- TV commercials/newspaper advertisements: "Endeavoring Together in Cooperation with Tokyo 2020", "What Can People Realize with ICT?"
- Sponsored/Hosted events: "Fujitsu Ladies Golf Tournament (host)", "Izumo Ekiden", "Fujitsu Concert Series", "Work Experience Theme Park Kandu"

Marking and Labeling of Products and Services Regarding Quality and Safety

Fujitsu is dedicated to observing all laws and internal regulations related to marking and labeling of products and services regarding quality and safety. During FY 2015, we experienced no marking or labeling violations related to products or safety.

Universal Design

The Fujitsu Group strives to create through "ICT Universal Design" a society where people can live safely, securely, comfortably, and prosperously.

Fujitsu's Vision of Universal Design

Fujitsu is striving towards universal designs aimed at realizing an ICT society that everyone can take part in. We will develop and deliver products and services that are easy for everyone to use and enable more people to participate in society.

Aiding the five senses

We aid the five senses (vision, hearing, taste, smell and touch) and offer diverse usage methods, so that differences in senses do not restrict the use of products and services.

- **Aiding the five senses**

We aid the five senses (vision, hearing, taste, smell and touch) and offer diverse usage methods, so that differences in senses do not restrict the use of products and services.

- **Reducing physical stress**

We design dimensions, layouts, and operation methods to allow low-strain usage for all, regardless of physical capabilities such as stature, strength, mobility, posture, and wheelchair use.

- **Caring about experience and culture**

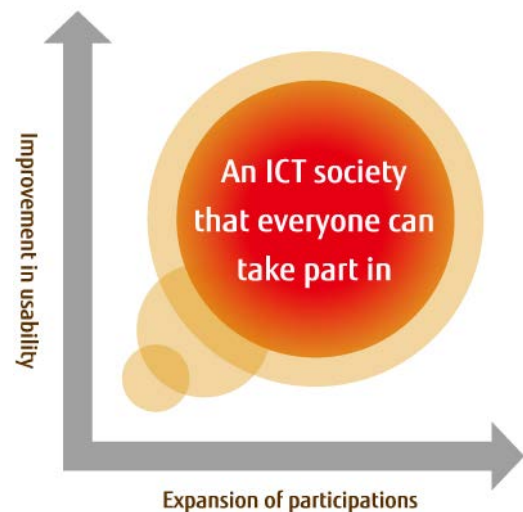
We present information using expressions that can be clearly understood by users with diverse personal experiences and cultural backgrounds.

- **Ensuring availability**

We consider the time and place, weather, individual user, surrounding conditions, and other aspects, and adapt to changing conditions.

- **Maximizing usability**

We pursue greater usability, to enhance safety, sense of security, effectiveness, efficiency, and satisfaction.



Examples of Activities in FY2015

In FY2015, the three products below received a combined three International Association for Universal Design (IAUD) Awards and Good Design Awards. The "Live Talk" participatory communication tool for persons with hearing disabilities was also selected for inclusion in the GOOD DESIGN BEST 100.

- **"Live Talk" participatory communication tool for persons with hearing disabilities**

This software recognizes the words of speakers in conferences or meetings, automatically and instantly converts these to text, and displays the text on the screens of PCs. This enables the real-time sharing of information among all participants when persons with hearing disabilities are present, leading to an improved workplace environment for those persons.

- **Home Central PC "LIFEBOOK GH"**

This high-spec unit collects and manages data from around the house, and, with its freely portable large screen, lets all family members enjoy content at any time and at any place. It received high marks as a PC that follows the concepts of universal design.

- **"Asao Childcare Portal" childcare support app (Asao Ward, Kawasaki)**

This app offers unified management and grouped display of information on events, outing destinations, and more, matched to users' area of residence and the age of children, to enable the effective use of information. The portal received high marks for increasing opportunities to obtain information on events and usage numbers for citizens' events and destination spots, enabling work efficiency in the ward office.

- Fujitsu Universal Design

<http://www.fujitsu.com/global/about/businesspolicy/tech/design/policy/ud/>

Quality Initiatives

Philosophy on Quality and Product Safety

The commitment "We enhance the reputation of our customers and the reliability of social infrastructure" stated in the Fujitsu Way is one of the corporate values on which all Fujitsu Group employees must place importance. In order to put this into concrete practice, across the Group in Japan and overseas we have rolled out the Global Quality Policy of Fujitsu Group, which expresses the Fujitsu Group's shared philosophy on quality. We view quality as fundamental to our business activities, and are committed to continuous quality improvement.

Quality Assurances Activities Based on the Fujitsu Group Quality Charter

Quality is the basis of brand value for the Fujitsu Group. Products and services that customers can safely use is the essence of the Fujitsu Group's business. Based on this philosophy, in June 1994, ahead of the implementation of Japan's Product Liability Law (effective from July 1, 1995), Fujitsu formulated the "Fujitsu Product Safety Charter," the predecessor of the "Fujitsu Group Quality Charter."

Today, Fujitsu has formulated the Fujitsu Group Quality Charter based on the idea that safety is one part of quality, it is revising and creating various regulations and technical standards related to product quality, and it is thoroughly engaged in educating through new employee training, engineering department group training and quality meetings.

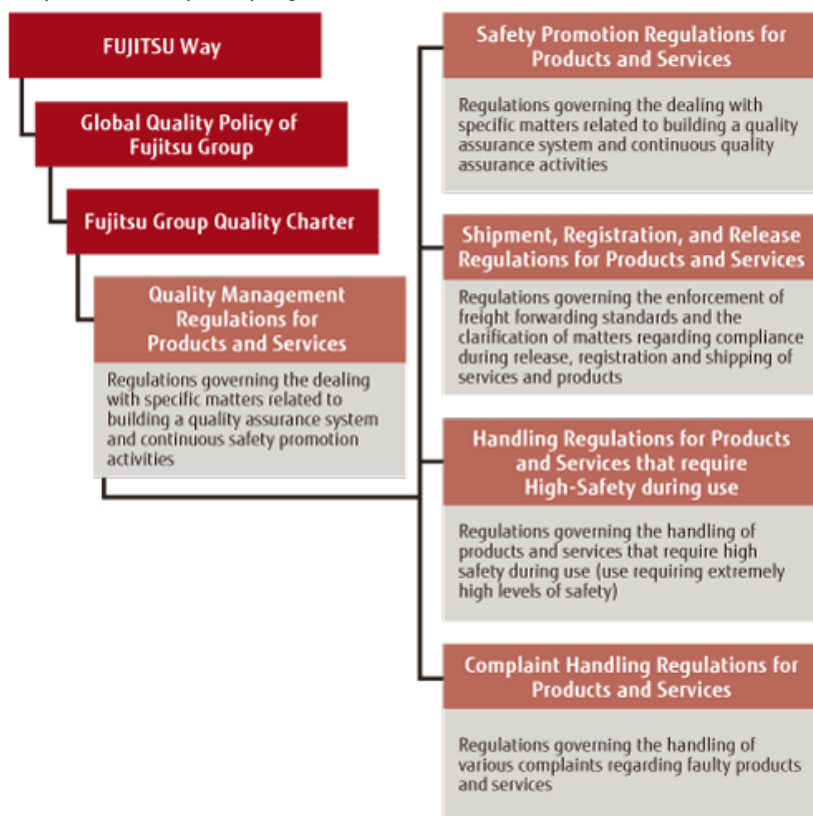
To continue offering products and services that anticipate changes affecting our customers and their business environments, at every stage from design to evaluation, production, sales and support, we perform our quality improvement activities in line with the following principles laid out in the Fujitsu Group Quality Charter.

Quality Principles

- We pursue quality from the customer's perspective.
- We build in quality that anticipates changes.
- We achieve quality consistent with our social responsibilities.
- We use first-hand feedback based on the actual situation.
- We work with our business partners to improve quality.
- We seek to make public quality-related information transparently.
- We foster employees who think about quality.

Based on the policy of emphasizing safety in all aspects of our business activities, we strive for assured safety in product designs, collection and the publication of information on product-related problems, and rapid response to such problems.

The System of Quality Safety Regulations



Implementation Policy Related to the Safety of Products and Services

The Fujitsu Group recognizes its social responsibility to build a safe and secure society. The Fujitsu Group always considers and endeavors to improve the safety of products and services in every aspect of the group's business activities.

1. Observation of laws and regulations

We observe laws and regulations concerning product and service safety.

2. Efforts to secure safety

We try to ensure that products and services are safe in a variety of use situations and take measures as necessary to secure the safety of the products and services. In addition to legally specified safety standards, we develop and observe voluntary safety standards in our endeavors to improve products and services continuously.

3. Prevention of incidents caused by improper use, etc.

For the safe use of products and services by customers, we properly display notices and warnings in handbooks or on the body of the products in order to prevent incidents caused by improper use or carelessness.

4. Collection of incident information, etc.

We actively collect safety-related information from customers, including information on product and service incidents and what might lead to such an incident.

5. Handling of incidents

We immediately check the facts of any occurring incident related to a product or service, investigate the cause, and handle it properly. If the product or service has a safety problem, we provide that information to customers and take proper measures, such as product recall, service recovery, and prevention of further damage and other damage from occurring. We quickly report the occurrence of major product incidents to the proper authorities in accordance with laws.

Establishing a Quality Assurance System

Quality Management System

The Fujitsu Group aims to achieve a level of quality in all products and services that satisfies the customer to ensure that everyone can equally enjoy the benefits provided by ICT with safety and security.

To accomplish this we have established and maintain the quality management system (QMS). Through the QMS we regularly confirm the progress of the PDCA (Plan, Do, Check, Act) cycle in the light of ISO and other international certification standards, and make process improvements to achieve even higher quality.

ISO 9001 Certification Status

Fujitsu is continually striving to improve its processes in line with Quality Management Systems, and its 20 Business Units have acquired ISO 9001 certification as of the end of FY 2015.

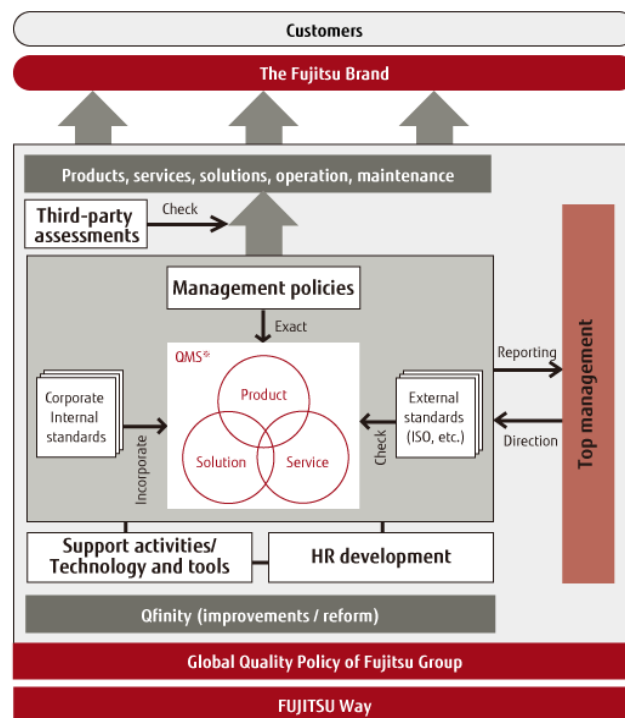
Our Approach to Promoting Quality Assurance

To provide customers around the world with products and services that offer optimal and consistent quality, in addition to quality assurance activities in individual business units and regions, Fujitsu undertakes company-wide collaborative activities to resolve common issues as well as to share and make use of know-how and information that goes beyond our quality assurance activities.

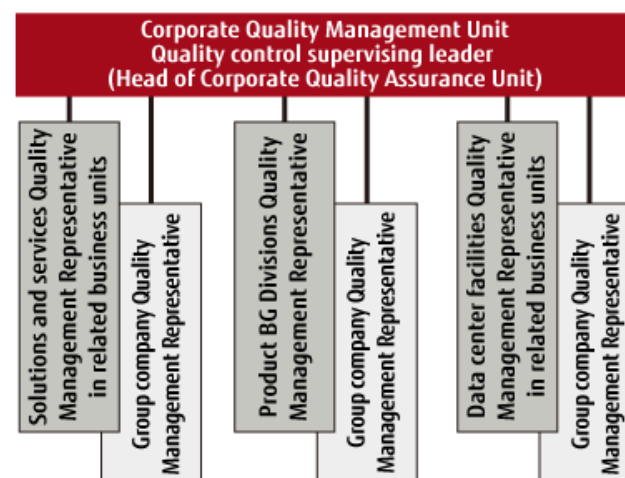
In order to steadily advance these activities, from within related business units we select organizational personnel who will participate in and operate the company-wide collaborative activities, and officially appoint them as persons in charge of quality control. The process is driven by the Corporate Quality Management Unit, an organization that is independent from each of our business units.

The Corporate Quality Management Unit, based upon the commitment "We enhance the reputation of our customers and the reliability of social infrastructure" which is one of the corporate values stated in the Fujitsu Way, engages in the formulation of company-wide common rules concerning quality and quality policies, implementation of a double-check mechanism from a third-party perspective, compliance and issue escalation, human resources development, support for business units' QMS construction, and the company-wide horizontal communication of common know-how and measures.

Our QMS-Centered Quality Assurance Activities



Promotion Framework Under Quality Management Representative



System for Addressing Major Quality Problems with Products and Services

In the event of a major quality problem concerning a product or service, executive officers and employees immediately report to the Risk Management & Compliance Committee in accordance with risk management regulations, which then reports to the Head of Business Unit according to the pre-defined reporting structure. The department manager reports the response status to the risk compliance committee as the occasion demands, and responds to any instructions. When a solution comes to light, the Head of Business Unit informs the committee of the history leading up to the risk and measures to prevent recurrence. The committee can instruct the Head of Business Unit to also report this information to the Board of Directors and Management Council.

Disclosure of Information Related to Product Safety

In situations where a problem has occurred in product safety, Fujitsu discloses such information under "Important Notices Regarding Product Safety" on the Fujitsu website to notify customers of the information immediately. In FY2015, two major product incidents (a possible cause of fire) occurred with a Fujitsu product. With regards to this accident, Fujitsu has followed the relevant laws and regulations (Consumer Product Safety Act) appropriately, and reported to the Consumer Affairs Agency, as well as posted the contents on its website.

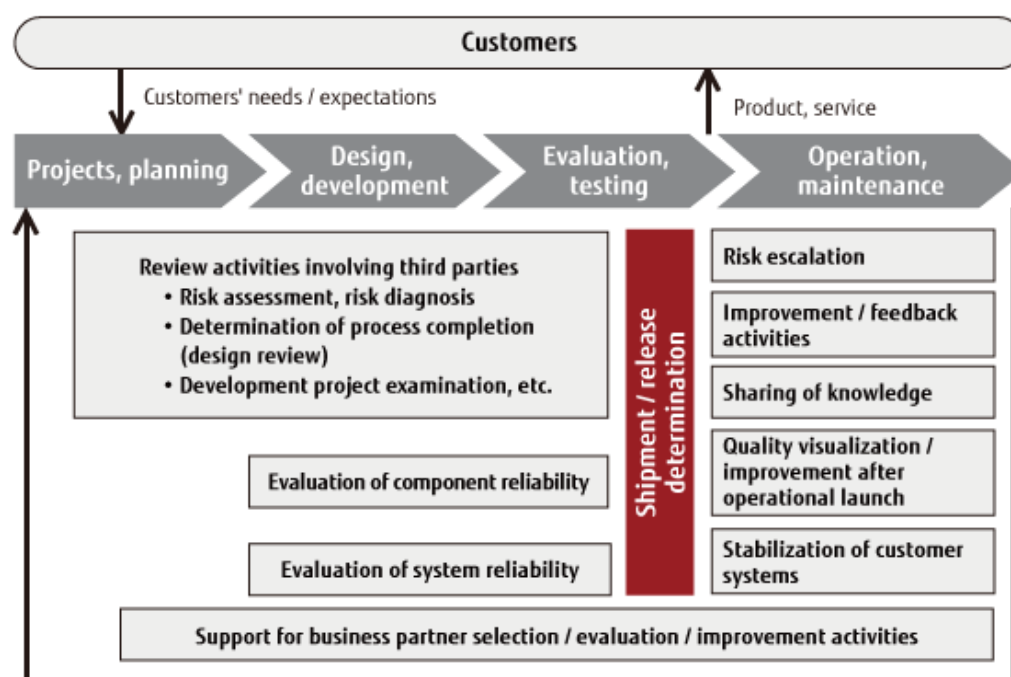
Customer-Centric Quality Assurance Activities for Products and Services

In providing products and services, we adopt the customer-centric perspective and work to improve quality by performing reviews and examinations with the involvement of third parties from the planning stage, to verify whether they the products and services meet customer needs and expectations.

At the final stage before a product or service is delivered to the customer, Fujitsu judges whether the product/service is to be delivered and released. We conduct checks and make sure that we have addressed the potential risks identified during development or through process judgments, and that the quality is suitable for use by customers.

Through this process, we work from an objective standpoint to bring products and services that provide the value that customers expect.

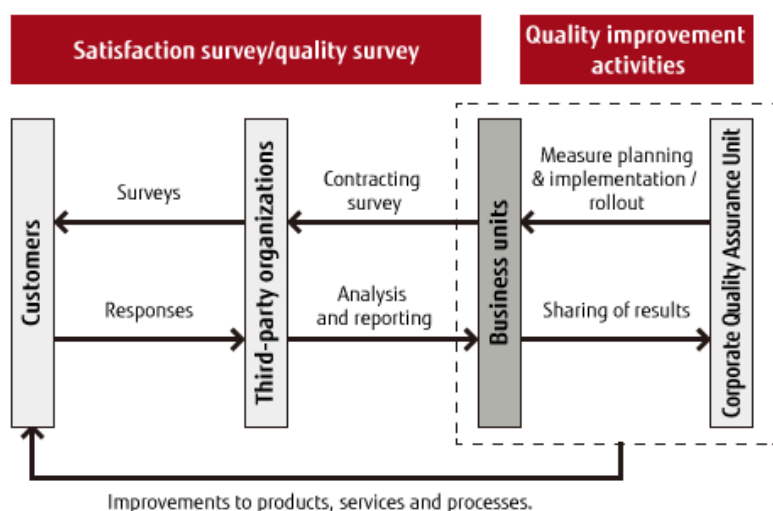
Flowchart for Quality Assurance Activities



Satisfaction and Quality Surveys by Third-Party Organizations

With regard to products and services, we implement customer-satisfaction and quality surveys by third-party organizations, and we have received particularly good results for customer satisfaction with reliability. (FY 2015 surveys covered middleware, with 1,858 responses.) These results are shared with all related business units within the company and are reflected in the development of the next products and services.

Flowchart for Satisfaction and Quality Surveys



Initiatives to Improve Quality in Emerging Countries

In accordance with the expansion of the integration services in China and the Asian region, Fujitsu is making efforts to enhance local quality control and human resource development to further improve quality of services. For example, in China whereby, a project was carried out to operate and maintain a system, periodic maintenance related to SE contracts and work processes were carried out; workshops were also conducted to increase awareness of quality for local employees. In future, Fujitsu plans to extend such measures to all group companies in Asia.

Fostering Experts Who Support Product Safety

At Fujitsu, as part of efforts to ensure product safety, in FY 2003 we established our own certification program to train Product Safety Experts. Under a system in which people who complete the program are certified by the product safety management team in Corporate Quality Management Unit, 213 people were registered at the end of FY 2015.

Product Safety Experts verify the safety of products at the design review stage (each process from the initial stage of development to the decision to ship). Under this structure, when a product cannot be confirmed as safe, it does not receive final approval to ship. In addition to verifying conformity to safety requirements in Japan and overseas as well as to Fujitsu's own standards, the experts perform checks from the perspective of preventing recurrence of problems that happened with other products in the past. Furthermore, Product Safety Experts take follow-up training twice a year and an annual qualification renewal test to maintain and improve their skills.

Also, when products are designed, risks must be assessed from the viewpoint of the user, including latent risks intrinsic to a product and risks from the way a product is used. Accordingly, in FY 2010, Fujitsu established internal standards for the conduct of product safety risk assessments and began training Product Safety Risk Assessors. As of the end of FY 2015, we have 160 registered Product Safety Risk Assessors.



Product Safety Experts in training

Aiming to Pursue Customer Value

Qfinity

Since FY2001, the Fujitsu Group has engaged in the improvement and innovation activity Qfinity, whereby each employee takes initiative in the continuous improvement of quality in products, services, work, and human resources, to realize even higher customer value (CV). Qfinity is a name (and inner brand) coined from the words Quality and Infinity, and expresses the Fujitsu Group's DNA by which every person pursues "Quality to Infinity."

The various improvement and reform activities in the Fujitsu Group are practiced and shared under Qfinity, and are inherited as a part of the company's DNA. Through unceasing improvement and reform, Qfinity is also an driving an initiative to promote the proactive practice of the Fujitsu Way principles (Customer-Centric Perspective, Global Citizenship, Firsthand Understanding, Speed and Agility, and teamwork) by every employee. The Fujitsu Group communicates information, shares case studies, and conducts commendations and events so that Qfinity will permeate throughout the company.

- Education Programs

In addition to the basic and technical education on improvements and reforms through e-Learning and group classes, we are enhancing our practical skills through organization-oriented individual instructions and workshops. We provide employees with handbooks and educational materials containing topics including how to advance Qfinity and how to resolve problems.

- Information Communication and Sharing of Examples

We centrally manage examples of activities using the Qfinity System (Team Challenge), and share these examples across the company. We also utilize e-mail newsletters and our website to introduce examples and to communicate information on a regular basis.

- Awards and Events

Outstanding activities are recognized and announced at each unit headquarters. Furthermore, outstanding examples across the Group are given awards for excellence on the anniversary of the company's foundation, and are announced and shared at the Qfinity Company-wide Convention where Group employees come together.

Through such Qfinity activities, every employee pursues quality in work, enhances the power of the Fujitsu Group, and passes down the company's DNA.



Qfinity Companywide Convention



The Qfinity handbook

With Our Suppliers

Fujitsu Group's procurement policy is based on harmonious coexistence with its suppliers, fair and proper evaluation and selection of suppliers, and the promotion of socially responsible procurement activities. Guided by this policy, Fujitsu conducts procurement activities worldwide.

Socially Responsible Procurement Initiatives

From a perspective of CSR promotion across the whole supply chain, we work together with our suppliers to implement procurement activities grounded in the principles of Fujitsu Group's CSR. Furthermore, in order to share understanding with suppliers concerning compliance with our CSR procurement principles, we developed "Fujitsu Group Supply Chain CSR Promotion Guidebook." Its content concerning human rights and labor is based on sources including ILO conventions and recommendations, and its content on fair transactions pertaining to internationally discussed CSR issues, such as prevention of graft. The policies and guidebook cover all suppliers from whom Fujitsu Group procures components, materials, construction, equipment, software and so on for its products.

Through education and training, Fujitsu informs employees in charge of procurement about CSR-conscious procurement activities. In FY 2015, we provided education on CSR procurement, green procurement, compliance with laws governing subcontracting and worker dispatching, and risk management (BCM activities). In FY 2016, we will continue such education and further raise CSR awareness among our procurement staff.

Fujitsu Group also takes active part in the programs and initiatives of organizations such as JEITA (Japan Electronics and Information Technology Industries Association), and works toward the promotion of CSR procurement in the entire industry.

- Fujitsu Procurement Policy and CSR Procurement Guideline
<http://www.fujitsu.com/global/about/procurement/policy/>
- FUJITSU CSR Deployment Guidebook [164KB]
http://www.fujitsu.com/downloads/CSR/society/procurement/csr_guidebooken.pdf

Collaborative Promotion of CSR with Suppliers

CSR Surveys and Audits

In order to check the status of suppliers' CSR activity frameworks and CSR promotion, we conduct a written survey every year. In FY 2015 we added additional questions to check legal compliance and handling of conflict minerals by suppliers, targeting about 500 companies in Japan and overseas. The survey revealed that, of about 200 main suppliers subject to our supplier evaluation system, over 90% actively undertake CSR activities. In an effort to assess status even further, we conducted on-site audits of suppliers' plants.

Promoting Green Procurement

Fujitsu Group has set out the basic requirements for environmentally sound procurement of components, materials and products in Fujitsu Group Green Procurement Direction and we are working with our suppliers on green procurement activities.

Specifically, Fujitsu Group requests that all of its suppliers establish an environmental management system (EMS) (subject to third-party certification, in principle), which is designed to ensure that suppliers continuously implement measures to reduce their environmental burden. We also ask that our component-related suppliers build a chemical substances management system (CMS^{*1}), which is a structure to reliably implement chemical substances management. We conduct surveys of chemical substances contained in products through the chemical substance information sheets provided by JAMP (Joint Article Management Promotion-consortium).

Based on the CMS check sheet created by Fujitsu in accordance with JAMP's CMS guidelines, Fujitsu auditors directly inspect the production facilities of our suppliers, and check the CMS formation and operational conditions. If any items are found to be unsatisfactory after inspections, Fujitsu files requests to correct these items or provides support on system formation.

We are also promoting CO₂ emissions reduction on the part of our suppliers. Specifically, by developing and providing "Check lists" and "Activity Guides" containing activity examples and methods, we are asking our suppliers to understand the importance of these themes and to undertake activities with specific goals. Fujitsu Group will continue to work together with our suppliers towards lessening the environmental impact of our supply chain.

*1 CMS:

Chemical substances management system. Refers to a means or a system to properly manage the chemical substances contained in products.

- Green procurement through our global procurement system
<http://www.fujitsu.com/global/about/environment/operation/procurement/index.html>
- Promoting CO₂ emissions reductions by suppliers
<http://www.fujitsu.com/global/about/environment/operation/procurement/index.html>
- Fujitsu Group green procurement standards
<http://www.fujitsu.com/global/about/procurement/green/>

Promoting Information Security Measures

Based on the "Cybersecurity Management Guidelines" issued in December 2015 by Japan's Ministry of Economy, Trade and Industry and the Information-Technology Promotion Agency, Fujitsu Group, along with its suppliers, has set the goal of "eliminating information security incidents", and is continuously implementing measures to prevent such incidents or recurrences thereof. These measures include education, enlightenment, auditing, and information sharing.

In recent years there has been a significant increase in commercial use of external services such as cloud computing and social network services. There has also been a rapid increase in opportunities to use smart devices such as smartphones and tablet PCs. It is necessary to prevent not only emails sent by mistake, theft and the loss of PC's and smart devices, but also new kinds of risks involving information leaks such as internal crimes and cyber terrorism. As such, when Fujitsu consigns suppliers, Fujitsu sets the same standards for both domestic and overseas entrusted suppliers regarding the information security management and the handling of personal information, promoting education and awareness.

If any serious problem in information security occurs at a supplier, or if a supplier shows no improvement in its security management, we reconsider the business relationship with the supplier and may discontinue placing new orders.

Moreover, we have been working to implement information security measures equivalent to those used in our domestic (Japanese) activities for an increasing number of offshore development projects with overseas partners.

Main efforts in FY 2015

- **Information security workshops (October to November 2015)**

Approximately 950 companies/1,300 attendees (Sendai, Tokyo, Kawasaki, Chiba, Nagoya, Osaka, Takamatsu, Fukuoka, and Okinawa)

- **Questionnaires for suppliers on information security measures (February to March 2016) covering**
approximately 1,600 companies

- **Information security audits (on-site) of our suppliers (April 2015 to March 2016) covering**
approximately 190 companies

Approach against Conflict Minerals

For Fujitsu Group, corporate responsibility for conflict materials^{*2} is an important CSR issue. Together with our customers and suppliers, Fujitsu is implementing measures to improve the transparency of the supply chain in procurement and ensure responsible procurement of minerals. In FY 2015, Fujitsu has participated in meeting with customers to exchange information, requested to the suppliers to improve their response in survey, and joined the study meetings of the "Responsible Minerals Trade Working Group" by the Japan Electronics and Information Technology Industries Association (JEITA) to gather information, while investigating our suppliers and answering inquiries from customers..

^{*2} Conflict minerals:

Conflict minerals are minerals whose mining or trading finances armed groups and fosters conflict, or that are closely related to such issues as human rights abuses or labor issues. The Dodd-Frank Wall Street Reform and Consumer Protection Act enacted in July 2010 requires U.S. and foreign companies listed on U.S. stock exchanges to report the use of conflict minerals such as tantalum, tin, tungsten, gold and any other minerals named by the U.S. State Department to the U.S. Securities and Exchange Commission (SEC).

Communication with Suppliers**Enhanced Partnerships with Our Suppliers**

In 1997, Fujitsu established its suppliers' performance review (SPR) system, in which about 200 major suppliers in the component business are comprehensively evaluated for their products and efforts from the standpoint of quality, technology, price, supply, the environment and reliability. Since FY 2008, the results of written surveys on matters related to CSR, information security, and BCM have been included in the evaluation.

For our partners in the solutions business, we have partially revised in 2013 the review system developed in 2004, and have reviewed some 1,300 companies. Among them, we have provided the results of the evaluation as feedback to about 240 of our main suppliers.

Furthermore, with our main suppliers, we hold dialogues in which managing officers directly share the results of our evaluation and explain our business outlook and procurement strategies. There were 47 such meetings in FY 2015.

Fujitsu Suppliers' Reception

Since 1997, we have held Fujitsu Suppliers' Reception to strengthen our partnership with suppliers. At these events, we present letters of appreciation to those suppliers who have made exceptional contributions to our business, and the company president and the VP in charge of Purchasing give presentations to share our procurement policies in line with Fujitsu's business plans.

The FY 2015 event was held in January 2016 and was attended by approximately 630 representatives from some 350 domestic and overseas suppliers



Social gathering for suppliers

Supply Chain BCM and Procurement Compliance

Supply Chain BCM

To stably supply products and services in the event of major disasters or other unexpected contingencies, Fujitsu has made a continuous commitment to strengthening the BCM capabilities of our suppliers since FY 2007. This commitment is based on the belief that strengthening BCM capabilities throughout the entire supply chain is essential.

Each year, Fujitsu conducts a questionnaire survey of its suppliers on how they address BCM. In FY 2015 we surveyed roughly 860 suppliers including some group companies (at about 2,260 sites) by questionnaire. We analyzed the results from around 2,190 sites (as of September 30) and provided feedback to our suppliers.

For this questionnaire survey, Fujitsu formulated its own original content, but in fiscal 2013, an investigation subcommittee was established under the umbrella of the Japan Electronics and Information Technology Industries Association (JEITA) Materials Committee, assembled products manufacturers and component manufacturers participated in planning, and measures to standardize as an industry got underway. Efforts moved forward to formulate a questionnaire survey covering risk management items from a procurement standpoint focused on supply responsibility needed of suppliers, and it was made available to the public by the JEITA Materials Committee in September 2014. Fujitsu also proactively participated in the planning of these subcommittee activities and began utilizing it from FY2014 questionnaire survey.

In addition, Fujitsu conducts annual surveys on BCM initiatives with 240 major solutions-related suppliers. Feedback is analyzed and implemented as necessary.

Procurement Compliance to All Suppliers

Fujitsu Group launched a confidential communication channel, called the "Compliance Line," available to all suppliers, in August 2009. The Compliance Line is to receive reports from suppliers on any matters of potential or actual non-compliance action with regard to our purchasing activities. Through the channels we have set up both internally and externally, we verify and investigate the facts of every report and respond quickly.

In its rule on internal reporting, Fujitsu forbids detrimental treatment toward its own personnel or the personnel of suppliers who have made reports.

In addition, we added to agreements with suppliers' provisions on the elimination of anti-social forces and other such groups, for the purpose of preventing damage by anti-social forces (and avoiding any encouragement of their activities). Fujitsu Group will have no relationship whatsoever with anti-social forces, including through suppliers.

With Our Shareholders and Investors

Our Basic Stance

Based on the statement "We strive to continuously increase our corporate value" in the Corporate Values of the Fujitsu Way, in order to raise corporate value and meet the expectations of shareholders and investors, we aim to achieve long-term sustainable expansion of profit, and pursue strategic business expansion and focused management, while maintaining a sound financial standing.

We also provide timely and accurate disclosure of our corporate activities and financial information, improving management transparency so that shareholders and investors can better understand how well we perform in increasing corporate value.

Basic Policy on Information Disclosure

Fujitsu emphasizes fairness and continuity in disclosure of information, in accordance with the Financial Instruments and Exchange Act and other laws and regulations, as well as the rules of the exchanges on which its shares are listed.

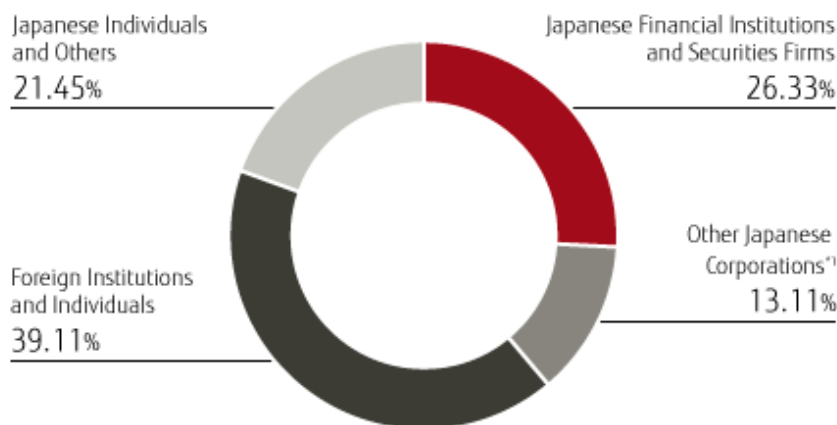
Moreover, our policy is to be proactive in disclosing any information that we judge to be effective for helping shareholders, investors and other stakeholders to deepen their understanding of Fujitsu, even if such disclosure is not required by laws, regulations or other rules.

Policy on Dividends and Dividends Forecast

Article 40 of Fujitsu Limited's Articles of Incorporation grants the Board of Directors the authority to distribute retained earnings. As part of Fujitsu's basic policy on the exercise of this authority, a portion of retained earnings is paid to shareholders to provide a stable return, and a portion is retained by the Company to strengthen its financial base and support new business development opportunities that will result in improved long-term performance. In addition, while taking into consideration its level of profit, when a sufficient volume of internal reserves is secured, including through the acquisition of its own shares, Fujitsu aims to more proactively distribute profits to shareholders.

Our consolidated results in FY2015 yielded a decline in profits comparing to the previous fiscal year due to some factors, including the expenses to accelerate innovative business restructuring. However, we have maintained a certain level of profitability and will distribute 4 yen per share as planned for the FY2015 year-end dividend. Looking ahead to consolidated results for FY2016, we are unable to project a significant increase in profits due to ongoing initiatives for innovative changes in our business models. Accordingly, we plan an interim dividend and a year-end dividend of 4 yen per share each in FY2016, as in FY2015.

Equity Shareholdings by Type of Shareholder (as of March 31, 2016)



*1: The 118,892 thousand shares of Fujitsu Ltd. stock held by Fuji Electric Co., Ltd as retirement benefit trust assets are categorized under the shareholdings of Other Japanese Corporations.

Communicating with Shareholders and Investors

We are actively involved in IR activities in Japan and abroad, including holding briefing sessions for institutional investors and securities analysts, responding to requests for one-on-one meetings from investors, meeting with Japanese and international institutional investors, and posting information on the Fujitsu website as part of our efforts to improve communications with all investors.

We also disseminate press releases, providing information through the media to individual investors and the public at large as part of our active efforts to ensure fair disclosure policy.

For the Annual Shareholders' Meeting, we try to create an environment in which all shareholders feel comfortable asking questions. Moreover, the company president directly explains the company's management direction in his own words to all the shareholders. At the meeting, Fujitsu products are on display and expert staffs are on hand to explain Fujitsu's technologies and services. In addition, shareholders in other regions of Japan can observe the Annual Shareholders' Meeting, where it is relayed to four regional meeting places throughout Japan with approximately 1,000 shareholders participating. The video-streaming of the Annual Shareholders' Meeting is made publicly available on the Fujitsu website a couple of days after the meeting.

A Variety of Meetings for the Investment Community, both in and outside Japan

Fujitsu provides a variety of briefing meetings on financial results, management direction, and business with institutional investors and securities analysts in Japan.

For institutional investors outside Japan, we hold IR road shows by management regularly in Europe and North America, and IR managers in NY and London also have meetings with institutional investors individually. In FY 2015, we held approximately 1,000 meetings for institutional investors and securities analysts (63.5% of them from foreign investors and 36.5% from domestic investors).

Communicating with Individual Shareholders and Investors

In addition to sending out interim and year-end financial reports for individual shareholders and investors, we promptly disclose financial results documents and presentation materials used at briefing sessions for investors and analysts and publish video on website related to presentations of financial results.

Publication on IR websites

Fujitsu publishes information that we would like our shareholders and investors to know on our Japanese and global IR websites. English versions of presentations and financial results reports used at briefings held in Japan are posted on our global IR site.

We also have been striving to utilize our IR websites for information disclosure and communication to deepen people's understanding of Fujitsu through IR activities, such as early public release of proposals submitted at shareholders' meetings.

Main Results of IR Activities in FY 2015

| | | Apr. 2015 | May | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. 2016 | Feb. | Mar. |
|---------------|-------------------------------|--------------|-------------------------------|--------------------------------|------------------------|------|------|--------|--|-----------|--------------|------------------------|--------|
| In Japan | Annual Shareholders' Meeting | | | ● Annual Shareholders' Meeting | | | | | | | | | |
| | Management Direction Briefing | | | | | | | | ● Management Direction Briefing ● Nomura Investment Forum | | | | |
| | Financial Results Briefings | | ● Full-Year Financial Results | | ● 1Q Financial Results | | | | ● 2Q Financial Results | | | ● 3Q Financial Results | |
| | Business Briefings | ● R&D | | | | | | | | ● Debt IR | | | ● ESG |
| Outside Japan | Roadshow | | ● North America | ● Europe | | | | ● Asia | ● North America | ● Europe | | | ● Asia |



Community Involvement

The Fujitsu Group promotes diverse social contribution activities to realize a prosperous future where people can pursue their dreams.

Approach to Social Contribution Activities

The Fujitsu Group will create new value and knowledge together with our customers, communities, and people worldwide through ICT, and contribute to sustainable development for the earth and society to achieve a prosperous future where people's dreams are fulfilled.

All Fujitsu employees are actively participating and engaging in social contribution activities together with a wide range of stakeholders and base those activities on four pillars: ICT for Everyone, Support for Challenges, Community Engagement and Environment.

In order to energize our social contribution activities and share best practices, we are building and have made viewable a record of our activities on our internal system. We also carry out an in-house award program using this database.



Employee Volunteer Activity Support System

The Fujitsu Group has in place a volunteer activity support system to encourage each employee's active contribution to society. Additionally, we have also developed various programs customized to the characteristics of each region in order to support better local communities in each area where we have a business site.

Results of initiatives like these helped support a worldwide total of 169,000 employee volunteer hours* in FY 2015.

* Total volunteer hours:

Calculated by "Total Activity Hours = Σparticipants x Activity hours." For an event hosted by the Fujitsu Group, employee families and stakeholders are included as participants. Furthermore, volunteer activities during and outside work hours are included.

Volunteer Activity Support System

Fujitsu has established the following programs for supporting volunteer activities undertaken by employees.

- System of leave of absence for participation in Japan Overseas Cooperation Volunteers or Senior Overseas Volunteer: up to three years
- Accumulated leave: Five days paid leave per year, can be accumulated up to twenty days (to be used for specified purposes including volunteer work)

Promoting Learning & Education, and Cultural and Sponsorship Activities

Fujitsu-JAIMS Foundation



The Fujitsu-JAIMS Foundation originated from a nonprofit educational institution founded by Fujitsu providing graduate level education. JAIMS was originally founded in 1972 in Hawaii, a place where Eastern and Western cultures meld with one another. The purpose of JAIMS was to foster mutual understanding between Japan and the U.S. and cultivate human resources. Since its founding, JAIMS had more than 23,000 graduates from 55 different countries and received the Foreign Minister's Commendation in 2006. It had become highly regarded for its efforts to promote international exchange.

To strengthen ties with Asia, which has come to play an important role in global business in recent years, the Fujitsu-JAIMS Foundation was established in Japan in July 2012. In April 2013, JAIMS moved its headquarters

functions to the Fujitsu-JAIMS Foundation and embarked on a new stage of activity. Under a unique structure, with multiple virtual campuses forming a network, the Fujitsu-JAIMS Foundation works with the Hawaii campus (JAIMS) and its Asian partners to fulfill its mission of contributing to form a new community through human resources development and knowledge co-creation in the Asia-Pacific region, and by promoting knowledge collaboration that is flexible and multi-dimensional.

One of the main programs offered by the Fujitsu-JAIMS Foundation is Global Leaders for Innovation and Knowledge, an international management program developed based on the vision of Dr. Ikujiro Nonaka (Professor Emeritus of Hitotsubashi University), the global authority in knowledge creation theory. The goal of the program is to "nurture innovative leaders armed with a global perspective and local knowledge, so that they can create a virtuous future of their own accord." The participants study for 3.5 months in the Asia-Pacific region (Japan, the U.S. (Hawaii), Singapore, and Thailand) to nurture leadership capabilities, gain insights on how to capture the essence of situations at hand, exercise good judgment, and take action within a changing context. Not only can they refine their global sensitivity and knowledge, but also gain the perspective and ability to overcome obstacles to become leaders at the forefront of global business, through working hard in diverse cultural environment by competing with skilled participants mainly from East and Southeast Asia, as well as discussion with instructors who are preeminent authorities in their respective fields and experts in each country.

Fujitsu has contributed working capital and has an organization within the company that has been supporting Fujitsu-JAIMS' activities. In addition to comprehensive support of the Foundation, Fujitsu has been coordinating with Fujitsu-JAIMS by incorporating its own practical wisdom, ICT, and expertise into the Foundation's activities. Fujitsu has thus been pushing forward with its social contribution activities, furthering promotion of academic and educational fields as well as international exchange.

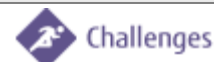


Participants

- Fujitsu-JAIMS Foundation

<http://www.jaims.jp/en/index.html>

Fujitsu Scholarship Program



Fujitsu established the Fujitsu Scholarship Program in 1985 to commemorate the 50th anniversary of its founding. The aim was to foster business leaders who, through their deep understanding of Japan's culture, society, and business methods, will connect Japan with the rest of the world. 499 people have received scholarships as of April 1, 2016.

Although this program was started to provide scholarships for studying Japanese-style business management, it now provides opportunities to participate in the Fujitsu-JAIMS Foundation's program for business people in 18 countries and areas in the Asia-Pacific region.

Every year, Fujitsu receives many applications for its scholarships. Scholarship recipients are selected based on criteria that include English language skills, academic record, and work experience, as well as a desire to make a contribution to their home country. Through efforts that include joint-recruiting programs, Fujitsu is working with Fujitsu Group companies doing business in the Asia-Pacific region to provide scholarships to people considering helping their country or community, and contribute to society by providing education rooted in local communities worldwide, aimed at developing business leaders and promoting cultural exchange and mutual understanding.



Fujitsu Scholarship Recipients

- Fujitsu Scholarship
<http://www.fujitsu.com/scholarship>

Support for Mathematical Olympiad and Olympiad in Informatics



Fujitsu supports the Mathematical Olympiad Foundation of Japan and the Japanese Committee for the International Olympiad in Informatics (the latter being a non-profit organization) to help discover and foster valuable human resources who will play leading roles in the future development of society. The Mathematical Olympiad Foundation of Japan was established in 1991 in order to discover gifted mathematicians for selection and entry as national representatives in the International Mathematical Olympiad (IMO) and to further develop their skills. The foundation is also committed to helping improve and promote education in mathematics from an international perspective. Fujitsu provided the basic funds for the establishment of the Foundation along with two other companies and one individual. It provides additional support including offering supplementary prizes to the top performers at the Japan Junior Mathematical Olympiad (JJMO) and the Japan Mathematical Olympiad (MMO), the latter from which national representatives for the IMO are selected.



The 26th Mathematical Olympiad awards ceremony

Meanwhile, the Japanese Committee for the International Olympiad in Informatics was established in 2005 to train human resources in support of Japan's mathematics and information science sector. It provides support for participants of the International Olympiad in Informatics (IOI), a programming contest for junior and senior high school students.

As a supporting member, Fujitsu provides assistance in the committee's operation, and presents supplementary prizes to the top performers at the Japanese Olympiad in Informatics, from which national representatives for the IOI are selected.

Supporting a Programming Contest for Technical College Students



Through special corporate sponsorship, Fujitsu supports ProCon, the Japan technical college programming contest. We have established "Fujitsu Company Prize", and we provide Fujitsu PCs to the winner.

In FY 2015, the Fujitsu company prize was given to National Institute of Technology, Toba college, which created a support tool for staging production based on Power Point.

Fujitsu will continue to support the development of young ICT technicians.



Students from National Institute of Technology, Toba College received the Fujitsu Company Prize in the 26th Japan technical college programming contest.

Fujitsu Kids Project: shaping tomorrow with children



Fujitsu Kids: Giving Shape to Dreams website for children:

<https://www.youtube.com/watch?v=7k5r00mF9Ew>

Cultural and Sponsorship Activities



Information on Fujitsu's cultural and sponsorship activities:

<http://www.fujitsu.com/jp/about/resources/advertising/event/index.html>

Contributing to Society through Sports

The Fujitsu Group promotes sports as a building block of a sound society. Company sports encompass the track and field team, the Frontiers American football team, and the RedWave women's basketball team. These organizations strive daily to improve their skills, embodying Fujitsu's proactive spirit.

Track and Field Team



Established in 1990 with the slogan "fostering athletes that can compete globally," the Fujitsu Track and Field Team has been a leader in Japanese track and field ever since, awarded the Best Team Prize for the Top Athlete Support Award at the JOC Sports Awards in 2008 and the 1st Industrial Track and Field Team of the Year in 2016. The team has produced Japanese representatives for six straight Olympics—from the 1992 games in Barcelona to the 2012 games in London. The top athletes who belong to the team actively participate in track and field clinics throughout Japan, helping to raise the level of track and field in Japan as well as fostering sports development in general.

In FY 2015, four Japanese representatives from Fujitsu participated in the World Championships in Athletics in Beijing. With further achievements that include participating for 25 consecutive years in the New Year Ekiden, and Yusuke Suzuki setting a new world record for the Men's 20 km Racewalking, the team is a leader in the world of Japanese track and field.



Challenges



Community Engagement



The Track and Field class held in October 2015 in Chiba Prefecture.

© FUJITSU SPORTS

Frontiers American Football Team



Established in 1985, Fujitsu's American football team named itself the "Frontiers" in recognition of its pledge to be a pioneer in the field of American football in Japan under the slogan "to be the best in Japan's amateur league, and at work."

The team has won the Bowl three times, including its first victory in 2003 at the Pearl Bowl, a tournament for East Japan Division teams of the Shakaijin (working adults) league. In 2014, the team won the Japan X Bowl, the championship game to decide the best team in Japan, as well as competing in and winning the Rice Bowl, the Japanese Championship title, for the first time. Although a shot at a second consecutive Rice Bowl title in 2015 was unfortunately halted in the finals, the team has emerged as the top team in the X League.

Moreover, the Frontiers have been recognized as a Hometown Sports Partner by Kawasaki City where they are based, for community contributions. Since FY 2010, the team has been teaching in school physical education classes in Kawasaki City and engaging in other activities, as well, to popularize flag football, which is safe and easy to play.



Challenges



Community Engagement



Workshop "Friendship Classroom" held in FY2015 at an elementary school in Kawasaki City.

©NANO Association

RedWave Women's Basketball Team



Following its establishment in 1985, Fujitsu named its women's basketball team "RedWave" with the goal of becoming like a red wave that poses a threat to even the most formidable of opponents. The team took its first victory at the 72nd All Japan Basketball Tournament (Empress Cup) in 2006, holding on to the top spot for the three straight years through 2008. RedWave fulfilled a long-held ambition in FY 2007 when it won its first Women's Japan Basketball League (W League) title (2007-2008 (ninth) season). The team has made it to the playoffs for 11 consecutive years since 2005, as well as making it to the finals for the second consecutive year in during the 2015-16 season, which is the first time in 7 years. It won second place and is now a highly-competitive force in the W League.

As part of Fujitsu's social contribution activities and to encourage sports in the local community while building up the foundation of Japan's basketball world, the team has been recognized as a Hometown Sports Partner by Kawasaki City where the team is based, and it provides coaching in basketball workshops it conducts for elementary school students in Kawasaki City during PE classes. The team has conducted these workshops for 10 consecutive years since 2004, with 11 workshops conducted in FY 2015.



Challenges



Community Engagement



Workshop "Friendship Classroom" held in FY2015 at an elementary school in Kawasaki City.
©NANO Association

Support for Kawasaki Frontale

A Japan Professional Football League (J-League) member since 1999, the Kawasaki Frontale soccer team has Fujitsu as its official sponsor and is based in the city of Kawasaki. The team works to further the development of professional soccer, young local athletes, and sports culture.

The team set up the "Mind-1 Nippon Project" soon after the Great East Japan Earthquake in 2011, and has been continuously engaged in supporting mid- to long-term recovery efforts in the affected areas. In September 2015, the team concluded the "Takata Frontale Smilesip" friendship agreement with the city of Rikuzentakata, where it had engaged in support activities. The team will continue its activities, aiming to move from support aid to a relationship of mutually supporting smiles.



Community Engagement



Soccer class held in November 2015 in Rikuzentakata
© KAWASAKI FRONTALE

Sponsorship Activities



Community Engagement

Information on Fujitsu's cultural and sponsorship activities:

<http://www.fujitsu.com/jp/about/resources/advertising/event/index.html>

International Support and Disaster-Relief Activities

Supporting Tropical Rainforest Restoration Activities through Beverage Sales



Community Engagement

As part of the Fujitsu Group's social contribution and environmental activities, Fujitsu sells its own private brand beverages to employees, a portion of the proceeds of which are directed to tropical rainforest restoration activities underway at the Fujitsu Group Malaysia Eco Forest Park. As of the end of FY2015, a total of around 2.64 million beverages had been sold since the start of this initiative in 2009, which has helped contribute to promoting activities.

Activities that Contribute to Society by Group Employees



Community Engagement

Employees of Fujitsu Group companies voluntarily participate in everyday social contribution activities, such as collecting used plastic bottle caps, stamps and prepaid cards and donating the proceeds to polio vaccine or seedling planting projects.

Employees participate in the "sutenai seikatsu", or waste free lifestyle, activities. "Sutenai seikatsu" activities are intended to support Shapla Neer (Citizen's Committee in Japan for Overseas Support), an international NGO engaged in volunteer activities, by donating the sales of used books and DVDs collected from employees.

Support for Damage from Natural Disasters



Community Engagement

The Fujitsu Group is carrying out donation and contribution campaigns in order to assist with efforts to recover from the damage caused by natural disasters.

In FY2015, we made donations to the national government and local governments to aid areas affected by the torrential rains that struck the Kanto and Tohoku regions in September.

Examples of Activities in FY2015

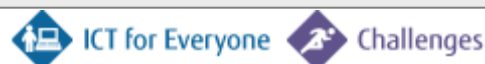
Global Support for Youth Leadership Training

At the 23rd World Scout Jamboree, the world's largest Scouting event held once every four years, Fujitsu provided sponsorship and held a Disaster Information Systems workshop.

About 33,000 Scout leaders and young Scouts from around 150 countries gathered at Kirarahama Beach in Yamaguchi Prefecture to share experiences together over a two-week camp.

Fujitsu developed ICT-based learning materials on disaster preparedness, drawing on the lessons we gained from reconstruction activities following the Great East Japan Earthquake. Using these materials, participating Scouts played card and tablet games, and, crossing language barriers, enjoyed learning about the benefits of sharing information.

Fujitsu will continue supporting such youth-led initiatives.



Scouts playing a tablet game

Promotion of ICT Usage by Senior Citizens



In the year 2030, persons of age 65 or older are expected to make up 30% of Japan's population. Against this background, the "information gap" between senior citizens and the young must be acknowledged.

Recognizing the issue, Fujitsu Niigata Systems has conducted courses on mobile phone, e-mail and hands-on tablet workshops to promote the use of ICT by senior citizens.

The course on e-mail provided rudimentary instruction on items such as learning the positions of the phone buttons, with content designed to make ICT familiar and gradually take participants' image of ICT from "scary" to "fun." The company also collaborates with the Consumer Information Centers to provide information on topics including usage charges, security, and troubles such as computer-related fraud.

Looking ahead, we will create new support services in collaboration with government, the Japan National Council of Social Welfare, universities, and private companies, and will contribute to the creation of ways by which people in local regions can support each other using ICT.



ICT course for senior citizens

Teaching Children to Program: MegaDojo



ICT for Everyone



Challenges



Community Engagement

Fujitsu BeLux participates annually in the unique event known as MegaDojo, part of a volunteer-led global movement to address the global shortfall in programmers and IT skills by getting children interested in technology. Held in Brussels, the free event gives over 1,000 children the opportunity to learn programming skills.

This year, children between the ages of 10 and 14 from 27 schools across Belgium took part. Fujitsu volunteers provided instruction for the children, and donated 50 computers. The children were also able to learn about robotics, 3D printer techniques, and many other new technologies.



A scene from MegaDojo

Support for Activities to Integrate Refugees



Community Engagement

In 2015, Europe was hit with an influx of refugees from the Middle East and Africa. The United Nations High Commissioner for Refugees reported at the end of the year that over 1 million refugees and emigrants had reached Europe since the beginning of the year. In response to this European refugee crisis, Fujitsu Germany supported a number of initiatives to aid newly arriving refugees. In Frankfurt, the company donated 30 boxes of clothing, as well as ICT equipment. The company also offered support for refugees' language learning via online German education courses, and other support to help refugees integrate into local society and business.



Supporting Activities to Integrate Refugees

Encouraging Girls into Science and Technology: Girls' Day



ICT for Everyone



Challenges



Community Engagement

In the fields of science and technology, encouraging more female participation is crucial to addressing the shortage of skilled workers and driving innovation. Accordingly, early educational support in these fields is considered vital.

Fujitsu Germany participated in a government-led initiative called Girls' Day. In this event, German companies establish venues for schoolgirls between ages 13 and 17 to learn about technology and the natural sciences, with the aim of advancing education in ICT, technical skills, technology, and natural sciences.

As in the previous year, Fujitsu held a session on notebook computer technologies. The company showed and explained the units making up a computer, and demonstrated their functions in operation. A highlight for the students was the opportunity to disassemble and reassemble notebook computers themselves. The girls also showed profound interest during hands-on experience with products on display.



A scene from Girls' Day

Fujitsu Group Profile (as of March 31, 2016)

Company Name Fujitsu Limited

Addresses

- Kawasaki Main Office
4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi,
Kanagawa 211-8588, Japan
- Headquarters
Shiodome City Center 1-5-2 Higashi-Shimbashi,
Minato-ku, Tokyo 105-7123, Japan

Representative Director President Tatsuya Tanaka

Established June 20, 1935

Main Business Activities Manufacture and sale of communications systems, information processing systems, and electronic devices, and the provision of services related to those products

Capital ¥324.6 billion

Total Assets ¥3,226.3 billion (Liabilities: ¥2,300.0 billion, Net assets: ¥926.2 billion)

Fiscal Year-end March 31

Employees Consolidated 156,515 /
Unconsolidated: 24,112

Directors 10 (incl. 2 female directors and
4 outside directors, as of June 27, 2016)

Consolidated Subsidiaries 514 companies

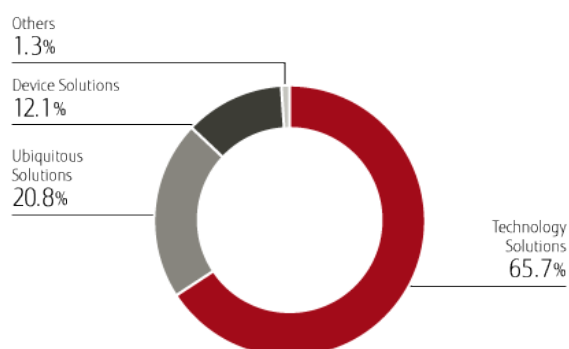
Equity-method Affiliates 25 companies

Stock Exchange Listings Tokyo, Nagoya

Regarding Our Business Segments

The Fujitsu Group provides a wide range of services and products with the advanced technology, high performance and high quality essential for the future of the ICT sector, and operates an integrated total solutions business, from the development, manufacture and sale of those products and electronic devices to the provision of maintenance services.

Break down of Revenue by Business Segment



Note: Revenue include intersegment sales.

Technology Solutions

The Technology Solutions segment provides corporate customers around the globe with IT-driven business solutions based on our advanced technology and high-quality system platforms and services.



Data center (Tatebayashi)

Ubiquitous Solutions

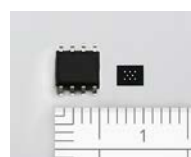
The Ubiquitous Solutions segment is involved in the development, manufacture and sale of PCs and mobile phones, as well as audio and navigation equipment and other types of mobilewear.



ARROWS NX F-02H

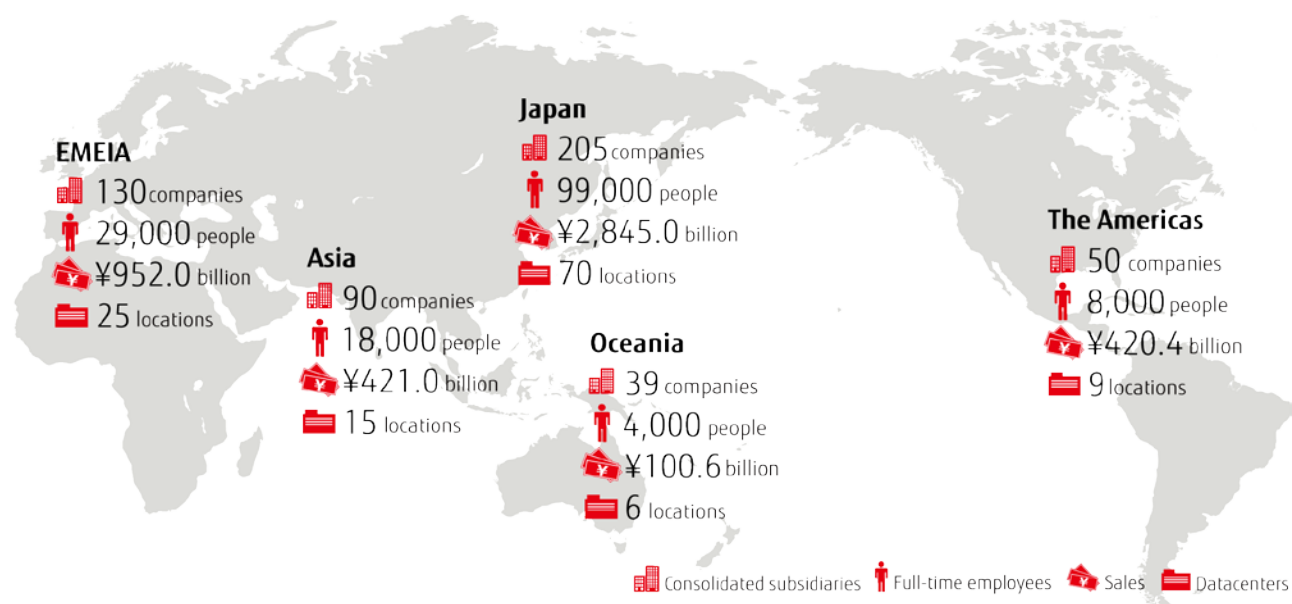
Device Solutions

The Device Solutions segment provides LSI devices for digital consumer electronics, automobiles, mobile phones and servers, as well as semiconductor packages and other electronic components. The segment also offers electronic components, such as batteries, relays and connectors.



FRAM 1Mbit non-volatile memory MB85RS1MT

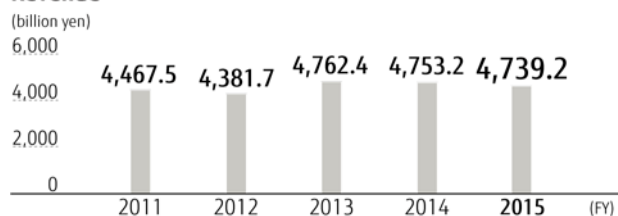
Global Business System



* As of March 31, 2016. Only datacenters are as of April 30, 2016.

Financial & Non-Financial Highlights

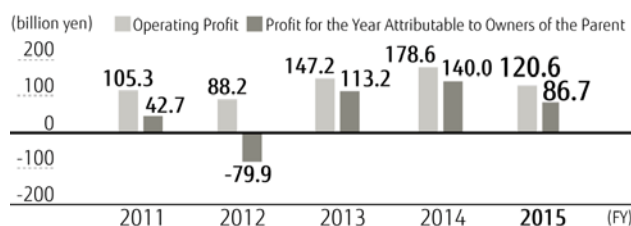
Revenue



*Japanese standard is used through FY2012, and IFRS from FY2013 on.

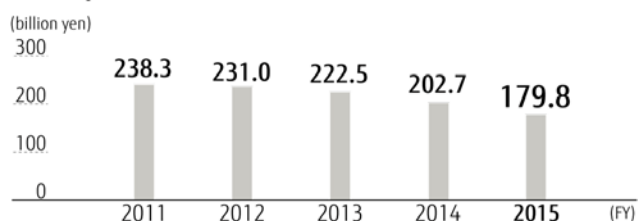
Operating Profit/

Profit for the Year Attributable to Owners of the Parent



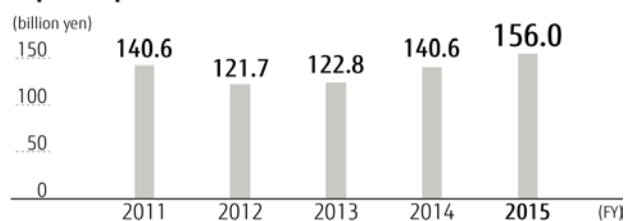
*Japanese standard is used through FY2012, and IFRS from FY2013 on.

R&D Expenses



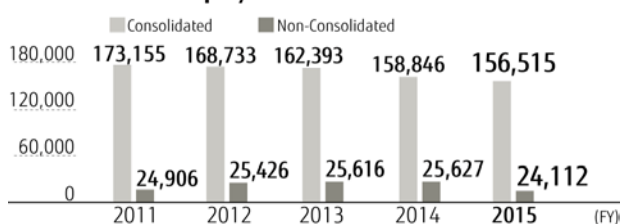
*Japanese standard is used through FY2012, and IFRS from FY2013 on.

Capital Expenditures

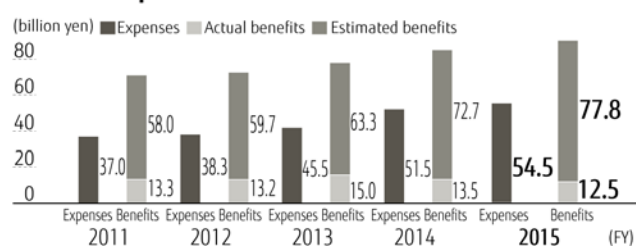


*Japanese standard is used through FY2012, and IFRS from FY2013 on.

The Number of Employees



Trends in Expenses and Economic Benefits



Editorial Policy

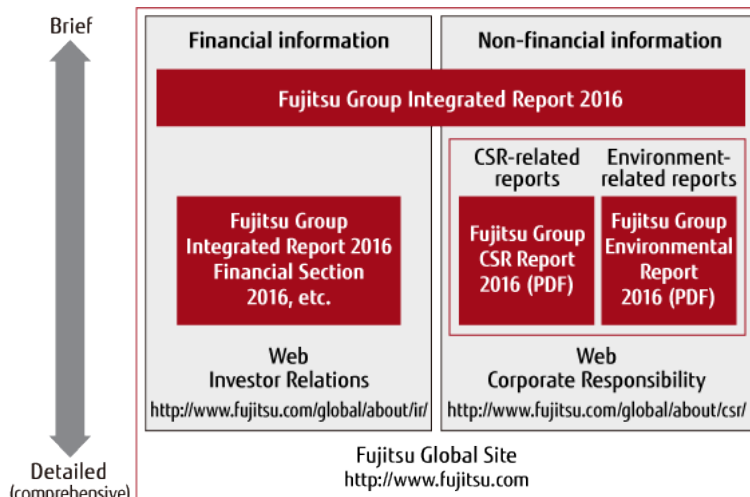
Available on our website and as a PDF document, the Fujitsu Group CSR Report 2016 presents a number of activities based on the Fujitsu Group CSR Policy.

Reporting System

Details concerning Fujitsu Group initiatives are reported in the format of the figure at right. In editing this report, we take into account matters including trends in reporting and the opinions of readers and stakeholders on the previous fiscal year's report. We are making efforts to convey more comprehensive information so that it can be easily read by the general public.

Guidelines Referenced

- GRI Sustainability Reporting Guidelines, Version 4.0 (Comprehensive)
- ISO 26000 Guidance on Social Responsibility



Reporting Period

This report focuses on activities in FY 2015, from April 1, 2015 to March 31, 2016, and the data presented is actual performance data from that period. Content from times outside that period, however, is also presented.

Target Readership

This report is written assuming the following readership: Fujitsu stakeholders including customers, employees, stockholders and investors, suppliers and business partners, international society and local communities, public institutions and governments.

Organizations Covered

While the whole of the Fujitsu Group is covered in this report, when it is necessary to indicate the range of applicability, we will specify Fujitsu Group (to indicate the Group as a whole) or Fujitsu (to indicate Fujitsu, Ltd. as an independent entity).

About Third Party Verification

The Fujitsu Group CSR Report 2016 has undergone third-party verification by Bureau Veritas Japan to ensure the reliability of the information disclosed within.

Contact

CSR Division Shiodome City Center, 1-5-2 Higashi-Shimbashi, Minato-ku, 105-7123, Japan
<http://www.fujitsu.com/global/about/csr/contact/>

Publisher

FUJITSU LIMITED

Authority for Publication: Tatsuya Tanaka

President and Representative Director

Published: August 2016 (The next report will be published in August 2017 and the previous report was published in September 2014.)

Third Party Verification Report

In order to ensure the reliability of the contents of the Fujitsu Group CSR Report 2016, we asked a third party, Bureau Veritas Japan to examine and post a review of the report.

Fujitsu Group CSR Report 2016 Fujitsu Group Environmental Report 2016 Independent Verification Report

To: Fujitsu Limited



July 22, 2016



Bureau Veritas Japan Co., Ltd.
System Certification Services Headquarters

Bureau Veritas Japan Co., Ltd. (Bureau Veritas) has been engaged by Fujitsu Limited (Fujitsu) to conduct an independent verification and review of its sustainability performance indicators selected by Fujitsu for inclusion in the Fujitsu Group CSR Report 2016 and the Fujitsu Group Environmental Report 2016 (the Reports) issued under the responsibility of Fujitsu.

The aim of the verification is to evaluate and to provide an opinion, in the form of an independent statement, on the reliability and accuracy of selected sustainability performance indicators within the Reports based on objective evidence and to a limited level of assurance. The aim of the review work is to evaluate the quality of certain other sustainability performance indicators within the Reports in the interests of reporting improvement.

1. Outline of verification and review

Bureau Veritas conducted the following verification and review based on agreement with Fujitsu.

Verification and review of social and environmental performance indicators related to business operations in FY2015

| Data verified or reviewed | Site Visited | Verification or Review Methodology |
|--|--|--|
| All indicators listed in Annex 1: <i>'The list of social performance indicators verified'</i> | - Fujitsu Headquarters - Fujitsu Kawasaki Main Office | - Review of documentary evidence produced by Fujitsu Headquarters - Interviews with relevant personnel of Fujitsu Headquarters and Fujitsu Kawasaki Main Office - Comparison between the reported data and the supporting documentary evidence |
| All indicators listed on Annex 2: <i>'The list of environmental performance indicators verified and reviewed'</i> | - Fujitsu Kawasaki Main Office - PFU LIMITED Headquarters/ Ishikawa Research and Development Centers - SHINKO ELECTRIC INDUSTRIES CO., LTD. Kohoku Plant - FUJITSU FRONTTECH LIMITED Niigata Plant - Fujitsu Computer Products of Vietnam, Inc. | - Review of documentary evidence produced by Fujitsu Headquarters and the sites visited - Interviews with relevant personnel of Fujitsu Kawasaki Main Office and the sites visited - Site inspection and assessment of data monitoring process - Comparison between the reported data and the supporting documentary evidence |

The verification was conducted using Bureau Veritas' standard procedures and guidelines for external verification of non-financial reporting, based on current best practice. Bureau Veritas refers to the International Standard on Assurance Engagements (ISAE) 3000 in providing a limited assurance for the scope of work stated herein.

The review was conducted using Bureau Veritas' standard procedures for external review of sustainability reporting.

2. Findings

On the bases of our methodology and the activities described above:

- Nothing has come to our attention to indicate that the reviewed information within the scope of our verification and review is inaccurate and does not provide a fair representation of the performance for the defined period.
- It is our opinion that Fujitsu has established appropriate systems for the collection, aggregation and analysis of quantitative data within the scope of our verification and review.

Bureau Veritas has implemented a code of ethics across its business which is intended to ensure that all our staff maintain high standards in their day to day business activities. We are particularly vigilant in the prevention of conflicts of interest. Bureau Veritas activities for Fujitsu are for sustainability reporting verification only and we believe our verification assignment did not raise any conflicts of interest.

Annex 1

The list of social performance indicators verified

| Performance indicators verified | Page |
|---|------------|
| Number of attendees to Female Leadership Development Program | 14 |
| Rate of woman managers | 14・55・78 |
| Employment rate of people with disabilities | 15・57・78 |
| Number of employees using the care leave support system | 15・65・79 |
| <u>Foster global business leaders</u> | 15 |
| Number of attendees to Next-generation business leaders development programs | |
| The number of periodic dialogue with residents in regions with major business sites | 16 |
| The number of internal database records of social contribution activities | 17 |
| <u>CSR activities with use of ISO26000</u> | 21 |
| Number of group companies which performed survey based on ISO26000 | |
| Number of Directors | 30・78・110 |
| Frequency of industrial accidents | 70・79 |
| Numbers and average ages of employees | 78・110・112 |
| Number of employees by age group | 78 |
| Hiring of recent college graduates | 79 |
| Employees by region | 78・111 |
| Average years of service | 79 |
| Promoting socially responsible procurement (the number of written surveys to suppliers) | 93 |

Annex 2

The list of environmental performance indicators verified and reviewed

| Performance indicators verified | | Page |
|--|---|------|
| Rate of newly developed products that are top-level energy efficient | | 25 |
| Improvement rate of resource efficiency in newly developed products | | 27 |
| Amount of greenhouse gas emissions in our business facilities | | 34 |
| Improving rate of energy intensity in our business facilities | | |
| CO ₂ emission from transport (Fujitsu and group companies in Japan) | | 38 |
| Water usage | | 41 |
| PRTR Substance and VOC Emissions | | 43 |
| Amount of waste generated | | 44 |
| Effective utilization ratio | | |
| Resource reuse rate of business ICT equipment | | 46 |
| INPUT (design, procurement, manufacturing, development) | Water | 57 |
| | Energy | |
| INPUT (recycling) | Resource recycling rate | |
| OUTPUT (design, procurement, manufacturing, development) | Chemical substances | |
| | Atmospheric release Greenhouse gases total | |
| | Atmospheric release CO ₂ | |
| | Atmospheric release Greenhouse gases other than CO ₂ | |
| | Volume of waste generated | |
| | Volume of thermal and material recycling | |
| | Volume of waste disposal | |
| OUTPUT (distribution) Atmospheric release CO ₂ (Fujitsu and group companies in Japan) | | |
| Scope3 (upstream) Transportation and distribution (Fujitsu and group companies in Japan) | | |
| Scope1 (reporting company) Direct emissions | | |
| Scope2 (reporting company) Indirect emissions from energy sources | | |
| Scope3 (upstream) Purchased goods and services | | |
| Scope3 (downstream) Use of sold products | | 59 |
| Energy usage in Scope1 and Scope2 | | |

| Performance indicators reviewed | | Page |
|---|---------------------|------|
| Amount of contribution to reducing emissions of greenhouse gases (GHG) through the provision of ICT | | 22 |
| Percentage of reduced CO ₂ emission per sales from transport | | 38 |
| CO ₂ emission from transport (group companies in worldwide) | | |
| Environmental accounting | | 56 |
| INPUT (design, procurement, manufacturing, development) | Chemical substances | 57 |
| INPUT (distribution) Energy | | |
| OUTPUT (distribution) Atmospheric release CO ₂ (group companies in worldwide) | | |
| Scope3 (upstream) Transportation and distribution (group companies in worldwide) | | 58 |

CSR Report 2016 GRI Guideline Comparison Table

| GRI 4.0 Indicator (※...Core performance indicator) | | | References | ISO 26000 | UNGC principle |
|--|---|--|---|--|----------------|
| Strategy and Analysis | | | | | |
| G4-1 | ※ | Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability | ◆ <u>Top Message</u> | 6.2 | — |
| G4-2 | | Provide a description of key impacts, risks, and opportunities. | ◆ <u>Risk Management "Business Risks"</u> | 6.2 | — |
| Organizational Profile | | | | | |
| G4-3 | ※ | Report the name of the organization. | ◆ <u>Fujitsu Group Profile "Company Name"</u> | — | — |
| G4-4 | ※ | Report the primary brands, products, and services | ◆ <u>Fujitsu Group Profile "Main Business Activities"</u> | — | — |
| G4-5 | ※ | Report the location of the organization's headquarters. | ◆ <u>Fujitsu Group Profile "Addresses" [Reference] Organization</u> | — | — |
| G4-6 | ※ | Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report. | ◆ <u>Fujitsu Group Profile "Global Business System"</u> | — | — |
| G4-7 | ※ | Report the nature of ownership and legal form. | ◆ <u>Corporate Governance "Basic Stance on Internal Control Framework"</u> ◆ <u>Fujitsu Group Profile "Headquarters" [Reference] WEB (Worldwide)</u> | — | — |
| G4-8 | ※ | Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries). | ◆ <u>Fujitsu Group Profile "Main Business Activities "Break down of Revenue by Business Segment"</u> | — | — |
| G4-9 | ※ | Report the scale of the organization, including: Total number of employees - Total number of operations - Net sales (for private sector organizations) or net revenues (for public sector organizations) - Total capitalization broken down in terms of debt and equity (for private sector organizations) - Quantity of products or services provided | ◆ <u>Fujitsu Group Profile "Revenue", "Capital", "Total Assets", "Employees", "Main Business Activities", "Global Business System"</u> ◆ <u>List of Employee related Indicators "Employees in Fujitsu Group" [Reference] Fujitsu at a Glance</u> | — | — |
| G4-10 | ※ | a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries). | ◆ <u>Fujitsu Group Profile "Employees" "Global Business System"</u> ◆ <u>List of Employee related Indicators</u> | 6.4 6.4.3 | — |
| G4-11 | ※ | Report the percentage of total employees covered by collective bargaining agreements. | ◆ <u>Creating Good Working Conditions "Labor Relations"</u> | 6.3.10 6.4 6.4.3 6.4.4 6.4.5 | 1,3 |

| GRI 4.0 Indicator (※...Core performance indicator) | | | References | ISO 26000 | UNGC principle |
|--|---|---|--|-----------|----------------|
| G4-12 | ※ | Describe the organization's supply chain. | ◆ <u>With Our Suppliers</u> | | |
| G4-13 | ※ | Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including: - Changes in the location of, or changes in, operations, including facility openings, closings, and expansions - Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) - Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination. | ◆ <u>Editorial Policy "Organizations Covered"</u> ◆ <u>Integrated Report Financial Section</u> | — | — |
| Commitments to External Initiatives | | | | | |
| G4-14 | ※ | Report whether and how the precautionary approach or principle is addressed by the organization. | ◆ <u>Our Approach to CSR "Promoting Group-wide Dissemination"</u> ◆ <u>United Nations Global Compact</u> ◆ <u>Implementing CSR Activities Utilizing ISO 26000</u> ◆ <u>Risk Management "Risk Management Framework"</u> ◆ <u>Risk Management "Risk Management Processes"</u> [Reference] <u>Environmental Policy・Action Plan</u> | 6.2 | — |
| G4-15 | ※ | List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses. | ◆ <u>United Nations Global Compact</u> ◆ <u>Implementing CSR Activities Utilizing ISO 26000</u> | 6.2 | — |
| G4-16 | ※ | List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: - Holds a position on the governance body. - Participates in projects or committees. - Provides substantive funding beyond routine membership dues. - Views membership as strategic. | ◆ <u>United Nations Global Compact</u> | 6.2 | — |
| Identified Material Aspects and Boundaries | | | | | |
| G4-17 | ※ | a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report. | ◆ <u>Fujitsu Group Profile "Main Business Activities"</u> ◆ <u>Editorial Policy "Organizations Covered"</u> ◆ <u>Integrated Report Financial Section</u> [Reference] <u>Organization</u> | 6.2 | — |
| G4-18 | ※ | a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content. | ◆ <u>CSR Policy and Promotion Framework "Organization Promoting CSR"</u> | — | — |
| G4-19 | ※ | List all the material Aspects identified in the process for defining report content. | ◆ <u>CSR Policy and Promotion Framework "Five Priority Issues"</u> | — | — |
| G4-20 | ※ | For each material Aspect, report the Aspect Boundary within the organization, as follows: Report whether the Aspect is material within the organization | ◆ <u>CSR Policy and Promotion Framework "Five Priority Issues"</u> ◆ <u>Editorial Policy "Organizations Covered"</u> | — | — |
| G4-21 | ※ | For each material Aspect, report the Aspect Boundary outside the organization, as follows: Report whether the Aspect is material outside of the organization | ◆ <u>CSR Policy and Promotion Framework "Five Priority Issues"</u> ◆ <u>Editorial Policy "Organizations Covered"</u> | — | — |

| GRI 4.0 Indicator (※...Core performance indicator) | | | References | ISO 26000 | UNGC principle |
|--|---|---|---|-----------|----------------|
| G4-22 | ※ | Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements. | ◆ Editorial Policy "Organizations Covered" "Organizations Covered" | — | — |
| G4-23 | ※ | Report significant changes from previous reporting periods in the Scope and Aspect Boundaries. | ◆ Editorial Policy "Organizations Covered" "Organizations Covered" | — | — |
| Stakeholder Engagement | | | | | |
| G4-24 | ※ | Provide a list of stakeholder groups engaged by the organization. | ◆ CSR Policy and Promotion Framework "The Fujitsu Group's Stakeholders" | 6.2 | — |
| G4-25 | ※ | Report the basis for identification and selection of stakeholders with whom to engage. | ◆ CSR Policy and Promotion Framework "The Fujitsu Group's Stakeholders" ◆ Stakeholder Dialogue | 6.2 | — |
| G4-26 | ※ | Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process. | ◆ Stakeholder Dialogue <Customers, International Society, Local Community> ◆ With Our Customers ◆ Quality Initiatives ◆ Approach to Social Contribution Activities ◆ Promoting Learning & Education, and Cultural and Sponsorship Activities ◆ Contributing to Society through Sports ◆ International Support and Disaster-Relief Activities ◆ Example Activities in FY 2015 <Shareholders and Investors> ◆ With Our Shareholders and Investors <Suppliers> ◆ With Our Suppliers <Employees> ◆ Diversity and Inclusion ◆ Efforts Promoting Respect for Human Rights ◆ Creating Good Working Conditions ◆ Occupational Safety and Health and Health Management ◆ Human Resource and Career Development | 6.2 | 1~10 |
| G4-27 | ※ | Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns. | ◆ Stakeholder Dialogue ◆ With Our Customers "Examples of Improvements Based on Customer Feedback" | 6.2 | — |
| Report Profile | | | | | |
| G4-28 | ※ | Reporting period (such as fiscal or calendar year) for information provided. | ◆ Editorial Policy "Reporting Period" | — | — |
| G4-29 | ※ | Date of most recent previous report (if any). | ◆ Editorial Policy "Publisher" | — | — |
| G4-30 | ※ | Reporting cycle (such as annual, biennial). | ◆ Editorial Policy "Publisher" | — | — |
| G4-31 | ※ | Provide the contact point for questions regarding the report or its contents. | ◆ Editorial Policy "Contact" | — | — |
| G4-32 | ※ | a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option. c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not requirement to be 'in accordance' with the Guidelines. | ◆ GRI Guideline/UNGC 10 Principles Comparison Table ◆ Third Party Verification Report | — | — |

| GRI 4.0 Indicator (※...Core performance indicator) | | | References | ISO 26000 | UNGC principle |
|--|---|--|--|-----------|----------------|
| G4-33 | ※ | Assurance a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report. | ◆ <u>Third Party Verification Report</u> | 7.5.3 | — |
| Governance | | | | | |
| G4-34 | ※ | Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts. | ◆ <u>Corporate Governance "Corporate Governance Structure"</u> | 6.2 | — |
| G4-35 | | Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees. | ◆ <u>Corporate Governance "Corporate Governance Structure"</u> | — | — |
| G4-36 | | Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body. | ◆ <u>Corporate Governance "Corporate Governance Structure"</u> | — | — |
| G4-37 | | Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body. | ◆ <u>With Our Shareholders and Investors "Communicating with Shareholders and Investors"</u> ◆ <u>Corporate Governance "Overview of Corporate Governance Structure"</u> ◆ <u>Compliance "d. Incident Reporting and Response"</u> | 6.2 | — |
| G4-38 | | Report the composition of the highest governance body and its committees by: - Executive or non-executive Independence - Tenure on the governance body - Number of each individual's other significant positions and commitments, and the nature of the commitments - Gender - Membership of under-represented social groups - Competences relating to economic, environmental and social impacts - Stakeholder representation | ◆ <u>Corporate Governance "Overview of Corporate Governance Structure"</u> | 6.2 | — |
| G4-39 | | Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement). | ◆ <u>Corporate Governance "Overview of Corporate Governance Structure"</u> | 6.2 | — |

| GRI 4.0 Indicator (※...Core performance indicator) | | References | ISO 26000 | UNGC principle |
|--|---|--|-----------|----------------|
| G4-40 | Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: - Whether and how diversity is considered - Whether and how independence is considered - Whether and how expertise and experience relating to economic, environmental and social topics are considered - Whether and how stakeholders (including shareholders) are involved. | ◆ <u>Corporate Governance "Overview of Corporate Governance Structure"</u> | 6.2 | — |
| G4-41 | Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: - Cross-board membership - Cross-shareholding with suppliers and other stakeholders - Existence of controlling shareholder Related party disclosures | ◆ <u>Corporate Governance "Overview of Corporate Governance Structure"</u> | 6.2 | — |
| G4-42 | Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts. | ◆ <u>CSR Policy and Promotion Framework "Organization Promoting CSR"</u> | — | — |
| G4-43 | Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics. | ◆ <u>CSR Policy and Promotion Framework "Organization Promoting CSR"</u> | — | — |
| G4-44 | a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice. | ◆ <u>CSR Policy and Promotion Framework "Organization Promoting CSR"</u> ◆ <u>Corporate Governance "Overview of Corporate Governance Structure"</u> | 6.2 | — |
| G4-45 | a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities. | ◆ <u>Corporate Governance "Basic Stance on Internal Control Framework"</u> ◆ <u>Risk Management "Business Risks"</u> ◆ <u>Risk Management "Risk Management & Compliance Structure"</u> | 6.2 | — |

| GRI 4.0 Indicator (※...Core performance indicator) | | References | ISO 26000 | UNGC principle |
|--|---|--|-----------|----------------|
| G4-46 | Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics. | ◆Corporate Governance "Basic Stance on Internal Control Framework" ◆Risk Management "Risk Management & Compliance Structure" | — | — |
| G4-47 | Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities. | ◆Risk Management Risk Management Processes" | 6.2 | |
| G4-48 | Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered. | ◆CSR Policy and Promotion Framework "Organization Promoting CSR" | — | — |
| G4-49 | Report the process for communicating critical concerns to the highest governance body. | ◆Corporate Governance "Basic Stance on Internal Control Framework" ◆Risk Management "Risk Management & Compliance Structure" ◆Risk Management Risk Management Processes" | 6.2 | — |
| G4-50 | Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them. | — | — | — |
| G4-51 | a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration: - Fixed pay and variable pay: - Performance-based pay - Equity-based pay - Bonuses - Deferred or vested shares - Sign-on bonuses or recruitment incentive payments - Termination payments - Clawbacks - Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives. | ◆Corporate Governance "Policy on the Determination of Executive Compensation" | 6.2 | — |
| G4-52 | Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization. | ◆Corporate Governance "Policy on the Determination of Executive Compensation" | — | — |
| G4-53 | Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable. | ◆With Our Shareholders and Investors "Communicating with Shareholders and Investors" ◆Corporate Governance "Overview of Corporate Governance Structure" | 6.2 | |

| GRI 4.0 Indicator (※...Core performance indicator) | | References | ISO 26000 | UNGC principle |
|--|---|---|--|----------------|
| G4-54 | | Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country. | — | — |
| G4-55 | | Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country. | — | — |
| Ethics and Integrity | | | | |
| G4-56 | ※ | Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics. | <ul style="list-style-type: none"> ◆ Our Approach to CSR "Our Corporate Philosophy "FUJITSU Way" ◆ CSR Policy and Promotion Framework "Five Priority Issues" ◆ Compliance "The Fujitsu Way Code of Conduct" | — |
| G4-57 | | Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines. | <ul style="list-style-type: none"> ◆ Compliance "d. Incident Reporting and Response" ◆ Efforts Promoting Respect for Human Rights "Consultation Services and Human Rights Monitoring" | — |
| G4-58 | | Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines. | <ul style="list-style-type: none"> ◆ Compliance "d. Incident Reporting and Response" | — |

| GRI 4.0 Indicator by aspects | | References | ISO 26000 | UNGC principle |
|---|---|--|--------------------------------|----------------|
| Disclosures on Management Approach (DMA) | | | | |
| G4-DMA | Disclosures on Management Approach (DMA) | <ul style="list-style-type: none"> ◆ Diversity and Inclusion "Our Framework for Promotion of Diversity" ◆ Diversity and Inclusion "Efforts at Promoting Diversity" ◆ Efforts Promoting Respect for Human Rights "Respecting Human Rights" ◆ Occupational Safety and Health and Health Management "Efforts to Improve Occupational Safety and Health" ◆ Occupational Safety and Health and Health Management "Health Management and Enhancement Initiatives" ◆ Human Resource and Career Development "Guidelines for Human Resource Development" ◆ Human Resource and Career Development "Promotion System" ◆ Human Resource and Career Development "Measures and Achievements" ◆ Quality Initiatives "Philosophy on Quality and Product Safety" ◆ Quality Initiatives "Establishing a Quality Assurance System" ◆ With Our Suppliers ◆ With Our Suppliers "Socially Responsible Procurement Initiatives" ◆ With Our Suppliers "Collaborative Promotion of CSR with Suppliers" ◆ With Our Shareholders and Investors "Our Basic Stance" ◆ Community Involvement "Approach to Social Contribution Activities" | — | — |
| Economic | | | | |
| Aspect: Economic Performance | | | | |
| G4-EC1 | Direct economic value generated and distributed. | — | 6.8 6.8.3 6.8.7 6.8.9 | — |
| G4-EC2 | Financial implications and other risks and opportunities for the organization's activities due to climate change. | — | 6.5.5 | 7,8,9 |
| G4-EC3 | Coverage of the organization's defined benefit plan obligations. | [Reference] <u>Integrated Report Financial Section</u> | — | — |
| G4-EC4 | Financial assistance received from government. | — | — | — |
| Aspect: Market Presence | | | | |
| G4-EC5 | Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation. | — | 6.4.4 6.8 | — |
| G4-EC6 | Proportion of senior management hired from the local community at significant locations of operation. | — | 6.8 6.8.5 6.8.7 | — |

| GRI 4.0 Indicator by aspects | | References | ISO 26000 | UNGC principle |
|---|---|--|---|----------------|
| Aspect: Indirect Economic Impacts | | | | |
| G4-EC7 | Development and impact of infrastructure investments and services supported. | <ul style="list-style-type: none"> ◆ <u>Promoting Learning & Education, and Cultural and Sponsorship Activities</u> ◆ <u>Contributing to Society through Sports</u> ◆ <u>International Support and Disaster-Relief Activities</u> ◆ <u>Example Activities in FY 2015</u> | 6.3.9 6.8 6.8.3 6.8.4 6.8.5 6.8.6 6.8.7 6.8.9 | 8,9 |
| G4-EC8 | Significant indirect economic impacts, including the extent of impacts. | — | 6.3.9 6.6.6 6.6.7 6.7.8 6.8 6.8.5 6.8.6 6.8.7 6.8.9 | — |
| Aspect: Procurement Practices | | | | |
| G4-EC9 | Proportion of spending on local suppliers at significant locations of operation. | — | 6.6.6 6.8 6.8.5 6.8.7 | — |
| Labor Practices and Decent Work | | | | |
| Aspect: Employment | | | | |
| G4-LA1 | Total number and rates of new employee hires and employee turnover by age group, gender and region. | <ul style="list-style-type: none"> ◆ <u>List of Employee related Indicators "Employees in Fujitsu group"</u> ◆ <u>Creating Good Working Conditions "Turnover Rate"</u> | 6.4 6.4.3 | — |
| G4-LA2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation. | ◆ <u>Creating Good Working Conditions "Employee Benefits Program"</u> | 6.4 6.4.3 6.4.4 | — |
| G4-LA3 | Return to work and retention rates after parental leave, by gender. | ◆ <u>List of Employee related Indicators "Using the Care Leave and Short Work Hours system (Fujitsu)"</u> | 6.4 6.4.3 | 6 |
| Aspect: Labor/Management Relations | | | | |
| G4-LA4 | Minimum notice periods regarding operational changes, including whether these are specified in collective agreements. | — | 6.4 6.4.3 6.4.4 6.4.5 | — |
| Aspect: Occupational Health and Safety | | | | |
| G4-LA5 | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. | ◆ <u>Occupational Safety and Health and Health Management "Efforts to Improve Occupational Safety and Health"</u> | 6.4 | 1 |
| G4-LA6 | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender. | ◆ <u>List of Employee related Indicators "Occupational Safety and Health (Fujitsu)"</u> | 6.4.6 | — |

| GRI 4.0 Indicator by aspects | | References | ISO 26000 | UNGC principle |
|--|--|--|--|----------------|
| G4-LA7 | Workers with high incidence or high risk of diseases related to their occupation. | <ul style="list-style-type: none"> Occupational Safety and Health and Health Management "Health Management and Enhancement Initiatives" Risk Management "Measures Against Infectious Diseases" | 6.4 6.4.6 6.8 6.8.3 6.8.4 6.8.8 | 1 |
| G4-LA8 | Health and safety topics covered in formal agreements with trade unions. | Occupational Safety and Health and Health Management "Efforts to Improve Occupational Safety and Health" | 6.4 6.4.6 | — |
| Aspect: Training and Education | | | | |
| G4-LA9 | Average hours of training per year per employee by gender, and by employee category. | Human Resource and Career Development "Average Hours Dedicated to Training Per Employee (Fujitsu)" | 6.4 6.4.7 | — |
| G4-LA10 | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. | Human Resource and Career Development "Career Development Support" | 6.4 6.4.7 6.8.5 | 6 |
| G4-LA11 | Percentage of employees receiving regular performance and career development reviews, by gender and by employee category. | — | 6.4 6.4.7 | — |
| Aspect: Diversity and Equal Opportunity | | | | |
| G4-LA12 | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity. | <ul style="list-style-type: none"> List of Employee related Indicators "Board of Directors" List of Employee related Indicators "Diversity (Fujitsu)" | 6.3.7 6.3.10 6.4 6.4.3 | 1,6 |
| Aspect: Equal Remuneration for Women and Men | | | | |
| G4-LA13 | Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation. | — | 6.3.7 6.3.10 6.4 6.4.3 6.4.4 | — |
| Aspect: Supplier Assessment for Labor Practices | | | | |
| G4-LA14 | Percentage of new suppliers that were screened using labor practices criteria. | — | — | — |
| G4-LA15 | Significant actual and potential negative impacts for labor practices in the supply chain and actions taken. | — | — | — |
| Aspect: Labor Practices Grievance Mechanisms | | | | |
| G4-LA16 | Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms. | — | — | — |
| Human Rights | | | | |
| Aspect: Investment | | | | |
| G4-HR1 | Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening. | — | 6.3 6.3.3 6.3.5 6.6.6 | — |
| G4-HR2 | Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. | <ul style="list-style-type: none"> Our Approach to CSR "Providing More Fujitsu Way Tools" Efforts Promoting Respect for Human Rights "Training and Education Regarding Human Rights" | 6.3 6.3.5 | 1 |

| GRI 4.0 Indicator by aspects | | References | ISO 26000 | UNGC principle |
|---|---|--|---|----------------|
| Aspect: Non-discrimination | | | | |
| G4-HR3 | Total number of incidents of discrimination and corrective actions taken. | — | 6.3 6.3.6 6.3.7 6.3.10 6.4.3 | — |
| Aspect: Freedom of Association and Collective Bargaining | | | | |
| G4-HR4 | Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights. | <ul style="list-style-type: none"> ◆ With Our Suppliers "Socially Responsible Procurement Initiatives" ◆ With Our Suppliers "Procurement Compliance to All Suppliers" ◆ Compliance "d. Incident Reporting and Response" | 6.3 6.3.3 6.3.4 6.3.5 6.3.8 6.3.10 6.4.3 6.4.5 | — |
| Aspect: Child Labor | | | | |
| G4-HR5 | Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor. | <ul style="list-style-type: none"> ◆ With Our Suppliers "Socially Responsible Procurement Initiatives" ◆ With Our Suppliers "Procurement Compliance to All Suppliers" ◆ Compliance "d. Incident Reporting and Response" | 6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10 | — |
| Aspect: Forced or Compulsory Labor | | | | |
| G4-HR6 | Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of all forms of forced or compulsory labor. | <ul style="list-style-type: none"> ◆ With Our Suppliers "Socially Responsible Procurement Initiatives" ◆ With Our Suppliers "Procurement Compliance to All Suppliers" ◆ Compliance "d. Incident Reporting and Response" | 6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10 | — |
| Aspect: Security Practices | | | | |
| G4-HR7 | Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations. | — | 6.3 6.3.5 6.4.3 6.6.6 | — |
| Aspect: Indigenous Rights | | | | |
| G4-HR8 | Total number of incidents of violations involving rights of indigenous peoples and actions taken. | — | 6.3 6.3.6 6.3.7 6.3.8 6.6.7 | — |
| Aspect: Assessment | | | | |
| G4-HR9 | Total number and percentage of operations that have been subject to human rights reviews or impact assessments. | ◆ Our Approach to Human Rights "Human Rights Due Diligence Scheme" | 6.3 6.3.3 6.3.4 6.3.5 | — |

| GRI 4.0 Indicator by aspects | | References | ISO 26000 | UNGC principle |
|--|--|---|---|-------------------|
| Aspect: Supplier Human Rights Assessment | | | | |
| G4-HR10 | Percentage of new suppliers that were screened using human rights criteria. | ◆With Our Suppliers "Socially Responsible Procurement Initiatives" ◆With Our Suppliers "Procurement Compliance to All Suppliers" ◆Compliance "d. Incident Reporting and Response" | 6.3 6.3.3 6.3.5 6.4.3 6.6.6 | 1,2,3,4 5,6,10 |
| G4-HR11 | Significant actual and potential negative human rights impacts in the supply chain and actions taken. | — | — | — |
| Aspect: Human Rights Grievance Mechanisms | | | | |
| G4-HR12 | Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms. | — | — | — |
| Society | | | | |
| Aspect: Local Communities | | | | |
| G4-S01 | Percentage of operations with implemented local community engagement, impact assessments, and development programs. | — | 6.3.9 6.6.7 6.8 6.8.5 6.8.7 | 8 |
| G4-S02 | Operations with significant actual and potential negative impacts on local communities. | — | 6.3.9 6.5.3 6.5.6 6.8.9 | 7,8 |
| Aspect: Anti-corruption | | | | |
| G4-S03 | Total number and percentage of operations assessed for risks related to corruption and the significant risks identified. | — | 6.6 6.6.3 | 10 |
| G4-S04 | Communication and training on anti-corruption policies and procedures. | ◆Our Approach to CSR "Providing More Fujitsu Way Tools" ◆Compliance "c. Training and Communication" | | 10 |
| G4-S05 | Confirmed incidents of corruption and actions taken. | — | | — |
| Aspect: Public Policy | | | | |
| G4-S06 | Total value of political contributions by country and recipient/beneficiary. | — | | — |
| Aspect: Anti-competitive Behavior | | | | |
| G4-S07 | Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. | — | 6.6 6.6.5 6.6.7 | — |
| Aspect: Compliance | | | | |
| G4-S08 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. | — | 6.6 6.6.3 6.6.7 6.8.7 | — |
| Aspect: Supplier Assessment for Impacts on Society | | | | |
| G4-S09 | Percentage of new suppliers that were screened using criteria for impacts on society. | ◆With Our Suppliers "Socially Responsible Procurement Initiatives" | — | — |

| GRI 4.0 Indicator by aspects | | References | ISO 26000 | UNGC principle |
|--|--|---|--|----------------|
| G4-SO10 | Significant actual and potential negative impacts on society in the supply chain and actions taken. | — | — | — |
| Aspect: Grievance Mechanisms for Impacts on Society | | | | |
| G4-SO11 | Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms. | — | — | — |
| Product Responsibility | | | | |
| Aspect: Customer Health and Safety | | | | |
| G4-PR1 | Percentage of significant product and service categories for which health and safety impacts are assessed for improvement. | ◆ <u>Quality Initiatives "Customer-Centric Quality Assurance Activities for Products and Services"</u> ◆ <u>With Our Suppliers "Collaborative Promotion of CSR with Suppliers"</u> | 6.3.9 6.6.6 6.7 6.7.4 6.7.5 | 9 |
| G4-PR2 | Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes. | ◆ <u>Quality Initiatives "Disclosure of Information Related to Product Safety"</u> | 6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9 | — |
| G4-PR3 | Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements. | — | 6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9 | — |
| G4-PR4 | Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes. | ◆ <u>With Our Customers "Marking and Labeling of Products and Services Regarding Quality and Safety"</u> | 6.7 6.7.4 6.7.5 6.7.6 6.7.8 6.7.9 | — |
| G4-PR5 | Results of surveys measuring customer satisfaction. | ◆ <u>Quality Initiatives "Satisfaction and Quality Surveys by Third-Party Organizations"</u> | 6.7 6.7.4 6.7.5 6.7.6 6.7.8 6.7.9 | — |
| Aspect: Marketing Communications | | | | |
| G4-PR6 | Sale of banned or disputed products. | — | 6.7 6.7.3 6.7.6 6.7.9 | 10 |
| G4-PR7 | Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes. | ◆ <u>With Our Customers "Directions in Advertising"</u> | 6.7 6.7.3 6.7.6 6.7.9 | — |
| Aspect: Customer Privacy | | | | |
| G4-PR8 | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. | ◆ <u>Information Security</u> | 6.7 6.7.7 | — |
| Aspect: Compliance | | | | |
| G4-PR9 | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. | — | 6.7 6.7.6 | — |