

Fujitsu Way

Revision of the Fujitsu Way

The Fujitsu Group established the Fujitsu Way in 2002 as a principle for the behavior of all its people. In response to changes in society and the business environment, the company revised the philosophy in 2008 to further instill awareness in its people working around the globe.

The world has become more inter-connected with ever-growing complexity, and we are experiencing an era that is fast-changing and uncertain. Various threats to global sustainability have become apparent. It is Fujitsu's responsibility to use technology to deliver value for customers and contribute proactively to the transformation of society. Accordingly, we have set out Our Purpose to make the world more sustainable by building trust in society through innovation, and renewed the Fujitsu Way for every person in the Group to act with Our Purpose.

The new Fujitsu Way comprises the following three core elements:

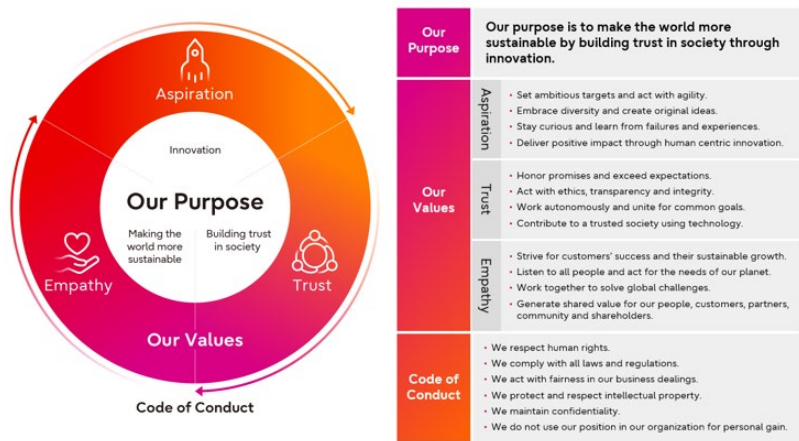
- Our Purpose : Why Fujitsu exists in society
- Our Values : The important sense of value each person should have
- Code of Conduct : What Fujitsu people should comply with

Moreover, Our Values describe a critical action cycle necessary to achieve Our Purpose, consisting of Aspiration, Trust and Empathy.

We aim to achieve Our Purpose by advancing corporate activities based on the new Fujitsu Way, which will provide a new basis for the actions of each person in the Group.

Click below for further details.

- > [Fujitsu Way](#)
- > [Transforming Our Corporate Culture](#)



The Structure of Fujitsu Way

Transforming Our Corporate Culture

The Fujitsu Way

We have established the Fujitsu Way, a set of principles for all employees to observe based on Our Purpose, which indicates the reason for Fujitsu's existence in society. All Fujitsu employees work to achieve Our Purpose in their daily activities, while keeping in mind Our Values (Aspiration, Trust, and Empathy) and the Code of Conduct as they deliver value to customers and society.

- Fujitsu Way
- Our Story



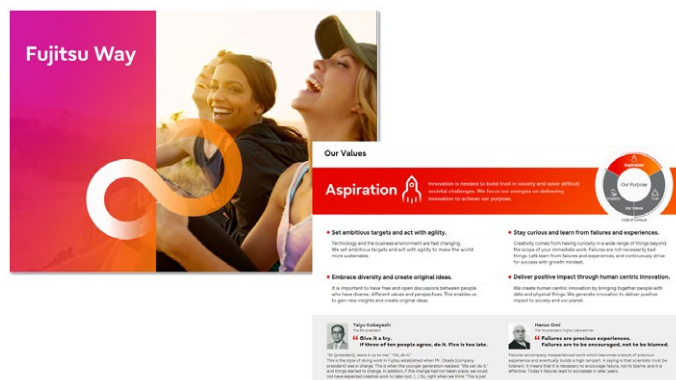
Our Purpose

Activities to Promote the Fujitsu Way

In-house Communication Initiatives

Fujitsu has been deploying in-house communication initiatives to boost the degree of empathy with the Fujitsu Way.

We have also produced a Fujitsu Way booklet and shared it with employees worldwide to ensure that each and every Fujitsu employee understands the Fujitsu Way and makes it their own. The booklet incorporates management's thinking on ways to implement change in Fujitsu. It also includes the words of former CEOs and other pioneers plus the background to their messages, which today form the company's DNA, embedded in the Fujitsu Way. We will continue to communicate the Fujitsu Way through workshops and videos, to ensure that all employees engage in the Fujitsu Way and work toward achieving Our Purpose.



Sample pages from the Fujitsu Way booklet

Broadening the Message through Purpose Carving®

In 2020, with the need to coalesce the ideas of each and every employee to generate greater synergy and achieve Our Purpose, we started rolling out the Purpose Carving® program, an initiative to shape and inform each individual's own purpose (My Purpose).

Purpose Carving® is an interactive program that enables participants to reflect on their personal journeys and values, carving out their own purpose as they contemplate the future. With 65,000 employees worldwide having completed the program as of July 2022, the overlaying of their purposes on Fujitsu's corporate Purpose provides the driving force for transformation.

Fujitsu also initiated Purpose Reflections, a program in which participants reflect on the overlap between their daily work and My Purpose, and other programs involving growth and relationship-building initiatives driven by My Purpose.

Furthermore, we launched a program of live-streamed events titled 'Fujitra Radio with Leaders' that allowed employees to watch interviews with Fujitsu's executive leaders, thereby gaining insights into their individual purposes and thoughts on transformation. The 28 executives took turns participating in this weekly program, which attracted an overall audience of 45,000. Ninety percent of viewers said the interviews gave them a greater affinity for these executive leaders. Through such promotional measures, Fujitsu aims to generate individual and organizational behavior transformation by helping employees to discover their own purpose and by reconciling everyone's own purpose with Fujitsu's Purpose.



Illustration of executives who participated in 'Fujitra Radio with Leaders'

Sustainability Contribution Awards

The Sustainability Contribution Awards program is an in-house program established to help achieve Fujitsu's Purpose. To create the type of sustainable society that Fujitsu envisions, the entire organization – individuals and the company – must innovate and generate new value based on Our Purpose and business direction. Therefore, the Sustainability Contribution Awards are designed to not only recognize Outputs to Society, but also include awards for Organizational Cultural Change that brings meaningful transformation to the way things have traditionally been done. Fujitsu Way promotion leaders and the Chief Sustainability Officer serve as judges, and they base their decisions on the extent to which the entries embody the values and purpose reflected in the Fujitsu Way and on the various elements of Global Responsible Business.

In FY2021, a total of 166 applications were received from Fujitsu Group companies worldwide, resulting in the presentation of two Grand Awards and seven Excellence Awards. Overviews of the two Grand Award recipient projects appear below.

- **Grand Award Recipients**
 Unifying Diverse Stakeholders through Transparent Supply Chain Solutions that Address Societal Challenges
 - Fujitsu supports and implements sustainable initiatives for many customers and stakeholders, using blockchain to deter activity in the gray zone and ensure end-to-end reliability as well as transparency and traceability that transcends industries and business sectors for global commodities trading. These projects also offer benefits including protection for producers, elimination of water resource shortages, and the achievement of carbon offsets.
 - Solution case studies: Sustainable water purification and water trading platforms, a rice trading platform, and projects to ensure traceability in areas such as the food manufacturing industry, in the reuse of end-of-life Electric Vehicle batteries, and in the fashion industry.

Global Delivery Responsible Business Program (GRiP): Creating Long-term Impact through Education (Educational Volunteer Activities in Local Communities)

- GRiP's educational outreach program is designed to support the most challenged local education and training facilities, by empowering students to reach their potential to succeed as they prepare for the digital world of the future. More than 80 educational programs were conducted across all nine of Fujitsu's Global Delivery Centers between April and December 2021, recording a total of 6,799 volunteer hours and providing educational support to almost 7,000 people around the world.
- Examples of activities: Internships and workshops related to technology (robotics, AI, cybersecurity). Career presentations and conferences for students to raise awareness of technology career options. Provision of hardware, stationery, and funding to educational institutions. Promotion of gender equality through specialized technical courses and educational outreach for women.

Intellectual Property (IP) Strategy to Support Fujitsu's Purpose

Policy: Intellectual Property Strategy from Three Perspectives

Fujitsu's Purpose is to make the world more sustainable by building trust in society through innovation.

The Fujitsu Uvance business brand is targeting seven Key Focus Areas as a means to achieving this purpose.

The Intellectual Property Division is building an IP portfolio centered on the key technologies that support these Key Focus Areas, and is engaged in IP activities that revolve around the following three perspectives:

1. IP Strategy focused on innovation that supports the Key Focus Areas

The Intellectual Property Division builds an IP portfolio centered on Fujitsu's five key technologies. The Division enhances IP analysis as a tool for generating innovation and leverages the Division's well-established strengths, including its expertise in acquiring rights to the results of innovation and R&D, and strengths cultivated through frontline IP activities in fields such as open source software (OSS), IP education, etc.

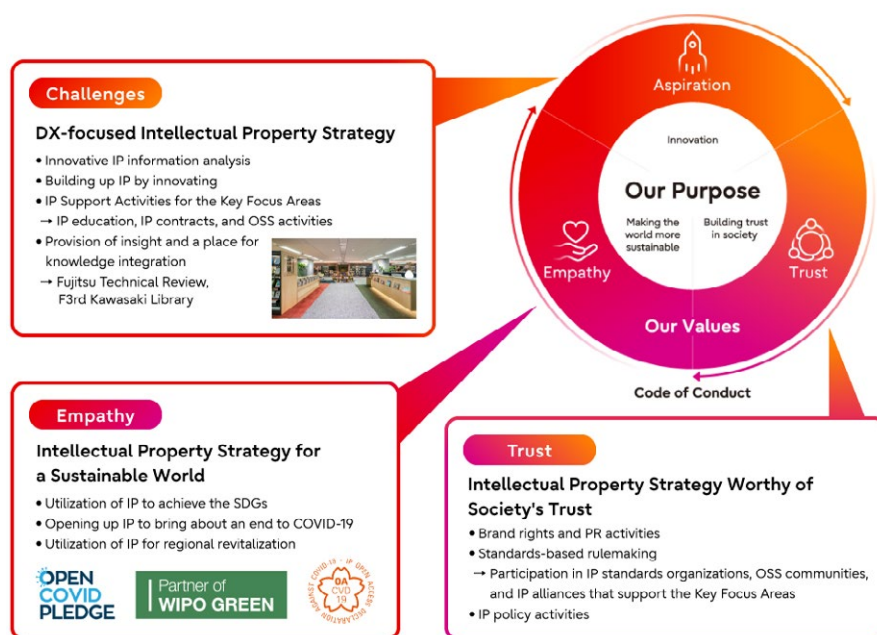
2. IP Strategy that generates social trust

The Intellectual Property Division works to strengthen the rule-making process through activities to protect trademarks and other aspect of brands, as well as through Standards Activities to build social trust in Fujitsu technologies.

3. IP Strategy for a sustainable world (FUJITSU Technology Licensing Program™ for SDGs)

The ways in which Fujitsu currently leverages IP to address societal challenges include partnering with WIPO GREEN to help achieve the SDGs, providing open access to Fujitsu Group IP assets to help advance a resolution to COVID-19, and using IP to help revitalize regional Japan.

> Fujitsu's Intellectual Property



Intellectual Property Strategy to Support Fujitsu's Purpose

Structure of the Intellectual Property Division

The Intellectual Property Division comprises the Intellectual Property Front Service Division, which is responsible for the IP support functions of the technology and business frontline, and the Intellectual Property Global Head Office, which is responsible for IP strategy and the portfolio-building function of the Fujitsu Group.

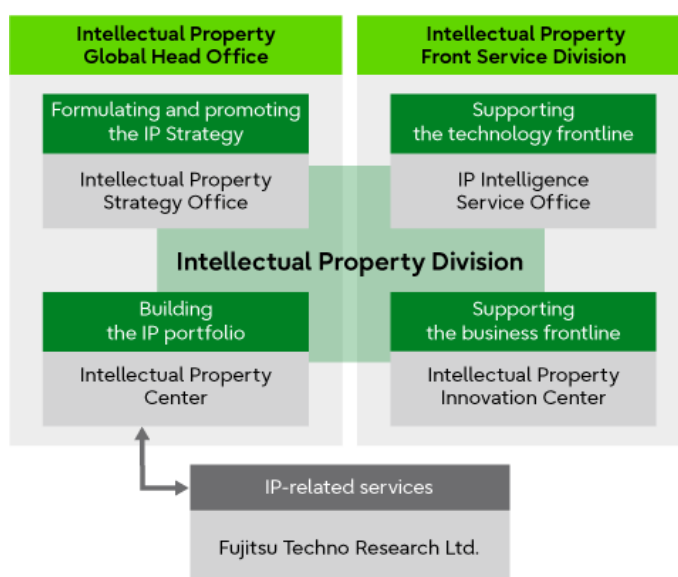
Fujitsu's IP strategy is driven by collaboration among the Intellectual Property Innovation Center (which implements IP activities geared toward business producers and systems engineers), the IP Intelligence Service Office (which supports research institutes conducting IP research, analysis, and R&D for the business divisions), the Intellectual Property Center (which is tasked with building the IP portfolio), the Intellectual Property Strategy Office (which formulates and promotes the Group-wide IP strategy based on communication with management), and Fujitsu Techno Research Limited (which provides IP-related services).

In addition, we have developed an IP governance framework to harness the IP capabilities of the entire Fujitsu Group.

In Japan, activities of the Intellectual Property Division are carried out together with those Group companies engaged in IP activities. There are some exceptions, in which the Intellectual Property Division establishes reporting lines to, and implements closely coordinated activities with, certain companies that conduct IP activities independently.

The Division has also established global reporting lines with regional intellectual property managers (IP CoE) in Europe, China, Australia and the United States, and holds regular meetings to ensure that all IP activities conform to the realities of global business.

Structure of the Intellectual Property Division



Group & Global Collaboration



Initiatives

Fujitsu is building an IP portfolio centered on the key technologies that support the Key Focus Areas, and is also engaged in leveraging IP for co-creation, including collaboration to help achieve the SDGs under the FUJITSU Technology Licensing Program™ for SDGs. The Company is also engaged in using OSS, international standardization and rulemaking to establish social rules that engender trust and confidence in deploying Fujitsu's advanced technologies, and strategic initiatives to support the Key Focus Areas from a brand and design perspective.

The following section highlights case studies of open innovation involving key technologies where particular emphasis is placed on building an IP portfolio, as well as case studies of IP activities aimed at solving societal challenges, and case studies of open innovation where IP is used for co-creation.

Open Innovation Cases

Computing: Digital Annealer (Co-creation with MELCO Investments)

Deploying the Digital Annealer architecture in stock portfolio optimization calculations

Having developed Digital Annealer (DA) as a quantum-inspired architecture dedicated to solving combinatorial optimization problems at high speed, Fujitsu is applying for numerous patents, primarily for the core technology. The Company has been conducting trials and co-creation with clients based on differentiated technologies that are supported by patents. In the area of investment in equities managed by MELCO Investments, DA was successfully used to generate portfolios comprising combinations of stocks with the lowest risk. As a result, MELCO Investments began using DA to manage financial assets in some areas of its actual portfolio management operations in January 2022.

Conventional approaches to performing optimization calculations to determine the optimal portfolio from several hundred stocks were highly impractical because they required massive computing power and a lot of time. Using Fujitsu's DA, it is now possible to perform this task in about 10 minutes. This has enabled MELCO Investments to use analytical results, based on more accurate calculations, in their actual asset management operations.

➤ MELCO Investments: How Digital Annealer is pushing the boundaries of financial services.

Networking: IOWN (Strategic Business Alliance with NTT)

Joint R&D to develop next-generation 6G network technology

NTT Corporation and Fujitsu forged a strategic business alliance in April 2021 to engage in joint R&D activities toward the "realization of a sustainable digital society." The innovation created through this alliance is designed to contribute to achieving the vision of a new low-energy, high-efficiency digital society through global, open collaboration with a wide range of partners who support the Innovative Optical and Wireless Network (IOWN) initiative.

Through this alliance, the two companies aim to conduct joint research in fields where both can leverage their strengths, backed by communications technologies such as the world's most advanced optical technologies for which NTT and Fujitsu combined hold the largest number of patents worldwide. With their operational expertise, plus Fujitsu's world-leading computing technologies, the companies aim to fulfill their shared vision through global, open innovation that leverages the results of their research.

➤ NTT and Fujitsu Embark on Strategic Alliance to Drive "Realization of Sustainable Digital Society"

AI: Joint Development with Subaru

Employing AI modeling to deliver quality assurance in manufacturing

Subaru Corporation and Fujitsu have been co-creating through PoCs, development, and trials since 2019, using high-precision AI modeling to deliver quality assurance in the engine component (camshaft) grinding process. As part of this collaboration, the two companies created and commercialized the industry's first AI invention to implement automated quality inspection and prediction of engine parts, and jointly applied for patents. In addition, the two companies developed and verified the "FUJITSU Manufacturing Industry Solution COLMINA Production Line Quality AI Operation and Management Package", which provides management support for the AI model in anticipation of mass production operations. The system became fully operational in February 2022. As a result, quality assurance during engine component grinding was achieved with high precision and in real time. The AI model continues to operate at an efficient level, maintaining AI model quality on an ongoing basis. Furthermore, Subaru established an AI platform to improve the level of quality assurance using real-time data throughout its Gunma Manufacturing Division, including at the Oizumi Plant.

➤ SUBARU Corporation: Ensuring mass production quality in real time with AI

Solving Societal Challenges: Ontenna – a Wearable User Interface that Turns Sound into Vibration

A mixed-IP strategy to support solutions to societal challenges

Ontenna is a radically new user-interface device that can be worn on the hair, earlobe, collar, cuff, etc., enabling the wearer to pick up tonal characteristics through vibration and light. It was developed in collaboration with the Deaf and the hard-of-hearing to enable a future that they can enjoy together with the hearing.

Ontenna is characterized by a gently rounded shape that does not feel unpleasant as it can be worn like a hairpin. Fujitsu has applied for and registered design patents for the main body, the battery charger, and the controller that can control multiple Ontenna devices, and has also registered the shape of the main body as a 3D trademark. Fujitsu has also applied for and registered patents for Ontenna's charging method and communication system, using a mixed-IP strategy to protect the main body and peripheral devices.

Ontenna was awarded the "Imperial Invention Prize" in the 2022 National Commendation for its design patent. It has also won several other awards

including the 2019 Good Design Award "Gold Prize," the IAUD International Design Award "Grand Prize," and the Local Invention Award from the Commissioner of the Japan Patent Office, earning high acclaim from both inside and outside of Fujitsu.



Ontenna worn in the hair and on the collar

> Ontenna

Co-creation: FUJITSU Technology Licensing Program™ for SDGs (Haloworld)

Co-creative development of 3D Scanner "BeTHERE"

Fujitsu is promoting the brand FUJITSU Technology Licensing Program™ for SDGs, an initiative that encourages companies and academic institutions to use the Group's intellectual property including patents and know-how as a key means of contributing to SDGs to make the world more sustainable through innovation. Fujitsu engages in collaboration via WIPO GREEN (an online platform for the exchange of environmentally friendly technologies) and IP matching programs at the national and local government levels, at financial institutions, and at universities. This contributes to the social diffusion of Fujitsu technologies to help advance a resolution to COVID-19, to conserve the environment, and to revitalize Japan's regional economies.

One case study of IP matching is the development of the BeTHERE 3D Scanner, commercialized after robotics startup Haloworld was given a demonstration of Fujitsu's patented 3D digitizing technology prototype in 2019. This led to collaboration and the licensing of the patent to Haloworld.

BeTHERE is a 3D scanner that can capture 360-degree images at a chosen location and check the captured data on the spot. It performs texture mapping to map the captured images to 3D point cloud data where distances can be determined. With mass production in mind, Haloworld received the license to the technology for integrating (aligning) 3D point cloud data recorded multiple times from different locations. The company also upgraded the user interface to enhance operability and made additional improvements, such as dustproofing and drip-proofing, as well as improving the measurement accuracy by applying the latest LiDAR (Light Detection and Ranging) sensor to measure the distance to an object.

> Haloworld Inc.: Development of the 3D Scanner "BeTHERE"

BeTHERE



Compact & lightweight,
easy to install
WiFi remote control
Has a measurement data
transmission function



3D measurement time: 30
sec
Easily consolidate multiple
data points
Modeling of 3D
visualizations

* "Like Being There"



3D measurement in all
directions
Distance radius: max 60 m
Up to 2,770,000
points/measurement

[3D scanner "BeTHERE"]