

## Message from the CEO

In response to the challenges posed by climate change, last year signalled a shift within the global community toward carbon neutrality by 2050. In addition to national and local governments, many companies also set targets for emission reductions. The COVID-19 pandemic triggered the uptake of digitalization at a much faster pace than predicted, which led to significant changes for business and in the daily lifestyles and attitudes of people.

For corporations to survive, it is evident that they must contribute to enhanced sustainability for society while bolstering their own resilience in the face of rapid global transformations and an uncertain future. I believe it is essential to consider the interests of all stakeholders and adopt a management approach that takes a long-term perspective on both societal sustainability and the economic realities of business operations.

Last year we announced that the purpose of the Fujitsu Group was “to make the world more sustainable by building trust in society through innovation”. Our focus now is on purpose-driven management, in which all corporate activities are oriented toward achieving that purpose. Fujitsu is undergoing a comprehensive transformation, in both the financial and non-financial spheres, which encompasses our business portfolios, personnel and evaluation frameworks, organization, and corporate culture.

From a financial perspective, we must address issues that will help to create a sustainable society while also ensuring our competitive advantage as a technology company. We have therefore defined seven key focus areas in our 'For Growth' domain and will concentrate future investments in these areas to boost sustainability for our customers and society and to drive Fujitsu's continued growth. On the non-financial front, we are determined to transform our organizational culture by involving all Fujitsu Group employees in the Fujitra Project – our in-house digital transformation (DX) initiative. With the aim of developing businesses that take into account the interests of all stakeholders, we established a Global Responsible Business (GRB) framework that covers issues such as human rights, diversity and inclusion; wellbeing; the environment; and responsible procurement in the supply chain. As part of the GRB, we have outlined what Fujitsu aspires to be and have set goals for our various activities. One of these is a downward revision of the overall Fujitsu Group target for reducing greenhouse gas emissions, in line with limiting the global temperature rise to 1.5°C, as we work to assist our customers and society in general on the path to carbon neutrality.



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To measure the progress of Fujitsu's internal transformation efforts, in 2020 we introduced a range of non-financial indicators to complement the existing financial indicators. These additional management checks are designed to monitor the levels of trust shown by customers and employees and to track the progress of our in-house DX initiative. We are now working on a method for visualizing the relationships between the financial and non-financial indicators, and also between the non-financial indicators and the GRB. Fujitsu is committed to data-driven management that uses forecasts derived by analyzing data on the company's growth, the contribution to enhanced sustainability for customers and society, and the company's internal transformation, as well as by analyzing the relationships between these various data elements. In this way, we will advance toward achieving our corporate purpose.

Taking actions based on our purpose will help us contribute meaningfully toward the UN's Sustainable Development Goals (SDGs). I view the essence of the SDGs as being a systemic transformation that the global community must achieve by 2030 to enable all 9 billion-plus people around the world to live a good life by 2050 – while keeping within the sustainable limits of this planet. Fujitsu is aiming for sustainable growth through a management approach that is both data-driven and purpose-driven. We will also create digital ecosystems together with customers and play a leading role in promoting digital transformation that helps to overcome societal challenges across the globe.

Finally, as a signatory to the United Nations Global Compact, Fujitsu supports the 10 principles of the Global Compact in the four areas of human rights, labor, the environment, and anti-corruption. We are absolutely committed to minimizing negative impacts on people and society and to promoting a corporate culture aimed at eliminating corruption.