

# Sustainability Data Book 2024

Fujitsu Group



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# Message from the CEO



## Takahito Tokita

CEO, Fujitsu Limited

A handwritten signature of Takahito Tokita in black ink, written in a cursive style.

The world is facing unprecedented change. We are experiencing extreme climate fluctuations, with global average temperatures continuing to record historical highs. Heightened geopolitical tensions and the increased threat of cyber-attacks are having major impacts on society and economic activity. On one hand, technology continues to advance, with the dramatic evolution of AI technology, in particular, signalling potential major changes in our world. AI adoption is a source of innovation for business and society, while at the same time the challenges such as ethical issues and increased power consumption are causing concern. We are modelling the future, which is being shaped by a complex interaction of dramatically

evolving technology and the increasingly significant issue of sustainability.

In this era of increasing multifaceted and complex challenges, companies have a responsibility to create value using innovative approaches, and to contribute to the realization of a sustainable future. The Fujitsu Group states Our Purpose, which is “to make the world more sustainable by building trust in society through innovation”, with our vision for 2030 to be a technology company that achieves a net positive contribution through digital services. We have resolved and committed to our mission to make a positive impact on society that is greater than the negative impact of our corporate activity, through initiatives to drive technology to the three areas of Materiality we identified as our essential contributions: solving global environmental issues, developing a digital society, and improving people's well-being.

In order to realize this vision, the Fujitsu Group is making efforts to solve various sustainability issues through Materiality initiatives. One example is our work towards solving global environmental issues through our goals to reduce carbon emissions across the Group to zero by FY2030, and to achieve net-zero greenhouse gas emissions across the value chain by fiscal 2040. Referring to Group initiatives, we also offer our customers services and solutions that support the visualization and reduction of greenhouse gas emissions and the introduction of renewable energy. Further, in the area of Improved Human Well-being, we are actively creating an environment that provides autonomy to individual employees to establish flexible workstyles and make use of programs that support the upskilling that will realize their employee career plan, thus permitting the Group's diverse human resources to build their own careers while utilizing their abilities to the maximum extent possible. As well, we are contributing to the construction of a healthy and secure digital society, with structures and guidelines that protect the digital assets of the customers and society from attacks, via stronger cyber security technology, and minimize the impact of the negative aspects of AI and other technology.

To solve these issues, co-creation with our customers, our partners and across the entire society is essential. Through Fujitsu Uvance(\*1), our business model for the achievement of a sustainable world, we are accelerating our efforts in partnership with stakeholders, in approaches that go beyond regional and industry boundaries.

Finally, the Fujitsu Group is a signatory to the ten principles of the United Nations Global Compact and we continue our tireless efforts to make them a reality. We are committed to joining hands with global stakeholders to create a sustainable future through the power of technology.

\*1 For details on Fujitsu Uvance, see [here](#).

# Fujitsu Way

## The Core Elements of the Fujitsu Way

The Fujitsu Group established the Fujitsu Way in 2002 as a principle for the conduct of 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.

With the world becoming more closely interconnected, fast-changing and uncertain, and with various threats to global sustainability emerging, the Fujitsu Group renewed the Fujitsu Way in 2020. The goal was to use technology to deliver value for customers and contribute proactively to the transformation of society. Accordingly, we set out Our Purpose, which is “to make the world more sustainable by building trust in society through innovation”.

The Fujitsu Way comprises three parts:

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

Our Values represent an action cycle consisting of Aspiration, Trust and Empathy, which is necessary to achieve Our Purpose. As members of society, our employees will comply with the Code of Conduct.

We aim to achieve Our Purpose by engaging in corporate activities that are based on the Fujitsu Way and that underpin the actions of each person in the Group.

Click below for further details.

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

# The Structure of Fujitsu Way



[Image Large]

# 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.



Our Purpose

- [Fujitsu Way](#) >
- [Our Story](#) >

## 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. To promote the Fujitsu Way globally, we have appointed Fujitsu Way promotion leaders as part of the corporate governance structure. These individuals are responsible for promoting the Fujitsu Way on the front lines, and they participate in regular Fujitsu Way Meetings with the CEO as a way of spurring motivation.



Sample pages from the Fujitsu Way booklet

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.

## 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 (\*1), 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 82,000 employees worldwide having completed the program as of August 2024, the overlaying of their purposes on Fujitsu's corporate Purpose provides the driving force for transformation.

\*1 Purpose Carving® was selected as the winner of the Excellence Award in the Corporate HR category of HR Award 2022 (sponsored by the HR Award Steering Committee and supported by the Ministry of Health, Labour and Welfare).

## 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, it is important that the entire organization, based on its purpose and business strategy, places emphasis on contributing to a sustainable society through business and synchronizes business with sustainability. Materiality, revised in 2023, incorporates the perspective of delivering value to customers and society through our business activities. General Judges recruited from within the Fujitsu Group, Fujitsu Way promotion leaders, and the CSSO (\*2) serve as judges; they base their decisions on the extent to which the entries embody the values and purpose reflected in the Fujitsu Way and the level of contribution to materiality and business.

In FY2024, a total of 182 applications were received from Fujitsu Group companies worldwide, resulting in the presentation of two Grand Prizes and six Excellence Awards. See below for examples of the applications received in each of the materiality contribution areas.

\*2 Chief Sustainability & Supply Chain Officer

### Examples of Applications Received in FY2024

- Solving global environmental problems: Low power consumption technologies and efficiency improvements to help realize a carbon-free society; Shift to recycling-oriented industries; environmental monitoring; etc.
- Developing a digital society: Solving food loss and logistics problems; building information-sharing infrastructure and enhancing security through public-private partnerships; promoting DX to various industry sectors and business operations; etc.
- Improving people's well-being: Using medical and health data for drug discovery research; contributing to communities; etc.
- Technology: Solving the GPU shortage problem and the AI power problem; high-capacity fiber-optic transmission technologies; development of innovative technologies; etc.
- Management foundation: DX-oriented practices aimed at business transformation; communication transformation to spread messages from management; etc.
- Human capital: Implementing a global donation platform; gender equality and inclusion training; promoting diverse work styles; etc.

# Value Creation Model

## Fujitsu's Value Creation Model to Achieve its Purpose

### Focused on Societal Challenges Fujitsu is Purpose-Driven to Provide Value to Society

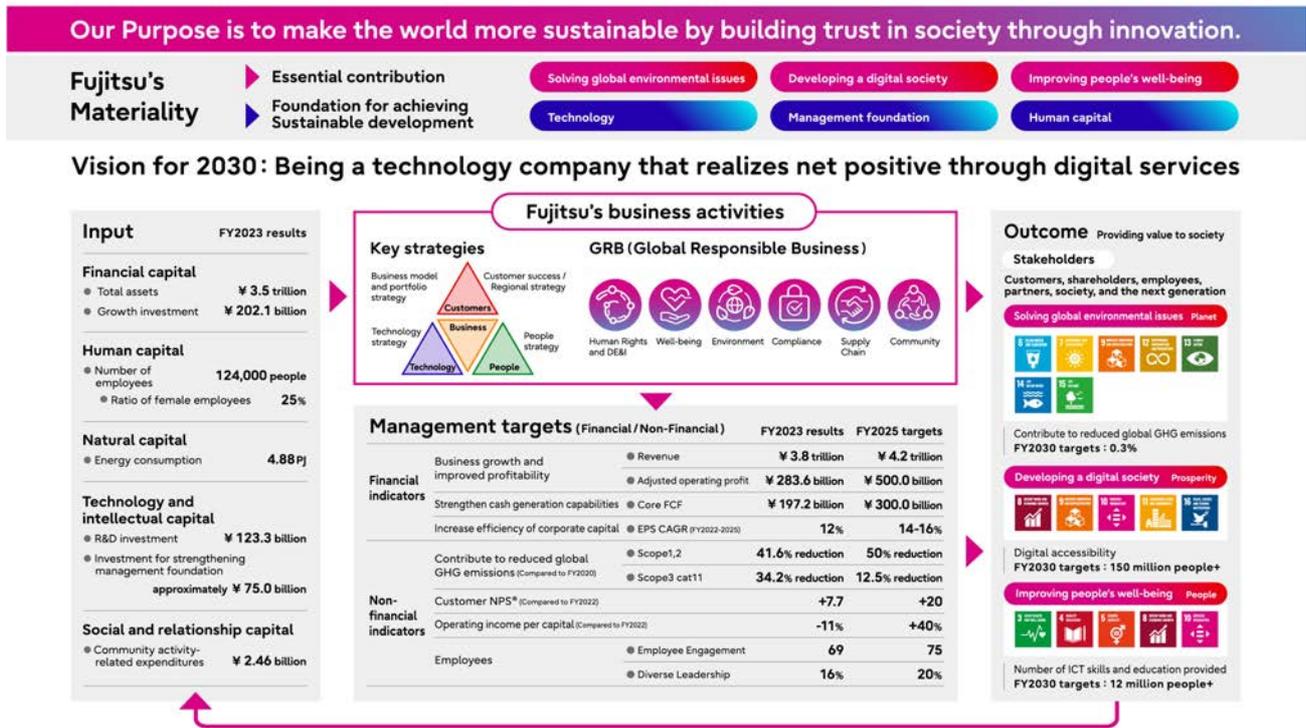
Fujitsu aims to realize its Purpose, which is “to make the world more sustainable by building trust in society through innovation”, and thereby create new value while helping to build a better future for customers and for society.

Reflecting the newly established materiality, our vision for 2030 is to be “a technology company that realizes net positive<sup>(\*1)</sup> through digital services”. Our value creation model is based on capital inputs and business activities that aim to create a sustainable society by focusing on key strategies for Fujitsu and to develop the priority issues for sustainability management under the Global Responsible Business (GRB) framework. The outputs derived from these initiatives are positioned as financial and non-financial indicators, and the resulting outcomes provide value to society in the form of impact indicators. We will continue to invest as inputs the various outputs and outcomes generated through these activities, while also working to enhance the value delivered to a range of stakeholders.

(\*1) Fujitsu defines net positive as follows: “In addition to maximizing financial returns, we are committed to solving global environmental problems, developing a digital society, and improving people’s well-being. Technology and innovation will have a positive impact on society as a whole.”

- [Fujitsu Uvance](#) >
- [Sustainability Management in the Fujitsu Group](#) >

# Value Creation Model



Value Creation Model

To achieve outcomes that contribute value to society, Fujitsu is setting targets (impact indicators) for FY2030 for the three materiality themes (Essential Contributions) from the perspective of their impacts on external stakeholders such as customers, society and, in particular, the environment.

To address global environmental issues, it is essential that we work to minimize the environmental impacts among our companies and customers arising from issues such as more frequent natural disasters stricter regulatory regimes and as climate-related problems, particularly global warming, grow worse. By providing solutions and through its various activities, Fujitsu is helping customers and society to reduce their energy consumption, visualize and reduce their greenhouse gas (GHG) emissions, enhance traceability, and bolster their resilience. We have set a specific impact indicator for FY2030 of “aiming for a reduction impact of roughly 0.3% of global total GHG emissions”. This is predicated on reducing our contribution to GHG emissions by the ICT industry, Fujitsu's target market share and our in-house activities. To this end, we are undertaking monitoring and management to identify our actual GHG reductions using a range of output indicators. These include sales of Fujitsu Uvance solutions activities in our supply chains and within the company, activities by our investment targets, and, which will help us to achieve those indicators.

Regarding the development of a digital society, the economic growth and technological advances that include digitalization can create a more prosperous society, but can also give rise to negative consequences such as greater inequality. However, digitalization is important for society as it offers both prosperity and stability and allows for the creation of a trusted society. By providing solutions and through its various activities, Fujitsu is contributing its customers and the broader society, to independently, freely and autonomously use digital technology to access accurate information. We have set a specific impact indicator for FY2030 of “helping to provide digital accessibility to more than 150 million people” based on future population trends and Fujitsu’s target market share. We are also undertaking monitoring and management using a range of output indicators to identify the actual number of people affected. These output indicators include a count of community activities, the services and solutions offered by sales of Fujitsu Uvance solutions, and our investment targets.

Finally, regarding the improvement of people’s well-being, it is important to provide social value through education and upskilling in order to build human-centric lifestyle platforms that support everyone’s well-being. As well as working positively to provide high-quality education, we also need to offer appropriate assistance in support of measures such as personalized career plans to ensure that we do not exacerbate educational inequality. By providing solutions and through its various activities, Fujitsu is helping customers and society to appropriately improve their ICT skills and acquire ICT expertise. We have set a specific impact indicator for FY2030 of “contributing to the provision of ICT skills and training for at least 12 million people” as the based on future population trends, Fujitsu’s target market share and our delivery rate for ICT skills and training. We are also undertaking monitoring and management using a range of output indicators to identify the actual number of people affected. These output indicators include sales of Fujitsu Uvance solutions, the services and solutions offered by our investment targets, and community events and seminars.

# Materiality

## Materiality in the Fujitsu Group

The Fujitsu Group revised its approach to Materiality in 2023. We specified Materiality in 2018 under the Basic CSR Policy but have now updated it to encompass Materiality in Management, which incorporates the perspective of delivering value to customers and society through our business activities.

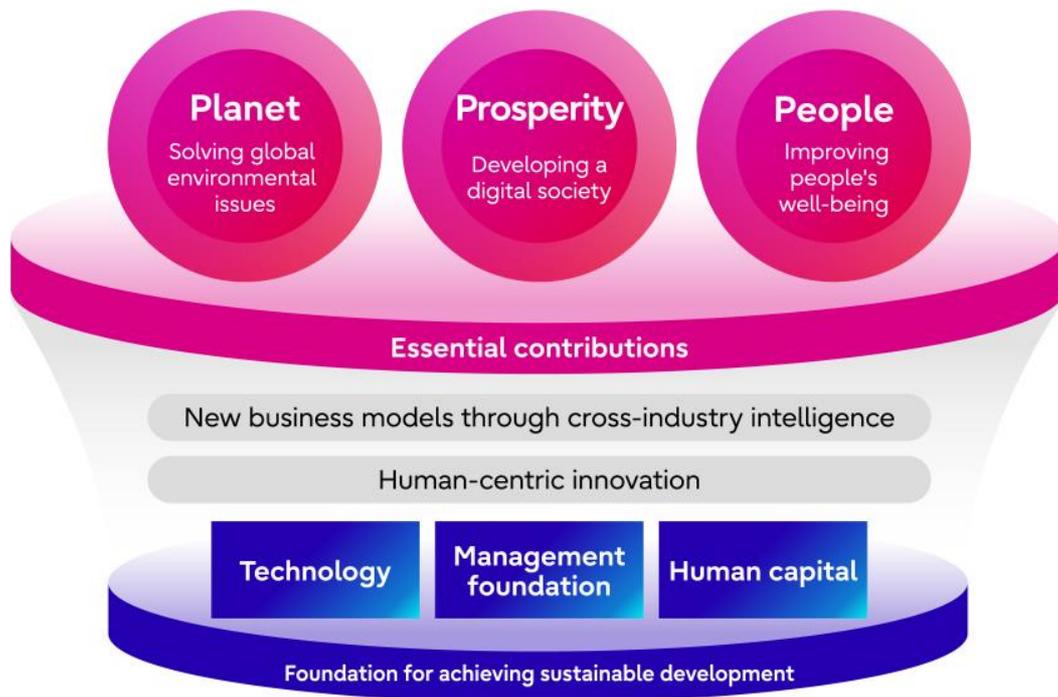
Looking ahead to 2030, we evaluated Materiality in terms of its importance to Fujitsu and its importance to stakeholders in the medium- to long-term, and identified two categories of key issues that must be resolved in order to achieve sustainable growth. The first category is 'Areas of Essential contributions to sustainable growth' and the second is 'Fundamentals for achieving sustainable development.' In the first category of Essential Contributions, we will leverage the development of Fujitsu Uvance and other businesses to provide customers and society with value that contributes to solving global environmental issues, developing a digital society, and improving people's well-being. Furthermore, we will strengthen our technology, management foundation, and human capital to create the Foundation for Achieving Sustainable Development as the source of value creation for the Fujitsu Group, while supporting the creation of new business models and spurring innovation.

The results of the materiality assessment formulated in 2023 are also used for company-wide risk management. Issues such as climate change, human rights, and security identified through materiality analysis are linked as important risk items in potential risk assessments conducted throughout the Fujitsu Group, some of which are disclosed as "Business Risks."

And Materiality-related initiatives are recommended as a goal-setting item in the "Executive Performance Management" evaluation system for executives at FUJITSU VP-level and above. The non-financial indicators based on Materiality are being progressively linked to the evaluation indicators for executive remuneration (Executive Director bonuses).

Going forward, we will continue to promote company-wide initiatives related to Materiality, reduce and avoid critical management risks, and maximize business opportunities. In this way, we aim to enhance the corporate value of the Fujitsu Group and contribute to achieving net positives in the areas of environmental issues, digital society, and people's well-being.

# Materiality



# Materiality

Essential contributions (3 global imperatives, with 11 issues where we will contribute in)

<p><b>Planet:</b> Solving global environmental issues Contribute to creating a future earth where both people and nature can thrive</p>	<p><b>Prosperity:</b> Developing a digital society Contribute to creating a trusted digital society where global prosperity and stability are compatible</p>	<p><b>People:</b> Improving people's well-being Contribute to improving quality of life and opportunities across society to support the well-being of people</p>
<p>Climate change (Carbon neutral)</p>	<p>Maintaining security of information</p>	<p>Contributing to healthcare for an improved quality of life</p>
<p>Resource circulation (Circular economy)</p>	<p>Eliminating the digital divide</p>	<p>Promoting lifelong education and reskilling</p>
<p>Living in harmony with nature (Protection and restoration of biodiversity)</p>	<p>Leading ethical AI and IT</p> <p>Ensuring a positive work environment and addressing labor shortages</p>	<p>Improving customer/consumer experience</p>
	<p>Assuring responsible supply chains</p>	

## Foundation for achieving Sustainable Development (7 issues)

### Technology

Innovating cutting-edge digital technologies which co-create new opportunities to transform to a sustainable society

Creating and developing cutting-edge innovative technologies

### Management foundation

Data-driven management that pre-empts and flexibly responds to the business environment with highly efficient, rapid decision-making

Governance and compliance

Risk management

Economic security management

Digital transformation

### Human capital

Creating innovation everywhere in society by bringing together agile and versatile people from inside & outside the company

DE&I

Well-being and human resource development

# Materiality Assessment Process

The Fujitsu Group identified Materiality based on the principles of double materiality, whereby the mutual impacts of corporations and the environment and society are taken into account (i.e. both the financial impact of environmental and social issues on Fujitsu and the impact of Fujitsu business activities on the environment and society). We will conduct periodic reviews on an annual basis and revise as necessary. This process receives third-party assurance.

## Step 1 Organize and Identify Social Issues

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- Create a long list of various social issues (163 issues) that will flow from the future megatrends anticipated for 2030 based on the following:
  - SDGs
  - Evaluations of ESG indices (FTSE, MSCI and DJSI)
  - ESG reporting framework (GRI Standards, SASB Standards)
  - World Economic Forum (WEF) Global Risk Reports
  - Responsible Business Alliance (RBA) Code of Conduct
  - World Business Council for Sustainable Development (WBSCD), Global Enabling Sustainability Initiative (GeSI) documentation
- Identify 40 social issues by integrating similar items and deleting items with minimal business relevance

## Step 2 Prioritization

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- Conduct surveys, interviews and desktop research with a wide range of internal and external stakeholders based on the identified social issues. In anticipation of future circumstances in 2030, create a draft materiality matrix that prioritizes 25 social issues from 40 social issues in terms of the risks and opportunities those issues present. The draft materiality matrix is created by conducting comprehensive assessments and assigning scores to issues from the perspectives of their importance to Fujitsu (financial impact of the environmental and social issues on Fujitsu) and their importance to stakeholders (environmental and social impact of Fujitsu business activities).
- Leverage personal interviews and Sustainability Management Committee meetings to discuss and evaluate (ie, with reviews by executive directors, executive officers, non-executive directors and corporate auditors) the adequacy of the draft Materiality Matrix from the perspective of Fujitsu's uniqueness (ie, affinity with the Fujitsu brand), and arrive at the final Materiality Matrix (condensed from 25 issues down to 18 issues).

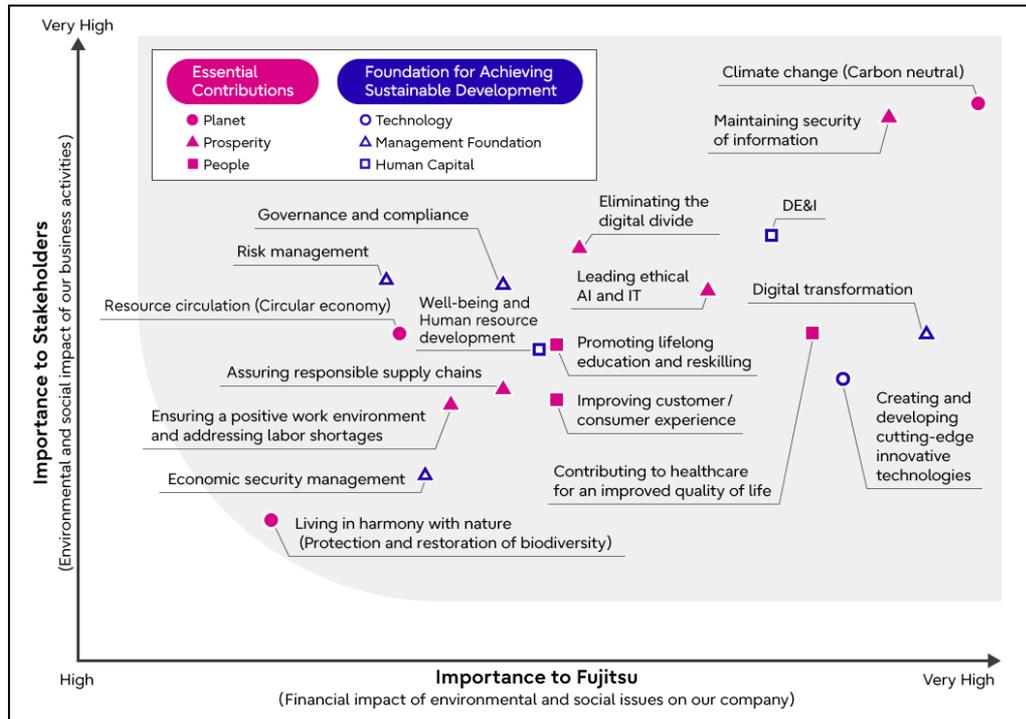
- Organize the materiality concept and then classify and arrange the 18 issues into 2 categories and 6 areas.

### Fujitsu and Stakeholder Assessment

	Assessment method		Details
Fujitsu	Surveys, interviews	Executives	● Survey and/or interview a total of <b>43</b> executives, including the Sustainability Management Committee, Executive Directors, and other executives.
		Fujitsu Way promotion leaders	● Survey <b>94</b> Fujitsu Way promotion leaders.
	Desktop research		● Use internal and external data to quantitatively and qualitatively evaluate the extent of the impact of social issues in terms of sales, costs, reputation, compliance and consistency with business strategy.
Stakeholders	Surveys, interviews	Employees	● Select employees in each of the company-wide (global) divisions at random and survey <b>1,160</b> employees in total.
		Market (customers and suppliers) <u>*1</u>	● Survey and/or interview company management and middle management working in Fujitsu customer and supplier industries globally ( <b>9 countries, 14 industries</b> )
		Investors	● Survey and/or interview Fujitsu capital markets participants.
	Desktop research		● Quantitatively and qualitatively assess importance from the perspective of stakeholders based on the survey forms used by representative ESG rating agencies and various other external documents and reports.

\*1 A commissioned study conducted by Forrester Consulting on behalf of Fujitsu, August 2022

## Materiality Matrix



### Step 3 Management Approval

- Go through the Sustainability Management Committee to discuss and approve Materiality as assessed, and the direction for promoting company-wide initiatives
- Materiality as included in the Medium-Term Management Plan is then discussed and approved by the Board of Directors.

### Step 4 Review

- Annual review
- Discussions to be held at the time of mid-term management plan formulation.

# Approach to Materiality

Taking into account the risks and opportunities posed by materiality, we have discussed our approach for FY2025. Fujitsu will implement measures to address risks, focusing on our internal initiatives, while addressing opportunities by expanding Fujitsu Uvance and other businesses to solve social issues and provide value to customers and society. Moving forward with this approach to materiality will hasten reductions in the negative impacts while promoting greater positive impacts, leading to net positive outcomes for Fujitsu businesses and society.

## Essential contribution

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Common indicators for essential contributions	<p><b>FY2025 Targets</b></p> <ul style="list-style-type: none"> <li>● Customer NPS: +20 (Against a baseline of FY2022)</li> </ul>
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Common initiatives for essential contributions: Contribute to global and regional communities	<ul style="list-style-type: none"> <li>● Promote ongoing participation in community activities to boost employees' level of engagement and improve their experience and perspective by helping to resolve social problems</li> <li>● Expand partnerships that link us to future businesses and address social issues through community investment (including people, goods, and money) in NPOs, NGOs and regional communities</li> <li>● Promote initiatives involving activities that make appropriate social contributions, through monitoring of impacts and the number of beneficiaries to identify the outcomes of activities</li> </ul>
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# Planet: Solving global environmental issues -- Contribute to creating a future earth where both people and nature can thrive



### FY2025 Targets

- GHG emissions Scope 1, 2: 50% reduction (against a baseline of FY2020)
- GHG emissions Scope 3, Category 11: 12.5% reduction (against a baseline of FY2020)

### FY2030 Targets

- Contribution to global GHG emissions reduction: 0.3% (Global CO<sub>2</sub> reduction impact of Service Solutions business)

Please also refer to the Environmental Action Plan (See here for [Environmental Action Plan Stage XI \[FY2023-2025\]](#))

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Climate change (Carbon neutral)	Risks <ul style="list-style-type: none"> <li>● Higher costs of coping with more stringent energy savings and GHG emissions regulations</li> <li>● Higher operating costs due to the increasing severity of natural disasters</li> </ul>	Internal initiatives <ul style="list-style-type: none"> <li>● Reduce GHG emissions at business sites (promote energy savings and increase renewable energy use)</li> <li>● Promote energy-saving product design and reduce GHG emissions in the supply chain</li> </ul>

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
	<p>Opportunities</p> <ul style="list-style-type: none"> <li>● Increased demand for the adoption of renewable energy, energy savings and visualization of GHG emissions, including in supply chains</li> <li>● Increased demand for mitigation measures that offer society-wide energy optimization to reduce GHG emissions and for adaptation measures that build resilient communities and industries</li> </ul>	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> <li>● Visualize/reduce GHG emissions in the supply chain</li> <li>● Visualize energy usage at factories and other facilities (automate primary data collection)</li> <li>● Identify a broad spectrum of supply chain risks, including disasters, pandemics, and international political risks</li> <li>● Develop and make effective use of new energy sources and materials, such as clean ammonia, and improve traceability</li> <li>● Optimize and integrate natural energy into social infrastructure systems</li> <li>● Enhance resilience against emergencies in cities</li> <li>● More accurate weather forecasts and disaster prevention simulations</li> </ul>
<p><b>Resource circulation (Circular economy)</b></p>	<p>Risks</p> <ul style="list-style-type: none"> <li>● Increased costs for operations and for handling the reputational risk arising from resource constraints resulting from resource depletion and escalating conflicts over scarce resources resulting from resource maldistribution</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>● Reduce water usage at business facilities and raise awareness of water source security upstream of the supply chain</li> <li>● Promote greater resource savings in products and improved resource circulation</li> <li>● Get involved in activities to standardize business models and circular economy indicators, and measure social impacts</li> </ul>
	<p>Opportunities</p> <ul style="list-style-type: none"> <li>● Increased demand for support to create a circular (recycling-based) society by building economic mechanisms that will sustainably recycle resources and promote zero waste and the effective use of resources</li> </ul>	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> <li>● Reduce losses and enhance traceability through the use of blockchain</li> <li>● Promote the effective use of materials through the visualization of product quality, etc.</li> <li>● Enhance resource traceability with the aim of creating environmental value through recycling</li> <li>● Establish recycling schemes and assure a stable supply of recycled resources through business-to-business data sharing</li> </ul>

Materiality	Recognition of risks & opportunities <u>*2</u>	Approaches for FY2025 (main initiatives)
<b>Living in harmony with nature (Protection and restoration of biodiversity)</b>	<b>Risks</b> <ul style="list-style-type: none"> <li>Amid increasingly strict controls on land use and information disclosure, there is increased reputational risk and the risk of difficulty in raising capital due to delays in addressing biodiversity</li> </ul>	<b>Internal initiatives</b> <ul style="list-style-type: none"> <li>Reduce negative impacts and increase positive impacts on biodiversity in areas of business activities, including the supply chain</li> </ul>
	<b>Opportunities</b> <ul style="list-style-type: none"> <li>Increased demand for assessing, visualizing, monitoring, and reducing impact on the environment and biodiversity, and urban development that co-exists with nature</li> </ul>	<b>Business growth for customers and society</b> <ul style="list-style-type: none"> <li>In business activities that take biodiversity into account, use business planning simulations to visualize environment conservation and impact severity</li> <li>Protect water and forestry resources and limit excessive consumption by developing new materials and adopting new production methods</li> </ul>

## Business Impacts

- Promoting activities that minimize environmental impacts in our areas of business activity, including the supply chain (reducing GHG emissions, saving and recycling resources, protecting biodiversity) can help to reduce or avoid risks such as reputational damage and excessively strict regulatory controls
- With the transition to a more environmentally friendly society, there is increasing demand for minimization of the environmental impacts on each industry's entire value chain. Expanding businesses that are designed to address environmental issues and create value for the environment can lead to increased financial returns

See [TCFD Information Disclosure](#) for more information on the analysis of business impacts from climate change

## Societal Impacts

- By developing solutions such as using digital technology to visualize environmental footprints and improve traceability, we can contribute to restoring biodiversity, building a circular economy and a carbon-neutral society, as well as reducing our customers' environmental impacts

# Prosperity: Developing a digital society -- Contribute to creating a trusted digital society where global prosperity and stability are compatible



### FY2030 Targets

- Digital accessibility: 150 million people  
Contributing to the improvement of digital accessibility in society by providing Fujitsu services and developing various activities (Based on the number of Fujitsu Uvance solutions provided, investee services/solutions, and community activities, the actual number of people influenced by digital accessibility improvement is grasped. Monitoring and management are promoted.)

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
<p><b>Maintaining security of information</b></p>	<p>Risks</p> <ul style="list-style-type: none"> <li>● Amid increasingly strict regulatory regimes, risks include loss of credibility, fines and penalties for violations of laws and regulations if the rights and interests of individuals are violated or customer information is leaked due to leakage of information related to business activities</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>● Stronger governance: Implement countermeasures more quickly and effectively by bolstering on-site security systems and active intervention by management</li> <li>● Stronger responses to cyber threats: Use more rigorous information management and responses, and security risk visualization that includes prediction</li> <li>● Stronger supply chain security: Consolidate data in secure development environments and data management environments, and develop training to achieve more mature security</li> </ul>

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
	<p>Opportunities</p> <ul style="list-style-type: none"> <li>● Increased demand for more advanced information infrastructure that is trusted and secure with the aim of providing data security at the society, corporate and individual levels</li> </ul>	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> <li>● Ensure that customer systems and businesses are trusted by providing secure Hybrid IT platforms</li> <li>● Provide resilient Hybrid IT platforms along with more rigorous IT and security governance for mission- critical areas such as public-sector and financial institutions</li> <li>● Enable security management that is capable of responding quickly to stricter and more sweeping regulations, such as the Data Protection Directive</li> <li>● Combine Zero Trust Security technology and other technologies to create a new high-speed, high- capacity network security technology that offers enhanced reliability and convenience</li> </ul>
<p><b>Eliminating the digital divide</b></p>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>● Increased adoption of “digital democratization” whereby anyone can independently, freely and autonomously use digital technology, leading to increased demand for digital platforms that do not encourage discrimination, prejudice or hate</li> </ul>	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> <li>● Optimization tailored to patients and the democratization of advanced healthcare</li> <li>● Enable more advanced decision- making and problem solving for the traceability and verification of raw materials</li> <li>● Promote the adoption of integration and corporate IT consulting through co- creation with financial institutions</li> <li>● Build broadband networks for local governments (US)</li> </ul>
<p><b>Leading ethical AI and IT</b></p>	<p>Risks</p> <ul style="list-style-type: none"> <li>● Ethical or other issues that originate from data or other input to an AI pose the risk of problems such as diminished social trust or litigation</li> <li>● If employees or customers lack understanding or practical experience of AI ethics, this could prevent the growth of trust in AI and risks thwarting the innovation and progress that is possible using AI</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>● Implement initiatives aimed at disseminating AI ethics, such as providing AI ethics training to employees and customers, and formalizing the Fujitsu internal practice of AI ethics</li> <li>● Provide technology and ecosystems that simplify the identification of AI ethics risk by AI developers and customers themselves, and present solutions</li> </ul>

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
	<p>Opportunities</p> <ul style="list-style-type: none"> <li>Given the enormous expectations for the development of a trusted information society, there will be increased demand for AI use that embodies appropriate AI ethics and for appropriate AI ethics practices within companies</li> </ul>	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> <li>Provide AI that complies with AI ethics guidelines and ensures reliability and transparency with respect to AI by providing explainable AI (Improve sustainable reliability in business by using explainable AI to predict the risk of illegality from companies' financial and non-financial data)</li> <li>Provide consulting services for areas such as creating guidelines and ethical rules for the appropriate use of AI</li> </ul>
<p><b>Ensuring a positive work environment and addressing labor shortages</b></p>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>Increased demand for the creation of pleasant, safe and secure working environments intended to improve employee motivation, and for increased automation and efficiency so as to improve productivity and quality and address labor shortages</li> </ul>	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> <li>Provide ways to make work (production, distribution, shipping, sales, etc.) both safer and more efficient by using automation technology, AR/VR, and remote communication</li> <li>Respond to changes in working environments, formulate and implement strategies by visualizing and analyzing worker feedback and working conditions, thereby improving engagement and innovating workstyles with the focus on the workers themselves</li> <li>Make operations more efficient and advanced using digital technology, and plan the optimal workspace for customers' business transformation</li> <li>Provide high-usability services by using more advanced digital touchpoints with automated technology, multilingual support, and AIOps</li> </ul>

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
<b>Assuring responsible supply chains</b>	<p>Risks</p> <ul style="list-style-type: none"> <li>● If problems arise in the supply chain, such as human rights violations involving conflict minerals or the working environment, or damage due to environmental destruction or climate change, these problems pose risks such as impacts on continued business activity, erosion of social trust in the company following administrative penalties, and lost business opportunities</li> </ul>	<p>Internal initiatives (approach to the supply chain)</p> <ul style="list-style-type: none"> <li>● Prevent and reduce human rights risks in the supply chain</li> <li>● Promote reduction of GHG emissions in the supply chain</li> <li>● Ensure supply chain diversity</li> </ul>
	<p>Opportunities</p> <ul style="list-style-type: none"> <li>● Increased demand for the building of platforms and the enhancement of information disclosure, optimization and visualization of supply chain management in the environmental and social areas, particularly with regard to the environment, human rights and mineral resources (procurement)</li> </ul>	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> <li>● Provide stronger management through improved supply chain traceability</li> <li>● Enable detection of a broad spectrum of supply chain risks, including disasters, pandemics, and international political risks</li> <li>● Enable digitalization and resilience in supply chains that are shared by multiple corporations on a global scale</li> <li>● Enable sustainable consumption and waste reduction through End-to-end value chain optimization</li> <li>● Offer logistics optimization and retail (OMO) management</li> <li>● Enable digital tracking of products along the supply chain</li> <li>● Enable new value creation/conversion using secure platforms that support expanded ethical purchasing</li> </ul>

## Business Impacts

- While issues such as insufficient information security measures, ethical problems associated with AI and human rights violations in supply chains can result in outcomes such as loss of trust by customers and society as well as increases in the cost of dealing with such issues, these risks can be minimized by setting up strong governance structures and introducing effective countermeasures
- Our customers and society also face the above issues, as well as problems such as a growing digital divide and worsening labor shortages. With the transition to a digital society, developing businesses aimed at resolving these issues can help to increase our financial returns

## Societal Impacts

- By developing solutions such as explainable AI and secure information infrastructure, we can build trusted digital technology into society and help to build a more resilient society where more people can reap the rewards of digital technology

# People: Improving people’s well-being -- Contribute to improving quality of life and opportunities across society to support the well-being of people



**FY2030 Targets**

- Provision of ICT skills and education: In excess of 12 million people  
Contributing to the improvement of ICT skills and expansion of education in society by providing Fujitsu services and developing various activities  
(Based on the number of Fujitsu Uvance solutions provided, services/solutions of the investee, community activities, events and study groups, the actual number of people influenced by ICT skills improvement is grasped. Monitoring and management are promoted.)

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
<p><b>Contributing to healthcare for an improved quality of life</b></p>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>● Increased demand in communities for healthcare that is integrated into daily life, such as the digitalization of medicine and preventive healthcare that uses AI and the IoT</li> </ul>	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> <li>● Connect medical institutions with external institutions and services to enable the mutual exchange of consumers' and patients' treatment and lifestyle information</li> <li>● Individualize and optimize a patient's end-to-end healthcare journey, from prevention through to treatment and recuperation (effective personal healthcare)</li> </ul>
<p><b>Promoting lifelong education and reskilling</b></p>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>● Increased demand for initiatives that allow people to live rich and fulfilling lives, such as the building of digital education platforms that enable people to learn freely at any time and to have their achievements evaluated appropriately</li> </ul>	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> <li>● Provide micro-learning environments that use AI to provide personally optimized education, regardless of time or location</li> <li>● Enable strategic reskilling by defining the type of personnel needed to achieve DX, supporting the formulation of personnel strategy and personnel development plans, and providing education and training programs</li> </ul>

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
<b>Improving customer /consumer experience</b>	Opportunities <ul style="list-style-type: none"> <li>Improvements in peoples' attitudes towards new consumption, new relationships and new work styles as their values become more diverse. Greater demand for personalized consumer experiences and the creation of new ways to exchange personal, corporate and social values.</li> </ul>	Business growth for customers and society <ul style="list-style-type: none"> <li>Personalize marketing/promotions and enable new online and offline purchasing</li> <li>Offer consistent, fluid, and personalized shopping experiences wherever there is contact between consumers and any type of brand channel</li> <li>Provide efficient monitoring, operation, and maintenance for retail systems</li> <li>Enable sophisticated promotions that target consumers by predicting their behavior</li> </ul>

### Business Impacts

- As peoples' values transition from material wealth to spiritual richness, they will demand more advanced medical treatment, healthcare, education and customer/consumer experiences. Developing human-centric business that help people to enjoy quality lives that are safe and secure can help to increase our financial returns

### Societal Impacts

- By providing services that cater to people's individual healthcare needs and respond to consumption trends while providing them with the upskilling they need for their career plans, we can not only help people live longer, healthier lives, but we can also help build a society where everyone lives a full and happy life where they can maximize their own potential

## Foundation for Achieving Sustainable Development

Common indicators for "Foundation for Achieving Sustainable Development"	<b>FY2025 Targets</b> <ul style="list-style-type: none"> <li>Per capita productivity: +40% (against a baseline of FY2022)</li> </ul>
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# Technology: Innovating cutting-edge digital technologies which co-create new opportunities to transform to a sustainable society



Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
<p><b>Creating and developing cutting-edge innovative technologies</b></p>	<p>Risks</p> <ul style="list-style-type: none"> <li>● R&amp;D into cutting-edge technology is the wellspring of corporate growth. If technology development does not progress, it will lead to the risk of losing competitiveness</li> <li>● Digital innovation that supports DX/SX is essential for business transformation and a sustainable society</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>● Quantum: Work with customers to develop apps that use quantum-HPC hybrid technology and develop world-leading error-correction technology. Develop 1,000 qubit machines and further scaling technologies</li> <li>● Computing: Enhance computing workload broker technology, develop frameworks that will accelerate graph AI and expand HPC into new areas such as digital twins</li> <li>● AI: Provide global customer value through AI platforms that feature AI technology, such as world-leading graph AI and AI trust. Strategically acquire specialists in the AI area.</li> <li>● Data &amp; Security: Accelerate innovation-creation using ecosystems with world-leading Web3/Trust technology that allows the distribution and use of highly reliable distributed data maintained by companies or individuals</li> <li>● Converging Technologies: Develop the world's first Social Digital Twin Platform to continually improve society by devising initiatives that leverage environmental, social, and economic synergies, thus enabling Sustainability Transformation (SX) solutions that can be rolled out globally</li> </ul>

## Business Impacts

- Helping to achieve sustainable business innovation by conducting R&D into the 5 technology areas of Computing, AI, Data & Security, Converging Technologies and Networks and creating digital innovation

## Societal Impacts

- Continue to help resolve customer and societal issues and support Sustainability Transformation (SX) by providing all-inclusive value, enabled through a combination of technologies

# Management Foundation: Data-driven management that pre-emptively and flexibly responds to the business environment with highly efficient, rapid decision-making



Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
<p><b>Governance and compliance</b></p>	<p>Risks</p> <ul style="list-style-type: none"> <li>● If a strong governance structure is not maintained, and disclosure and oversight of execution are not enhanced, there is a risk of undermining sound management</li> <li>● Situations that violate national or international laws or regulations risk exposure to surcharges or financial compensation, and erode public trust</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>● Corporate governance:                             <ul style="list-style-type: none"> <li>● Undertake continual reviews of corporate governance</li> <li>● Fully disclose corporate information that is conducive to cooperative relations with all stakeholders, including shareholders</li> <li>● Promote constructive interaction with shareholders</li> </ul> </li> <li>● Compliance:                             <ul style="list-style-type: none"> <li>● Promote the Global Compliance Program to raise awareness of compliance</li> <li>● Provide compliance training to suppliers</li> </ul> </li> </ul>
<p><b>Risk management</b></p>	<p>Risks</p> <ul style="list-style-type: none"> <li>● The absence of a strong risk management can have an impact on the company’s business continuity</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>● Conduct internal assessment reviews using tools to measure potential risk, visualize the impacts of those risks using actualized data, and formulate and implement recurrence-prevention measures</li> <li>● Build data-driven risk management systems</li> <li>● Build a global solutions network to ensure that overseas risk information is reported to and acted upon by the Head Office promptly</li> </ul>

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
<b>Economic security management</b>	<p>Risks</p> <ul style="list-style-type: none"> <li>Given the current global instability and the trend towards stronger regulation of corporate activity in the interests of maintaining economic security, there are risks in the form of impacts on supply chains and markets targeted by companies, together with burdens such as the increased costs of responding to such impacts and financial penalties for companies found to have breached the regulations</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>Bolster business resilience by assessing risks to business continuity from the perspective of economic security and geopolitics, and then reflect those risks in the business continuity plan (BCP)</li> <li>Strengthen Companywide management across all departments for technologies that include important cutting-edge fields</li> <li>Respond to the economic security countermeasures in each country and region</li> </ul>
<b>Digital transformation</b>	<p>Risks</p> <ul style="list-style-type: none"> <li>Failure to achieve digital transformation risks declines in productivity and delayed responses to the external environment, which can adversely affect our competitiveness</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>Expand data-driven management and operational excellence by promoting the One Fujitsu Program:                             <ul style="list-style-type: none"> <li>Real-time management to support speedy and practical decision-making</li> <li>End-to-end management resource visualization and conversion to digital data</li> <li>Global standardization of business processes</li> </ul> </li> </ul>

## Business Impacts

- Failure to maintain a strong management infrastructure and improved management efficiency poses serious risks such as lower productivity and lower levels of social trust. Establishing robust governance structures and introducing effective countermeasures can help to minimize such risks

## Societal Impacts

- Failing to maintain a strong management infrastructure and improved management efficiency could also result in losses for customers and suppliers in the business area. Establishing robust governance structures and introducing effective countermeasures can help to minimize these risks

# Human Capital: Creating innovation everywhere in society by bringing together agile and versatile people from inside & outside the Company



**FY2025 Targets**

- Employee engagement: 75
- Diversity in Leadership (ratio of women in leadership roles): 20%

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
<b>DE&amp;I</b>	<p>Risks</p> <ul style="list-style-type: none"> <li>● Human rights violations and disrespect for or insufficient consideration of diversity in stakeholders such as employees or people in the supply chain poses a wide range of risks, including loss of business opportunities, erosion of social trust in the company following administrative penalties and loss of personnel</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>● Diversity:                             <ul style="list-style-type: none"> <li>● Build an inclusive and egalitarian corporate culture that makes everyone feel included and free to express themselves</li> <li>● Boost the participation of women in leadership positions</li> <li>● Develop a comprehensive strategy for cultures and ethnicities that operates globally</li> <li>● Introduce the FWEI (Fujitsu Workplace Equality Index)</li> <li>● Promote and advocate for digital accessibility as one corporate strategy, including in-brand communication, customer experience, and the workplace.</li> <li>● Ensure supply chain diversity through:                                     <ul style="list-style-type: none"> <li>● Activities to determine diversity indicators based on the societal requirements in each country or region</li> <li>● Development of mechanisms to determine the support for female participation in key activities in the domestic supply chain and to measure the progress of initiatives by suppliers</li> </ul> </li> </ul> </li> <li>● Human rights: Prevent or reduce human rights risks in the value chain (human rights training,</li> </ul>

		dialog with experts)
Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
<b>Well-being and Human resource development</b>	<p>Risks</p> <ul style="list-style-type: none"> <li>● Failure to create an environment that enables employees to be happy and healthy, both physically and mentally, in their work, or failure to provide opportunities for employees to achieve personal growth, risks losing personnel and eroding the brand value</li> </ul>	<p>Internal initiatives</p> <ul style="list-style-type: none"> <li>● Stronger personnel development platforms: Job-based human resource management, measures to encourage the evolution of employees into DX personnel, etc.</li> <li>● Improved well-being:             <ul style="list-style-type: none"> <li>● Develop measures to promote understanding and wider acceptance of well-being</li> <li>● Data-driven visualization and analysis</li> </ul> </li> <li>● Thorough preventive measures for health and safety</li> </ul>

### Business Impacts

- Boosting investment in human capital, such as through stronger personnel development platforms and personnel portfolios, can assist in extracting the maximum possible value from personnel and increase sustainable value creation and corporate value

### Societal Impacts

- Promoting activities to protect diversity and respect for human rights in the supply chain can help to lessen or avoid DE&I-related supply chain risk

\*2 Recognition of risks & opportunities was organized and analyzed based on various publicly available information in Step 1 (Organize and Identify Social Issues) of the materiality assessment process.

# Non-Financial Indicators

## Approach

To contribute sustainably to the Fujitsu Purpose in the long term, it is essential to foster trusted relationships with all stakeholders. The Fujitsu Group has integrated non-financial indicators into its core business activities, promoting their achievement alongside financial targets.

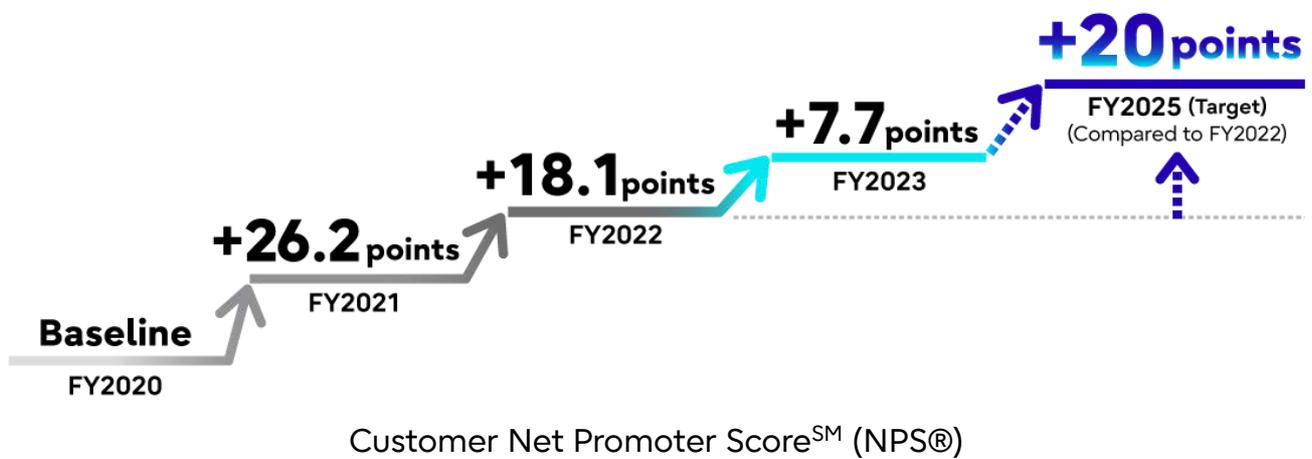
To measure and verify our positive impact on customers and society, and to strengthen the Foundation for Achieving Sustainable Development, we set non-financial targets in the Medium-Term Management Plan announced in FY2023. These targets include key performance indicators (KPIs) such as: Customer Net Promoter Score (NPS®)(<sup>\*1</sup>), Employee Engagement (EE), Diversity Leadership (ratio of women in leadership roles), Productivity Index, and Greenhouse Gas (GHG) Emissions Reduction Rate. We are continuously monitoring the progress of these KPIs.

(\*1) Net Promoter, Net Promoter Score, and NPS are trademarks of NICE Satmetrix, Inc., Bain & Company, Inc. and Fred Reichheld.

## Net Promoter Score<sup>SM</sup> (NPS®)

Customer Net Promoter Score<sup>SM</sup> (NPS®) (Customer NPS) is a metric used to objectively gauge the extent to which trusted relationships with customers helps create customer loyalty. Unlike customer satisfaction, which indicates the degree of satisfaction or dissatisfaction with a purchased product or service, customer loyalty is characterized by the ability to determine the degree of customer attachment and the likelihood of repeat purchases. The Fujitsu Group employs customer NPS as one of its non-financial indicators with the aim of realizing customer-centric management. By listening to our customers' views via NPS and offering services that appropriately suit their requirements, or by making proposals that anticipate their future needs, the value of the customer experience will be enhanced and our customer NPS will rise further. We believe that creating such a positive cycle will result in a boost to the corporate value of the Fujitsu Group.

As a structure to achieve this objective, at the working level we have appointed customer experience leaders in each region to take the lead in a timely manner in relation to improvement activities. Action plans and awareness of issues developed through discussions between CX leaders and frontline employees are shared with management, ensuring that customer issues are addressed at the frontline level and treated as management issues. This creates a system with a ‘feedback loop’ to propose continuous improvement, examine areas for investment, and verify the effectiveness of measures already taken.



Note: Given that the survey was conducted twice, FY2021 values were retroactively updated to the weighted average of the findings from the two surveys.

In line with the FY2022 continuous improvement result of +18.1 points and the FY2025 target of +20 points against a baseline of FY2022, we set a target of 6.5 points period-over-period for FY2023. Our activities resulted in an increase of +7.7 points period-over-period, exceeding the target. The Fujitsu Group is recognized, in particular, for providing proposals based on a deep understanding of the customer's business challenges, for experience in implementing DX, and for engaging in its own internal transformation.

However, we recognize that our consulting capabilities to address customer business challenges and our ability to implement innovative, advanced, and swift transformation require further improvement. Through further reskilling and accumulation of DX business model validations, the entire Fujitsu Group will enhance its ability to provide comprehensive business support.

Going forward, our Medium-Term Management Plan aims to boost the score by +20 points in FY2025 against a baseline of FY2022. Based on the results of the customer surveys conducted globally in FY2022 and FY2023, we will therefore focus on areas that require improvement, while continuing to improve the point scores in the areas that were evaluated as strengths.

## Employee Engagement

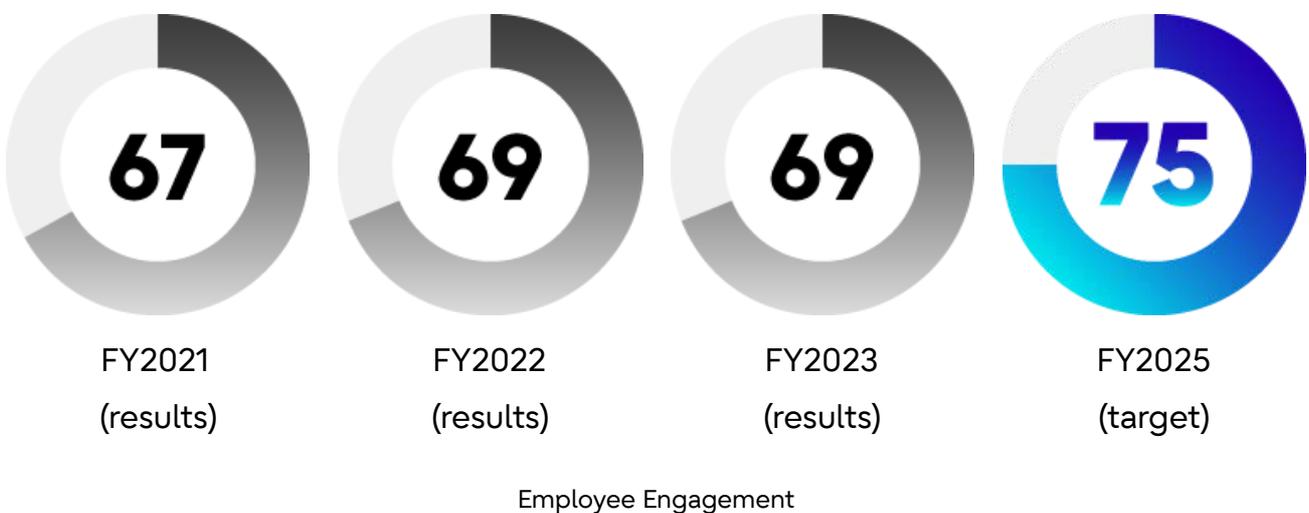
The Fujitsu Group's greatest management resource is its employees, who are the source of the value provided to customers. Our experience suggests that highly engaged employees are better able to provide high-quality services to our customers, and that positive customer feedback correlates to an increase in employees' responsiveness to their work. We believe that improving the engagement of each employee leads to the growth of both the individual and the Fujitsu Group.

Based on this concept, to measure the sustainable growth of the Fujitsu Group we established Employee Engagement as a non-financial indicator that shows the mindset of employees and their empathy with the organizational culture. At Fujitsu, Employee Engagement is defined as "an indicator that shows the degree of employees' motivation and attachment to work and their willingness to contribute independently in empathy with the company's direction and purpose." Employee Engagement can also be considered an indicator that illustrates the Fujitsu Group has the necessary human resources and other capabilities, including organizational culture, to gain the trust of customers as a DX partner.

The target Employee Engagement value of "75" is a figure that has been determined by benchmarking against global corporations. The actual scores can vary greatly across the Group, because they are impacted by the relevant company's business area, the business environments in different countries and regions, and the diversity of our employees' countries of origin. While it is true that "75" is an ambitious target for the Fujitsu Group, we are nonetheless striving to achieve this goal with the aim of being on par with other global enterprises.

Fujitsu has implemented a framework comprising a Center of Expertise (CoE), a specialist team dedicated to creating highly engaged organizations, and Human Resource Business Partners (HRBP), a team of strategic HR partners who work with leaders at the highest level in organizations in Japan and in our overseas regions to boost engagement.

As a specific initiative, we have introduced measures to broaden employees' workstyle options, after clarifying their individual purpose. This includes a semiannual survey conducted on a global basis to measure employee engagement. Survey items include questions about the employee's sense of fulfillment in working for the Fujitsu Group, the connection between the Fujitsu Purpose and the employee's own work, and the degree to which the employee's individual strengths are demonstrated. Past surveys have clearly shown that senior and middle management in each organization must be the driving force in action-taking together with their team members to boost engagement. Strong relationships built on trust between managers and employees are also important. Survey findings are compiled on a manager-by-manager basis and are used to bolster support for management improvement by presenting each manager with the most appropriate Recommended Actions. Going forward, we plan to establish a data-driven cycle to improve organizational performance and individual wellbeing, leveraging the insights gained from analyzing engagement data to take even more effective action.

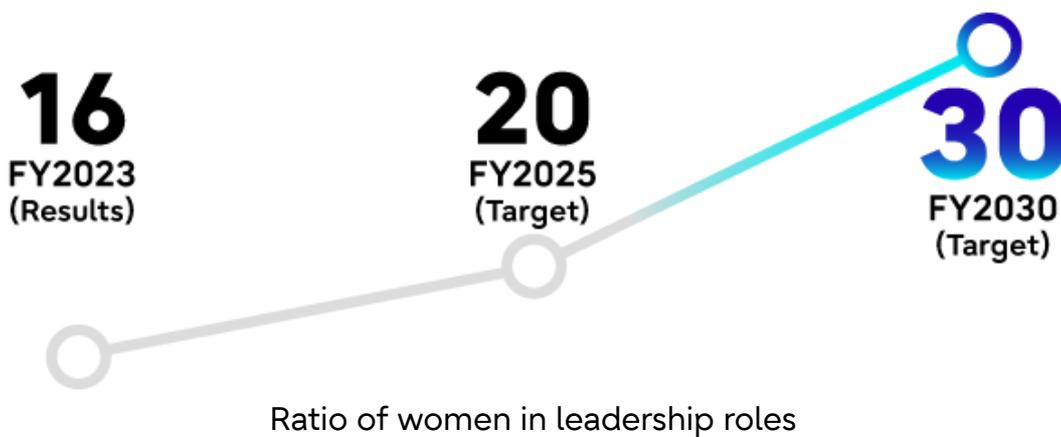


# Diverse Leadership (ratio of women in leadership roles)

The DE&I vision for the Fujitsu Group includes “Build an inclusive and equitable culture where everyone belongs and can be completely themselves.” Gender is positioned as one of the five focus areas in the Global DE&I Vision & Inclusion Wheel.

To transition into an enterprise capable of sustainably generating innovations and providing value to customers while meeting the requirements of communities with diversified values, it is essential to create an environment and culture in which a diversity of people can each optimally leverage their different viewpoints and abilities. As a first step toward this objective, we have set the ratio of women in leadership roles as a new non-financial indicator. We based this on the results of research that determined “when the ratio of a minority group in an organization reaches 30% a chain reaction occurs that changes the organizational culture.” The target set for the end of FY2030 is to have a 30% ratio of women in leadership roles throughout the Fujitsu Group, with an interim milestone target of 20% by the end of FY2025.

In addition to the above, we will encourage various initiatives such as mindset transformation, positive action, and the promotion of Work Life Shift to improve the work environment.

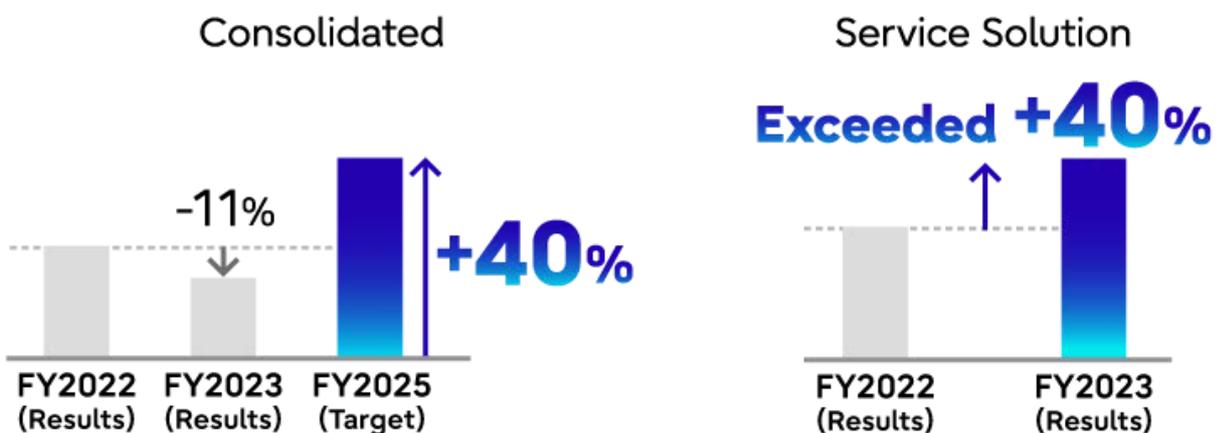


# Per capita productivity

Up until FY2022, the Fujitsu Group was using DX Promotion Indices, that is, metrics for measuring the level of DX maturity (\*2), for implementing DX policies such as vision sharing, mindset, talent development, IT reform, business process reform, and business model reform. This laid the foundation for transformation, enabling the company to continuously implement transformation based on company-wide strategies.

In order to move into the next stage of transformation, we need to demonstrate that DX is contributing to business transformation and increased competitiveness, and is a driver for generating greater corporate value. From FY2023, we have set a new 'productivity indicator' for operating income per capita, which is an indicator for measuring business efficiency. The target as at the end of FY2025 is set at 40%+ against a baseline of FY2022. As one of the activities to achieve this target, we are pursuing an initiative centered on data visualization and cause-and-effect analysis as productivity indicators. We believe that visualizing our own current position will encourage discussion and decision-making on productivity from the perspective of management and the workplace respectively, leading to actions that will increase individual as well as corporate productivity. In order for the Fujitsu Group to become a true DX company, we will achieve greater efficiency in time usage, communication, and business processes through the use of AI and digital technologies based on more sophisticated IT investments. We will implement productivity improvements in collaboration and interaction with various initiatives, unfettered by preconceived ideas or stereotypes.

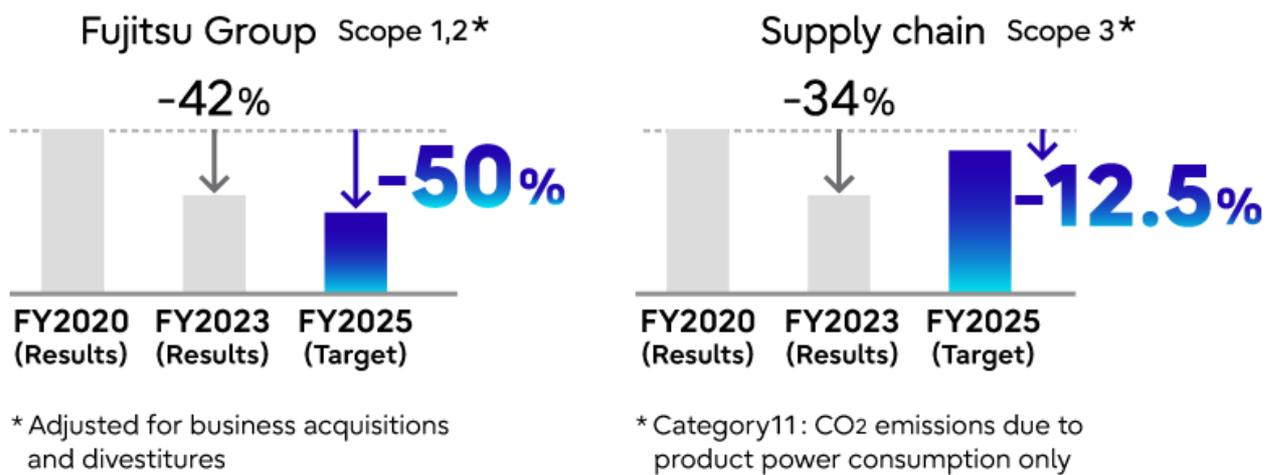
(\*2) Note 1: Maturity level metrics tool for assessing digital business transformation on a six-point scale of 0 to 5. Consists of seven "Indicators related to DX promotion by corporate management, and the framework therefor", and two "Indicators related to the development of platform IT systems for enabling DX."



Per capita productivity

# Reduction of GHG Emissions

The Paris Agreement (COP21), adopted in December 2015, set out a long-term, shared worldwide goal of limiting the average global temperature increase to considerably less than 2°C and preferably 1.5 °C over pre-Industrial Revolution temperatures, as well as the goal of carbon neutrality (net zero emissions) by the second half of this century. Subsequently, following a review of climate change impacts (loss, damage, etc.) based on the latest scientific knowledge, it was declared at the COP26 Glasgow Agreement that the preferred 1.5 °C target would now become the actual target and that the world must aim to achieve net zero by mid-century (around 2050). These rapid changes led the Fujitsu Group to announce a target of net zero for GHG emissions in its supply chain by FY2040, with an interim target of net zero for GHG emissions in Fujitsu’s own business areas by FY2030. To help achieve these objectives, we released the Environmental Action Plan (Stage XI). This plan runs up to FY2025, a milestone on the path to the targets, and will give shape to our specific initiatives as we work toward the realization of carbon neutrality.



GHG emissions reduction rate FY2025 target and FY2023 results (compared to FY2020)

As a leading SX company, Fujitsu has a role to play in applying technology to help solve challenges for customers and society while expanding and enhancing the value provided as we collaborate with customers and partners to achieve a sustainable future. It is therefore essential to confirm the global trends and the actions taken in regard to climate change challenges, because a delayed response could lead to a loss of business opportunities. Against this backdrop, we consider the reduction of GHG emissions to be a critical issue and are working on it as one of our non-financial indicators.

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

## Policy (IP Management and Corporate Value)

Fujitsu's Purpose is to make the world more sustainable by building trust in society through innovation. To achieve this, the aim of our intellectual property management policy is to contribute to innovation and new value creation in the Fujitsu Group by strategically building and utilizing intellectual capital, including our technology, our brand and our designs.

Intellectual property management has two facets. One is the construction of an intellectual property portfolio including prosecution for the intellectual capital already held by the Fujitsu Group and then using that portfolio to create new value. The other facet is risk management, which consists of lowering the incidence of risks likely to diminish our corporate or social value, primarily through measures that promote respect for and prevent violations of our rights and those of third parties.

## Contributing to Value Creation

We are progressing and appropriately managing the acquisition of the rights to the technology developed by the Fujitsu Group and to the designs and brands created to deploy that technology in the community. This expands our opportunities for generating licensing income, better differentiates our offerings from the technologies and services provided by competitors and maintains or enhances the competitive advantage of Fujitsu Group technologies and services.

We are also assisting with the search for new growth opportunities by investigating, analyzing and sharing information on a wide range of global technology trends, including the status of patent applications in strategically important areas for the Fujitsu Group. Open Source Software (OSS) is an indispensable resource for digital services, and Fujitsu is an active participant in the OSS community, helping to create environments that promote innovation and build a value co-creation ecosystem by formulating rules for the use of intellectual property.

## Reducing the Risk of Value Loss

One important way to reduce the risk of losing corporate value by protecting intellectual property. Third party violations of rights held by the Fujitsu Group not only obstruct the progress of our business strategy, they also have the potential to negatively impact customers' trust in the Fujitsu brand in a competitive environment. For this reason, we constantly monitor for violations of our rights, and where a proposal is discovered that could potentially cause a rights violation, we immediately put in place appropriate countermeasures.

Fujitsu's Code of Conduct which, together with our Purpose and Values makes up the Fujitsu Way, clearly states our commitment to respecting and protecting intellectual property and respecting the intellectual property rights of others, just as they respect our own acquisition of rights to intellectual capital. We are formulating Rules for Handling Intellectual Property Rights that link this Code of Conduct to specific actions, and these rules are being applied to Fujitsu and Group companies in Japan that undertake actions involving intellectual property. We are also working to reduce the risks of violating rights held by third parties through measures such as thoroughly researching patent violation avoidance, careful OSS license management, and responding to in-house consultation requests concerning the terms of intellectual property agreements.

- [Fujitsu's Intellectual Property](#) >



Contributing to Value Creation and Reducing the Risk of Value Damage

# Structure of the Intellectual Property Division (Intellectual Property Global Head Office)

The Intellectual Property Division (the Intellectual Property Global Head Office), which belongs to the Legal and Intellectual Property Unit under the General Counsel, consists of the IP Intelligence Service Office, which supports research laboratories and provides IP landscapes to the front office, the Intellectual Property Strategy Office, which formulates and promotes company-wide intellectual property strategies based on communication with management, and the Intellectual Property Center, which implements intellectual property portfolio construction. In addition to collaborating within each division, the Business & Legal Department promotes intellectual property activities for business producers and SEs, and also collaborates with Fujitsu Techno Research Ltd., which provides intellectual property-related services, to execute intellectual property management.

The formulation of IP management strategy and policy for the activities of the Intellectual Property Division is not limited solely to the Division itself, but is undertaken in collaboration with the Technology Units headed by the Chief Technology Officer (CTO) and Chief Portfolio Officer (CPO) and with the responsible IP strategy managers within the Business Units. In this way, IP management is integrated with our broader management strategy, technology strategy, and business portfolio strategy. In addition, at meetings of the Independent Directors & Auditors Council, which includes external directors and auditors, the Head of the Legal and Intellectual Property Unit reports on the strategy and progress of intellectual property management and provides opportunities for discussion with management.

## Group-wide Global Collaboration

Fujitsu has developed an intellectual property governance structure to make the best possible use of its intellectual capital throughout the Fujitsu Group. This ensures that IP-related activities undertaken by Group companies in Japan are integrated. Where a company undertakes independent IP activities as a partial exception, a reporting line is set up and the activity is conducted through close collaboration. Globally, including the utilization of the reporting line, periodic meetings are held involving regional IP managers from the 5 regions of Europe, India, China, Australia and the United States. Additionally, through intellectual property support for research facilities established in another 8 countries around the world to ensure that all IP management conforms to the realities of global business.

# Linkage with Technology Strategy and Business Portfolio Strategy

Fujitsu's stated purpose is: "To make the world more sustainable by building trust in society through innovation", and our key strategies have sustainability as their starting point. One of the key strategies for the Intellectual Property Division is its Technology strategy, which is to enhance its core technologies with AI as the focus. Taking a structured approach to progressing Fujitsu's IP activities linkage with our technology strategy and business portfolio strategies helps to maintain and strengthen the Fujitsu Group's competitive advantage and acquire new business opportunities. In intellectual property activities, in order to achieve competitive superiority, we are strengthening the collaboration between the intellectual property division and the research division, analyzing the strengths of technologies under development in the market from intellectual property information, and feeding back the results from the intellectual property division to the research division. We are also promoting initiatives by identifying areas where international standardization and Open Source Software (OSS) should be actively utilized. Furthermore, in order to enhance the added value of Fujitsu Uvance's offerings, we will deepen the collaboration between the intellectual property division and the business division to promote the enhancement of our offerings through R & D technology.



Organization of the Intellectual Property Division



Group-wide Global Collaboration

# Initiatives

Fujitsu's purpose is: "To make the world more sustainable by building trust in society through innovation", and we pursue our key strategies with sustainability as the starting point, as set out in the Medium-Term Management Plan released in May 2023. In terms of investment in intellectual property, Fujitsu is building an IP portfolio intended to create added value in our services business and is enhancing AI-centered technologies as part of our Technology strategy, one of our key strategies. We are 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 examples of intellectual property activities including construction of patent portfolios based on technology strategy, utilization of intellectual property to solve societal challenges, and international standardization and rulemaking.

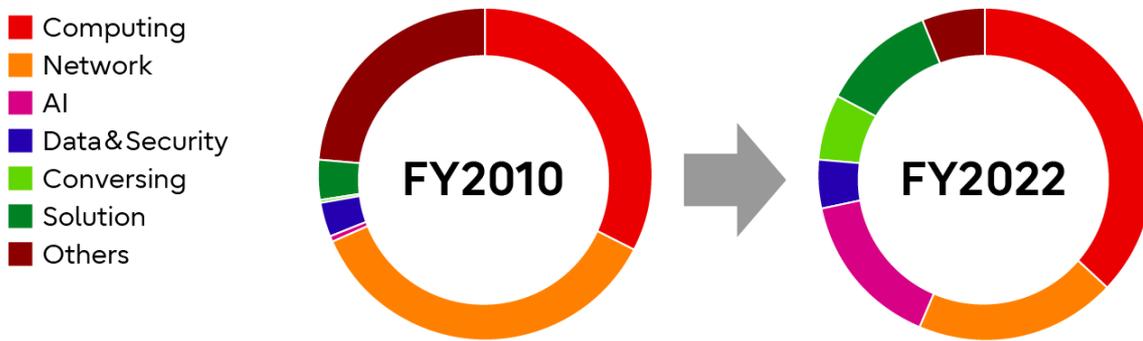
# IP Activity Examples

## Creation of Intellectual Property

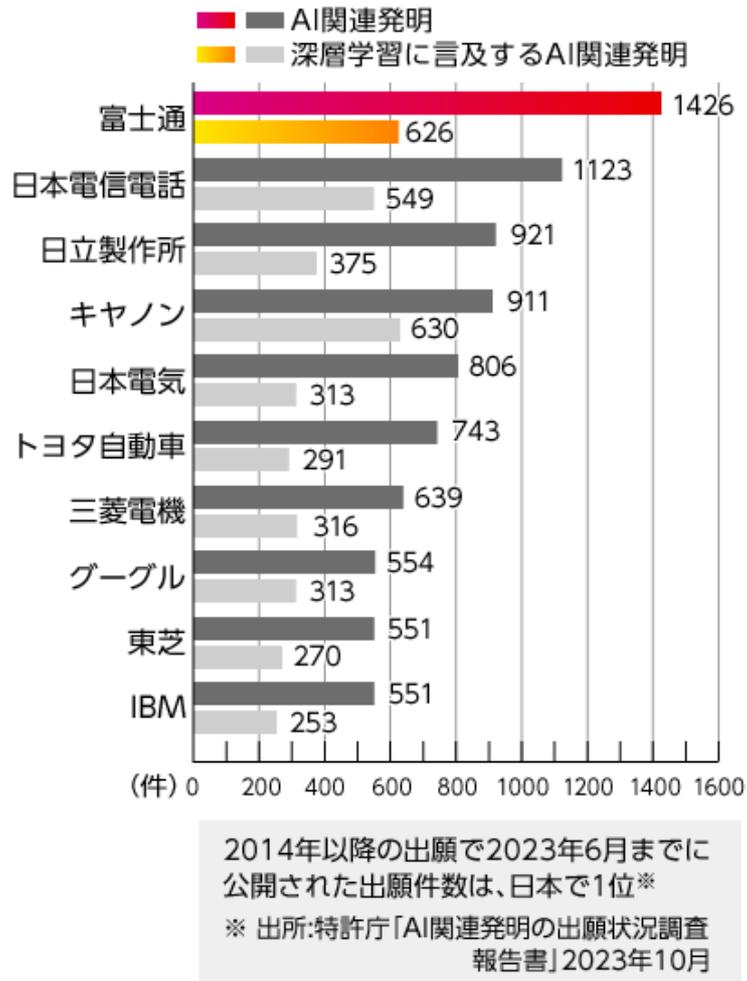
### Patent portfolio construction based on Technology Strategy

Under our technology strategy of concentrating R & D resources on Fujitsu Uvance and other five Key Technologies (KT) centered on AI, which is essential for digital services, Fujitsu Group is increasing the share of the five KT's in our patent portfolio. In particular, the number of patent applications for AI-related technology, which has accumulated research and development since the 1980s, ranked first in Japan in fiscal 2023, following fiscal 2022.

In addition to the core technologies that have been Fujitsu's strength to date, Fujitsu is currently focusing on patent prosecution of applied AI technologies. Applied technologies refer to technologies fuse core technologies with knowledge about specific industries and applications, such as those implemented in Fujitsu Uvance's offerings, or technologies fuse AI with other four KT's technologies. Prosecution of applied technologies is linked with our business strategy to accelerate the integration of the five AI-based KT's with Fujitsu Uvance. We are working to build an applied technology patent portfolio in line with our business strategy to offer Fujitsu Kozuchi, the AI platform announced in March 2024, as part of Fujitsu Uvance.



Percentage of annual patent applications at Fujitsu



Number of Patent Applications for AI-related inventions by applicant (Japanese text only)

- [Intellectual Property Strategy to Support Fujitsu's Purpose](#) >

## Utilization of Intellectual Property to Solve Social Issues

### Promotion to Solve Social Issues by licensing Fujitsu technology to other companies

Fujitsu is promoting technology solutions to solve social issues, by offering Fujitsu technology to other companies.

In November 2023, Fujitsu agreed to license its Topological Data Analysis (TDA), a Fujitsu-developed AI technology that automatically creates an AI model for detecting abnormalities in time-series data, to US startup Delight Health, in exchange for rights to newly issued shares in the company. Under the license, Delight Health will use Fujitsu's TDA technology to establish an advanced delirium detection system currently under development that accurately predicts the onset of delirium, with the goal of receiving Food and Drug Administration (FDA) approval by 2024 to help patients suffering from delirium, a serious condition that affects the elderly in particular.

By offering this kind of licensing scheme, the IP Division plans to further explore opportunities to accelerate solutions to social issues.

- [Fujitsu Research's TDA Technologies](#) >
- [Fujitsu to license Topological Data Analysis technology to Delight Health, a Bay Area startup focused on providing innovative mental health solutions](#) >

## Standardization and Rule-making

### World's First Successful Visualization of CO<sub>2</sub> Emissions across an entire Supply Chain

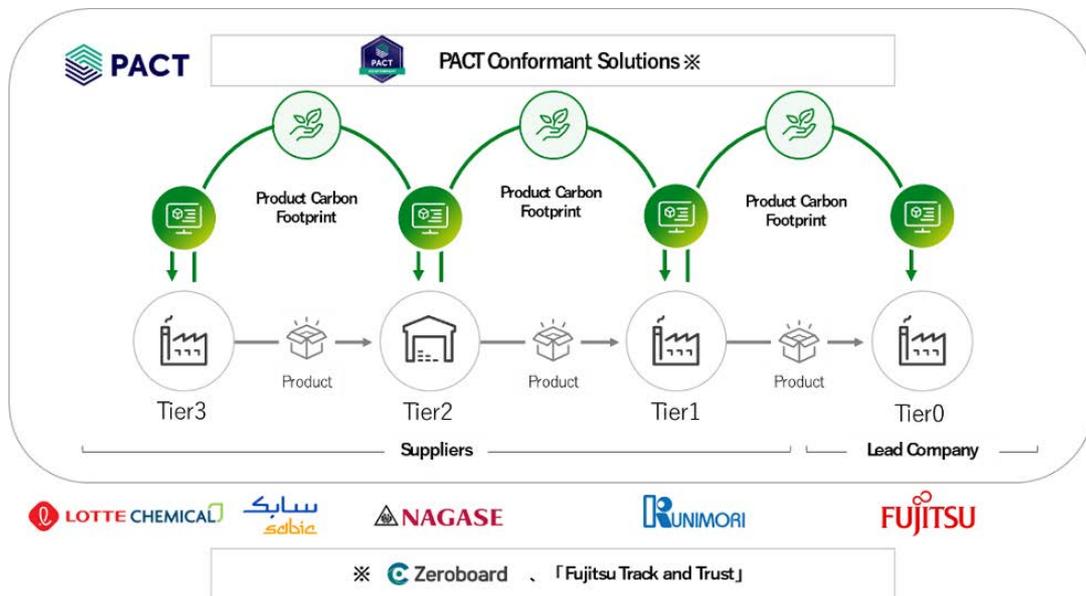
Fujitsu announced in September 2023 that it had succeeded in the world's first visualization of CO<sub>2</sub> emissions throughout its supply chain through participation in the World Business Council for Sustainable Development (WBCSD)'s Partnership for Carbon Transparency (PACT) Implementation program.

To achieve carbon neutrality, CO<sub>2</sub> emissions must be reduced not only in one company but also across the entire supply chain. For this purpose, it is necessary to calculate the product carbon footprint (PCF) of each component in cooperation with component suppliers for the products, and to link data between companies. As a PACT member, Fujitsu participated in rule-making about PCF calculation methods and the technical specifications for data exchange.

Under the demonstration program, Fujitsu collaborated with Nagase & Co., Ltd, Zeroboard Inc. and other companies, to calculate CO<sub>2</sub> emissions for the entire supply chain by linking PCF data among the companies using Fujitsu Track and Trust, a PACT-compliant solution for the supply chain of Fujitsu notebook PC manufacturing.

Fujitsu plans to collaborate with industry organizations and stakeholders including WBCSD to contribute to data exchange between companies and standardization of methodologies in the future. This know-how will be offered as an ESG managed platform service and a digital supply chain service under Fujitsu Uvance.

- [Fujitsu succeeds in a world-first supply chain CO<sub>2</sub> visualization through participation in WBCSD PACT program](#) >



Fujitsu PACT program

## “Antenna” User Interface – Feeling sound

A mixed-IP strategy to support solutions to societal challenges

Antenna 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.



Image of wearing "Antenna"

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. More than 80% of all Schools for the Deaf in Japan have introduced Ontenna, and its use in music and physical education classes is expanding rapidly as a tool for providing a new appreciation experience.

- [Ontenna, Which Enables You to Feel Sound with Your Body and Enjoy It with Those around You](#) >
- [Ontenna](#) □
- [Imperial Invention Prize Awarded to the Design for a Wearable Device Design That Senses Sound as Vibration or Light \(Japanese text only\)](#) >

## Solving Societal Issues through Co-creation

### FUJITSU Technology Licensing Program™ for SDGs

Fujitsu is promoting the FUJITSU Technology Licensing Program™ for SDGs, an initiative that encourages companies and academic institutions to use the Group's intellectual property including patents and expertise as a key means of contributing to SDGs to make the world more sustainable through innovation.

Through collaboration under WIPO GREEN, a framework for technology transfer for environment-related technologies, intellectual property matching activities at national and local governments, financial institutions and universities, intellectual property creation education in collaboration with educational institutions, and brand design for an inclusive society, we are expanding opportunities for Fujitsu Group's technologies to be used in society and contributing to environmental conservation, well-being and economic growth.

We believe that continuing these efforts will contribute to the formation of a variety of intangible assets, including the recognition of the Fujitsu Group in the global society and the incentives for employee innovation.



FUJITSU Technology Licensing Program™ for SDGs

Specifically, by introducing our patented technology at intellectual property matching meetings hosted by local governments and financial institutions, we licensed our technology to many companies and universities to create a variety of new products and services that solve social issues. We also organized intellectual property workshops for students using our technology as theme of our activities to foster future innovators.



IP Workshop in Saitama Prefecture



IP Workshop in Beppu City

Another example of technology licensing outside Fujitsu

- [Haloworld Inc.: Development of the 3D Scanner “BeTHERE”](#) >

## Solving Societal Issues through Design

### Ekimatopeia: making train use safer

Ekimatopeia was developed in 2021 by Fujitsu in collaboration with East Japan Railway Company (JR East) and Dai Nippon Printing (DNP) in a workshop with Kawasaki Municipal School for the Deaf around the theme of "Future Commute to School." It is a device that tested repeatedly with the aim of creating an experience that is easy for anyone to use and that makes daily train use enjoyable.

Announcements inside the station platform and the environmental sound of the train collected by the microphone are analyzed by AI, converted into letters and sign language in real time, and displayed on the dedicated display. Onomatopoeia animation is used to transcribe environmental sounds, and a video by JR East station staff and DNP's "emotion-expressing font" are used for sign language. These are displayed according to the sound information of each station platform. Fujitsu's FX1000 supercomputer was used in the AI development.

#### Design Features :

Announcements and sounds around the information display installed in the station can be displayed as text on this display monitor. Unique fonts are used for the characters displayed on the monitor, and the movement and expression of the characters are elaborated.

#### Design Impact :

Station announcements and audio can be displayed on the screens so that they can be easily understood by deaf people. Emergency announcements in the station and train delay information can also be displayed. Also, when station audio is not being displayed, the screen can display advertising.

Protection by design right :

The design is protected by design right to prevent this idea, conceived by the inventors together with student participants of the school for the deaf, from being replaced by competitors. Design right is also protected because rounded designs have novelty and may increase opportunities for Fujitsu's technical capabilities and media exposure.

- [Fujitsu's Ekimateopia wins the METI Minister Award at the 17th Kids Design Awards in Japan](#) >
- [Ekimateopia](#) □ >



<Design> Design registration no. 1729569



## Sustainability Management

Our vision and the policy for achieving a sustainable society.

# Sustainability Management in the Fujitsu Group

## Policy, Promotion Scheme, and Review

The Fujitsu Group has always been seen by society as a trustworthy and responsible enterprise through its delivery of products and services. However, in the current era of VUCA (\*1), we face major changes and the future is difficult to predict. It is therefore important that we, as a member of the global community, conduct business activities under the leadership of senior management that are aimed at resolving environmental, societal and economic problems and that will produce beneficial impacts for society. In April 2020, we established a Sustainability Management Committee that will drive a sustainability-focused management approach under the supervision and direction of the Board of Directors Meeting and the Executive Management Council Meeting. As of fiscal 2024, the committee is made up of corporate executives or SVPs appointed by the Fujitsu CEO. It is chaired by the Fujitsu CEO with the Corporate Vice President acting as the Vice Chairperson. (As of May 2024, the committee had 15 members, including the chair.)

The objective of this committee is sustainability management that takes into account environmental, societal and economic impacts as well as stakeholder(\*2) interests, ensuring that the company prospers in the long term as a responsible global enterprise. Specific initiatives will be in line with our values and our purpose, set out in the revised Fujitsu Way, and will include boosting our efforts in non-financial areas. These include respect for human rights, acceptance of diversity and equity, human resource development, maintenance of the global environment and contributing to the development of regional communities. Our goal is to achieve sustainable, long-term improvement in the corporate value of the Fujitsu Group.

The committee is scheduled to meet once every 6 months, and on an ad hoc basis as required, to review the progress of our activities in non-financial areas and determine whether we are on track to meeting our targets. The committee's other duties include conducting checks and discussions on sustainability-related businesses and deliberating on new activities. It then reports the results during management meetings and to the Board of Directors.

The first committee meeting was held in April 2020, followed by semiannual meetings – with the most recent meeting being held in March 2024. To date, the meetings have been characterized by lively discussions on topics such as non-financial indicators and Global Responsible Business activities as we aim to implement materiality in order to achieve 2030 vision of being a technology company that realizes net positive through digital services.



System Chart

- (\*1) VUCA: Volatility, Uncertainty, Complexity, Ambiguity
- (\*2) The Fujitsu Group's stakeholders: The Fujitsu Group regards our people, customers, partners, community and shareholders as its stakeholders. Government authorities, NPOs, NGOs, and similar organizations are also particularly important stakeholders within this community.

## Global Responsible Business

Since its CSR Promotion Committee established the Basic Strategy Working Group in 2010, the Fujitsu Group has identified Five Priority Issues in its Basic CSR Policy and has been promoting activities that address those priority issues. The working group conducted interviews with outside experts regarding the expectations and demands on the Fujitsu Group, based on an awareness of global CSR standards and social issues.

Since 2015, we have seen a further ramping up of demand for initiatives aimed at responding to challenges on a global scale, including the adoption of the Sustainable Development Goals (SDGs) by the United Nations and the coming into effect of the COP 21 Paris Agreement related to climate change. Based on the outcomes of a new analysis of the issues, in light of the business changes within the Fujitsu Group, we have also re-calibrated our sustainability issues and our framework for those issues under the banner of Global Responsible Business (GRB).

## Global Responsible Business

The GRB framework aims to foster the mindset and corporate culture necessary to realize the Fujitsu Way by engaging in specific activities that address our priority issues and to earn and maintain the social trust that is a prerequisite for global business activities. All Group employees must be constantly aware that their companies are part of society and aim to not only pursue profits but also reduce the negative impact of their business activities on sustainability issues while maximizing the positive.

To achieve these objectives, we are undertaking specific actions toward achieving our targets by March 2026. Employees based at our headquarters, who are responsible for each of the priority issues, helped formulate these targets, while personnel in overseas regions with similar responsibilities also provided input in this regard. These actions will enable us to carry out activities at a higher level globally while still taking into account the differences between countries and regions in such areas as local laws and labor markets.

## Raising Awareness and Disseminating Information Internally and Externally

To realize our corporate purpose, we engage in businesses that have a beneficial impact on resolving challenges in society, and to conduct our operations in a responsible manner throughout all business activities, we are implementing a range of measures to raise awareness and enhance our employees' understanding of GRB. In addition, we disseminate information outside the company to convey to stakeholders the Fujitsu Group's position on sustainability management and related initiatives.

- At internal and external events and presentations, we introduce the non-financial framework around Fujitsu's sustainability management and explain how an executive leader has been appointed for each of the priority issues as we implement initiatives on a global basis.
- Employee understanding is further enhanced through our intranet sites in both Japanese and English, which are updated as required by GRB operations staff.
- We use engagement surveys and questionnaires at events to collect employee feedback relating to sustainability, and use that feedback to inform policy formulation and implementation both internally and externally.

- In terms of business involvement, we incorporate the GRB perspective in our proposal process to help our customers solve their sustainability-related management issues. Contents on GRB initiatives such as environment and well-being are included in the proposal materials provided to customers, as we work to promote further usage and deployment in frontline business interactions.

Reference :

- [GRB Goals and Achievements for FY2025](#) >
- [Materiality](#) >

# GRB (Global Responsible Business) Goals for FY2025

Click [here](#) for "GRB (Global Responsible Business) Goals and Achievements for FY2022"

## GRB Goals

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Human Rights and DE&amp;I</p>	<p>◆ Human Rights</p> <p>In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value".</p>	<ul style="list-style-type: none"> <li>• Conducted e-learning on "Business and Human Rights" for new employees and career hires Attendance rate: 77%</li> <li>• Held a dialogue with external experts on Fujitsu Group's Business and Human Rights initiatives (March 2024)</li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Human Rights and DE&amp;I</p>	<p>&lt;Goals&gt;</p> <p>Prevent and mitigate Human Rights risks throughout our value chain</p> <ul style="list-style-type: none"> <li>• Conduct continuous Human Rights e-learning courses (maintain an attendance rate of 90% or more)</li> <li>• Hold annual Stakeholder Dialogue sessions</li> <li>• Work with our partners, customers and NGOs to establish activities that enable Human Rights, using Fujitsu's expertise and technologies</li> </ul>	
	<p>◆ Diversity, Equity &amp; Inclusion (DE&amp;I)</p> <p>Be a responsible business that reflects the diversity of our world. Build an inclusive and equitable culture where everyone belongs and can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity. Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.</p>	<ul style="list-style-type: none"> <li>• Employee engagement "Respect for individuals" improved by 73 points (+2 YoY) "Equal opportunity" improved by 71 points (+1 YoY)</li> <li>• Increased the ratio of women in leadership roles to 15.75% (March 2024)</li> <li>• Conducted events that meet the needs of each country and region, taking into account cultural and ethnic backgrounds</li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Human Rights and DE&amp;I</p>	<p>&lt;Goals&gt;</p> <p>Ensure all employees feel supported and respected at Fujitsu regardless of age, gender, culture, ethnicity, sexual orientation, identity, and ability</p> <ul style="list-style-type: none"> <li>• Improve the average employee engagement survey score relating to the question on "Respect for individuals" by 7 points (to 80)</li> </ul> <p>Build an inclusive and equitable culture where everyone belongs and can be completely themselves</p> <ul style="list-style-type: none"> <li>• Improve the average employee engagement survey score relating to the question on "Equal opportunity" by 4 points (to 74)</li> </ul> <p>Have equal representation of women in Fujitsu with an additional focus on leadership roles</p> <ul style="list-style-type: none"> <li>• Increase the ratio of women in leadership roles to 20% across Fujitsu</li> </ul>	<ul style="list-style-type: none"> <li>• Shared messages from top management to create an accommodating workplace environment for LGBTI+ employees; held "Pride Month" in each of our global regions</li> <li>• Developed an "Accessibility Statement" that covers brand communication, customer experience, and the workplace</li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Human Rights and DE&amp;I</p>	<p>Reflect the societies we work in, from executive level downwards and promote respect and tolerance to achieve a culturally aware and unbiased work environment</p> <ul style="list-style-type: none"> <li>• Build and deliver an integrated, holistic strategy for Culture and Ethnicity which is globally relevant and incorporates local initiatives</li> </ul> <p>Drive LGBTI+ inclusion best practice to support employees and their families across all Fujitsu locations</p> <ul style="list-style-type: none"> <li>• Implement FWEI (Fujitsu Workplace Equality Index) Standards to deliver opportunity and belonging for LGBTI+ colleagues</li> </ul> <p>Ensure that all employees, customers, and members of society can use our solutions, products, services, and systems and can understand our communications</p> <ul style="list-style-type: none"> <li>• Advocate and improve digital accessibility as part of corporate strategy which covers brand communication, customer experience and workplace</li> </ul>	

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Well-being</p>	<p>A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life.</p> <p>&lt;Goals&gt;</p> <p>Each employee takes concrete actions toward the realization of their own well-being</p> <ul style="list-style-type: none"> <li>• Well-being:                             <ul style="list-style-type: none"> <li>• Sending well-being messages to global for promotion understanding of well-being</li> <li>• Development of well-being indicators</li> </ul> </li> <li>• Occupational Health and Safety                             <ul style="list-style-type: none"> <li>• Zero occurrences of serious accidents</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Shared messages to promote widespread understanding of well-being globally : Twice</li> <li>• Developed well-being indicators: Conducted a well-being survey (Japan)</li> <li>• No. of serious accidents: 0</li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Environment</p>	<p>Fujitsu will fulfill its social responsibilities as a global corporate SX leader. In addition to achieving our carbon neutrality goals, we will solve various environmental challenges by providing innovative solutions through co-creation with our customers.</p> <p>&lt;Goals&gt; Fulfill our social responsibilities and help to resolve environmental challenges</p> <ul style="list-style-type: none"> <li>• Reduce greenhouse gas (GHG) emissions from Fujitsu facilities and the supply chain with the aim of achieving the Science Based Targets initiative (SBTi) Net-Zero Standard</li> <li>• Avoid risks associated with our business activities and minimize our impact on the environment</li> </ul>	<ul style="list-style-type: none"> <li>• Greenhouse gas emissions reduction rate:             <ul style="list-style-type: none"> <li>• Actual reduction of 41.6% resulting the emission to be down to 330,000 tons, compared to the target of at least a 30.0% reduction (down to 396,000 tons) (approx. 10.0% annual reduction against the FY2020 baseline.)</li> <li>• Renewable energy usage ratio: Actual 42.7% compared to a target of at least 37%</li> </ul> </li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Environment</p>	<ul style="list-style-type: none"> <li>• Help to resolve environmental challenges for customers and society through our business operations →Specific targets are set in the Fujitsu Group Environmental Action Plan (Stage XI)</li> </ul>	<ul style="list-style-type: none"> <li>• Avoided risks and minimized our impact on the environment:               <ul style="list-style-type: none"> <li>• Water usage: Actual reduction of 59 thousand m<sup>3</sup> compared to a target reduction of at least 19 thousand m<sup>3</sup></li> <li>• Developed products and services that contribute to a Circular Economy (CE) business model: Implemented workshops, etc, to brief product-line BUs on the development of CE business products and services. Requested product LOBs to set individual goals such as long-term stabilization of maintenance parts by refurbishing rental products.</li> </ul> </li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Environment</p>		<p>[Supply Chain]&gt;</p> <ul style="list-style-type: none"> <li>• CO<sub>2</sub> emissions from electricity consumption during product use: Actual 34.2% reduction compared to a target 7.5% reduction (against the FY2020 baseline.)</li> <li>• Encouragement of GHG emissions reduction in the supply chain: 54.0% of our major the Fujitsu Group's key partners set emissions reduction targets (SBT WB 2°C-aligned), as against a target of at least 50.0%</li> <li>• CO<sub>2</sub> emission reduction and water resource conservation in the upstream supply chain: 100% completion of call to action for our key partners</li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
		<ul style="list-style-type: none"> <li>• Helped to resolve environmental challenges for customers and society through our business operations                             <ul style="list-style-type: none"> <li>• Participation in WBCSD Partnership for Carbon Transparency (PACT) Program enabled expansion of global supply chain implementation, including successful net zero initiatives achieved through data linkage and visualization of CO<sub>2</sub> emissions across the supply chain</li> </ul> </li> </ul>
 <p>Compliance</p>	<p>Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness, and through those activities the Fujitsu Group becomes a trusted corporate group that is chosen by stakeholders for investment, business transactions, and employment and that fulfills its role as a model for society.</p>	

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
<div data-bbox="194 987 379 1171" data-label="Image"> </div> <p data-bbox="204 1193 370 1227">Compliance</p>	<p data-bbox="435 338 547 369">&lt;Goals&gt;</p> <p data-bbox="435 389 911 1272">To ensure that the entire organization is familiar with the Fujitsu Way Code of Conduct, relating to compliance, the Global Compliance Program (GCP) will be implemented throughout the Group to instill a high level of awareness toward compliance. The management team will take the lead in fostering a corporate culture where no employees tolerate any kind of misconduct (Zero Tolerance). We will expand our corporate activities in accordance with the GCP and also seek the understanding of all stakeholders involved in our business</p> <ul data-bbox="453 1310 906 1870" style="list-style-type: none"> <li>• Send out annual messages on the importance of compliance from management in Fujitsu's head office, including the CEO, and from the heads of Group companies in each country</li> <li>• Provide annual compliance training to more than 100 business partners</li> <li>• Prevent bribery and cartels from occurring</li> </ul>	<ul data-bbox="970 353 1422 958" style="list-style-type: none"> <li>• Sent out messages to all employees from the CEO, the heads of each business region, and presidents of Group companies in each country on the importance of compliance at Fujitsu Compliance Week to coincide with International Anti-Corruption Day</li> <li>• Provided compliance training to 211 b usiness partners</li> <li>• Confirmed cases of bribery and/or cartel activity: 0</li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Supply Chain</p>	<p>The Fujitsu Group will realize a responsible supply chain that takes into consideration human rights, health and safety, and the environment and also ensures diversity.</p> <p>&lt;Goals&gt;</p> <p>Prevent and reduce human rights risks in the supply chain</p> <ul style="list-style-type: none"> <li>To prevent problems from occurring, create a system that promotes visualization of suppliers and identification of issues in parallel with requests for compliance with procurement guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Prevented and reduced human rights risks in the supply chain                             <ul style="list-style-type: none"> <li>Released new procurement guidelines; obtained written consent to guidelines from 220 suppliers; evaluated digital tools for obtaining risk information</li> </ul> </li> <li>Promoted GHG emission reductions in the supply chain                             <ul style="list-style-type: none"> <li>Completed the setting of emissions reduction targets for 54% of major suppliers in FY2022 (based on procurement amount)</li> </ul> </li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Supply Chain</p>	<p>Promote GHG emission reductions in the supply chain</p> <ul style="list-style-type: none"> <li>Request major suppliers to set numerical targets in line with international standards in order to jointly promote GHG emission reductions (The goal is that emission reduction targets equivalent to SBT WB2°C be set by major suppliers)</li> </ul> <p>Ensure supply chain diversity</p> <ul style="list-style-type: none"> <li>Establish diversity indicators and activities based on the social needs in each region and country</li> <li>Create a system to measure the status of supplier initiatives, with activities in Japan defined as women's empowerment</li> </ul>	<ul style="list-style-type: none"> <li>Ensured supply chain diversity                             <ul style="list-style-type: none"> <li>Achieved procurement KPIs in the UK, Americas, and Oceania from companies with a diverse set of attributes (eg, SMEs, women-owned/led businesses, minority-owned businesses)</li> <li>Held briefing sessions on promoting women's empowerment and asked companies to register in the Ministry of Health, Labour and Welfare's "Database on Promotion of Women's Participation and Advancement in the Workplace" (271 companies participated; 262 companies have registered)</li> </ul> </li> </ul>

Priority issue	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Major Achievements in FY2023
 <p>Community</p>	<p>Every employee is increasing their empathy for social issues and engaging in activities through collaboration and co-creation with a wide range of stakeholders, making a significant and positive impact on society, thereby creating growth opportunities for Fujitsu and contributing to the realization of Our Purpose.</p> <p>&lt;Goals&gt;</p> <p>Foster our corporate culture for community activities* and make an impact on society</p> <ul style="list-style-type: none"> <li>• Employees participate in community activities (20% of employees)</li> </ul> <p>*Community activities: Activities aimed at creating value by resolving challenges in society through global cooperation with local communities, which are important stakeholders</p>	<ul style="list-style-type: none"> <li>• Employees participated in community activities (19.8% of employees)</li> </ul>

# SDG-related Activities in Fujitsu

## SDG-related Activities in Fujitsu

The Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 are a set of common goals to be achieved worldwide by 2030. Fujitsu's purpose is "to make the world more sustainable by building trust in society through innovation" and our company has made a commitment, both internally and externally, to contribute to achieving the SDGs. As a global enterprise that for decades has leveraged technology to create value for society, Fujitsu has a responsibility to proactively contribute to societal transformation. To help make the world more sustainable, we aim to generate larger and more beneficial impacts for society, which will also help to spur ongoing sustainable corporate growth. In the Medium-Term Management Plan released in May 2023, we set out our vision for 2030 of being "a technology company that realizes net positive (\*1) through digital services". To achieve this vision, our aim is to contribute to the SDGs by working on the Essential Contributions to Materiality: Solving global environmental issues, developing a digital society, and improving people's well-being.

Fujitsu believes the SDGs essentially define a system transformation that must be achieved by 2030 so that the predicted global population of more than 9 billion by 2050 will be able to live well, within the limitations of our planet. The issues highlighted in the SDGs involve a complex web of environmental, social, and economic elements. One key to solving these inherent problems is through society-wide digital transformation (DX). Fujitsu will harness the power of digital technology to create ecosystems that transcend industry boundaries and assist in the transformation of our customers and our own organizations, while playing a part in delivering fundamental changes to the way society interacts and contributes to the resolution of societal challenges.

The SDGs are an overarching framework of global social and environmental needs and form a common language for all stakeholders. Fujitsu will use its efforts to realize the SDGs as an opportunity for co-creation with a wide range of stakeholders, including international agencies, national and regional governments, private companies, non-governmental organizations (NGOs), and non-profit organizations (NPOs). By embracing a multifaceted approach to societal challenges, we can create and maximize positive impacts on an even larger scale.

\*1 Fujitsu defines net positive as follows: "In addition to maximizing financial returns, we are committed to solving global environmental problems, developing a digital society, and improving people's well-being. Technology and innovation will have a positive impact on society as a whole."

- [Value Creation Model](#) >

## Practical Application Within Fujitsu

We have built a framework that prompts all our employees to consider which of the 169 targets defined in the SDGs are relevant to our services and solutions when they are engaged in product planning and business discussions and when they issue press releases.

The objective is to make our employees routinely conscious of whether they are contributing to achieving the SDGs so that they approach their business activities from the standpoint of addressing social issues.



## Using Digital Technology and Services to Contribute to the SDGs

### Supercomputer Fugaku technology supporting detailed prediction of meteorological disasters and helping build resilient societies

With the growing number of meteorological disasters in recent years, highly accurate predictions have become increasingly important in minimizing the damage caused. The Japan Meteorological Agency (JMA) collects and analyzes both domestic and international observations of events such as torrential rain, earthquakes and tsunamis, which it uses to generate disaster prevention and meteorological data on a daily basis. Providing this data to disaster prevention agencies and to citizens contributes to disaster preparedness and helps maintain traffic safety. However, the August 2018 and March 2023 meetings of the Council for Transport Policy's Environment subcommittee highlighted the need to further enhance the accuracy of forecasting and promote the sharing and use of data with private-sector enterprises and research facilities.

Fujitsu has some 20 years' of experience operating community systems such as the JMA's ADESS (\*2) and AMeDAS Center systems (\*3). Fujitsu's PRIMEHPC FX1000 (\*4) uses the same technology as the Supercomputer Fugaku (\*5). This supercomputer system introduced in 2023 enables to improve the accuracy of linear rainband prediction. We followed this by building a new 11th-generation supercomputer system that incorporates the PRIMERGY CX400 M7 (\*6) servers, and the new began operating in March 2024.

Integrating an 11th- generation supercomputer system and a Linear precipitation zone prediction Supercomputer provided approximately four times the computing capacity of the previous system. This made it possible to both improve prediction accuracy for linear rainbands and conduct research aimed at gaining a clearer understanding of linear rainbands. It also enabled the sharing of large volumes of meteorological data.

In its Numerical Weather Prediction (NWP) Strategic Plan Toward 2030 [\(\\*7\)](#), the JMA promotes the development of numerical weather prediction technology for four target areas: prevention of disasters caused by heavy rain, prevention of disasters caused by typhoons, contributions to socioeconomic activity, and adaptation to global warming. Fujitsu is a Sustainability Transformation (SX) partner supporting the work of the JMA, where stable operation 24 hours a day, 365 days a year, is essential. As such, we work with the Agency with the aims of providing highly accurate prediction of meteorological disasters and building resilient communities.



11th- generation supercomputer system [\(\\*8\)](#)



Linear precipitation zone prediction Supercomputer

- \*2 ADESS: The Japan Meteorological Agency's weather data transmission processing system
- \*3 AMeDAS Center System: The Japan Meteorological Agency's integrated processing system for AMeDAS data collected from regional weather observation systems.
- \*4 FUJITSU Supercomputer PRIMEHPC FX1000: Equipped with an A64FX CPU that uses Scalable Vector Extension (SVE), which extends the Armv8-A instruction set architecture for supercomputers. Offers both high performance levels per unit of power along with extremely high computing efficiency using the enormous memory bandwidth provided by the high-performance HBM2 3D stacked memory.
- \*5 Supercomputer Fugaku: Jointly developed by RIKEN and Fujitsu.
- \*6 PRIMERGY CX400 M7: Equipped with 4th generation Intel® Xeon® scalable processors. Multi-node server capable of accommodating up to four 2U-size server nodes.
- \*7 The Japan Meteorological Agency website "[Numerical Weather Prediction \(NWP\) Strategic Plan Toward 2030](#)"



\*8 Cabinet-design NAPS: The NAPS name on the panel of the main unit is not a Fujitsu trademark and was coined by the Japan Meteorological Agency for their Numerical Analysis and Prediction System, which includes this system.

- [Fujitsu delivers new supercomputer system to Japan Meteorological Agency to improve prediction accuracy for typhoons and torrential rain](#) >
- [Fujitsu provides supercomputer system to the Japan Meteorological Agency for forecasting of linear rainbands and torrential rains](#) >

Key SDGs related to this project



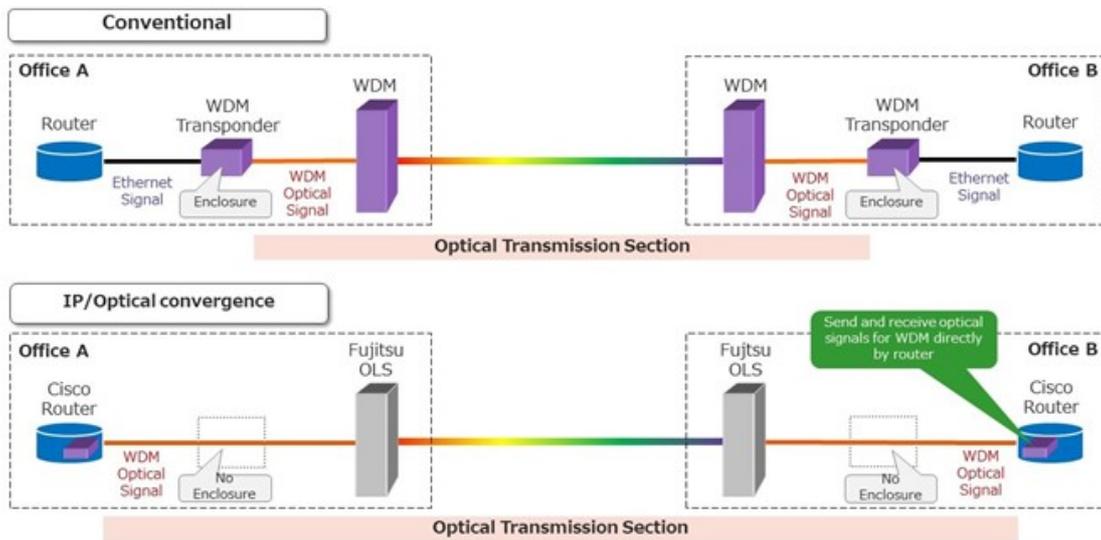
## Optical Network Business Initiatives Working Towards a Decarbonized Society

With the nationwide roll-out of 5G services in Japan, users are increasingly turning towards services that support high data capacities for large data files such as video. This is expected to further increase power consumption, which highlights the need for initiatives to help decarbonize communications providers and datacenter businesses.

To address this issue, Fujitsu has been focusing its energies on developing the industry leading optical transmission technology to enable large capacity and low power consumption. This technology has now been adopted by major network service providers in Japan. NTT Group is building a next-generation network with Fujitsu's optical transmission system that leverages liquid cooling technology. KDDI and SoftBank have also newly deployed Fujitsu solutions to boost the capacity of their network infrastructure, while significantly reducing their power consumption and decarbonizing their entire optical network.

- **1FINITY**  
Fujitsu 1FINITY-series Open Line System which can be connected to third-party products through an open interface realizes configuring network that integrates the IP layer and optical transmission layer (\*9). This allows optical connections with routers and between optical core networks. 1FINITY series can also provide flexibility to accommodate data traffic increase, as it deploys disaggregation architecture for easy capacity expansion. In addition, the 1FINITY Ultra Optical System uses liquid cooling technology -- a world's first in optical transmission equipment -- enabling world-leading data capacity and reduced power consumption, thereby contributing to the goal of carbon neutrality.

Fujitsu will continue to leverage its advanced technology to address the issues facing communities and people, helping to build a society that will meet the Sustainable Development Goals (SDGs).



Difference between conventional configuration and IP /Optical layer convergence (KDDI case)

\*9 Refers to configurations that use OLS and WDM for transmission where optical signals for WDM are sent directly from the router.

- [Fujitsu 1FINITY™ Ultra Optical System selected by NTT for next Japan-wide core network](#) >
- [KDDI, Cisco, and Fujitsu start full-scale operation of telecommunications network to reduce power consumption by approximately 40%](#) >
- [SoftBank Corp. completes nationwide expansion of all optical network in core areas in Japan leveraging Fujitsu's disaggregation-type optical transmission system](#) >

Key SDGs related to this project



## AI technology to detect pancreatic cancer from non-contrast CT scans -- Contributing to a healthier society --

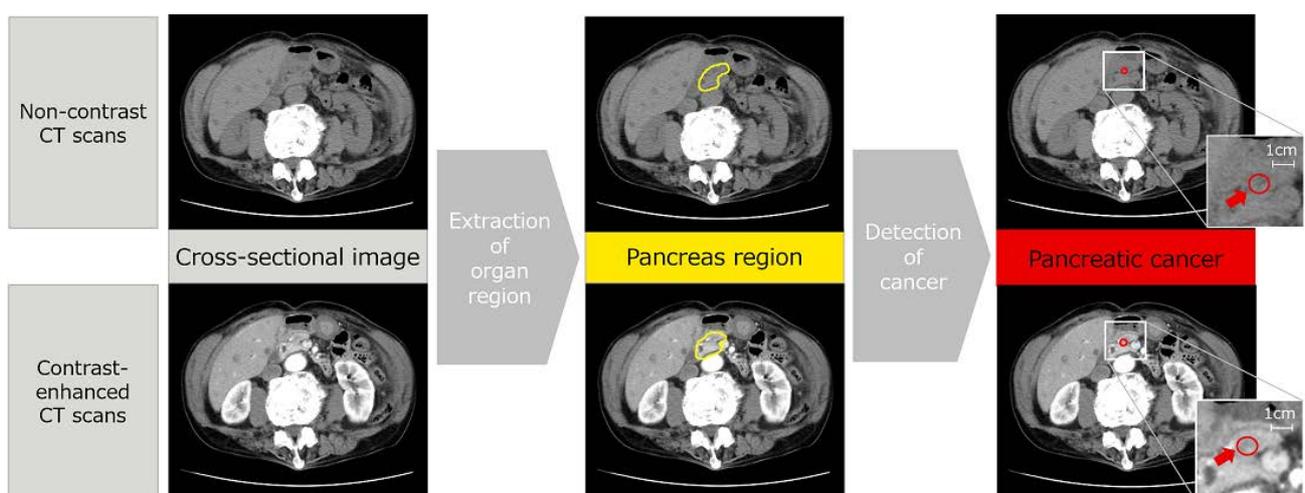
Pancreatic cancer is a disease that is difficult to detect in the early stages, and it has proven difficult to establish a technology capable of identifying cancers beyond all doubt and thereby increasing the opportunities for detection in the initial stages.

To address this problem, Fujitsu has been collaborating since April 2022 with the Southern TOHOKU General Hospital (\*10), and others to promote the development of AI technology to detect pancreatic cancer from non-contrast CT scans, such as those widely carried out during general health checks and similar procedures.

Due to the low levels of contrast in non-contrast CT scans, it has always been difficult to identify the location of the pancreas and detect cancers. So, Fujitsu has used AI to develop a technology that estimates the continuity across adjacent cross-sectional scans, taking into account the patient's anatomy. It automatically conducts three-dimensional analysis in areas with strong continuity in the images and planar analysis in areas with weak continuity. The results of evaluations of the CT scans from the Southern TOHOKU General Hospital show that locations where cancer is suspected in the pancreas area were successfully detected with 90% accuracy.

This AI technology is the result of the use of converging technologies (\*11), that integrate Fujitsu's image analysis technology with the clinical observations made by the Southern TOHOKU General Hospital, and is likely to make a significant contribution to improving the early discovery of pancreatic cancer. In 2023, this technology was unveiled to over 20,000 physicians and other participants at JDDW 2023 (\*12), where it demonstrated the advanced level of the technology addressing social needs.

Fujitsu will continue to make its research findings available to treatment and health-promotion services as part of our contribution towards building healthy communities.



Detection of suspected pancreatic cancer using the newly developed technology

- \*10 Southern TOHOKU General Hospital: Located in Koriyama City, Fukushima Prefecture, Japan; Founder and Chairman: Dr. Kazuo Watanabe
- \*11 Converging technologies: A focus area for Fujitsu R&D, this is a field where science and technology from two or more different sectors are combined in a single technology to achieve a specific goal
- \*12 JDDW2023 : <https://www.jddw.jp/jddw2023/en/index.html> 
- [Fujitsu and Southern Tohoku General Hospital start joint research on AI technology for detecting pancreatic cancer from non-contrast CT scans](#) >

Key SDGs related to this project



## Launch of a smartphone-based integrated information sharing system to support on-site fire-fighting and first-aid activities

When Fire-Fighters and Emergency Medical Technicians are on the scene of an accident, they can check the details of notifications and instructions in on-board devices known as Automatic Vehicle Monitoring (AVM) systems installed in the vehicles. However, these systems are fixed in place and not portable, and are also expensive to install, both of which are issues making their installation in all vehicles difficult. Also, to enhance fire-fighting forces and cope with the increasing number of emergency call-outs, there is demand for reduced workloads and effective information sharing through the use of smart devices in order to reduce employee fatigue and eliminate workforce shortages. To address these issues, Fujitsu has used its expertise in building Fire-Fighting command systems to develop a smartphone-based integrated information sharing system that Fire-Fighters and Emergency Medical Technicians can use on-site at accidents and other disasters.

This system provides a wide range of functions to support fire-fighters and paramedics right from the initial call-out through to writing up their reports. This includes a push notification function that uses vibrations to prevent miscommunication in radio calls and missed notifications involving vital information, a timeline function that uses a chat function to share real-time status updates from the different services even after responders have exited their vehicles, and a function that records data such as casualties' vital signs and treatment details to assist responders in generating incident reports after they leave the scene.

The system also includes a function for reserving the water source (\*13) that allows the availability of fire hydrants to be shared with other fire engines, a name search function to assist in selecting a destination medical institution, and search filtering functions that enables paramedics to select for specific hospital departments, such as internal medicine or pediatrics. In the event of an emergency such as a large-scale disaster situation, this system allows flexible vehicle operation. For example, it can be used as an AVM system in transport vehicles not normally equipped with AVM, such as loudspeaker vans and shipping vehicles. Going forward, Fujitsu will continue to support the on-site activities of fire and ambulance services, contributing to the establishment of resilient communities where citizens can enjoy rich and secure lives.



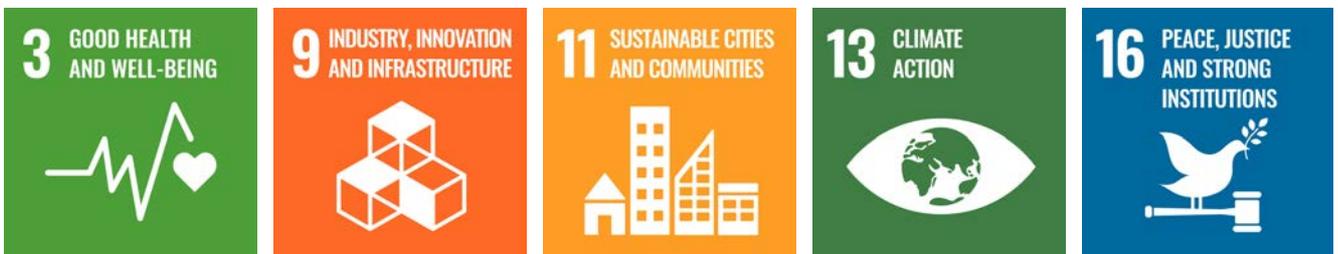
Screenshots of the timeline and casualty data recording functions

Screenshots of the water supply reservation function and filtered search function for destination medical institutions

\*13 Because each fire hydrant can only be used by one vehicle during fire-fighting activities, this function reserves fire hydrants so that firefighting vehicles can share information on which vehicle is using which fire hydrant in advance.

- [Launch of a smartphone-based integrated information sharing system to support on-site fire-fighting and first-aid activities](#) >

Key SDGs related to this project

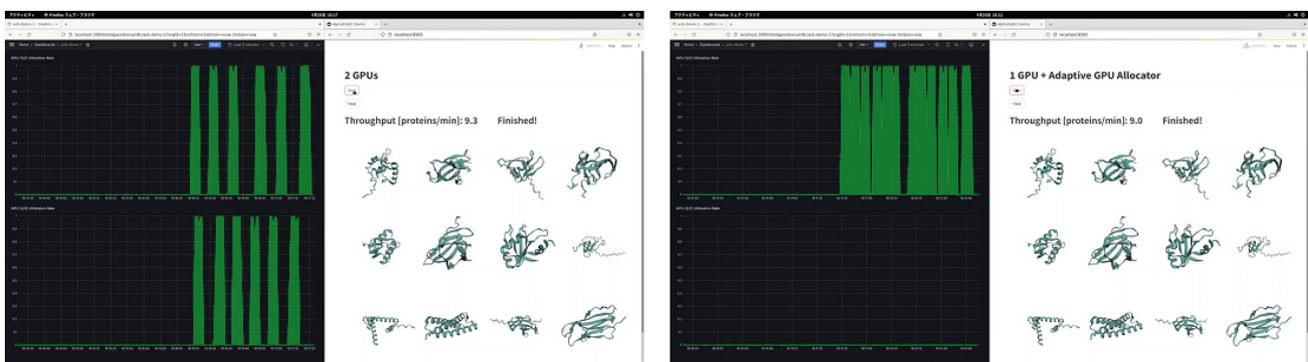


## Technology to solve both high electricity consumption and global GPU shortage as global demand for AI increases

Demand for AI is currently increasing at a dramatic rate worldwide. However, due to the enormous amounts of computing power and electricity required to make advanced AI a reality, there are serious concerns about the environmental impacts of developing and running AI. Another important and emerging issue is the global supply shortage of the GPU chips that are essential for AI processing. To help resolve these issues, Fujitsu is developing and supplying the 'AI Computing Broker' middleware technology (\*14), which allows AI calculations to be executed efficiently even with a small number of GPU chips. This is the world's first technology capable of identifying and prioritizing, in real-time which of multiple processes being run concurrently will achieve the greatest improvements in processing efficiency if allocated a GPU.

This technology allows AI processing to be performed with half, or even less, of the usual number of GPUs. The latest GPUs consume 700 watts of power per chip, making them the major consumers of power in AI computing. Reducing the number of GPUs used significantly reduces the power consumption in AI development and operation. For example, for the very large 10,000-GPU systems needed for large-scale AI development, annual power consumption can be reduced by as much as 30,660 MWh (\*15).

Our goal at Fujitsu is to provide computing platforms that help to generate the innovations that will build a future sustainable society.



Performance evaluation demo (3D protein structure prediction)

Protein structure prediction using 2 GPUs (left image) compared with 1 GPU with AI Computing Broker (right image) yielded approximately the same number of predicted protein structures in 1 minute. The GPU usage shown on the left of both screens indicates that a high level of usage was maintained when AI Computing Broker was used. (The horizontal axis in the graphs shows time elapsed.)

- \*14 AI Computing Broker development and supply: Currently provided to pilot users
- \*15 Annual power consumption reduction of 30,660 MWh: This is equivalent to the annual power consumption of around 5,400 4-person households in Japan. <Annual power consumption by a 4-person household of around 5,700kWh>: Calculated using the Japanese Ministry of the Environment's Survey on the Actual Conditions of Carbon Dioxide Emissions from Residential Sector in FY2022>
- [Fujitsu develops world's first technology for real time CPU and GPU processing optimization to address global GPU shortage](#) >

#### Key SDGs related to this project



# United Nations Global Compact

Fujitsu announced its support of the United Nations Global Compact in December 2009. The Fujitsu Group is committed to global sustainability 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 10 principles of the UN Global Compact>

The UN Global Compact consists of 10 principles in the four areas of human rights, labor, 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: B 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: B businesses should work against corruption in all its forms, including extortion and bribery.

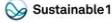
Please refer to the ["GRI Standard/UN Global Compact \(GC\) Index"](#) for the relationship between our sustainability activities and the United Nations Global Compact, as described in the ["Sustainability"](#) sites and ["Fujitsu Group Sustainability Data Book"](#).

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

# External Recognition and Awards

Fujitsu Group continues to be highly evaluated globally for its efforts in the social and environmental fields, and has been included in the following stock indexes, and has received ESG evaluations and certifications from external organizations.

## Fiscal 2023 ESG Assessment

Stock market index	Description	Logo
<p>Dow Jones Sustainability Indices World &amp; Asia/Pacific index</p>	<p>Fujitsu has been chosen for inclusion in the Dow Jones Sustainability Index (DJSI) World Index and Asia Pacific Index, the world's leading Socially Responsible Investment (SRI) index. DJSI is a stock index offered cooperatively by US-based S&amp;P Dow Jones Indices that selects companies for their excellent sustainability, based on an analysis from the perspective of governance and economics, the environment, and society.</p>	 <p>Member of <b>Dow Jones Sustainability Indices</b> Powered by the S&amp;P Global CSA</p>
<p>Sustainability Yearbook</p>	<p>S&amp;P Global annually evaluates the sustainability efforts of the world's leading companies by scoring them on a total of 100 points from governance &amp; economic, environmental, and social dimensions based on its corporate sustainability assessment, and selects the top 15% of the top-rated companies in each industry for inclusion in The Sustainability Yearbook. This year, more than 9,300 companies worldwide were evaluated, and 759 companies were selected. Fujitsu was selected as a member in the field of IT Services.</p>	 <p>Fujitsu Limited IT services</p> <p><b>Sustainability Yearbook Member</b> S&amp;P Global Corporate Sustainability Assessment (CSA) Score 2023</p> <p><small>S&amp;P Global CSA Score 2023: 72/100 Score date: February 7, 2024 The S&amp;P Global Corporate Sustainability Assessment (CSA) Score is the S&amp;P Global ESG Score without the inclusion of any modeling approaches. Position and scores are industry specific and reflect exclusion screening criteria. Learn more at <a href="https://www.spglobal.com/esg/na/yearbook/methodology/">https://www.spglobal.com/esg/na/yearbook/methodology/</a></small></p> <p>S&amp;P Global </p>
<p>FTSE4Good Index Series</p>	<p>FTSE is an investment-related organization established by the London Stock Exchange which has created this globally-recognized SRI index that evaluates companies based on their environmental, social and governance practices. Fujitsu continues to be elected.</p>	

<p>CDP Climate Change</p>	<p>International non-profit organization CDP represents a network of institutional investors that control over \$136 trillion in assets. CDP scores over 23,000 companies (as of February 2024) throughout the world on their environmental action and identifies those that it rates highest as the "A List." As the rating for 2023, Fujitsu has been selected for the CDP's A List for climate change.</p>	
<p>CDP Supplier Engagement Rating</p>	<p>CDP evaluates companies responding to the CDP climate change questionnaire for supplier engagement practices on GHG emissions and climate change strategies. As the rating for 2023, Fujitsu received the highest rating, A, in the "Supplier Engagement Rating (SER)" and was certified as a "Supplier Engagement Leader Board".</p>	
<p>MSCI ESG Select Leaders Indexes (World)</p>	<p>These world-renowned ESG (Environmental, Social, Governmental) indexes were developed by global stock index provider MSCI. Companies with outstanding ESG performance are selected for the indexes, and Fujitsu has been continually included.</p>	
<p>MSCI ESG RATINGS</p>	<p>MSCI's ESG survey measures exposure to industry-specific ESG risks and risk management capabilities relative to peers. our company won the top prize of "AAA."</p>	
<p>ISS ESG Corporate Rating</p>	<p>Germany-based CSR ratings company ISS-oekom produces these corporate responsibility ratings which rate companies according to environment, social, and governance topics. The ratings have conferred Prime Status on Fujitsu since 2011.</p>	
<p>EcoVadis Silver rating</p>	<p>EcoVadis is the world's largest provider of business sustainability ratings, with a global network of more than 90,000 rated companies.</p>	



## Global Responsible Business

Given the requirement to enhance sustainability-focused corporate management, fulfilling corporate social responsibility from a global perspective has become an increasingly important issue. The Fujitsu Group promotes its Sustainability activities based on the Fujitsu Way. In order to strive for global effectiveness, we have established a framework called "Global Responsible Business" by classifying sustainability issues into the following six areas.



## Global Responsible Business

### — Human Rights, Diversity, Equity and Inclusion —

Based on the Fujitsu Way Code of Conduct, the Fujitsu Group will ensure to underlie the spirit of "Respect for human rights" for all our corporate and individual activities, and we will strive to have 120,000 Group employees around the world accept diverse human resources and embrace individuality without bias toward nationality, gender, age differences, or disabilities.



Human Rights  
and DE&I

# Human Rights

## WHAT FUJITSU ASPIRES TO BE

In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value."

## GOALS FOR FY2025

Prevent and mitigate Human Rights risks throughout our value chain

- Conduct continuous Human Rights e-learning courses (maintain an attendance rate of 90% or more)
- Hold annual Stakeholder Dialogue sessions
- Work with our partners, customers and NGOs to establish activities that enable Human Rights, using Fujitsu's expertise and technologies

## Our Approach

### Code of conduct

The shared values articulated in the Fujitsu Way's Code of Conduct serve as guidelines for each employee to follow in their daily business operations. Prime among them is "We respect human rights," a principle that underpins all our corporate activities. By promoting management that respects human rights, we strive to embed this concept as an integral part of the day-to-day actions of all employees within the group.

# Human Rights Statement

In 2014, the Fujitsu Group released the “Fujitsu Group Human Rights Statement” and revised it in 2022. It states that senior management is committed to upholding international norms on human rights, complying with laws and regulations, conducting ongoing human rights due diligence, and engaging in dialogue with stakeholders. It states that senior management is committed to upholding international norms on human rights, complying with laws and regulations, conducting ongoing human rights due diligence, and engaging in dialogue with stakeholders. We have notified our major suppliers of the revisions and request that they familiarize themselves with the revised Statement and comply with its content.

Fujitsu has publicly announced its support for the 10 principles of the United Nations Global Compact (\*1), based on universal principles regarding human rights and rights at work, such as United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work. We have also made public announcements regarding the Modern Slavery Acts passed in the UK and Australia.

(\*1) Ten principles of the United Nations Global Compact:

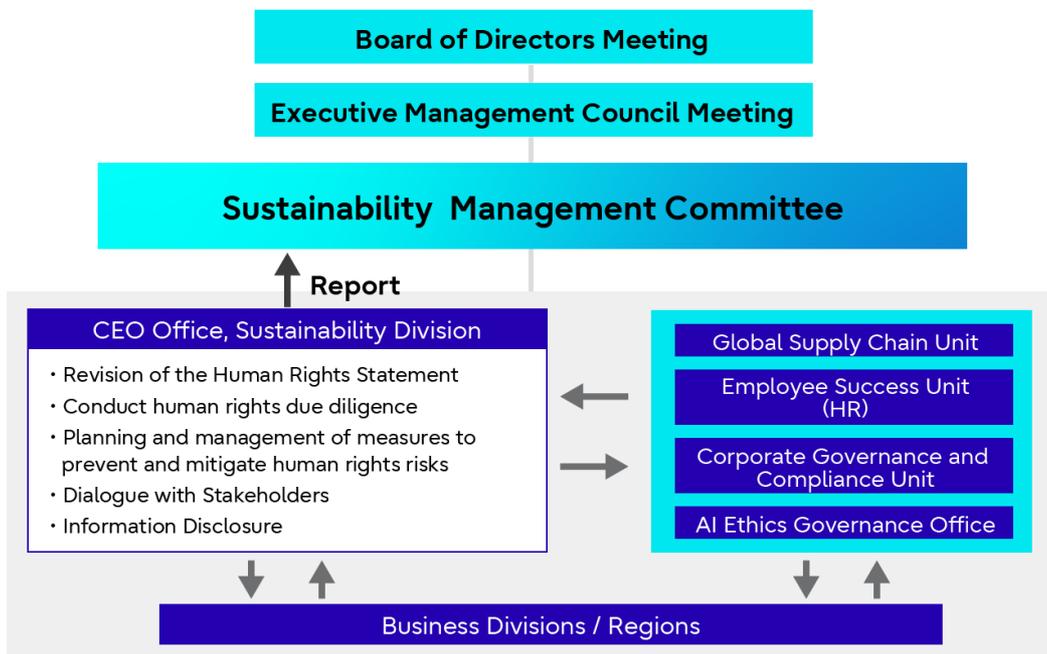
The compact identifies 10 principles that corporations should uphold in four areas: human rights, labor practices, the environment and anti-corruption.

- [Fujitsu Group Human Rights Statement](#) 
- [Fujitsu Group Human Rights Statement APPENDIX](#) 
- [For other languages](#)
- [Modern Slavery Statement \(UK\)](#)
- [Fujitsu Modern Slavery Statement September 2023 \(Australia\)](#) 
- [Supply Chain Policy](#)

# Organizational Structure and Regular Reviews

A Division dedicated to Human Rights has been established within the CEO Office, which reports directly to the President. This group promotes activities that address human rights issues across the value chain in collaboration with corporate and business divisions. The group has established a system of regular meetings with human rights personnel in each region to promote global initiatives.

Activities are reported to and discussed by the Sustainability Management Committee (chaired by the CEO), and the results are then shared with the Executive Management Council and the Board of Directors.



Structure for Promoting Activities Aimed at Resolving Human Rights Issues

# Conducting Human Rights Due Diligence

In accordance with the "Fujitsu Group Human Rights Statement," the Fujitsu Group is conducting "Human Rights Due Diligence." We work continuously to identify human rights risks associated with our business activities, implement measures to prevent and mitigate negative impacts, and regularly monitor the progress of those measures to ensure their effectiveness. Information on the actions we take is disclosed in our Integrated Report and Sustainability Data Book.

When a new corporate acquisition is made, we carry out due diligence with respect to sustainability, including human rights. We also take steps to mitigate any risk of human rights violations and ensure that the Fujitsu Group human rights initiatives are fully embraced.

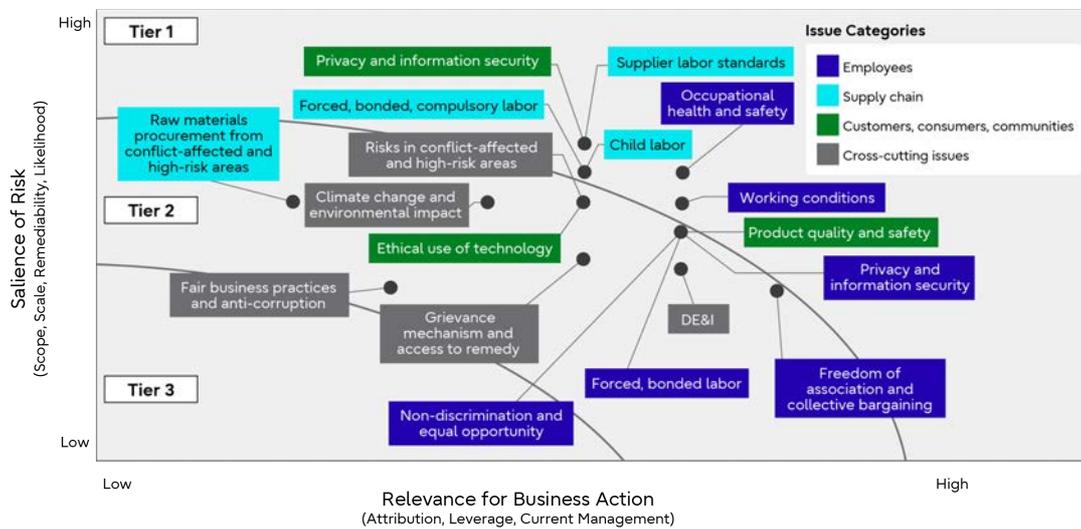


Human Rights Respect Promotion Framework

# Assessment of Human Rights Impacts

To maximize the effectiveness of human rights due diligence in the Fujitsu Group, we conduct regular Human Rights Impact Assessments.

Working with Business for Social Responsibility (BSR), an international NPO, the main business activities of the Fujitsu Group were reviewed, and interviews were conducted with each region, corporate division and business division to compile a list of human rights risks. These issues were then prioritized in terms of severity, likelihood of occurrence, and relevance to the business. The most recent Human Rights Impact Assessment identified priority issues such as: “Employee working environment, health and safety,” “Forced labor and child labor in the supply chain,” and “Data privacy and information security in business.”



Human Rights Issues Identified Through Human Rights Impact Assessment (2022)

# Initiatives to Prevent or Mitigate Negative Human Rights Impacts

## Supply Chain

The Fujitsu Group requires that all its suppliers support the Fujitsu Group Human Rights Statement. The Group additionally requires them to support the prohibition of human trafficking, forced and child labor and discrimination, to support freedom of association and collective bargaining rights, and to promote policies such as pay equity.

- [Supply Chain](#)

	Risk	Initiative	Achievements in FY2023
Supply chain work environment	<ul style="list-style-type: none"> <li>• Risks associated with services procurement for IT services: Risk of difficulty in achieving improvements in working conditions due to long work hours and lack of freedom of association for contractors to whom IT services are outsourced</li> </ul>	<ul style="list-style-type: none"> <li>• To develop and announce the "Fujitsu Group Sustainable Procurement Policy," and request that suppliers absorb and comply with said Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted a CSR Survey and obtained responses from 441 companies</li> </ul>

★ Indicators assured by third party

	Risk	Initiative	Achievements in FY2023
	<ul style="list-style-type: none"> <li>Risks associated with hardware procurement: Long working hours for migrant workers in global supply chains, underpayment of wages, inadequate occupational health and safety provision, restrictions on freedom of association, and limited job security</li> </ul>	<p>To conduct an annual CSR Survey of our major suppliers both in Japan and overseas to confirm the status of our initiatives</p>	<ul style="list-style-type: none"> <li>Provided feedback on survey findings to 65★ of Fujitsu's major suppliers, including product components suppliers, cafeterias, security service providers, and manufacturing worker dispatch and outsourcing service suppliers</li> </ul>

	Risk	Initiative	Achievements in FY2023
Forced labor · Child labor	<ul style="list-style-type: none"> <li>Forced labor risk for foreign workers in Japan's Technical Intern Trainee Program: Risk of restriction on freedom of movement and on communication with the outside world, nonpayment of wages, long work hours, and debt bondage</li> <li>Child labor risk: Risk that young workers hired through apprenticeships and internship programs are working under abusive labor practices, including long hours, low wages, and inadequate health and safety practices</li> </ul>	<ul style="list-style-type: none"> <li>The Fujitsu Group prohibits forced and child labor, and as part of the Fujitsu Group Sustainable Procurement Policy, requires suppliers to eliminate forced labor and child labor</li> <li>We confirmed the status of this initiative through a written survey</li> </ul>	<ul style="list-style-type: none"> <li>Conducted a CSR Survey, obtained responses from 441 companies and confirmed that there is no forced labor or child labor in the supply chain</li> </ul>

	Risk	Initiative	Achievements in FY2023
Dealing with high-risk minerals	<ul style="list-style-type: none"> <li>• Risk of procuring raw materials (copper, cobalt, tin, tungsten, tantalum, gold, etc.) from conflict-affected or high-risk areas</li> <li>• Risk of Fujitsu directly or indirectly supporting conflict and abuse perpetrated by non-state militia groups and private and public security forces as a result of procuring such raw materials</li> <li>• Risks associated with human rights violations, including forced labor and child labor</li> </ul>	<ul style="list-style-type: none"> <li>• Fujitsu Group policy is to eliminate high-risk minerals that fuel conflict, or are associated with forced labor or human rights violations, from Fujitsu Group products, components, and supply chains. The Fujitsu Group conducts annual surveys of high-risk minerals.</li> </ul>	<ul style="list-style-type: none"> <li>• Fujitsu received responses from 89.2% of the suppliers surveyed.</li> <li>• Smelters operated by 542 companies were checked, of which 274 were compliant with the RMI-certified Responsible Minerals Assurance Process (RMAP).</li> </ul>

## Employees

The Fujitsu Group takes the rights of all its employees very seriously and complies with the core labor standards set out by the ILO. It will not discriminate on the basis of race, skin color, religion, beliefs, gender, social status, family origin, disability, sexual orientation or gender identity, birthplace, age, or any other factor that is not related to legitimate business interests.

	Risk	Ongoing initiatives
Work environment	<ul style="list-style-type: none"> <li>• Risk of working long hours: The risk is higher for systems engineers and programmers whose work involves short deadlines, customer support, and sudden specification changes</li> <li>• Risk of harassment</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a range of initiatives to reduce long working hours and thus improve each employee's work-life balance and productivity</li> <li>• Enhance systems to support diverse work styles by promoting Work Life Shift, which is based on teleworking and active use of flexible work arrangements such as flextime and the discretionary labor system                             <ul style="list-style-type: none"> <li>• <a href="#">Social Well-being &gt;</a></li> <li>• <a href="#">Work Life Shift &gt;</a></li> </ul> </li> </ul>

	Risk	Ongoing initiatives
		<p>UK: Developed a “Work Your Way” commitment that includes weekly ‘well-being’ hours, opportunities to work core hours, a system of up to four weeks per year working in different countries (with approval), and protection of meeting-free time to concentrate on work</p> <p>Portugal: Fujitsu's Portugal Global Delivery Center has “Gimme 5” and “Me Time” programs that allow employees to reduce their workday by one hour or take an afternoon off during the week</p>
<p>Non-discrimination and equal opportunity</p>	<ul style="list-style-type: none"> <li>• Risk of workplace discrimination on the basis of class, race, color, sex, language, religion, age, political opinion, national origin, property, sexual orientation, disability, birth or other status, etc, with respect to employment policies, training, promotions, hiring practices, wages, and social security</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Diversity, Equity &amp; Inclusion</a> &gt;</li> </ul>

## Human Rights Education and Awareness-Building

### Education

	Purpose	Target audience	Attendance rate
e-Learning on Business and Human Rights	To develop an understanding of how to conduct business in a way that respects human rights, and to learn the basics of recognizing and acting on the risks of human rights violations	All employees of the Fujitsu Global group of companies	92% (FY2021)
AI Ethics Course 2023: Learning from Business Case Studies, Including Generative AI	To learn about business cases and trends in generative AI, and be able to explain to others the importance of AI Ethics	All employees of Fujitsu Japan's group companies	93% (FY2023)

	Purpose	Target audience	Attendance rate
e-Learning on Workplace Management	Learn the essential knowledge and mindset for workplace management to create a comfortable working environment (harassment prevention, mental health, labor time management, etc.).	Employees in leadership roles of Fujitsu Japan's group companies	98% (FY2023)

## Awareness-raising and webinars

Fujitsu and its group companies in Japan hold training and awareness-raising activities on various occasions. These include sessions for new hires, staff promotions (covering new hires, career hires, newly appointed executives, and directors), and management training for senior executives. We also organize events such as awards for human rights awareness slogans on Human Rights Day, along with webinars. We are a member of a voluntary organization called the Industrial Federation for Human Rights, Tokyo. We work together with the many member companies to promote mutual learning so that respect for human rights becomes an integral part of our corporate culture and engage in activities conducive to awareness-building from a corporate perspective.

Outline	
Human Rights Day 2023	Panel discussion with customers and partners to explore risks and business opportunities surrounding “Business and Human Rights in the Supply Chain.”
Establishing and sustaining a culture of human rights into the future	Hosted a webinar with presentations from external experts. The talk centered on the need for various approaches, including education, advocacy, and policy development at all levels of society to strengthen and sustain a culture of human rights into the future.

## Customers and End Users

Because the Fujitsu Group shoulders considerable responsibility as an IT developer and supplier, we devote a great deal of effort to deepening our understanding of the potential negative impacts of the many and diverse human rights issues entailed by advanced IT such as AI, and to minimizing those impacts. This applies to areas such as data security, privacy protection, and the ethical use of data.

	Risk	Ongoing initiatives
Privacy and data security	<ul style="list-style-type: none"> <li>• The risk that Fujitsu customers and end users of Fujitsu products and services will not obtain appropriate informed consent when collecting, using, sharing, or otherwise processing data, resulting in a negative impact on personal privacy and on the right to data protection</li> <li>• The risk of personal information and data being passed to law enforcement, resulting in or being linked to human rights violations</li> <li>• The risk that the management and protection of the data and information of Fujitsu customers and end users of Fujitsu products and services may be exposed to external cyberattacks</li> </ul>	<ul style="list-style-type: none"> <li>• A Chief Information Security Officer (CISO) was appointed in FY2023 to ensure information security for the entire Group under a new information security framework</li> <li>• We implemented initiatives to safeguard and improve the security of customer information through our products and services</li> <li>• <a href="#">Information security</a> &gt;</li> </ul>

## Initiatives on Ethical AI

The rapid progress of AI is resulting in dramatic changes to people's lives and the communities in which they live. While this innovative technology offers new solutions to social and environmental problems, it remains a "black box" process where people do not understand how its outcomes are achieved. Another issue is that the large volumes of data involved in that process can include inherent biases, which the technology encourages. Even when used with care, AI can lead to unforeseen consequences for people. There have been reports of cases of wrongful judgment due to misidentification by AI as well as ethical issues such as inequality of access, which can erode people's trust in AI. This is why the Fujitsu Group considers it an essential part of its responsibility as an AI researcher, developer, provider and operator to make AI solutions that are not only powerful to improve our society, but that are also safe and secure. The Fujitsu Group has long advocated a 'human centric' approach and argued that information technology should fundamentally be used to focus on, and to benefit, people. In March 2019, as a reflection of the rapid recent development of AI technologies, the Fujitsu Group formulated and announced the "Fujitsu Group AI Commitment". As one of the companies which carries out AI-related businesses including research, development, provision and operation activities, we aim to emphasize the importance of communication with a wide range of stakeholders in the community, including users and consumers, as we distribute the enormous value of AI to society. For that purpose, the commitment outlines our promises with customers and the community.

- [Fujitsu Group AI Commitment](#) 

The Fujitsu Group has identified the ethical risks listed below arising from the use of AI, and is formulating mitigation measures to address emerging risks that could significantly impact our future business.

— For more details of emerging risks

<b>Emerging Risks</b> <b>The Ethical Risks of Utilizing AI</b>	
Description	<p>As a company that has been researching, developing, providing, and operating AI technologies since before the 1980s, Fujitsu has long asserted that information technology must be used in a human-centered manner. In recent years, there have been reports of troubling instances whereby ethical problems have arisen from the use of AI in the handling of privacy information. Examples include discrimination and unfairness due to negative outputs caused by biased training data. Such cases can undermine people’s trust in AI. Fujitsu therefore considers it an essential part of its responsibility as an AI researcher, developer, provider and operator to offer AI that is convenient, safe and secure to use.</p>
Impact	<p>As we see the widespread use of AI increasing with unprecedented speed, particularly in the case of generative AI, there is also a risk that users and consumers who have experienced issues with AI provided by Fujitsu may file claims for damages and thereby harm the Fujitsu Group’s reputation. In addition, the European Union’s Artificial Intelligence Act (AI Act) requires developers, users, and other stakeholders to take strict action based on the level of risk that their AI systems could pose to the enjoyment of human rights. Violations could result in penalties, including fines of up to 7% of total global sales. This makes implementing appropriate risk management in the development and operation of AI systems essential. (in June 2024)</p>

<b>Emerging Risks</b> <b>The Ethical Risks of Utilizing AI</b>	
<p>Mitigating actions</p>	<p>The Company established the “Fujitsu Group External Advisory Committee on AI Ethics” as a body that meets regularly and engages in ongoing dialogue with stakeholders from society. Part of this dialogue involves feedback on the “Fujitsu Group AI Commitment”, which serves as the Group’s AI ethical guidelines.</p> <p>The Company also participates in international discussions on AI Ethics through its membership in AI4People and other forums. By virtue of these risk mitigating actions, Fujitsu Group management and staff can become aware of the ethical risks of AI and understand the precautions needed when researching, developing, providing, and operating AI. By minimizing the likelihood of situations that might cause inconvenience to users and customers, we can foster people’s trust in AI.</p> <p>As a company that researches, develops, provides, and operates AI technologies, we aim to communicate knowledge about the rich value that AI brings, while emphasizing dialogue with a wide range of social stakeholders, including users and consumers.</p>

## Promotion and Practical Application of AI Ethics

As stipulated by the policies laid down in the “Fujitsu Group AI Commitment”, the Fujitsu Group conducts education and training activities across the entire company and includes content that considers the latest as well as specific AI-related issues.

Because we believe it is crucial that C-level management recognizes the importance of AI Ethics in order to establish a corporate culture which promotes AI Ethics, the Fujitsu Group has set up the “Fujitsu Group External Advisory Committee on AI Ethics”, which comprises external experts in the field, to objectively evaluate AI Ethics initiatives in the Group. A summary of the committee’s discussions is shared with the Board of Directors Meeting, incorporating the group’s efforts for AI Ethics into its corporate governance framework and allowing for ongoing review and improvement.

- [Fujitsu Establishes the Fujitsu Group External Advisory Committee on AI Ethics to Ensure the Safe and Secure Deployment of AI in Society](#)
- [Trustworthy AI and a Prosperous Society Created Together with the “Fujitsu Group External Advisory Committee on AI Ethics”](#)

— **For detailed information on Fujitsu’s ethical AI initiatives, view the websites shown below.**

- [Fujitsu AI Ethics Governance](#)
- [Fujitsu Establishes AI Ethics and Governance Office to Ensure the Safe and Secure Deployment of AI and Leading-edge Technologies in Society](#)
- [AI Ethics: AI Ethics from Principles to Practical Implementation - Trustworthy AI Design & Auditing](#)
- [Fujitsu Delivers New Resource Toolkit to Offer Guidance on Ethical Impact of AI Systems](#)

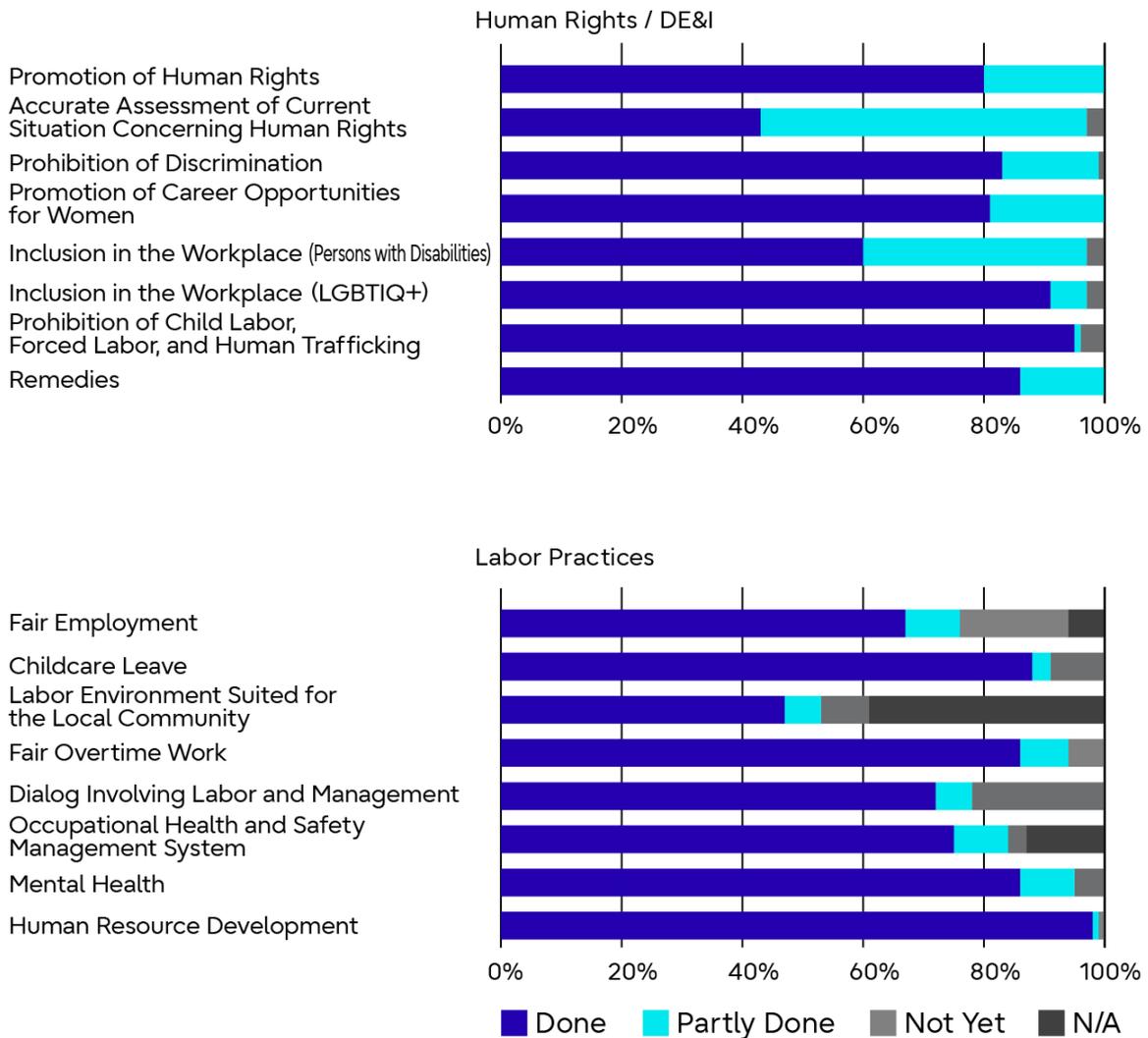
## Achievements in FY2023

<p>Corporate initiatives focused on AI Ethics, with management's involvement</p>	<ul style="list-style-type: none"> <li>• We held two meetings of the “Fujitsu Group External Advisory Committee on AI Ethics” to receive objective feedback on Fujitsu's ethical AI initiatives, including human rights initiatives, from external experts.</li> <li>• Given that AI Ethics is integral to corporate governance, we report on the above at board meetings.</li> </ul>
<p>Integration of AI Ethics within the Group through AI Ethics training and practice</p>	<ul style="list-style-type: none"> <li>• We conducted an e-learning course on “AI Ethics” for Fujitsu Group employees in Japan; 93% of all domestic employees took part.</li> <li>• To prevent discrimination or injustice that may be caused by AI, specialized departments within Fujitsu conduct ethical screening on all AI business project opportunities presented to customers and implement risk mitigation measures according to the type of AI and its application.</li> </ul>
<p>Fostering Ethical AI in Society by Sharing Fujitsu's Advanced AI Ethics Initiatives</p>	<ul style="list-style-type: none"> <li>• Aiming to raise awareness of AI Ethics among AI developers, AI users and a large number of stakeholders, and so reduce the risk of violating human rights that may be caused by AI, the “Fujitsu Group External Advisory Committee on AI Ethics” made its recommendations and Fujitsu's practices available to the public.</li> <li>• We published <a href="#">guidelines</a> externally on the use of generative AI to help society as a whole make appropriate use of generative AI. We wanted to share information about the risks related to impartiality in generative AI and to disseminate messages of caution about the use of generative AI, including how to respond to the risk of impartiality. In particular, we also wanted to share information to users about human rights violations such as discrimination that may be caused by generative AI.</li> <li>• We conducted joint research with universities and gave lectures to high school students as part of our activities to raise awareness of AI Ethics and work on developing human resources through industry-academia collaboration.</li> </ul>

# Tracking the effectiveness of measures

## ISO26000-based Written Surveys

We undertake written surveys of group companies in Japan and other countries based on the ISO 26000 standard to check on the status of initiatives promoting respect for human rights. In FY2022, we conducted surveys at 6 facilities and 79 global group companies to assess the progress of human rights and work practices programs with the aim of identifying problems and helping to expand such programs company-wide. We also conducted a survey of 21 overseas group companies in FY2020 investigating working hours, wages, privacy and reporting systems.



Results of Fujitsu Group Internal Survey (Human Rights/ DE&I, Labor Practices)

## RBA Auditing

The RBA (Responsible Business Alliance) is a CSR alliance composed mainly of global electronics companies. Its purpose is to eliminate human rights abuses and environmental degradation in the global supply chain. Its Code of Conduct is a set of standards for responsible behavior that companies must observe, including respect for human rights.

Since joining the RBA in 2017, the Fujitsu Group has been working both internally and with suppliers to promote responsible business practices and build responsible supply chains, including incorporating the RBA Code of Conduct into the Fujitsu Group Sustainable Procurement Policy.

The RBA Validated Audit Process (VAP) audit is an assessment by third-party auditors to ensure that an employment site is properly operated in accordance with the RBA Code of Conduct.

The Fujitsu Group's server and storage facilities at Kasashima (Ishikawa) and Hobara (Fukushima) underwent a VAP audit in FY2023 and received Gold Status and Silver Status respectively, certifying them as having a safe and secure working environment with a high level of respect for workers' human rights.

The audit did identify a few non-compliances such as "Failure to inspect first aid kits at certain non-manufacturing sites" (Kasashima factory), "Failure to conduct evacuation drills at sunset" and "Some faulty Emergency lights" (Hobara factory), but remedial action has since been taken and all sites now comply with the RBA Code of Conduct.



Kasashima facility



Hobara facility (Currently: Fsas Technologies Inc.; facility located in Hobara-machi, Fukushima Prefecture)

# Dialogue with Stakeholders

The Fujitsu Group held a dialogue with external experts to canvass and evaluate suggestions on the Group's human rights initiatives. The Corporate Executive Office's Sustainability Division led the dialogue. In addition to relevant divisions such as Supply Chain, Compliance, HR, and AI Ethics, participants from overseas regions also took part in the discussion.

- [Details of dialogue](#) 

# Framework for Reporting and Consulting on Human Rights Issues

The Fujitsu Group conducts its business activities worldwide in close collaboration with local communities. Working with these communities, we have established systems to engage in human rights-related consultations and information gathering both inside and outside the company, in order to listen to and understand the opinions of various parties and reduce and prevent negative human rights impacts.

## Consultation Service for Fujitsu Group employees in Japan "Human Rights Consultation Service"

The Fujitsu Group has created an intranet-based system to consult with and accept input from all Fujitsu Group employees on human rights-related issues including harassment. Within Japan, Fujitsu has set up a Human Rights Consultation Service. The matters discussed are reported to the Human Rights Promotion Committee and regularly communicated to auditors, with careful consideration given to ensuring that personal information and privacy are respected. The objectives are to understand the utilization status of this consultation service and to put in place initiatives designed to prevent recurrences of any breaches.

## Whistle blowing platform for a wide range of stakeholders "JaCER Engagement and Remedy Platform Contact Desk"

Since November 2023, the Fujitsu Group has been participating in the Engagement and Remedy Platform, operated and provided by Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), to receive complaints and reports on human rights from a wide range of stakeholders (\*2). JaCER aims to provide a non-judicial platform for grievance redress and to act in a professional capacity to support and promote redress of grievances by member companies based on the United Nations Guiding Principles on Business and Human Rights. By accepting complaints through third-party contact points, we aim to promote fairness and transparency in the handling of complaints and promote dialogue and redress more than ever before.

(\*2) Reports by Fujitsu Group employees regarding illegal activities, illegal transactions, and other non-compliance activities, as well as reports and consultations from Fujitsu Group employees, are accepted through Fujitsu Alert, not this Platform. Consultations on human rights are available at the Human Rights Consultation Service.

- [JaCER "Engagement and Remedy Platform Contact Desk"](#) 

# Human Rights Initiatives in Communities

## QUEREMOS GRADUARNOS! (We want to graduate!) Educational support for young people living in one of the largest slums in South America (in Venezuela)

For many young people living in Petare, Venezuela, one of the largest slums in South America, studying is close to impossible, as is prioritizing education. School dropout rates are high, opportunities to turn to drugs and crime are rife, and very few young people go on to higher education.

Fujitsu has been supporting In Aid of the Children of Venezuela (Chamos)'s partnership with a local non-profit, Queremos Graduarnos (QG), to motivate children and young people to attend school. Chamos, in cooperation with Espacio Educa, offers weekly extracurricular classes in computer programming languages, software, and digital literacy. Fe y Alegria Maria Inmaculada College started offering the course in October 2023 and has accepted 43 young people so far.

*"Fujitsu's generosity to date has given young people the chance to improve their digital literacy skills, explore computer programming and most importantly gives them a sense of agency and self-belief. We work with vulnerable communities where over 80 percent of the population live below the poverty line and the majority have no access to technology or internet connection at home. So with Fujitsu, we have been able to provide foundational skills to close the stark inequality gap in Venezuelan society, as well as introducing computer programming for students with aspirations to work in a STEM-related field."*

-Mariana Siblesz de Alvarez, Chair at Chamos In Aid of the Children of Venezuela



Young people from vulnerable environments taking classes

## Digital literacy curriculum for Yemeni women and girls implemented by the International Rescue Committee (IRC) (in Yemen)

Fujitsu supports the IRC in its efforts to improve the digital literacy of women and adolescent girls. The pilot program in Khanfar, Yemen, funded through Fujitsu's



Women participating in the digital literacy curriculum

community investment fund concluded in 2023. The program provided digital literacy training to 50 women between the ages of 18 and 35, gaining valuable skills in navigating the digital space, from smartphone basics to online safety and information seeking. This opens new avenues for education, employment, and communication. The program overall helped improve access to information and opportunities as well as increase confidence and empowerment.

## Creating equal opportunities and work opportunities for people with disability (in India)

Fujitsu Consulting India (FCI), partnered with NFP organization Poona Blind Men's Association (PBMA) to assist 21 visually impaired students in their skills development journey within the field of IT, with a special focus on database management systems. The year-long program is implemented by PBMA and provides technical knowledge on database management systems and basic corporate skills such as effective communication, time management, stress management, and EQ.



Megumi Shimazu (then a corporate executive officer, now COO) and program participants

Human Rights  
and DE&I

# Diversity, Equity & Inclusion

## WHAT FUJITSU ASPIRES TO BE

Be a responsible business that reflects the diversity of our world.

Build an inclusive and equitable culture where everyone belongs and can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity.

Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.

## GOALS FOR FY2025

### All areas

Ensure that each person feels supported and respected at Fujitsu regardless of age, gender, culture, ethnicity, sexual orientation, identity or ability.

- Improve the average employee engagement score relating to the question on “Respect for individuals” by 7 points (80)

Build an inclusive and equitable culture where everyone belongs and can be completely themselves.

- Improve the average employee engagement score relating to the question on “Equal opportunity” by 4 points (74)

### Gender

Have equal representation of women in Fujitsu with an additional focus on leadership roles.

- Increase the ratio of women in leadership roles to 20% across Fujitsu

### Health, Disability and Accessibility

Ensure that Fujitsu’s solutions and communications are easily accessible to all employees, customers and stakeholders in society.

- Advocate and improve digital accessibility as part of corporate strategy which covers brand communication, customer experience and workplace

## Culture and Ethnicity

While reflecting on the societies we work in, we will create a culturally aware and unbiased work environment with mutual respect and tolerance.

- Build and deliver an integrated, holistic strategy for Culture and Ethnicity that incorporates global and local initiatives

## LGBTI+

Drive LGBTI+ inclusion best practices to support employees and their families across all Fujitsu locations.

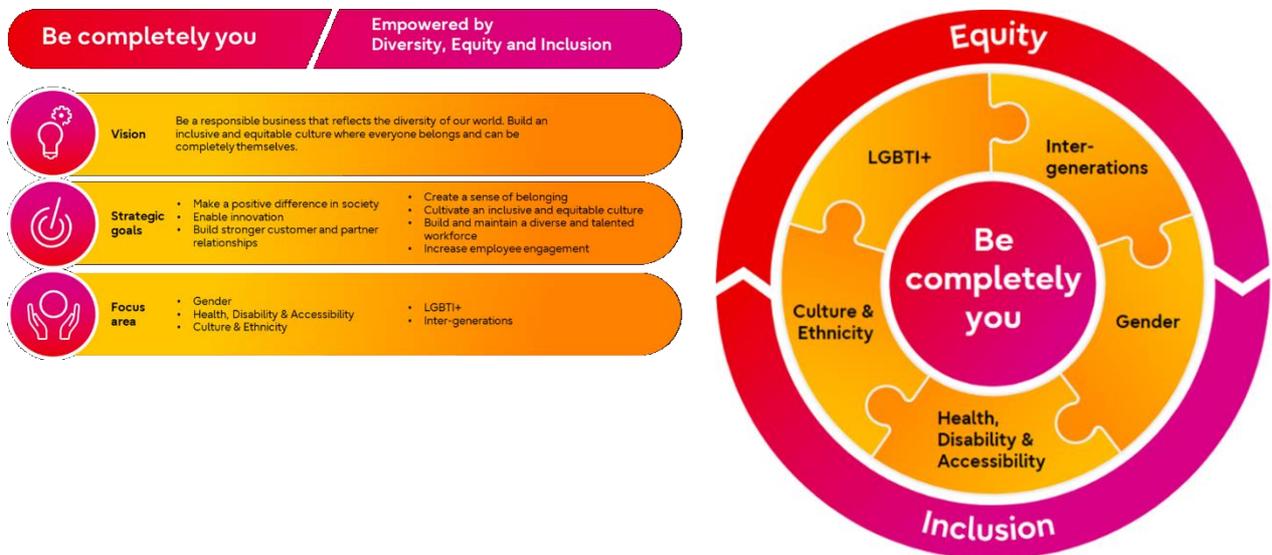
- Implement FWEI (Fujitsu Workplace Equality Index) Standards to deliver opportunity and belonging for LGBTI+ colleagues\*

\* FWEI is based on comprehensive standards, such as the Human Right's Campaign's Corporate Equality Index, Stonewalls' Workplace Equality Index and Pride in Diversity's' Australian Workplace Equality Index. It is also aligned to the UN Standards of Conduct for Business Tackling Discrimination against Lesbian, Gay, Bi, Trans, and Intersex People, which Fujitsu is committed to. FWEI is based on rolling out minimum criteria and stretch criteria, where legally and culturally possible in our operating countries.

# Policy

Here at the Fujitsu Group, we have engaged in efforts to advance diversity and inclusion (D&I), based on the idea that "We respect fairness and equality, and promote diversity and inclusion," as described in the Purpose Statement of the Fujitsu Way.

In 2022, we revamped the Global DE&I Vision & Inclusion Wheel to create an equitable and more inclusive culture where has a greater feeling of belonging and can be completely themselves. Equity, as expressed in this vision, is intended to recognize and respond to the fact that all people are in different circumstances and will require a variety of resources and opportunities depending on their circumstances, as opposed to equality, which provides the same things equally to everyone. Through this more inclusive and holistic approach to DE&I, we aim to achieve a sustainable society, looking at the positive impact Fujitsu’s technologies and solutions have on society



Global DE&I Vision & Inclusion Wheel

## Promotion Framework for DE&I

The Sustainability Management Committee, chaired by the President and CEO, meets twice yearly to review progress in DE&I activities and DE&I target achievements, and to discuss proposals for new activities. The results are reported to the Executive Management Council and the Board of Directors. For Fujitsu, the materiality of Human Capital in terms of DE&I serves as a foundation for our sustainable development, and the Chief Human Resource Officer is charged with this responsibility.

As a forum for considering specific measures, we hold regular meetings that include DE&I promoters from all regions. Led by DE&I for Global Responsible Business (GRB), participants share the issues and measures taken in their own regions and also plan globally coordinated promotion measures.

Additionally, we carry out an annual engagement survey that includes questions related to DE&I in order to grasp the overall situation and confirm the progress of initiatives from employee opinions.

In terms of systems, we have established measures to more proactively promote diversity leadership and inclusion based on our organizational commitment, such as training programs to expand the pipeline for the promotion of women executives and the inclusion of DE&I items as non-financial indicators in the evaluation of our organizational heads.

## Initiatives for Fostering Corporate Culture

### DE&I Session

In order to foster a corporate culture at Fujitsu where “anyone can play an active role in their own way,” we annually hold a global DE&I session with the aim of getting employees to see DE&I in a new light and inspiring a new mindset and behavioral change.

The theme of the 2023 session was "Toward Inclusion Beyond Diversity - What we could

do in an organization where diverse people could

actively play a role.” Following the presentation by an outside lecturer, the President, executives and employees held a dialogue about inclusion, with enthusiastic participation from many employees from each global region.

In addition to employees in each region sharing their DE&I experiences and insights via internal media, the Europe region also hosted a neurodiversity workshop in conjunction with Inclusion Week and the International Day of Persons with Disabilities. Each region is actively working to instill DE&I corporate culture.



DE&I Session 2023

## Embrace Your Unconscious Bias!

The Fujitsu Group creates and rolls out video content worldwide to better deal with unconscious bias and to improve communication. The content is designed to help employees recognize their own unconscious bias and create inclusive workplaces that embrace diversity through dialogue, with case studies by outside lecturers.



Unconscious bias video content aimed at improving communication

Some workplaces are using this video content to hold their own workshops to help individuals understand their unconscious bias to further promote understanding of DE&I.

## Endorsement of International Standards and Initiative Participation

In FY2017, the Fujitsu Group issued a CEO Statement of Support for the Women's Empowerment Principles, which were created by the UN Global Compact and UN Women. In doing so, we pledged our support of the principles. In FY2018, we also became the first Japanese company to pledge our support to the UN's LGBTI Standards of Conduct for business, and have been proactive overall in our adaptation to global trends in diversity.

We are also a member of G20 EMPOWER, a private sector alliance to increase and empower women in key roles in the economy and business, as well as the 30% Club Japan, which aims to achieve a healthy gender balance in corporate decision-making bodies.

## Gender

### International Women's Day Initiatives

In honor of International Women's Day, March 8 of each year, Fujitsu sends out messages from top management and through social media. We are also accelerating our corporate culture transformation through various events such as webinars in each region while also creating a sense of unity and belonging within the Group through the use of the color green which is the Fujitsu Group's theme color for gender.

In fiscal 2023, in conjunction with our "Thanks Project," an in-house initiative aimed at making the act of communicating gratitude to others an established part of our culture amid the current changes in work styles, employees actively communicated their appreciation to each other on the occasion of International Women's Day.

The Fujitsu Group promotes initiatives with the goal of increasing the ratio of female employees in leadership positions.

At Fujitsu, these efforts involve nominating women employees from the leaders of each department as candidates for top management, and establishing/implementing individually tailored training programs for these employees alongside their workplace, the management, HR, and DE&I promotion teams. In addition to these kinds of management-track leadership programs, we also conduct workshops and events that allow female employees to reflect and build on their careers in all other tracks as well.

These expand and act as pipelines to drive female employees to further advancement, and allow us to support the careers of each and every employee.

## Career Workshop for Female Employees

Fujitsu and its domestic Group companies have developed a program that is primarily for female employees on a leadership track with the goal of further encouraging their career development. It includes a workshop with external lecturers, dialogue with multiple role models, and discussions with senior executives. Our goal with this workshop, for which participation is completely voluntary, is to help eliminate any internalized prejudice as to their manager-level career development, expand their career options, acquire the broader perspective needed to perform in high-level positions, and develop a sense of ownership over their careers.

FY2023 participants: 654 (from Fujitsu and domestic Group companies in Japan)

## Regional Initiatives

In the Europe region, we shared information on men's health and provided talk events in celebration of International Men's Day on November 19, providing an opportunity to understand and realizing DE&I concerning men. In the Asia Pacific region, Fujitsu Australia and Fujitsu New Zealand formulated their "Gender Equity Strategy 2024-26" with the aim of recruiting more women and a diversity of people. Because a diverse team that is reflective of society is an innovative one, Fujitsu will continue to improve its gender mix in its operations. With this ambitious goal, we aim to be an employer of choice for women.

The Global Delivery Business Group offers a program called INSPIRE to empower women leaders. The program that aims to expand the network of female employees, enhances diversity and support women leaders through an assessment to identify one's strengths, four leadership development modules, and dialogue with role model leaders within the company, offers a wealth of growth opportunities and global experience.

# Health, Disability and Accessibility

## Initiatives on the International Day of Persons with Disabilities

Each year on December 3, the International Day of Persons with Disabilities, we use the color purple, which is the Fujitsu Group's theme color for health and disability, to create a sense of unity within the Group and deliver messages from top management. In each regions, DE&I promotion teams and employee network groups work together to raise awareness of disabilities by holding events such as webinars and roundtables to promote understanding of persons with disabilities, and also conduct various initiatives aimed at boosting employee awareness about disabilities.

In Japan, we held a webinar on neurodiversity was held and broadcast it to our operation bases across the country.

## Creating a Inclusive Workplace

At Fujitsu, we do not impose restrictions on the types of jobs available to people with disabilities. As such, there are people with disabilities who work in a wide range of jobs, from sales staff to SEs, R&D staff, corporate staff, and more.

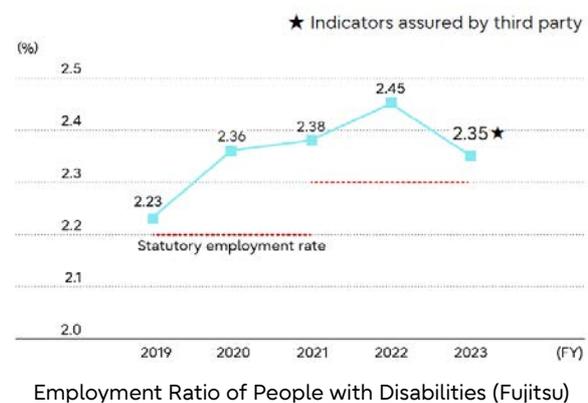
For the hiring process, we publish pamphlets and websites aimed at job seekers with disabilities, which include employee interviews, our stance on the employment of people with disabilities, and describes how employees work after joining the company. This information communicates how we provide an affirming and individually oriented workplace for all, with or without a disability. We also conduct long-term follow-up after joining the company, from training until getting settled in their jobs, to ensure performance to the best of their abilities.

Examples of this include special training programs when they enter the company, and workplace-oriented consultations so that each employee is able to perform to the best of their abilities.

We also created a manual for workplaces, called the Work Style Guideline. It lists the things that employees should consider when working with employees with disabilities, according to each type of disability, to help understanding in the workplace.

In addition, we introduced a diversity communication tool—FUJITSU Software LiveTalk—as a common service for Fujitsu and its domestic Group companies, in order to support smooth communication and efficient operations which include employees who are hearing-impaired. We are implementing strategic measures such as hiring, accessibility improvements, and employee network activities in other regions as well, according to the situation of the region or country.

- [FUJITSU Software LiveTalk >](#)



## Special Subsidiaries to Promote the Employment of People with Disabilities

At Fujitsu and its domestic Group companies, we have established special subsidiaries in order to provide people with disabilities a wider range of workplaces. These subsidiaries work to create a workplace where each individual can thrive while taking into consideration the characteristics of their disability.

	Year Established	No. of Employees with Disabilities	Main Work Tasks	Business Office (s)
Fsas Technologies & Sun Inc. (as of April 20, 2024)	1995	33	ATM, printer-related and personal computer repair, various services related to maintenance services for Fujitsu products, and system service operations	Beppu City, Oita Prefecture
Fujitsu Harmony Limited (as of April 30, 2024)	2013	220	Health keeping services, office environment services, recycling services, data management, compliance services for the e-Documents Act, meeting and event management support, health checkup support, ordering and sales of catered lunches, creation of novelty goods and office supplies	*Head office: Kawasaki City, Kanagawa Prefecture (Nakahara Office), 20 other locations

## Accessibility

The Fujitsu Group strives for communication that is open and accessible to all people with diverse characteristics.

Related departments collaborate to achieve accessibility across brand communications, product services, and work environments.

The new corporate brand applies a diversity-conscious design and emphasizes accessibility by developing a unique corporate font that is easy to read.

- [A global design award for corporate rebranding: Determination to transform into an SX company with a new Brand Identity >](#)

In 2024, we will roll out e-learning content to deepen companywide understanding of accessibility, sharing a mindset that each and every employee belongs to a digital transformation company contributing to the development of a digital society in which no one is left behind.

## Regional Initiatives

In the Europe region, Fujitsu UK provides its independently developed “Be Completely You Passport” to enable employees to share the support they need in the workplace and work with employee network groups to ensure that reasonable accommodations continue to be available to them as their duties change.

Fujitsu has entered into a partnership with WheelLog, a general incorporated association, as a Gold Sponsor. WheelLog promotes the creation of a society where people with mobility difficulties and wheelchair users can fully enjoy their lives and holds events such as wheelchair walks to raise awareness of inclusivity. Together with WheelLog, Fujitsu holds wheelchair walking events in Kawasaki City and various other areas, as well as study sessions to promote understanding of barrier-free accessibility. The WheelLog initiative is being expanded globally, including a wheelchair city walk event in Helsinki in collaboration with Microsoft Finland, along with discussions with the Finnish Ministry of Transport and Communications and speaking at local conferences to help solve social issues.



City strolling events in Helsinki

# Culture and Ethnicity

The Fujitsu Group is moving forward with efforts to create a corporate culture which respects people from diverse and ethnic culture. Each region is launching activities such as employee network group activities to understand diverse cultures and ethnic groups, events to understand national and regional cultures, activities to provide a deeper understanding of specific ethnic groups, and activities to support ethnic minorities.

The Black Employee Inclusion Network Group (BEING) in the Americas region invited experts in the fields of medicine, engineering and technology, and technology entrepreneurs to hold a panel discussion on the relationship between Historically Black Colleges and Universities (HBCUs) and STEM, with the aim of encouraging employees to learn about and deepen their understanding of black people.

In the Asia Pacific region, Fujitsu Australia established an Indigenous-operated digital service center in Cherbourg, Australia (First Nations Service Centre), employing eight people and helping them develop their careers through training and support.

In Japan, to help international employees integrate into Fujitsu's work environment and life in Japan, we have implemented a mentoring program, promoting the use of both Japanese and English for internal information and information sharing through our intranet site and internal social media. The English Club, an employees' network group in which employees communicate in English, has developed into a lively exchange activity with participants from other regions joining its online activities, adding vitality to cross-cultural understanding.



Members of the First Nations Service Center supporting the digital transformation of indigenous peoples



Americas region Black Employee Inclusion Network Group (BEING) logo

## LGBTI+

Fujitsu became the first Japanese company to express its support for the UN's LGBTI Standards of Conduct for Business. To create an environment where everyone can work comfortably and fully demonstrate their abilities, we are promoting efforts to deepen understanding of gender diversity while continuously communicating messages from management to all employees.



Voluntary company participants in parades in various locations

In Japan, we are also expanding the scope of application of our internal systems, such as congratulatory and condolence payments, vacation days, and leaves of absence, to include same-sex partners. We also take into consideration the use of preferred names based on gender identity, individualized treatment during health checkups and other various efforts in order to create a supportive work environment.

Our efforts to raise awareness across the entire company include providing training on human rights, hosting lectures, and sending out messages through the intranet. In addition, we also host LGBTI+ Ally Meetings, where employees can engage in discussions with a diverse range of LGBTI+ individuals, in order to expand the network of LGBTI+ allies. In addition to holding events such as film screenings on the theme of LGBTI+ and allies, our employees are naturally making "ally declarations" by increasingly using rainbow-colored backgrounds for online meetings.

Fujitsu is also committed to activities that contribute to the creation of a diverse and sustainable society.

We endorse the Business for Marriage Equality [\(\\*1\)](#) corporate campaign and are also a partner in Pride House Tokyo [\(\\*2\)](#), a project that aims to create a permanent place where the next generation of LGBTQ youth can gather in safety and security, and where organizations, individuals, and businesses across different sectors work together to disseminate information about sexual minorities. In recognition of these efforts, the company received the highest "Gold" rating in the PRIDE Index by the voluntary organization "work with Pride."

(\*1) Business for Marriage Equality

(\*2) Pride House Tokyo:

[Japanese language](#)

[English language](#)

## Fujitsu Pride



Common global logo

Fujitsu Pride is a movement at the Fujitsu Group where representatives from employee network groups of LGBTI+ people and allies come together to collaborate and take action on a global scale with the support of DE&I teams. During the Global Pride Month hosted by Fujitsu Pride, executives and employees from Fujitsu and group companies in Japan and overseas participate, and activities such as virtual parades, online seminars, panel discussions, and small group events to discuss LGBTI+ issues are conducted.

In the Asia Pacific, Europe, and Americas regions, as well as the Global Delivery Business Groups across each region, we hold training sessions on LGBTI+ understanding, send out video messages from leaders, and hold events in which employees can participate.

# Intergenerational Initiatives

The Fujitsu Group strives for a corporate culture where all generations should feel respected and have opportunities to succeed.

As part of this effort, Fujitsu set up a dialogue forum for employees across generations to deepen mutual understanding as they discuss their values and job satisfaction.

The Europe region has implemented “Perspective,” a reverse mentoring program in which rank-and-file employees become mentors to executives, which is the opposite of the traditional mentoring relationship. Thirty-two pairs of reverse mentor-mentees participated in up to six mentoring sessions each, providing an opportunity for regular employees to think deeply about leadership and for

executives to understand the mindset and culture of younger employees and gain new IT skills. This program has had a positive impact on our organizational culture at our various locations in Europe.

In the Asia Pacific region, Fujitsu Vietnam employees participated in a running competition to raise funds to purchase library books for an elementary school in the city of Yen Bai. Fujitsu Vietnam donated funds for the purchase of the school’s library books for the library according to the distance run. At the same time, employees and their families donated their used children's books to the library, connecting employees and families of various generations to empower children in their communities. In the Europe region, Fujitsu Germany hosted a Girl's Day event, providing an opportunity for girls to experience AI.



Fujitsu Vietnam employees participating in charity running event

# Support for Balancing with Childcare / Nursing Care Responsibilities

Fujitsu is moving forward with efforts to establish systems that will allow employees to better balance their work and private life, including such events as childbirth, childcare, and long-term care. In addition to introducing and mainstreaming remote work, we are promoting a balance between work and childcare and nursing care by further enhancing our work systems, such as expanding "flex time" work setups without core work hours and increasing the number of days men can take our unique parental leave.

## Childbirth and Childcare

Fujitsu has established an Action Plan (\*3) in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children. We also provide babysitter subsidies and have in-house childcare facilities in our business offices. Several times a year, we also conduct seminars for employees who have just returned from parental leave, as well as seminars for supervisors of employees who are on parental leave, with the aim of providing workplace support and constructing networks, in addition to promoting diversity management.

Furthermore, in addition to support seminars for employees who are about to take maternity or child care leave, we also hold seminars for employees who are thinking about their career plans based on taking maternity or child care leave in the future, employees whose partners are about to have a baby, and supervisors, to fully support employees in balancing work and childcare.

- [Number of employees using the childcare/nursing care system and return-to-work and retention rates after childcare/nursing care leave \(Fujitsu\) >](#)

(\*3) Action Plan:

The first Action Plan was implemented in 2005. This current one is the 8th Action Plan (April 1, 2024 – March 31, 2027).

## Nursing Care

We provide opportunities to learn basic knowledge about nursing care in general, including support policies both inside and outside of the company, the mental/emotional attitude needed, and the preparation that goes into providing nursing care. We also make available a handbook which compiles information with knowledge and behavior to keep in mind for each stage of care. Furthermore, in conjunction with CareNet, Inc., a Fujitsu Group company that offers nursing care services, we launched a Nursing Care Consultation Service, and are aiming to realize employee wellbeing by addressing the nursing care worries of each employee across the entire Fujitsu Group.

# External Awards / Certifications

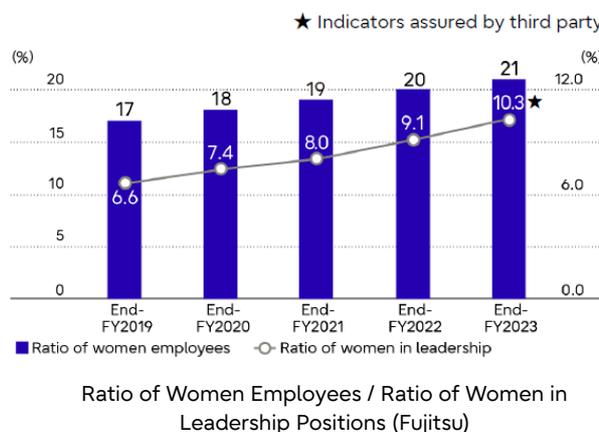
See [here](#) for a list of the external awards / certifications that Fujitsu has received for its diversity efforts.

## Initiatives in Other Regions

Region Name	Awards and Recognition in FY2023
Americas	<ul style="list-style-type: none"> <li>Fujitsu America received the Human Rights Campaign Award’s 2023-2024 Equality 100 Leader in LGBTQ+ Workplace Inclusion</li> </ul>
Asia Pacific	<ul style="list-style-type: none"> <li>Fujitsu Australia: Gold Level Award in the Australia Workplace Equality Index for LGBTI+ inclusion</li> <li>Fujitsu New Zealand: Certified for LGBTI+ Inclusion by Rainbow Tick</li> <li>Fujitsu Hong Kong: Selected as a 10 Years Plus Caring Company (an award aimed at promoting corporate citizenship and creating an inclusive society)</li> </ul>
Europe	<ul style="list-style-type: none"> <li>Fujitsu Services (UK) has been selected as a Times Top 50 employer for gender equality</li> <li>Fujitsu Services (Estonia) has been selected as a top company in the Family-Friendly Employer Label Program</li> </ul>
Global Delivery Business Group	<ul style="list-style-type: none"> <li>Global Delivery Business Group of Costa Rica was recognized by the National Institute for Women as an organization that is committed to ensuring gender equality through the Seal of Equality between women and men certification program</li> </ul>

## FY2023 Performance

- Employee engagement Respect for individuals 73 points (+2 over previous year) Equal opportunity 71 points (+1 over previous year)
- Ratio of women in leadership roles 15.75% (globally as of March 2024)  
 Ratio of women employees: 20.5% (Fujitsu)  
 Ratio of women managers: 10.3%★  
 Ratio of new women managers: 28.6%





## Global Responsible Business

### — Well-being —

The Fujitsu Group aims to enrich and continuously improve our positive health culture where our employees can work to their full potential, both in mind and body. We value the importance of our people, and will strive to enable them to succeed in their own personal development and growth.



Well-being

# Well-being

## WHAT FUJITSU ASPIRES TO BE

A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life.

## GOALS FOR FY2025

Each employee takes concrete actions toward the realization of their own well-being

- Well-being
  - Sending well-being messages to global for promotion understanding of well-being
  - Development of well-being indicators
- Occupational Health & Safety
  - Zero occurrences of serious accidents

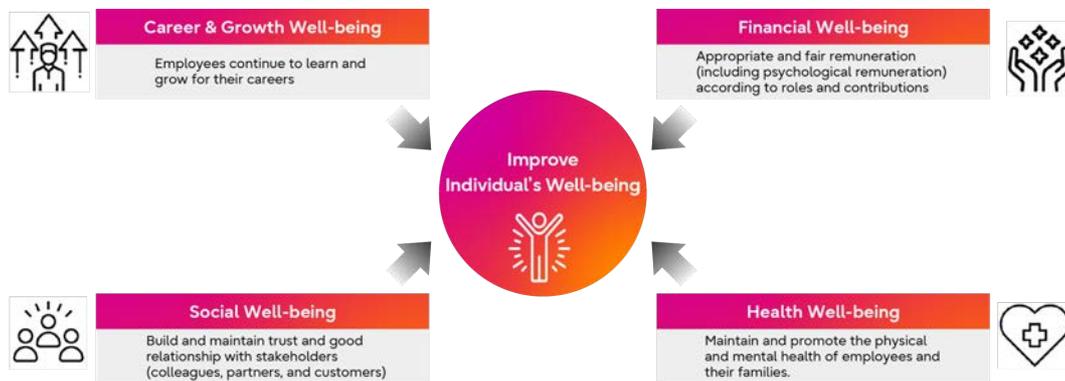
# Fujitsu Group believes our employees' Well-being is

The Fujitsu Group believes “well-being” which focuses on people, the source of our business activities, is one of the most important management issues. Furthermore, since in 2023, we have established “Improving people's well-being” as a materiality in our Medium-Term Management Plan. We believe that addressing the well-being of our employees and contributing to the well-being of society will lead to Fujitsu's Purpose, to “Make the world more sustainable by building trust in society through innovation.

We believe our employees' well-being is “A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life.”

We believe that it is important for our employees to be able to feel "well-being" from an individual perspective in order to achieve well-being that shows more sustainable happiness, rather than momentary happiness.

The Fujitsu Group has broken down its concept of well-being into four categories. Although each individual will prioritize a different category for their own well-being because of each individuals' circumstances, we believe that we can approach the state of well-being through work when these factors are met.

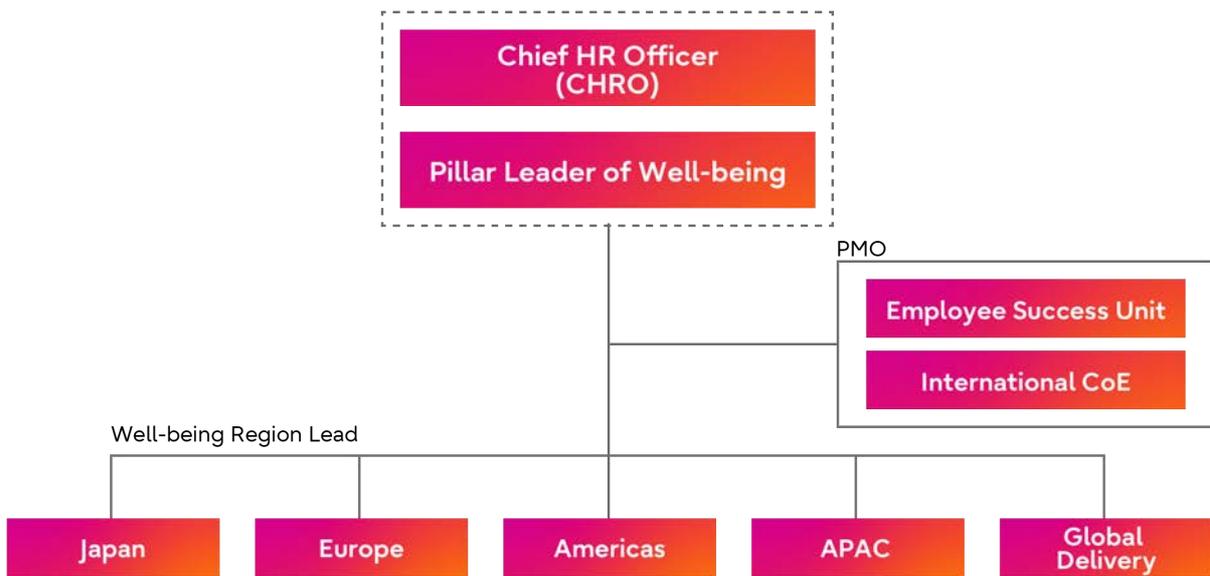


Four Key Elements of Well-being in the Fujitsu Group

\*The theme color of the Fujitsu Group's Well-being Activities is Magenta Orange. Magenta represents deep warmth and creativity, and Orange represents moving perpetually forwards.

# Promotion system

Well-being activities are reviewed by the Sustainability Management Committee, which meets semiannually to confirm the progress of activities and achievement of targets, and to discuss new activities. The results are reported to the Management Committee. The Chief HR Officer (CHRO) and the Well-being Pillar Leader are placed in charge, with the PMO (Employee Success Unit & International CoE) responsible for planning and promotion. Regional leaders are appointed from each region to promote specific measures and activities in each region.

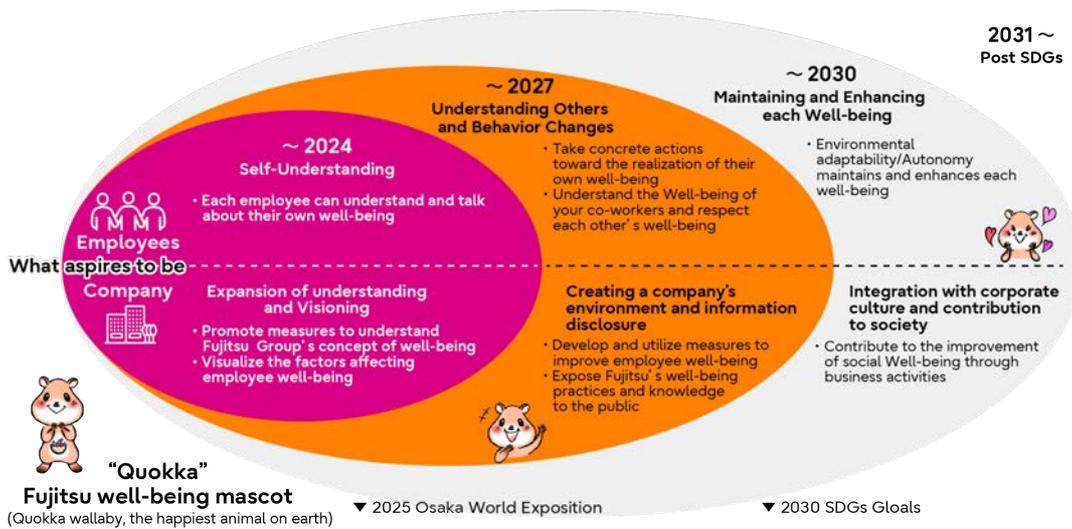


Promotion system

## Goals and Results

### Well-being Story by 2030 (Goals)

The Fujitsu Group has created a Well-being story in three steps to realize the plan for its vision for 2030; namely integration with corporate culture and contribution to society. Our vision for 2030 is a state where the well-being of Fujitsu (both employees and organization) is connected to the well-being of society, in which Fujitsu's Purpose is realized. Currently, the goal for the first stage is for each employee to be able to understand and talk about their own well-being by 2024. To this end, we are promoting the development of "Promote understanding of well-being" and "Data-driven visualization and analysis" toward achieving this goal.



Well-being Story by 2030

## Major Initiatives in FY2023 (Results)

### <1> Promote understanding of well-being

- Well-being session (September 2023)

The Fujitsu Group held a session with CEO Tokita, CHRO Hiramatsu and five employees representing diverse backgrounds to discuss well-being from each of their personal experiences and deepen their understanding of the subject. (Live participants: 30, online participants: around 680, archive downloads: 6000)



Let's talk about Well-being with Tokita-san!

- Future Generations Relations (December 2023)

Since March 2021, Fujitsu has been a part of the Well-being Initiative, a corporate consortium that promotes social well-being. In 2023, Future Generations Relations, which encourages dialogue with future generations, was planned as a cross-functional activity involving participating businesses. We announced our intent to conduct education support programs to foster knowledge, thinking ability, and creativity in children, who are the pillars of our future, under the theme of "Creating Happiness Through Technology," with the goal of realizing a sustainable world.



Fujitsu's initiatives and theme icon for Future Generations Relations activities

- \*1 Well-being Initiative

An initiative launched in 2021 by The Nikkei Inc. in collaboration with Well-being for Planet Earth, a public interest incorporated foundation, voluntary businesses, experts, and organizations. The Fujitsu Group has been a part of the initiative since its inception.

- Global message on the International Day of Happiness (March 2024)

Mrs. Otsuka, EVP, Vice Head of the Global Solutions Business Group, delivered a message sharing her thoughts on businesses for "people's well-being" and what she finds important when thinking about well-being. In addition, we created an in-house well-being mascot called Quokka. (For approximately 120,000 people, including globally)



Thinking about one's own well-being on occasion of International Day of Happiness 2024



Quokka, our in-house well-being mascot

## <2> Data-driven visualization and analysis.

We conducted a well-being survey of the Fujitsu Group employees in Japan between November and December 2023 with the purpose of visualizing the factors influencing well-being and formulating and deploying the results of data analysis into actual HR policies.

### Outline of the Well-being Survey

Purpose	<ul style="list-style-type: none"> <li>• Visualize the factors of well-being for employees to better understand and feel well-being</li> <li>• Utilize data analysis results to plan and implement HR policies</li> </ul>
Targets	<ul style="list-style-type: none"> <li>• Employees of Fujitsu and its Group companies in Japan (respondents: 63,632)</li> </ul>
Period	<ul style="list-style-type: none"> <li>• November and December 2023</li> </ul>

The analysis results of the survey data revealed that there is a strong correlation between well-being and engagement, that the factors influencing well-being differ depending on gender and job responsibilities, and that there is a correlation between working hours and well-being.

Going forward, we will continue to analyze the data to support the autonomous career and life development of each and every employee, aiming for the well-being of everyone involved with the Fujitsu Group.

# Activities in each category

- [> Career & Growth Well-being](#)
- [> Financial Well-being](#)
- [> Social Well-being](#)
- [> Health Well-being](#)
- [> Occupational Health and Safety](#)

# Career & Growth Well-being

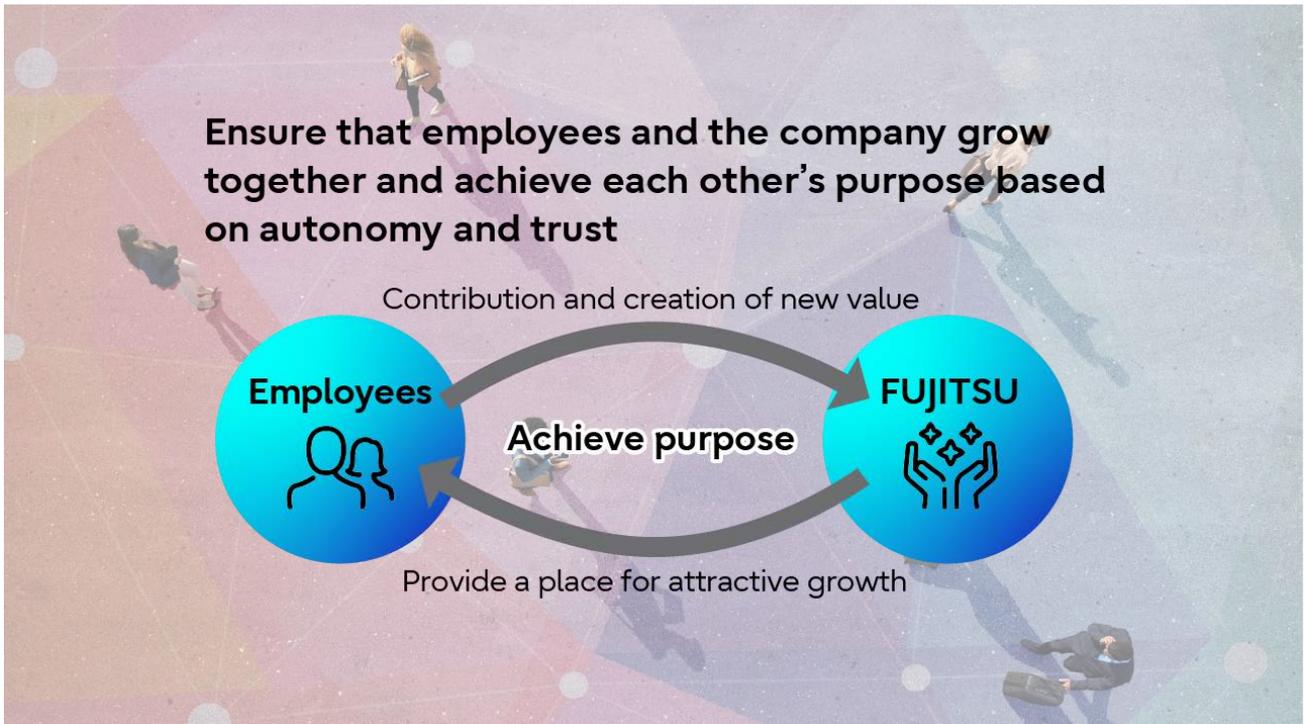
## Policy

We are working to expand growth opportunities for our employees, aiming to become a company that creates innovation in every corner of society by bringing together a diverse range of internal and external human resources with agility, in order to realize our company's purpose to make the world more sustainable by building trust in society through innovation. So that we can achieve a sustainable world, Fujitsu is focusing on creating an organization that brings together a diverse group of people with expertise and experience, leveraging the technology areas in which the company has always excelled. In addition, to support each employee's autonomous learning and growth rather than providing uniform training from the company, we offer a wide range of learning and career options based on common global policies. We support employees to become their desired selves by revising systems, promoting reskilling and upskilling in accordance with the transformation of our business portfolio, and provide an environment that enables each employee to act autonomously with a sense of fulfillment emphasizing improvements in employees' sense of job satisfaction and engagement.

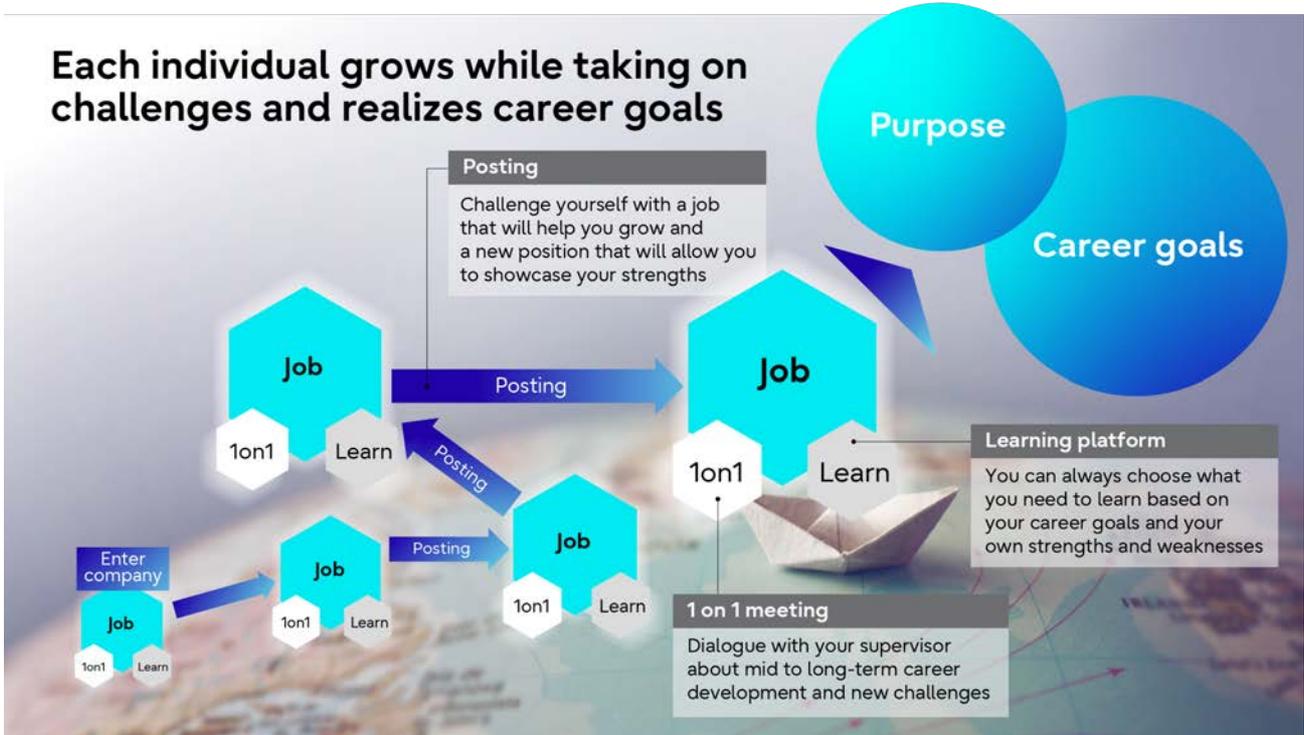
## To Achieve Career Ownership

We introduced a new personnel system at our domestic group companies in April 2022 based on the concept of "job-based human resource management" that encourages each employee to take on challenges and grow as an individual. To realize Fujitsu's purpose and the personal purpose that each employee articulates through "Purpose Carving," we fully overhauled our human resource and training systems so that both the company and employees will be able to grow together based on a relationship that fosters autonomy and trust.

Under this job-based human resource management system, we offer the Fujitsu Career Ownership Program (FCOP), a set of programs that cultivate career ownership in individual employees and support growth and the tackling of new challenges.



Relationship Between Employees and the Company



Framework for Supporting the Career Realization of Each and Every Employee

## FUJITSU Career Ownership Program (FCOP)

FCOP is a support program to help each Fujitsu employee to realize a fulfilling career while exercising ownership over their own careers.

As one example of FCOP in action, about 25% of our employees in Japan participate in the Career Cafe, a place for peers of the same generation to share ideas and receive new career inspiration. We also introduced a Career Ownership Assessment in FY2022 to determine the current level of an employee's career ownership. One out of every five employees now utilizes this assessment.

From April 2023, we also introduced LinkedIn Learning <sup>(\*1)</sup> as a global learning platform. More than 80% of employees use this platform, which has fostered a culture of self-directed learning.

Additionally, some one in 10 employees in Japan have been transferred through our in-house posting system as part of their own efforts in working toward desired positions. The introduction of in-house internships and internal side jobs also provides support for employees taking on new challenges, providing opportunities to gain various experiences that extend beyond our organization.

Over 1,000 employees annually use our counselling system with in-house career counsellors. To further encourage career dialogue, we also provide mentoring opportunities with senior employees from other departments and have expanded training programs for supervisors to facilitate their skills for one-on-one career dialogues with employees.

In these ways, the various FCOP programs have steadily increased employees' awareness, understanding, and practice of career ownership.

(\*1) LinkedIn is a trademark or registered trademark of LinkedIn Corporation.

# Initiatives Supporting Fujitsu Uvance

In order to advance Fujitsu Uvance, the business brand that we have set forth to realize a sustainable world, we need people with expertise and the ability to implement change that will enable us to face and solve the issues facing society and customers. Through various initiatives, we support the realization of Fujitsu Uvance and our purpose from a human resource perspective.

## Expansion of Uvance Wayfinders

Based on Fujitsu's medium-term management plan, we are expanding our consulting services to help solve client issues. Most recently, we have set a goal of expanding our consulting capability to 10,000 persons by FY2025 through reskilling and other means. To achieve this, our consulting training program fosters the skills and mindset to develop the necessary common foundation, which is done through a dual approach of learning and practical experience. These efforts will provide customers with the values of Uvance and modernization while strengthening the Fujitsu consulting services that will guide them.

### Fujitsu Innovation Circuit

The Fujitsu Innovation Circuit is a program that seeks to make Fujitsu a place where anyone can rise to a challenge, where learning from challenges is a practical attitude, and where supporting those who are taking on challenges is a natural thing, all with the goal of creating "intrapreneurs" (in-house entrepreneurs) who will lead Fujitsu into the future and create the world we envision with Uvance.

The Academy and Challenge programs, begun in November 2021, are designed to foster intrapreneurs through the learning and practice of entrepreneurship. These programs are under the full supervision of Yasuhiro Yamakawa, Associate Professor of Entrepreneurship at Babson College in the United States. Through five terms of the Academy program, 967 participants have learned an entrepreneurial mindset, while the Challenge program has generated 35 ideas through three terms. In July 2022, Fujitsu Launchpad was established to incubate the business ideas coming out of the Challenge program, further enhancing our system for new business creation, and four projects are moving toward commercialization as of the start of FY2024.

## Global FDE

Global Fujitsu Distinguished Engineers (below, "Global FDEs") are the technological face of Fujitsu, spearheading solutions to our customers' business challenges by leveraging their superior technological capabilities. Recognized as the pinnacle of Fujitsu Group engineers by common global standards, they participate in the formulation of our business and technology strategies.

We have established the seven certification areas of networks, cybersecurity, AI, data, computing, hybrid IT and project management, which are the future key technology areas of our new business. As of FY2023, a total of 33 Global FDEs were certified.

Furthermore, we will position it as a benefit and career path for engineers who contribute to business strategy and customer value creation in conjunction with a job-based personnel system.

## Reskilling

Fujitsu has implemented reskilling programs for targeted roles in order to ensure the necessary personnel to expand our Business Application business, one of the core technology platforms that support cross-industry efforts to realize Fujitsu Uvance.

In particular, we have augmented our domestic resources in Japan for SAP, ServiceNow, and Salesforce by reskilling target personnel over a period of about six months through education and on-the-job training. To date, several hundred people have participated, contributing to the deployment of immediate assets in worksite divisions. In fiscal 2023, the program was conducted 4 times with a total of 132 employees.

# Promotion Structure

We are building a system to promote human resource development measures in a globally integrated manner in order to realize our purpose. The Engagement & Growth Division is in charge of human resource development in line with company-wide management policies, while the Human Resources Development division in each business unit is responsible for human resource development in line with divisional strategies and business needs, and clarifies human resources and skills to be strengthened and plans training measures. In October 2022, the Skill Ownership Office (SOO) was established as an organization dedicated to employees' skill development. The office consolidates the reskilling and upskilling opportunities across the company to promote human resources capable of leading Fujitsu's business globally, with the aim of achieving Fujitsu Uvance.

In addition, we are promoting knowledge sharing on a global basis in cooperation with the human resource development departments in each region, and supporting all employees to learn and grow through a combination of region-specific and local measures.

The execution of highly specialized training and education is handled by Fujitsu Learning Media Limited, a Group company that provides human resource development services.

## Key Initiatives in Regions Outside Japan Mindfulness Lab / Mindfulness Work in the Americas Region

The Americas region offers two programs, Mindfulness Lab and Mindfulness Work. Each program consists of bi-weekly 30-minute sessions of exercises that help participants stay calm, concentrate, and connect with others, leading to improved work performance. Also offered in collaboration with the Europe region, these programs are now being provided in each time zone, not just in the Americas time zone.

### Mindfulness Lab Series

*Every other week on Tuesdays at 12 p.m. CDT*

Curious about how mindfulness can help you navigate life – both at work and at home – with calm, focus and connection? Join **Michele Studer**, Mastermind Mindfulness Facilitator and Americas Responsible Business Wellbeing Lead, for the Mindfulness Lab, a bi-weekly mindfulness session. In these sessions, Michele explores the various facets of mindfulness and its practice. The general structure includes a mindfulness topic, a related practice and time for discussion. Add the series to your calendar and join when you can.



[ADD TO CALENDAR](#)

## Career Hub in the Europe Region

In the UK, we promote career development for our employees by posting a variety of programs on CareerHub, a career mobility tool used by 1,176 employees. We offer programs such as the Ready to Lead program for managers (attended by 80 employees), Udemy (attended by approximately 700 employees), customer relations training, and free Amazon Web Services (AWS) training. Many employees take advantage of these programs.



## GRiP Workplace Well-being Workshop in the Global Delivery Center (GDC)

The Global Delivery Center (GDC) offers the GRiP Workplace Well-being Workshop for Managers. In these workshops, more than 100 managers learn about managing teams in high-stress situations, with a focus on maintaining a psychologically safe work environment, practicing effective communication that promotes workplace well-being and assisting managers to themselves become resilient role models. This workshop aims to build a foundation of trust and open communication between managers and their team members.



# FY2023 Performance

**Table. Average Annual Hours Spent Learning and Annual Cost of Learning Per Employee (Fujitsu and its domestic Group companies)**

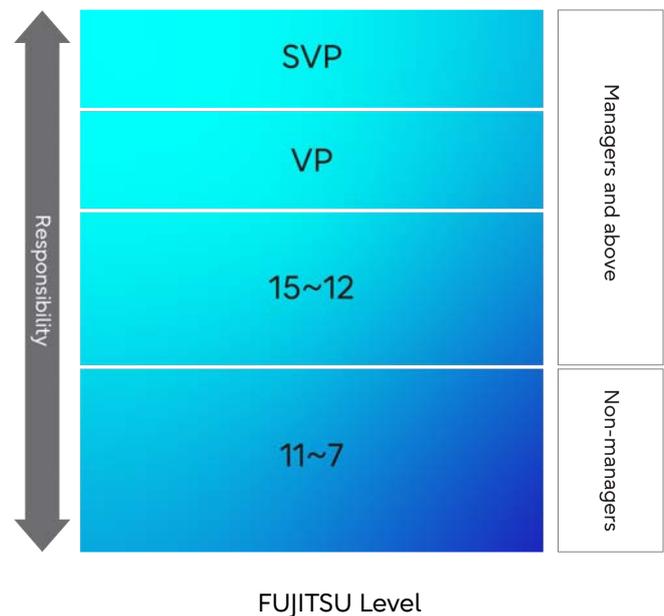
	<b>Total Average</b>
Average Annual Hours Spent Learning	37.4 hours
Annual Cost of Learning	84,000 yen

# Financial Well-being

## Performance Evaluation and Compensation

### Personnel Handling based on Position-based HR Management

To achieve our purpose, the Fujitsu Group aims to be an organization that fosters innovation throughout society. We strive to quickly and agilely assemble our talented individuals from across the Group, united by a shared goal: to solve the challenges faced by our customers and society at large. To foster "career ownership," where employees take on challenges and grow with their own motivation, and to achieve an organizational design and personnel placement system that aligns the right talent with the right positions based on our



vision and strategy, the Fujitsu Group promotes Position-based HR Management as a global human resource platform. This initiative supports the growth and actions of each employee. Within the HR System based on Position-based HR Management, we have established the "FUJITSU Levels". This framework clearly defines the duties and staffing requirements of each job, classifying them based on their occupation and responsibility levels.

The FUJITSU Level framework determines the corresponding levels of remuneration. Bonuses are awarded based on evaluations for FUJITSU Level 15 positions and below.

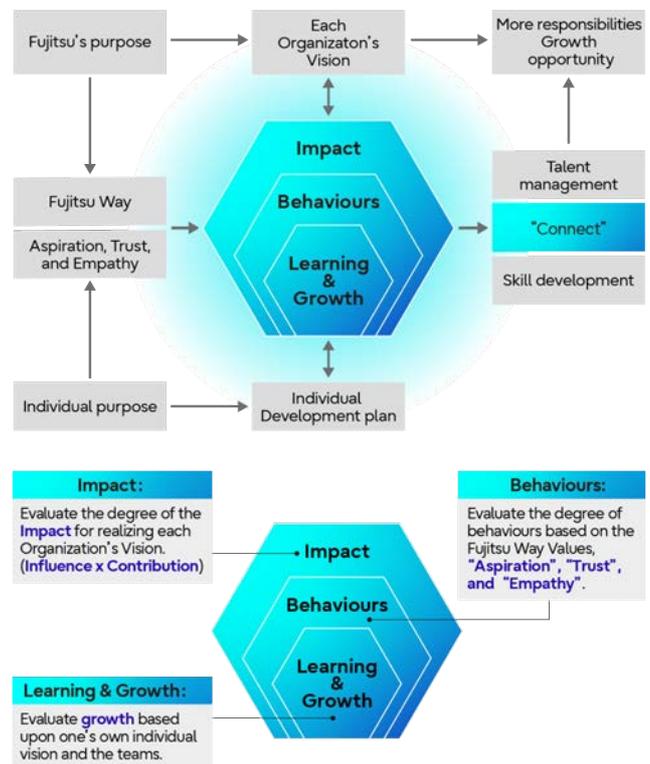
For executive positions of FUJITSU Level VP and above, we are implementing an STI(\*1)/LTI(\*2) scheme that is more closely aligned with performance outcomes. This scheme will also apply to executives both in Japan and overseas.

Remuneration levels are set with the goal of attracting and retaining a diverse and talented workforce. These levels will be reviewed as needed to ensure competitiveness against global corporate benchmarks. For example, in April 2023, we increased the average monthly salary by approximately 10%. Future remuneration levels will be adjusted appropriately based on market fluctuations.

- (\*1) Short Term Incentive: Remuneration set based on the level of achievement of one-year performance targets, etc.
- (\*2) Long Term Incentive: Remuneration set based on the level of achievement of medium-to-long-term performance targets, etc.

## Evaluation System for Driving Employees' Independent Aspirations and Growth

Fujitsu's "Connect" global common evaluation system aims to align Fujitsu's purpose with the individual aspirations of each employee. This alignment fosters individual growth and maximizes the impact on the organization, customers and society. Connect features three key elements. The second element, in particular, involves regular one-on-one meetings between team members and managers. These meetings focus on providing feedback on individual performance reviews and future growth. Currently, these one-on-one meetings are held at least once a month for approximately 70% of our employees.



### (1) Formulating focus area

"Focus area" represents the strategic policies and goals for each business period, aligning with Fujitsu's Medium-term Management Plan and organizational vision.

Team's focus area are established based on the team's goal, and shared with all team members to maximize team performance.

Each individual's focus are is formulated as a challenging goal, mutually agreed upon in the initial one-on-one meeting between a team member and a manager..

### (2) Frequent one-on-one meetings

At least once per month, meetings are held between team members and managers to review recent performance and discuss future growth and career development.

Performance reviews extend beyond mere results management, providing employees with feedback on whether they are acting in accordance with their individual role based on the Fujitsu Group's Code of Conduct, the Fujitsu Way.

Fujitsu highly values the realization of "Aspiration", "Trust" and "Empathy" as the key values of the Fujitsu Way, which underpins Fujitsu's medium- and long-term value structure. Accordingly, within the "Connect" system, employees are assessed on their "Impact", "Behaviors" and "Learning & Growth" relative to achieving each organization's vision and Fujitsu's purpose. (See figure at right.) Additionally, to ensure comprehensive consideration during evaluations, "people discussions" are conducted within each organizational unit to discuss measures aimed at the future growth of each employee and to validate the evaluations.

### (3) Using evaluations for remuneration, assignments and upskilling support

Using the evaluation results in considerations of remuneration, assignments and upskilling support enables us to create mechanisms that ensure consistent personnel management and maximize the growth both of individuals and the organization. This, in turn, can have a significant impact on the organization, customers and society at large.

## Employee Benefits Program

The Fujitsu Group has programs in place that are suited to the lifestyles of employees and their families and are designed to enable them to achieve a sense of well-being.

As part of the trend toward more diverse and flexible ways of working, and to allow employees to make their own choices, Fujitsu introduced the "F Life+" cafeteria plan(\*3). In line with the belief that active work, challenges and personal growth for every employee will lead to growth and development for the company, we have established various incentives to provide medium- to long-term motivation. These include a defined contribution pension plan, an employee shareholding association, a property accumulation savings plan, and group insurance benefits. Additional programs implemented by Fujitsu provide support in the areas of housing, medical care, healthcare, and childcare and nursing.

## (\*3) Cafeteria plan:

A system under which employees select the employee benefits they want or need from a diverse menu prepared by the company, taking advantage of the chosen options by using "employee benefits points" awarded by the company.

## Key Initiatives in Regions Outside Japan

### Financial Wellness Interactive Brochure in the Americas Region

We have created an interactive brochure on Financial Wellness for our employees in the Americas Region. This brochure provides helpful tips to enhance personal financial well-being, covering topics such as:

- Securing financial assets in a management account
- Taking stock of assets and liabilities
- Developing a long-term retirement savings plan
- Preparing for large and unexpected expenses
- Annual review of progress



## Financial Coaching in the Europe Region

Lifesight, our primary UK Pension plan, has recently partnered with Octopus Money to offer one-on-one financial coaching to members. This service provides one free session with a financial coach, giving individuals the opportunity to:

- Ask any money-related questions
- Discuss financial goals for the future
- Build a step-by-step plan



## Discount Service for Sporting Facilities in Europe

From February 2024, our new partnership with Urban Sports Club offers all employees in the Germany-Austria-Switzerland region discounted access to over 50 types of sporting activities at approximately 7,000 sports clubs. This service reduces the financial strain on employees by providing them with free or heavily discounted access to facilities such as yoga studios, bouldering gyms, fitness clubs and swimming pools.



# Social Well-being

## Work Environment

### Promoting New Ways of Working with 'Work Life Shift' Under the New Normal

Fujitsu is promoting Work Life Shift in these uncertain times to generate higher employee productivity than ever before, while ensuring that creativity and innovation continue to grow.

Work Life Shift is a concept that achieves employee Well-being by focusing not only on 'work', but by completely shifting the 'job' and the 'lifestyle'.

We are implementing various initiatives, both in terms of personnel systems and workplace environment changes, that will allow us to create and deliver value for our customers regardless of location or time and that will enable the ongoing transformation of Fujitsu itself.

The Work Life Shift offering consists of three key categories: Smart Working, Borderless Office, and Culture Change.

#### **Smart Working**

Approximately 80,000 employees of Fujitsu Group companies in Japan work principally on a teleworking basis (excluding those in manufacturing facilities and those assigned to customer sites). Our employees enjoy an optimal work style that allows them to choose flexible working hours and a work location that suit the characteristics and objectives of their work tasks as well as their lifestyle.

#### **Borderless Office**

Freed from the constraints of working in a traditional fixed workplace, employees can select a location that ideally matches the required task – be it their home, a hub office, a satellite office, or other appropriate workspace.

#### **Culture Change**

People management founded on high levels of employee autonomy and trust will generate maximized team performance and enhanced productivity.

# Announcing Work Life Shift 2.0 -- DX Company Work Styles that Cater to Everyone's Well-being

In October 2021, Fujitsu announced Work Life Shift 2.0 as a way to achieve a true hybrid work style that includes the effective use of real communication in the office and also aims to provide workers a more fulfilled life. The new version puts in place more advanced measures that reflect both employee feedback and issues that arose when the original Work Life Shift was implemented.

## 1. **Practical Hybrid Work and the Evolution to "Experience Place"**

As we look towards a post-COVID future, the office is evolving from the workplace of the past to an "experience place" that offers experiences only available at the office. New ways of using the office provide greater collaboration through real communication as we transition to a true hybrid work style that combines the real with the virtual.

## 2. **Evolution of Work Styles for a DX Corporation**

At Fujitsu, we are making the value of the various experiences gained from putting hybrid work into practice visible as data as we move towards a work style that boosts productivity while allowing for greater creativity. We are also further stepping up our collaborations with other corporations and local governments who support the Work Life Shift concept and contributing to the resolution of problems for our customers and the community more broadly.

## 3. **Enabling Work-Life Synergies**

By leveraging flexible work styles to make workers' home lives more fulfilling, we are generating synergies and promoting new value creation, as well as achieving greater engagement and improving the well-being of all our employees.

## Fujitsu Telework System

In April 2017, Fujitsu formally introduced a telework system that allows for flexible ways of working that are not tied to a specific location. This system is available to all 35,000 Fujitsu parent company employees in Japan and includes working from home or a satellite office as well as working during business trips.

The telework system facilitates business continuity in emergency situations such as the spread of infectious diseases and during natural disasters, providing for work innovations such as holding online meetings and digitizing written materials. It also provides an environment that makes it easier for employees with other commitments, such as raising children or caring for relatives, to continue working, helping Fujitsu to support and retain valuable personnel.

### Goals of the System

- To boost individual productivity and maximize the benefits of team work
- To build an environment that supports continued participation by a diverse range of staff
- To ensure business continuity and rapid responses to disasters

## Initiatives Aimed at Reducing Long Working Hours

The Fujitsu Group aims to improve the well-being and productivity of every employee through a variety of initiatives aimed at reducing long working hours. By promoting Work Life Shift, we aim to implement practical hybrid work modes that combine real and virtual work to suit job goals, thereby improving productivity and creativity in work styles that create new value.

Examples of specific initiatives aimed at reducing long working hours:

- Creating mechanisms to balance the workload across each day (canceling core time in flex time systems and utilizing breaks and restarts)
- Promoting refresher periods (setting a recommended number of annual leave days to suit the summer and New Year breaks)
- Using push notifications relating to working hours (sending alert e-mails regarding overtime work, displaying pop-up messages in punch in/out systems regarding health and communications for people working long hours)

- Improving management (management education on working hours)

## Support for a Healthy Work-Life Balance

Fujitsu and its domestic Group companies aim to generate new forms of value through Work-Life Synergies. We support each employee's efforts to enrich their career with initiatives in areas such as childcare and nursing care.

### 1. Childcare

- Childcare leave (available until the day prior to the child's 1st birthday, but extendable until the first April 20th following the child's 2nd birthday depending on the availability of day care)
- Childbirth support leave (up to 20 days (4 weeks) can be taken by spouses or partners up to 8 weeks before or after the birth of the child)
- Use of annual leave is permitted during childcare leave (up to 20 days (4 weeks) can be taken)
- Child illness/injury leave (to provide nursing care, accompany the child for vaccinations or health checks, take part in school events, etc.)
- Childcare reduced working hours system (up to March 31 in Year 6 of elementary school; can reduce by a maximum of 2 hours per day)
- Establishment of corporate childcare centers
- Subsidies for babysitting service expenses
- Remote working (support for raising a disabled child, single parents, or families where a spouse is posted overseas)
- Cafeteria Plan (can be used to purchase childcare products such as diapers and breast pumps, or for kindergarten or after-school care fees)

### 2. Nursing care

- Leave for nursing care and preparing for nursing care (up to 1 year in total per family)
- Family care leave (up to 20 days (4 weeks) available)
- Care giving reduced working hours system (until the issue requiring care is resolved)

- Remote work (family care giving/nursing)
- Release of a care giving handbook
- Establishment of a contact point for advice

## VOICE Program

The Fujitsu Group launched the VOICE Program in October 2020, as a project to "not only listen indirectly to customers' 'voices', but also listen more directly and more often" as well as to "directly link the opinions of the Fujitsu Group's 130,000 employees to management". The concept of VOICE is symbolized by the slogan "change one's voice into a force and create a wind of change". This is an activity that aims to heighten corporate competitiveness by collecting the 'voices' of customers and employees and – by using them to speed up decision-making in business activities – thereby change behavior, raise awareness, and generate encounters.

As part of efforts to enhance the workplace environment, we periodically conduct surveys related to Work Life Shift and the results are reflected in a range of measures that leverage the VOICE program, such as business process reforms and the review of systems and operations. This leads to improvements in employee experience and employee engagement.

# Measures to Enhance Communication

## Labor Relations

Fujitsu has a union shop agreement with the Fujitsu Labor Union. Based on this, we hold discussions on various conditions of employment conditions and explain management policies and business conditions, along with business reorganization and other matters, to employees through regular and ad hoc meetings such as the Labor Council or Productivity Council. These agreements also stipulate the collective bargaining rights of the union.

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

Fujitsu has established a consultation service as a contact point for queries to the Human Resources and Administration Units. This is part of a structure that is designed to make it easy for employees to seek guidance on human resource and administrative programs.

## In-house Social Media Network

The Fujitsu Group uses an in-house social media network to strengthen the ties between people all around the world, enabling diverse and talented employees to engage in communication that goes beyond the organization. As communities become more diverse, this network offers spontaneous forms of communication for employees that extends beyond mere interchanges within the organization, encouraging new business plans, secondary jobs and workations, and allowing exchanges of information on careers in the life sphere, such as child-raising and caring.

It is also used by employees to discuss opinions and aspirations circulating in the community, such as staff management policies and the environment.

# Initiative to Boost Psychological Safety

## Fujitsu Design Initiative for Psychological Safety -- A Project to Design Psychological Safety

In June 2021, the Fujitsu Group initiated a project to design psychological safety into its organizational environment such that the environment will promote mutual trust among its employees as they tackle challenges and experience failures.

### Designing Psychological Safety at Fujitsu

## Fujitsu Design Initiative for Psychological Safety

- June 2021  
Initiated as a DX project across the Corporate Affairs and Personnel divisions
- April 2022  
Activities expanded as a company-wide cultural innovation policy

#### Activity Theme

"How we can boost the psychological safety of both individuals and teams at Fujitsu, and then maintain that state to promote innovation?"

#### Activity Categories

- **Employee experience design:**  
Creating communication that embodies psychological safety
- **Data-driven**  
Using data to visualize the organization's issues and status
- **Branding**  
Developing awareness-raising events and programs



Overview of the Fujitsu Design Initiative for Psychological Safety

Global surveys are conducted twice a year to monitor employee engagement so that we are kept in touch with our organizational culture and are quickly made aware of changes in employees' work styles, opinions and attitudes. That way, we can apply the survey outcomes to our management practices in a timely way. The scores for psychological safety in these surveys improved by 6 points in Japan and by 5 points internationally between June 2021 and November 2023.



Trends in the psychological safety scores at Fujitsu

1. Promoting the project through design concepts

This project poses the question of how we can boost the psychological safety of both individuals and teams and then maintain that state to promote innovation. It also puts forward the overall project design and the communication solutions as design concepts. Promoting the project through design concepts leverages the diversity of the design team members so that problems can be solved creatively from the perspective of employees.

2. Regular online events

In the roughly 3 years since 2021, we have held 7 online psychological safety events, with more than 2,700 employees taking part. Senior executives and Directors have taken to the stage at these events with the aim of inspiring confidence that we take psychological safety seriously at the highest levels and are actively engaged. Through these events, we have received feedback on psychological safety from more than 600 participants, and we are using this information for qualitative analysis.

3. Formulation of a unique model for improving psychological safety

Based on a range of survey data, including engagement surveys, and other employee feedback, Fujitsu has formulated its own original psychological safety improvement model and activity guidelines.

4. Release of the free “Fujitsu Psychological Safety Playbook”

To promote better understanding and behavioral change among employees around psychological safety, we released a “Playbook” within the company to provide a basic understanding and improvement models. The Playbook has now been viewed over 7,000 times in all. In May 2024, we updated the content of the Playbook released internally with the aim of providing practical tips for everyone who works in corporate bodies that are engaged in human capital management and cultural innovation.



Fujitsu Psychological Safety Playbook

- [Fujitsu Psychological Safety Playbook Download](#) >  
\*Japanese Only

### 5. Development and delivery of Psychological Safety Improvement Programs

Psychological Safety Improvement Programs have been developed for each part of the organization and have been delivered to 2,230 people so far. In organizations where these programs have been delivered, psychological safety scores on engagement surveys have improved and substantial changes in behavior are being seen that will lead to greater psychological safety.



Activities in the Psychological Safety Design Project

# Key Initiatives in Regions Outside Japan

## WeCare Program in the Asia Pacific Region

In the Asia Pacific region, we are rolling out our WeCare mental healthcare program for all our employees. The WeCare app provides help sheets, guidebooks, posters and a mood meter to ensure that everyone at Fujitsu has the tools they need to spot the signs that someone around them needs support, and tells them what action to take.



## Beach Cleanup in East Asia

To celebrate the 28th anniversary of Fujitsu Taiwan's founding and to promote a sustainable business philosophy, a beach cleanup activity was held in Taiwan on November 3, 2023. Around 40 employees took part, collecting 50 kilograms of trash in two hours.



## World Kindness Week in the Global Delivery Center (GDC)

We held 4 sessions at the Global Delivery Center (GDC) to coincide with World Kindness Week. More than 700 employees took part in sessions on themes such as: Journey of being Kind during Life Challenges, Using Kindness to Achieve Personal Success and Happiness, Coping with Compassion Stress; and Gratitude: A Skill for Happier Living. Participants shared what they can do individually to create a better workplace in the session.



## FY2023 Performance

### Initiatives Aimed at Reducing Long Working Hours

The discretionary working system applies to 18% of employees, and the flex time system applies to 77% of employees (Fujitsu Limited)

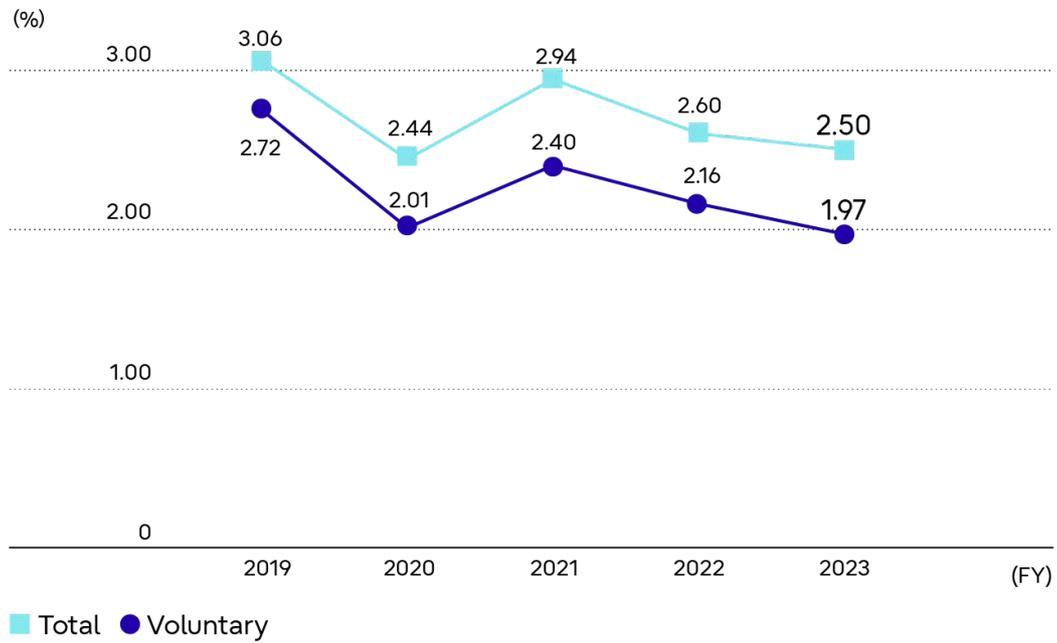
### Telework Rate

The telework rate is around 75%.

### Unionization Rate

The unionization rate is 74.4% (Fujitsu Limited) \*Calculation basis includes managers and non-regular employees who are not union members.

# Turnover Rate



Turnover Rate (Fujitsu)

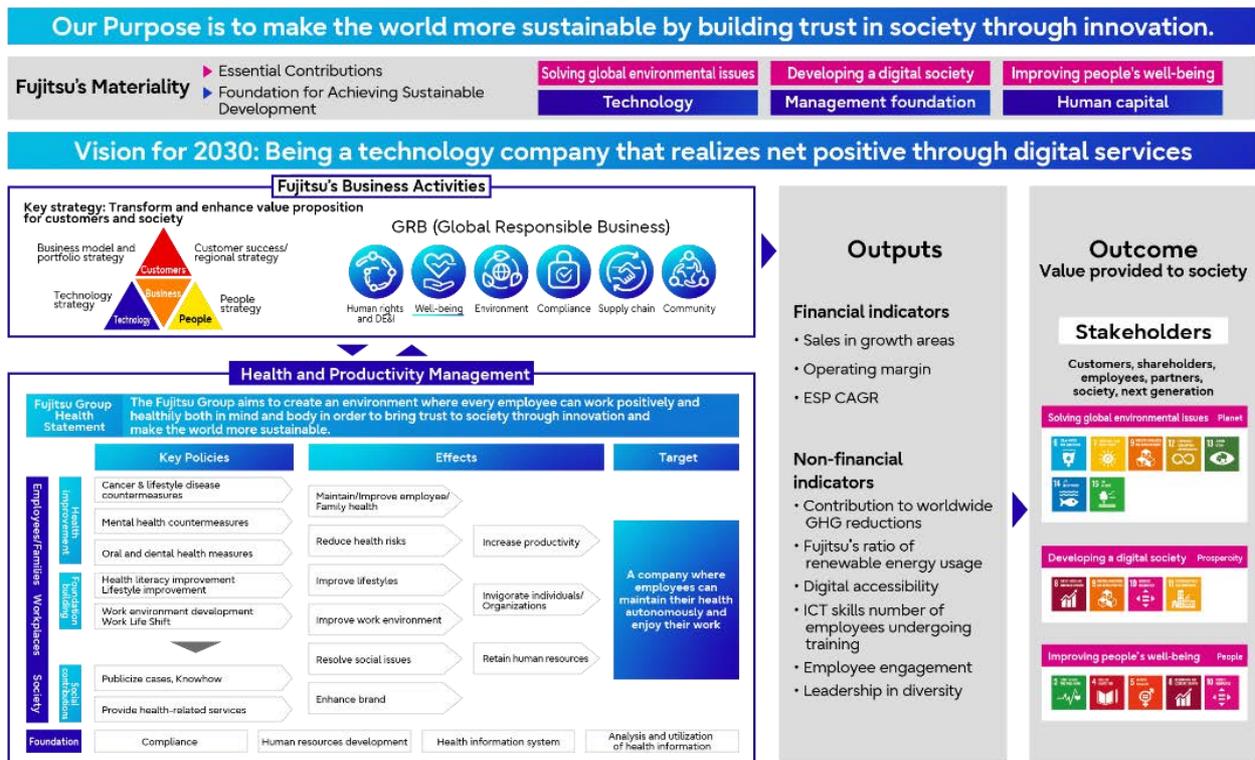
# Health Well-being

## Our Health Management Policy

As a technology company, Fujitsu recognizes that human resources are its most important capital. To achieve our purposes, we have therefore set “protecting the physical and mental health of our employees and creating an environment where all employees can work positively and healthily, both in mind and body” as a key sustainability issue to be shared globally, which we are promoting in tandem with our health and safety activities as the “Health Well-being” initiatives of a Global Responsible Business (GRB).

In Japan, we have announced the Fujitsu Group Health Statement and are promoting GRB Health Well-being activities as health management initiatives. We believe that our efforts to maintain and boost the health of employees and their families and to improve the work environment will lead to higher productivity, invigorate individuals and organizations and enhance human resource retention, and that aiming to create a work environment where each employee can work positively and healthily both in mind and body will help us to fulfill our purposes. Moreover, the results obtained through Fujitsu's health management initiatives will be broadly publicized to society, and through the provision of ICT we will contribute to resolving social issues

- [Fujitsu Group Health Statement and Key Measures](#) 



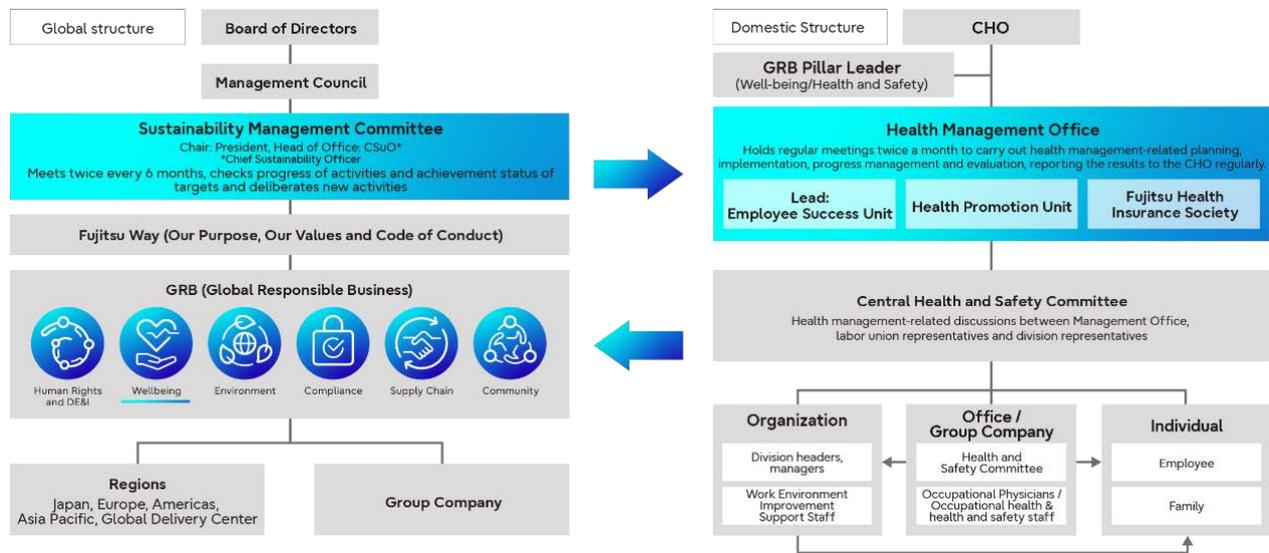
Positioning of Health Management

# Domestic Structure for Promoting Health Management and Conducting Reviews

All regions and Group companies participate in GRB Health Well-being activities in accordance with their local laws and circumstances. At the Sustainability Management Committee that meets every six months, committee members check the progress of activities and the achievement status of targets, deliberate on new activities and report the results to the management council and the Board of Directors.

In Japan, health management is led by the Chief Health Officer (CHO). The CHO heads the Health Management Office, which consists of the Employee Success Unit, the Health Promotion Unit and the Fujitsu Health Insurance Society. The Health Management Office holds regular meetings twice a month to analyze health-related data and issues, set targets and indicators, draw up plans, carry out measures and manage, evaluate and improve progress. The results are regularly reported to the CHO. The Health Management Office plays a central role in the implementation of measures, working together with the Health and Safety Committees in offices and Group companies, occupational health physicians and industrial health and safety staff to urge organizations (division heads, managers, Work Environment Improvement Support Staff) and individuals (employees and their families) to action.

Two meetings have been established to promote health management initiatives: the Central Health and Safety Committee and the Health Management Cooperation Council. The Central Health and Safety Committee reflects the opinions of employees by discussing issues and sharing information with the representatives of labor unions and the representatives from offices and divisions. At the Health Management Cooperation Council, the Health Management Office and corporate, research and business divisions share information in both directions about Fujitsu's health management initiatives and about health management-related business initiatives being carried out by research and business divisions. They encourage the adoption of health management in business while promoting the application of ICT (such as in demonstration experiments).

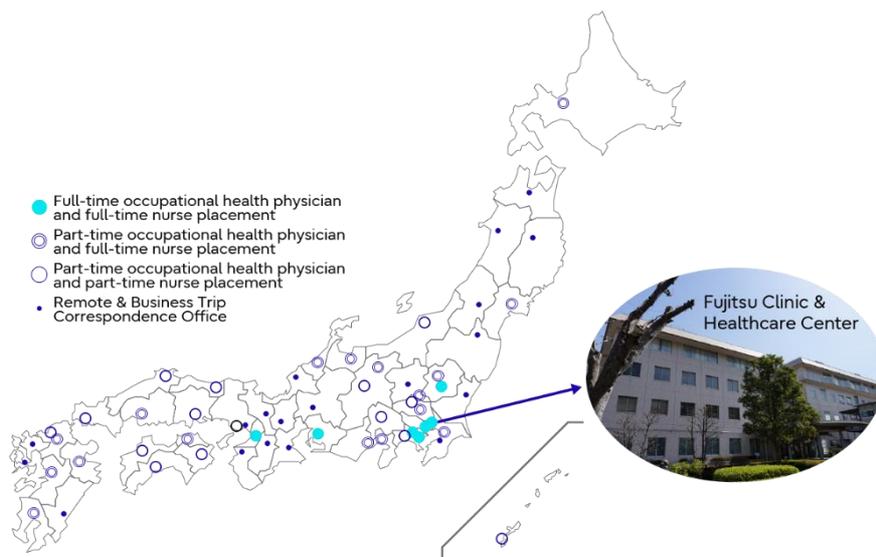


Health Well-being Promotion System

## Facilities Information

Allocation of occupational health staff in Japan

	Health Promotion Unit		
	Full-time	Part-time	Total
Occupational health physician	16	83	99
Clinician, etc.	0	43	43
Public health nurse	89	21	110
Nurse	16	13	29
Psychologist	7	0	7
Other healthcare professionals	0	0	0
Administrative staff	33	5	38
<b>Total</b>	<b>161</b>	<b>165</b>	<b>326</b>



# Targets and Results

Health Well-being initiatives are linked to Career & Growth Well-being, Financial Well-being and Social Well-being initiatives with the goal of enabling employees to embrace values that are important to them both at work and at home and to strive for happiness every day.

To that end, we have established our goal for FY2023, which is being implemented in all regions and Group companies.

In Japan, under our aim of creating an environment where all employees can work positively and healthily, we set five indicators about improving productivity, invigorating individuals and organizations, and enhancing human resource retention to serve as final health-related evaluation indicators. To improve and reinforce each indicator, we created a health management strategy map. We are tackling the areas representing the five priority measures on the map, namely

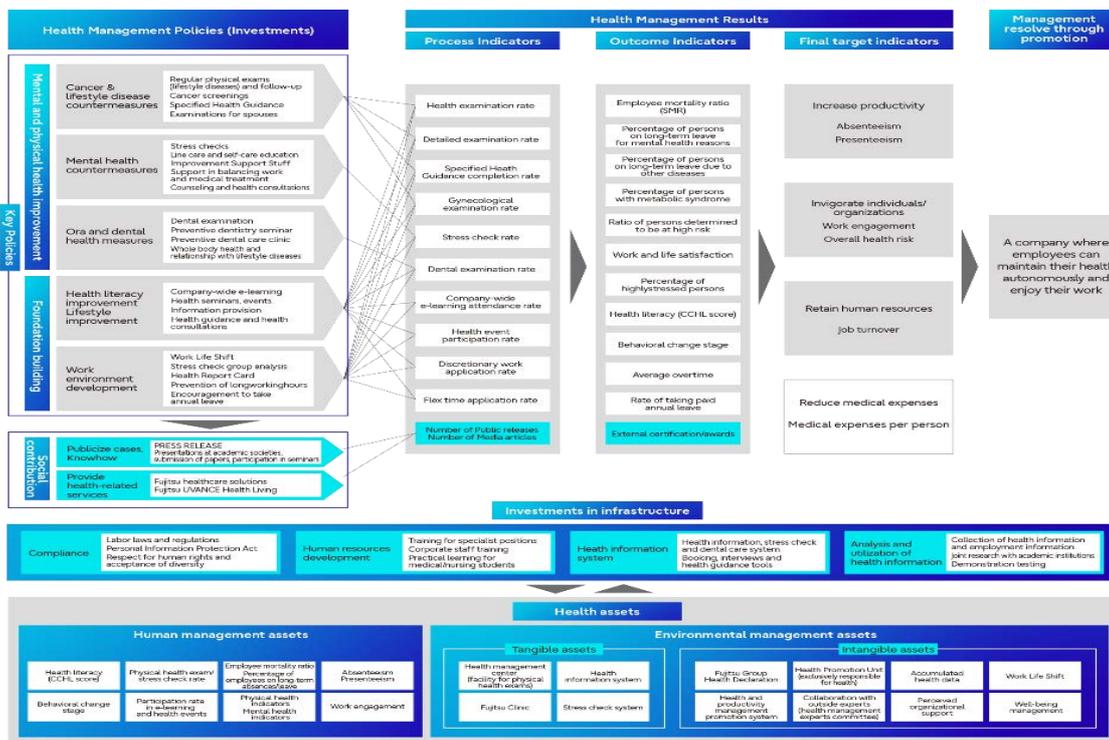
1. Cancer & lifestyle disease countermeasures
2. Mental health countermeasures
3. Oral and dental health measures
4. Health literacy and health awareness improvement, lifestyle improvement, and
5. Work environment development, while performing the PDCA cycle.

Final target indicator		FY2021	FY2022	FY2023
Improve productivity	Improve absenteeism (*1)	1.32%	1.24%	1.32%
	Improve presenteeism (*2)	1.27%	1.34%	1.48%
Invigorate individuals & organizations	Improve work engagement (*3)	2.41	2.47	2.49
	Improve overall health risks	99	96	94
Enhance human resource retention	Improve job turnover	2.94%	2.60%	2.50%
(Reference indicators)	Medical expenses per person	317,483 yen	339,472 yen	358,870 yen

\*1 Absenteeism: (number of days of absence or days of taken due to illness or external injury /total number of prescribed working days for full-time workers) × 100

\*2 Presenteeism: the loss percentage for a year calculated from the number of days in the past three months where the employee attended work but was unable to perform up to their usual standard due to an illness or symptom as stated in a survey, and from an investigation of the resulting loss percentage

\*3 Work engagement: the average score of answers to "I feel energized when I work" and "I feel proud of my work" in the New Work Stress Simple Survey.



Health Management Strategy Map

## Health Management Results\_Process Indicators

Priority Measures	Indicators	FY2021 Results	FY2022 Results	FY2023 Results	FY2029 Targets
Cancer & lifestyle disease countermeasures	Regular (lifestyle disease) health examination rate	100%	100%	100%	100%
	Detailed examination rate after regular health examination	88.8%	89.6%	92.8%	90%
	Specified Health Guidance completion rate (*4)(*5)	32.8%	33.5%	—	60%
	Cancer screening (breast cancer, cervical cancer) rate (*4)	59.0%	63.6%	61.4%	72%
Mental health countermeasures	Stress check rate	85.7%	92.8%	95.5%	100%
Oral and dental health measures	Dental examination rate (*4)	37.4%	39.9%	36.3%	50%

Priority Measures	Indicators	FY2021 Results	FY2022 Results	FY2023 Results	FY2029 Targets
Health literacy Health awareness improvement	Company-wide e- learning attendance rate	(*10)	92.9%	92.3%	100%
	Health event (walking event) participation rate (*4)	30.4%	33.5%	36.7%	48%
Work environment development	Discretionary work application rate	16.0%	17.0%	18.0%	—
	Flex time application rate	79.0%	78.0%	77.0%	—

## Health Management Results\_Outcome Indicators

Indicators		FY2021 Results	FY2022 Results	FY2023 Results	FY2029 Targets
Status of employee mortality	Employee mortality ratio (for a population of 100,000)	98.5 persons	50.7 persons	79.5 persons	—
	Standardized mortality ratio (SMR) (*6)	55.3	28.4	42.6	—
Lost working days due to illness	Percentage of absentees/persons on leave for mental health reasons (*7)	2.09%	2.22%	2.12%	1.7%
	Percentage of absentees/persons on leave for other illnesses (*8)	0.35%	0.23%	0.41%	0.3%
Health examination results	Percentage of overweight persons (*4)	19.9%	22.9%	—	15.5%
	Percentage of high-risk persons (*4)(*9)	1.5%	1.5%	1.3%	0.8%
Stress check results	Work and lifestyle satisfaction	22.7%	24.1%	24.9%	30.0%
	Percentage of highly- stressed persons	9.9%	10.0%	10.9%	8.0%
Lifestyle and health behavior status	Smoking rate	16.5%	16.3%	14.9%	13.0%
	Behavioral change stage (health behavior implementation rate)	43.8%	45.4%	47.4%	75.0%

Indicators		FY2021 Results	FY2022 Results	FY2023 Results	FY2029 Targets
Status of working hours	Average overtime	22.0 hours	21.0 hours	20.2 hours	—
	Rate of taking paid annual leave	69.4%	74.8%	68.2%	—

\*4 Indicators apply to individuals covered by Fujitsu Health Insurance Society. All others are employees of Fujitsu Limited.

\*5 Percentage of targets for specified health guidance based on the results of the previous year's health examinations who received specified health guidance by October of the current year.

\*6 Standardized Mortality Ratio (SMR): The number of mortalities compared to the number of mortalities in Japan as a whole, indexed based on 100.

\*7 Ratio of employees who took absences or leave for one month or more for mental health reasons, divided by the number of employees at the end of the fiscal year.

\*8 Ratio of employees who took absences or leave for one month or more for reasons other than mental health, divided by the number of employees at the end of the fiscal year.

\*9 Ratio of persons determined to be at high risk for hypertension, diabetes or CKD (chronic kidney disease)  based on health examination data.

\*10 Company-wide e-learning was suspended in FY2021 to implement workplace vaccination of the COVID-19 vaccine.

● Other Health examination result | Lifestyle habits 

## Health Management Investment

In accordance with the health management strategy, the cost of initiatives aimed at maintaining and improving the health of employees is 1,584 million yen. This amount not only covers external expenditures such as costs of medical examinations but also includes the cost of personnel for the Health Promotion Unit, which is the organization that implements various health measures, equipment-related costs, and indirect costs.

### Cost category

Expense item		Amount (million yen)
A	Outsourcing cost	446
B	Personnel cost	994
C	Equipment-related cost	82
D	Indirect cost	62
	Total	1,584

### Expenses of main measures

- Cost of medical examinations 408 million yen
- Cost of stress check 9 million yen
- Cost of e-learning 7 million yen
- Cost of company-wide seminar 1 million yen

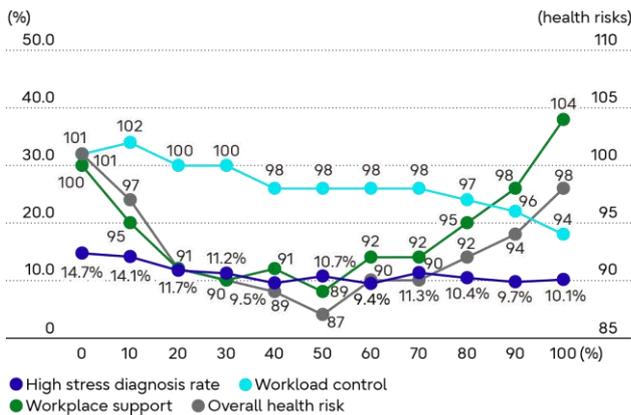
## Indicator verification examples

- The relation between Work Life Shit working styles, stress and health risks

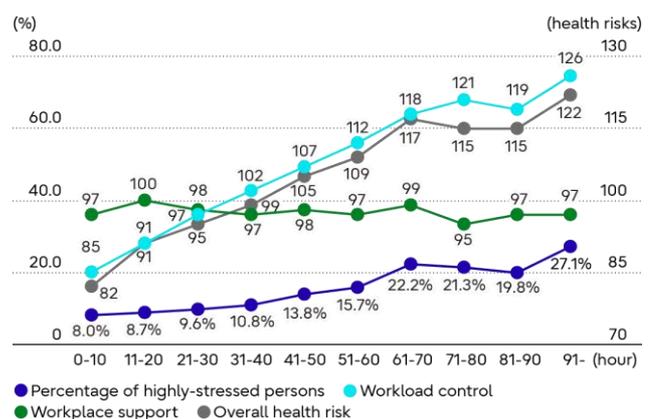
According to stress checks, the overall health risk was 96 in FY2022 and 94 in FY2023, showing a trend toward improvement.

An analysis of teleworking rates, highly-stressed persons and health risks shows that the number of highly-stressed persons decreases as the rate of teleworking increases. However there is a U-shaped relationship between overall health risks and teleworking rates. Workload control risks and workplace support risks both increase for the group with low teleworking rates. Workload control risks decrease as the rate of teleworking increases, but when the teleworking rate exceeds 90%, workplace support risk increases. (Graph 1)

An analysis of long overtime hours, highly-stressed persons and health risks shows that workload control risks and overall health risks increase with longer overtime hours. (Graph 2) The results of this analysis show that stress and health risks can be reduced by creating a hybrid work system by combining the flexible use of time and locations based on work contents and purpose and lifestyles that teleworking offers with the effective use of real-life communication at the office, and by coupling the hybrid work system with a reduction in overtime hours through the proactive application of flexible work structures such as flextime and discretionary systems. Thus we will further promote Work Life Shit as a new working style that allows employees to display even higher productivity and continue to innovate.



Graph 1. Analysis of Teleworking Rates and Highly-stressed Persons and Health Risks



Graph 2. Analysis of Long Overtime Hours, Highly-stressed Persons and Health Risks

These kinds of analysis results are released to all employees through the portal site and internal newsletters along with health dynamics data (health examination data, leaves of absence, etc.) and stress check results.

# Key Initiatives in Regions Outside Japan

## Nutrition Challenge in Europe Region

We conduct Nutrition Challenge to promote health in the Germany, Austria and Swiss region. We encourage a healthy diet among employees by providing videos on cooking with celebrity chef Steffen Henssler, shopping list of food ingredients



and their nutrition values, and information on sustainability activities that are fun to incorporate.

## Employee Assistance Program in the Asia Pacific Region

Fujitsu partners with Assure Programs in providing the Employee Assistance Program for employees to access support and coaching from experienced psychologists on any issues related to health, family and life free of charge in Australia and New Zealand. The program has now been extended to cover all countries across the Asia Pacific region, including Hong Kong, India, Indonesia, Malaysia, Philippines, Singapore, Thailand,



and Vietnam. Employees in the region now also have access to a range of free well-being coaching sessions.

# Major Domestic Initiatives

## Countermeasures for Lifestyle-Related Diseases

Fujitsu and its domestic Group companies provide support for independent health management by carrying out health checkup in accordance with legally mandated health examination items, with additional items by age group, as well as offering checkup results via online systems and providing information such as health risks and changes over time. In addition, with regard to employees who have



A system that allows employees to view health checkup results on their PC or smartphone

abnormal findings after receiving checkups, we aim to improve their lifestyle habits, and provide thorough medical checkups and consultations, through health guidance and medical examination recommendations supplied by occupational health physicians and occupational health staff. For employees who have been diagnosed as needing treatment due to their test results, the Fujitsu Health Insurance Society monitors their medical prescriptions for three months to prevent their post-diagnosis condition from worsening, and recommends checkups for employees who have not undergone treatment, which leads to appropriate medical care. In addition, family members of employees (spouses of those enrolled in the Fujitsu Health Insurance Society, and family members 40 years of age and older) are able to undergo the same health checkups as employees (including cancer screenings).

- [Project to Prevent Diseases from Becoming Severe](#) 

## Cancer Countermeasures

Taking steps against cancer involves engaging in prevention through improvement of lifestyle habits, as well as early detection through health checkups and treatment. We promote regular additional screenings for stomach cancer, colorectal cancer, and prostate cancer when employees undergo legally prescribed health checkups, based on age group. In collaboration with the Fujitsu Health Insurance Society, we conduct and support the expenses for gynecological examinations (cervical cancer and breast cancer) for all female employees. In addition, to screen for stomach cancer, the Fujitsu Health Insurance Society runs tests for Helicobacter pylori for 35-year-olds and conducts in-depth examinations on those who test positive.

Additionally, we hold “Cancer Prevention and Support for Balancing Work and Treatment” e-learning seminars for all group employees in order to equip them with accurate knowledge about cancer, and to lead to prevention through improvement of lifestyle habits, as well as early detection and treatment through health checkups. We also provide e-learning materials to employees’ families in cooperation with the Fujitsu Health Insurance Society.

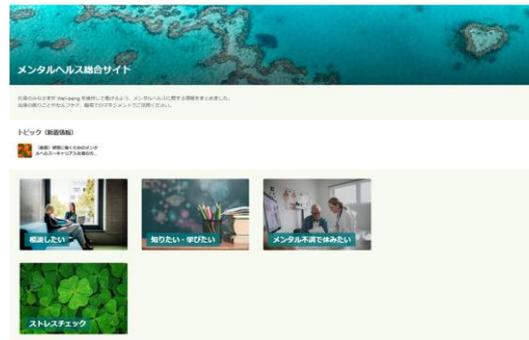
## Mental Health Countermeasures

At Fujitsu and its domestic Group companies, through health consultations, employment support and recurrence prevention for those with mental health issues, and mental health education provided by occupational health staff at each office, we support employees and workplaces, which leads to improved mental health. Furthermore, we have full-time psychiatrists and licensed psychologists on staff to offer counseling during working hours, providing a system for receiving professional support within the company. Health consultations and counseling can also be accessed online, creating a structure where they are available from anywhere, including when working from home. The Fujitsu Health Insurance Society also provides health consultations and counseling over the phone and online so that employees and their families can easily consult them. We set up a page on our Intranet with comprehensive information on mental health to promote mental well-being for employees' career longevity, such as a consultation desk, mental health relevant contents, in-house programs for mental health disorders, and information on stress checks.

In a system unique to the Fujitsu Group, Work Environment Improvement Support Staff are appointed and placed at each workplace to promote the creation of work environments where employees can work positively and healthily. The Support Staff work together with managers to solve work management challenges, detect poor health quickly based on employee performance and daily communication with them and to respond at an early stage by coordinating with the Health Promotion Unit and Human Resources Unit.

For stress checks, in addition to supporting employee self-care through checkups, we provide feedback to management and senior staff members by integrating organizational analysis results with engagement surveys and other internal studies, then synchronizing these efforts with Work Life Shift initiatives, which leads to better working environments. In addition, for workplaces with high levels of health risk and workplaces with many employees who have been evaluated as highly stressed, we offer stress management education and workshops for creating healthy workplaces to provide support for reducing employee stress factors and energizing the places where they work.

- [Work life shift](#)



Comprehensive mental health website

## Oral and dental health countermeasures

Oral and dental health plays an important role in maintaining and improving health for the whole body while also greatly affecting QOL (quality of life) across a lifetime. Therefore we have set it as an important health issue and we hold activities such as dental examinations and preventive dentistry seminars to promote oral and dental health. Over the years, the dental department within the Fujitsu Clinic has been supporting the oral and dental health of employees through providing treatment for dental caries, assessing factors and risks for decay and periodontal diseases in providing preventive care. In September 2023, the dental clinic was reorganized as a prevention-focused dental clinic updates to existing equipment and services. Information on oral and dental health is given via oral health education within our clinical practice.

- **Dental examinations**  
We provide tooth checks (caries and fractures), periodontal pocket measurement and brushing guidance for employees aged 25, 30, 35, 40, 45, 50, 55, and 60 to prompt them to take an interest in oral and dental health from an early age and encourage early treatment and prevention.
- **Preventive Dentistry Seminars**  
In cooperation with JOF (\*11), we hold a preventive dentistry seminar entitled "Preventive dentistry in the Reiwa era from 2019 onwards," to share knowledge on issues such as the etiology of cavities (caries) and periodontal disease, dental examination methods, self-care methods with the aim of KEEP28 (\*12).

\*11 JOF@KEEP28 Corporation (Japan Oral Physicians Forum)

\*12 KEEP28 is a social preventive dentistry initiative promoted by JOF aimed at not losing a single tooth from the time it comes in until the end of your life and living the rest of your life with your own teeth without losing any from your current age.

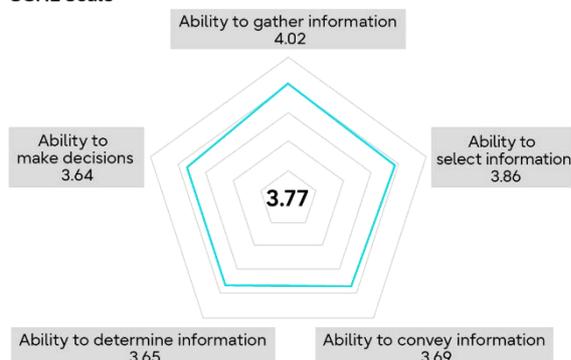
## Health literacy and health awareness improvement

Through various kinds of health education such as health guidance, e-learning, training for managers and company-wide seminars, through various events about exercise, diet and smoking, and by sharing information through internal newsletters and portal sites, we aim to improve employees' health literacy and health awareness and form healthy habits.

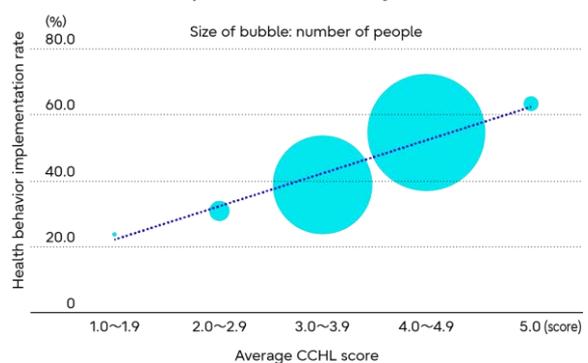
### — Assessment of health literacy

Using the scale of Communicative and Critical Health Literacy (CCHL), employees are assessed for their average score in each of the five categories on a five-point scale ranging from strongly disagree to strongly agree: ability to collect information (ability to gather information from various sources from newspapers, to books, TV, and the Internet, etc.), ability to select information (ability to find information one is looking for from a lot of information), ability to convey information (ability to understand and convey information to others), ability to determine information (ability to determine the credibility of information), and ability to make decisions (ability to plan or make decisions for health improvement based on the information).

CCHL Scale



Behavioral Change Stage (Health Behavior Implementation Rate) by CCHL Score



— Health education

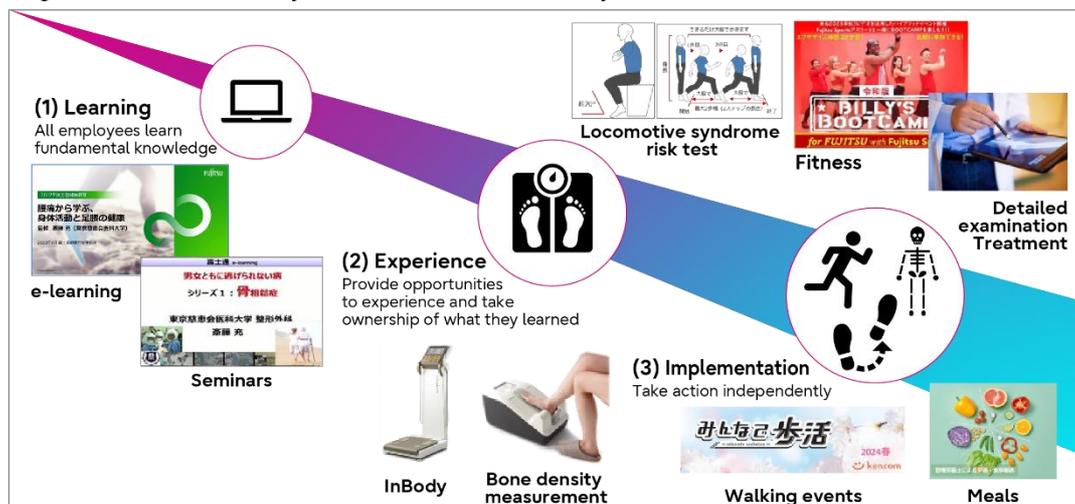
- Company-wide e-learning: Once a year all employees at Fujitsu and its Group companies in Japan are given e-learning on important health topics to provide knowledge and increase their health awareness. In FY2023, e-learning was conducted on the topic of achieving health starting with dental and oral health, where 35,501 employees in Japan participated. In the post-learning survey, 93% of participants who responded said that the learning was helpful.
- Regular employees: Receive education about self-care when joining the company or changing jobs through e-learning.
- Managers: Receive education about their subordinates' mental healthcare when appointed as managers and once every three years as part of their people management education.
- Company-wide seminars: Seminars are broadcast to all Group company employees in Japan about topics such as exercise, nutrition, diet, smoking and women's health. In FY2023, an average of 900 employees participated in live seminars, with 99% of participants who responded to the post-seminar survey said that it was helpful.
- Office seminars: Seminars are held on themes such as mental health and health promotion, based on the issues faced by each office.

\* Refer to [FY2023 Performance: Health Education](#) for more details

— Initiatives Post-Health Education

To promote internalizing the contents learned in FY2022 on physical activity and lower body health as seen from lower body pain and encourage employees to incorporate them into their everyday practice, we provide physical health exams and multiple assessments on body composition, locomotive syndrome, and bone density at health seminars under the theme of long-term health management. We hope to provide a variety of programs that will help each employee develop healthy behaviors that suit their individual needs.

Programs such as seminars, body tissue measurement, bone density measurement, and online fitness based on e-learning



— **Health events**

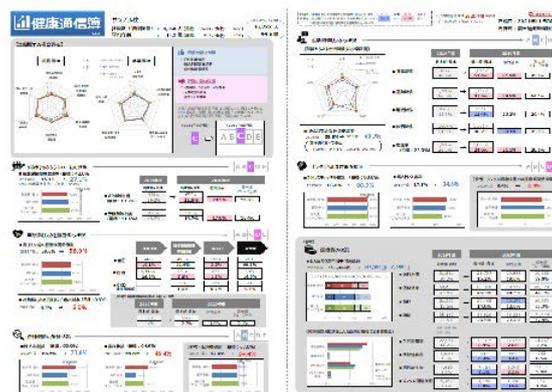
- A company-wide walking event, “Let’s Walk Together”  
To cultivate a habit of exercising in daily life and increase health awareness, Fujitsu and all Group companies in Japan hold a company-wide walking event called "Let's Walk Together" twice a year in spring and fall. Participants compete on an individual and team basis with the average number of steps walked in a month using a smartphone app. There are individual and team incentives for the employees with the highest average number of steps, teams that achieve 6,000 average steps in a day, teams that achieve 8,000 steps daily and other metrics.
- A nutrition education event, “Let’s Learn About Food Together Day”  
We have declared the 19th of every month to be Food Education Day. In addition to introducing healthy recipes using seasonal ingredients and information about health effects via email newsletters, we prepare special menu items using those ingredients at the employee cafeterias all over Japan, and work to improve employee awareness of what they eat.
- Reiwa Version of Billy’s Bootcamp with Fujitsu Sports  
With working from home becoming mainstream under Work Life Shit, Fujitsu and Fujitsu Health Insurance Society together launched a sports event via an online service hosted by RIZAP and athletes of Fujitsu Sports to encourage mental and physical reset, promote an active lifestyle and approach employees without a workout routine, with the goal to promote health maintenance among employees.



\* Refer to [FY2023 Performance: Health Events](#) for more details

**Work environment development**

The Fujitsu Group prepared a “Health Report Card” that visualizes data about the status of employee health on a division and company basis and the status of health improvement initiatives compared to the Group as a whole. It provides this card to management as feedback along with employee engagement surveys and stress check group analysis results, and the management works together with the workplace to develop the working environment while sharing employee



Sample Health Report Card

We also aim to improve the work-life balance and productivity of every individual employee by implementing a variety of measures to reduce long working hours. By promoting Work Life Shit, we have developed structures that support diverse working styles, taking teleworking as a basis and actively adopting flexible working arrangements such as flextime and discretionary work systems.

## Smoking Prevention Measures

Starting from October 2020, Fujitsu and its domestic Group companies have completely banned smoking at all offices to protect employees from the harmful effects of secondhand smoke, and in an attempt to reduce the health risks of smokers.

Furthermore, to support efforts by smokers to quit smoking, we also hold seminars so that employees will accurately understand the health effects of smoking, and provide support and subsidies for treatment to quit smoking. In addition, information on smoking is aggregated on the intranet, and a consultation desk for treatment and other matters has been established. On World No Tobacco Day in May, we send out messages from industrial physicians to raise awareness of smoking cessation throughout the Group.

## Health Initiatives for Female Employees

For health issues specific to women, we provide education, share information and have established a dedicated consultation window to raise women's health awareness and generate concern and understanding for health issues that women face. We also implement or support the costs of screening for cancers specific to women, all of which is aimed at driving the creation of a workplace where women can work positively.

- A women's health portal site has been set up on the intranet to disseminate information on different themes about women's health (such as hormones, life planning, menopause, and cancer), seminars held, archives of past seminars and a women's health consultation window.
- We broadcast seminars on women's health to all Group employees online to coincide with Pink Ribbon Day



Women's health portal site

Week in March. By targeting all employees and not just female employees, we help all employees to take an interest in and have correct knowledge about female-specific health issues. This encourages the development of a work environment easy for women to work in and supports the active participation of female employees.

- In coordination with our diversity, equity and inclusion measures, we make time for women-specific health issues at seminars about balancing childcare and work that are held for employees returning from childcare leave and supervisors with employees raising children under them.
- Gynecological examinations (cervical cancer and breast cancer screening) are conducted for all female employees and employees can be examined at no personal cost. They can choose to undergo the examination as a set together with their company's mandatory health examination, or visit a contracted medical institution or visit their regular doctor for an examination.

## Support for Balancing Work with Medical Treatment

The fundamental idea at Fujitsu and its domestic Group companies is that employees should undergo proper treatment, then return to work after recovery. We have established various leave systems and income support mechanisms so that employees can have peace of mind and devote themselves to medical treatment. We provide support from medical staff while an employee is on leave, so that they can make a smooth return to work. When they return, we conduct joint discussions with the occupational health physician (occupational health staff), HR, the employee's department head, and the employee themselves, and review their post-return work duties and employment considerations.

In order to provide support for employee treatment while they are on leave and for their return to work, we offer a guidebook aimed at the employee and their supporting department head and family members. Fujitsu provides the Return to Work Guide for employees to consult as well as for occupational health physicians at other companies who provide return to work support (occupational healthcare staff), HR departments, and department heads.



[Click here to download the Return to Work Guide \(Japanese only\)](#) 

**Note** This guidebook is not intended to mandate the uniformity of occupational health activities. Health services provided to employees should be determined based on a holistic judgement including individual factors and the rules of each company. The information appearing in this guidebook is intended only as a point of reference. This guidebook was prepared for use by primary care physicians, occupational health staff, and the employee on leave when determining eligibility for returning to work and offering assistance. The contents of this guidebook are subject to revision or change in case of high quality research outcomes in the future.

The authors have made every effort to confirm the information contained in this guidebook, but offer no warranty regarding its accuracy or authenticity after distribution. Users are responsible for the interpretation and use of the content found in this guidebook. The authors cannot be held liable whatsoever for any damages that arise from the use of this guidebook.

## Infectious Disease Countermeasures

Fujitsu and its domestic Group companies actively engage in countermeasures to keep employees safe from various infectious diseases by establishing health consultation services and dispensing information, among other initiatives. As preventative measures against infectious diseases, we give seasonal influenza vaccinations at companies, in addition to giving vaccinations to employees stationed overseas which are recommended in each place they will be staying (at company expense). With regard to the issue of rubella, which has been growing in recent years, we are cooperating with local governments to conduct education and public awareness campaigns at offices.

## Headache Countermeasures

We have assigned an industrial physician who specializes in headaches to provide headache consultations to employees. On Headache Day (February 22), which was established by the Japanese Headache Society and the Japan Headache Association, our occupational health staff wear green ribbons in the hope that employees with headaches can easily access consultations and receive the support they need.



- [About the Fujitsu Headache Project](#)  (3.25MB / 24 pages)

# Assessments from Outside the Company

## Certified as One of the 2023 White 500 Health and Productivity Management Outstanding Organizations

As a company which considers the health management of employees from a management perspective and tackles strategic initiatives to deal with it, Fujitsu was certified as one of the 2023 White 500 Health and Productivity Management Outstanding Organizations by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking its eighth consecutive certification. We regard the health and safety of our employees and their families as one of our key management issues and to that end, we take care to establish robust systems with medical professionals at our offices nationwide, provide health guidance for lifestyle-related diseases, and set up mental health and smoking prevention programs, and these awards are recognition of our results.

Among domestic Fujitsu Group companies, 4 domestic group companies were certified in the White 500 (top 500 enterprises), 7 companies were certified in the large-scale enterprise, and 6 companies were certified in the small to medium-scale enterprise category.

\* Company names are as of the time of certification (as of March 11, 2024). \*Contains the names of companies enrolled in Society-Management Health Insurance.

- Large-scale enterprise (White 500): Fujitsu Japan Limited, Fujitsu Communication Services Limited, Fujitsu Network Solutions Limited, Shimane Fujitsu Limited
- Large-scale enterprise category: FDK CORPORATION, Fujitsu FSAS Inc., Fujitsu Learning Media Limited, Shinko Electric Industries Co., Ltd., Fujitsu Frontech Limited, G-Search Limited, Fujitsu IT Management Partner Co., Ltd.
- Small to medium-scale enterprise category: Mobile Techno Corp., Fujitsu Banking Solutions Limited, Best Life Promotion Ltd., Fujitsu Frontech Systems Limited, Two-One Limited, FTIS, Inc.



## Received Outstanding Corporation Award for Promoting Cancer Countermeasures in March 2024

Fujitsu received an "outstanding corporation award" for the fourth year in a row from the Cancer Countermeasures Corporate Action Project ([\\*13](#)), which is conducted by the Ministry of Health, Labour and Welfare.

\*13 A national project (commissioned by the Ministry of Health, Labour and Welfare) which aims to raise the cancer screening uptake rate to 50% or more, and build a society where people can continue to work even if they have cancer.

## Awarded the Women's Body Conference® Grand Prize at Women's Health Friendly Company 2024

Fujitsu received the Impact Grand Prize in the large enterprise category of Women's Health Friendly Company 2024 at the 10th NIPPON Women's Body Conference® 2024 (held on March 3), which is organized by Think Pearl (Chiyoda-ku, Tokyo: Representative Director: Michiyo Namba), a general incorporated association that promotes women's health education and preventive medicine.

### — Awards in 2023 and earlier

Received the National Physical Fitness Council Chair's Award at the 2022 Physical Fitness Excellent Organization Awards organized by the Japan Sports Agency in December 2022 Recognized as a world leader in Migraine Workplace Awareness, Education, and Employee Support Programs in March 2022

March 2021 - Selected as a 2021 Health & Productivity Stock Selection

October 2021 - Nominated for the Grand Prize at the Women's Body Forum Awards 2020 and received Merit Award

March 2020 - Received Cancer Countermeasures Partner Award (Information Provision Category), awarded to companies that promote cancer countermeasures

# Health Management Promotion Initiatives and Social Contributions

Fujitsu helps to promote health management and solve health issues for all of society by offering and presenting things such as health management and practical cases of health and productivity management in various forms, as well as research results, to places outside the company. In addition, we accept occupational health physicians, medical students, nursing students and others for training within the company, and contribute to the human resources development of occupational health staff.

- Sharing cancer e-learning materials with parties outside the company  
Through the Cancer Countermeasure Corporate Action project conducted by the Ministry of Health, Labour and Welfare the materials used in the "Cancer Prevention and Support for Balancing Work and Treatment" e-learning seminars held for all Fujitsu and all Group employees in FY2019 are being provided to the project's partner companies and organizations. As of the end of FY2022, 44,100 persons had attended the seminar.
  - Cooperating to measure the effectiveness of cancer screening  
Fujitsu is collaborating with specially-appointed Professor Nakagawa of the University of Tokyo Hospital and the National Cancer Center in a demonstration to measure the effectiveness of cancer screening through receptor analysis. This demonstration illustrates a difference of 7.5 million yen in medical expenses over the four-year period between early stage cancer and advanced cancer. In FY2021, a total of 22,000 Fujitsu employees underwent fecal occult blood tests for colon cancer screening, 4% underwent detailed examinations, and 12 were found to have early-stage cancer.
  - The total cost of colon cancer screening and detailed examination was 43 million yen. If the 12 people were to be diagnosed with advanced cancer through a medical examination, the total medical expenses for four years would be about 90 million yen. The early screening has economic merit as it saved 47 million yen in medical expenses. Aside from the cost aspect, the early detection and treatment of cancer through cancer screening also minimizes productivity loss as a result of sick leave.
  - Joint development of a Migraine Improvement program with the Global Patient Advocacy Coalition of the International Headache Society (IHS-GPAC)
- \* Refer to [FY2023 Performance: Health Management Promotion and Social Contributions](#) for other public announcements.

## Health management-related services

The Fujitsu Group contributes to the health of society as a whole by providing healthcare solutions such as health information solutions, regional medical networks, and solutions for hospitals, clinics and nursing care providers. Additionally, to improve people's quality of life and create well-being, we will provide the foundation for trust and innovation, and we will strive to connect consumers, medical institutions, companies and governments so as to rebuild consumer-centered societies and industries in order to realize a society where data circulates based on an individual's wish and anyone can use advanced technology.

# FY2023 Performance

## Health education

- Table 1. Training and education

Category	Topic	Implementation method	Target	Attendees
Company-wide e-learning	Health improvement from the mouth and teeth	e-learning	All employees in Japan	35,501
Regular employee education	Health education upon joining	e-learning	All new employees in Japan	1,042
Selective education	Self-care training after stress checks	e-learning	All employees in Japan	3,000

- Table 2. Company-wide seminars

Date held	Seminar name	Speaker	LIVE	Archived
October 4, 2023	Preventive Dentistry Seminar: Tooth brushing habits born in Sweden, a developed country in dentistry - effects of fluoride-containing toothpaste that you want to know	Professor Emeritus Downen Birkhed Interpreter Makiko Nishi	1,450	1,500
October 12, 2023	"What you can do from your 20s, what men can do, and what everyone can do to prevent cervical cancer: For yourself, for your family, and for mutual understanding in the workplace" ~	Dr. Yutaka Ueda, Professor, Obstetrics and Gynecology, Osaka University Graduate School of Medicine	634	310
January 29, 2024	Health Insurance Society Seminar RIZAP Online Live Seminar New Year's Weight Loss, Prevention of Low Muscle Tone Food Education Seminar: Prepare the intestinal environment by yourself; the deep relationship between the intestines and food	Dr. Yuji Naito, Professor, Department of Bioimmunonutrition, Graduate School of Medicine, Tokyo Medical University	289	976

Date held	Seminar name	Speaker	LIVE	Archived
March 6, 2024	Let's start by getting to know both men and women! Health issues in life stages and their countermeasures: the importance of self-care and considerations and relationships in the workplace	Dr. Miho Takao, Deputy Director of Ihc Omotesando	1,185	1,086

## Health events

- Table 3. "Let's Walk together" company-wide walking event

Held	Participating teams	Participants	Participation rate
Fall 2023	5,726 teams	31,813	36.7%
Spring 2023	5,726 teams	31,928	34.7%
Fall 2022	5,507 teams	30,852	33.5%
Spring 2022	5,423 teams	30,322	32.7%
Fall 2021	5,205 teams	29,589	30.4%
Spring 2021	4,283 teams	24,863	25.0%
Fall 2020	3,866 teams	22,463	22.8%
Spring 2020	Suspended due to the spread of COVID-19		
Fall 2019	4,094 teams	25,018	25.1%
Spring 2019	3,456 teams	19,463	19.3%
Fall 2018	2,662 teams	15,589	15.2%
Spring 2018	1,476 teams	7,328	7.0%

- Table 4. Reiwa Version of Billy's Bootcamp with Fujitsu Sports

Held	Number of participants (locally)	Participants (live)	Viewers (archive)
2023 year	176	702	1,600

## Health Management Promotion and Social Contribution

- Table 5. External presentations (Public lectures, conference presentations, article submissions)

Category	Date	Name of lecture, academic meeting or media	Title
Lecture	November, 28, 2023	Keidanren (Japan Business Federation)	Seminars on measures to prevent overwork "Initiatives to Prevent Overwork (from the Standpoint of Occupational Health)"
Lecture	April 21, 2023	The 31st Annual Conference of The Japanese Association of Medical Sciences 2023 Tokyo	Introduction to measures to combat overwork
Lecture	January 17, 2024	Kondou Kinen Medical Foundation Tomisaka Clinic Health and Medicine Lecture	"Working from home and mental health measures" "Preventive dentistry for the working generation"
Lecture	October 4, 2024	Health Improvement Discussion	Health and productivity management: Health management and initiatives to prevent productivity decline when teleworking
Conference presentation	May 9 - May 12, 2023	The 96th Annual Meeting of Japan Society for Occupational Health	Review of response to infected people in preparation for prolonged COVID-19
Conference presentation	September 15, 2023	International Headache Congress 2023	Headache education and headache virtual consultation in the workplace at an information technology company of more than 70,000 employees
Conference presentation	October 29, 2023	The 33rd Annual Meeting of the Japan Society for Occupational Health	Efforts to unify the awareness and skills of occupational health nurses nationwide at large-scale workplaces

Category	Date	Name of lecture, academic meeting or media	Title
Paper	June 9, 2023	Heart 2023; Vol 55 No.6: 570- 575. Blood Pressure Monitoring, 09 Jun 2022, 27(6):391-396	Support for balancing treatment and work in the cardiovascular field: Initiatives in the workplace and the practice of companies-occupational health staff. Relationship between salt reduction readiness and salt intake in hypertensive patients: a single nonspecialized hypertension clinic case study.
Paper	December 12, 2022	Hypertension Research volume 45, pages772–774 (2022)	Uric acid, xanthine oxidase, and vascular damage: potential of xanthine oxidoreductase inhibitors to prevent cardiovascular diseases.
Paper	June 4, 2023	Indian J Gastroenterol. 2023; 42: 542-548.Cephalalgia 2023, Vol. 43(4) 1-14	Relationship between nonrestorative sleep and heartburn among a Japanese occupational population. Diagnosis, knowledge, perception, and productivity impact of headache education and clinical evaluation program in the workplace at an information technology company of more than 70,000 employees.
Paper	December 2023	Health Development Vol. 28 Issue 2	Worker Fatigue Accumulation Self-Assessment Checklist (2023 Revised Edition)
Paper	July 2023	Japan Industrial Safety & Health Association	Immediate Worker Fatigue Accumulation Self- Assessment Checklist (2023 Revised Edition)
Paper	August 30, 2023	Japan Academy of Public Health Nursing Newsletter 2023 Vol. 12 Issue 2 "Occupational Health and Nursing" Vol. 14 No. 5 Special Issue 1 Web Roundtable Discussion	COVID-19 management in occupational health activities From the standpoint of a public health nurse belonging to a company: What companies want from occupational health nurses

- Table 6. Health management-related press releases and notices

Date	Category	Title
December 11, 2023	Press release	Fujitsu joins Japan Health & Productivity Management Alliance
January 26, 2024	Press release	Expands Preventive Dentistry Initiatives for Maintaining and Improving Employees' Oral and Teeth Health Fujitsu launches preventive dentistry health education for 70,000 employees in Japan
March 11, 2024	Press release	Fujitsu Recognized as a Health Management Outstanding Organization "White 500" for 8th Year in a Row

- Table 7. Participation in and dispatch of members to external committee and review meetings

Manager	Name of Committee/Review meeting	Position
Japan Sports Agency	FY2023 expert meeting for the "creation and provision of tools to promote effective guidance on sports" project	Member
Japanese Nursing Association	Basic survey on the activity base of public health nurses	Review meeting members
Ministry of Health, Labor and Welfare Research Grant	Research on medical examination implementation and consultation suited to new lifestyles	Research team member
Comprehensive Research Project for Measures against Cardiovascular Diseases, Diabetes, and other Lifestyle Related Diseases	Research on medical examination implementation and consultation suited to new lifestyles	Research team member
Cancer Countermeasure Corporate Action	Cancer Countermeasure Corporate Action advisory board meetings	Observer
The Japanese Association of Public Health Nurses for Occupational Health		Representative of board of directors
Tokyo University of Technology	School of Health Sciences	Clinical professor
University of Occupational and Environmental Health, Japan	Greater Tokyo Business Promotion Office	Specially-appointed professor

Manager	Name of Committee/Review meeting	Position
Tokyo Certified Psychologist Association	Industry Committee	Cooperating committee member
JAHMEC	Workshop for Architectural Environmental Health Management Engineers, Nagoya District Committee	Member
Japan Association of Public Health Nurse Educational Institutions		Organizer
Kanagawa Occupational Health General Support Center		5 consultants

- Table 8. Accepting occupational health physicians, medical students and nursing students for training and practical experience

Purpose	Training / Practice	Number of accepting organizations and individuals
Doctors in training	Community-based health care training	1 hospital, 2 persons
	Occupational health practical training · site tours	4 schools, 110 persons
	Early experience training · study	2 schools, 11 persons
Nurses and public health nurses in training	Comprehensive nursing practical training	6 schools, 29 persons
	Public health nursing practical training	9 schools, 91 persons

# Occupational Health and Safety

## Health and Safety Policy

The Fujitsu Group has established a Health and Safety Policy for conducting various business activities, and we promote group-wide efforts to set up safe, pleasant working environments and create a workplace culture that will ensure the health and safety of our employees. Health and safety policies and initiatives are reported and shared with members of the Executive Management Council and the Board of Directors, and communicated to all 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.

## Promotion Framework and Reviews

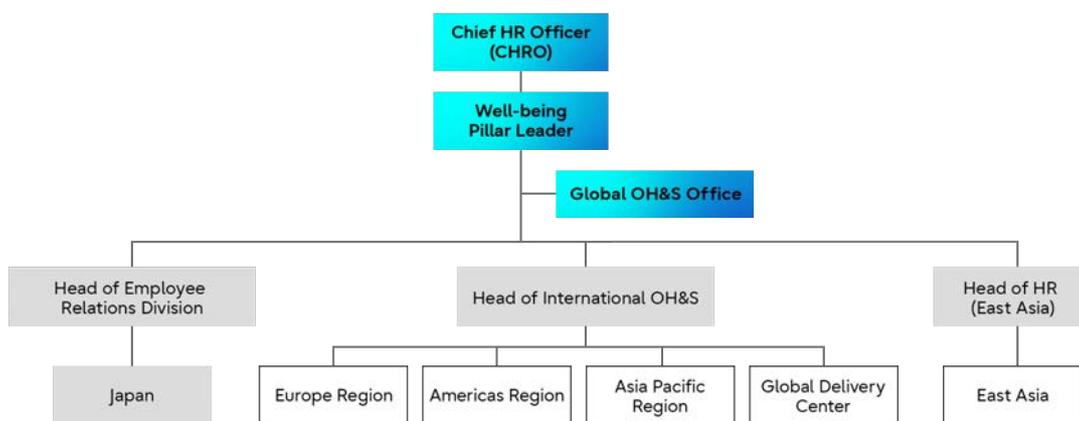
The Fujitsu Group has established a system to promote health and safety in each region, and we are moving forward to ensure compliance and preventive measures for occupational health and safety in accordance with the laws and policies of each country, such as those stipulated by the Ministry of Health, Labour and Welfare, ILO, etc., through a comprehensive, region-led approach.

We have set up the Central Health and Safety Committee in Japan, which is comprised of the representatives of the Human Resources and Corporate Affairs Unit, Health Promotion Unit, and representatives and others from the Labor Union to function as an overseer for the Health and Safety Committees at each business site. The Central Health and Safety Committee meets once per year to share information and report to management and those in charge at each location about the confirmed status of disasters that occurred at business sites and implement preventative measures, while also formulating Group-wide health and safety related policies.

In addition, the health and safety management organizations at individual business sites, comprised of staff from the Human Resources and Corporate Affairs Unit and representative of each business site, hold monthly Health and Safety Committee meetings. These committees establish policies suited to the unique characteristics of each site, set priorities, and work to create healthier, safer workplaces in accordance with policies related to the occupational health and safety. In addition, these health and safety management organizations conduct regular workplace patrols, survey for potentially dangerous areas or causes of health hazards and factors based on a workplace inspection checklist, and report on improvements, and conduct risk assessments. They also post response methods on each business site's intranet as a preparatory measure for emergencies.

The Human Resources Unit has a workplace management inquiry system and workflow for promptly reporting workplace accidents, and responds to inquiries and consultations from employees at any time.

In the Europe, Americas, Asia Pacific regions and at the Global Delivery Center, we hold health and safety leadership forums three times a year for the purposes of monitoring and examining occupational health and safety activities at the regional and national levels, as well as report on strategic goals, achievements and ongoing improvements in occupational health and safety at the regional and national level to foster a culture that does not tolerate occupational accidents in the workplace.



Structure for Promoting Occupational Health and Safety

# Fiscal 2023 Results

The Fujitsu Group aims to achieve zero occupational accidents, implementing various measures to create a safe and comfortable working environment at all workplaces and promote mental and physical health. Specifically, we provide information on health and safety, offer training opportunities to promote awareness towards health and safety and take steps for the prevention of occupational accidents, as well as encourage employees to develop exercise habits and take preventive actions against accidents. Furthermore, we also strive to maintain and improve the quality of our activities, including acquisition of international certifications. The details of our initiatives aimed at improving employee safety and health are reported and shared with the Sustainability Management Committee, which meets semi-annually.

## Occupational Health and Safety Training

We provide health and safety training, as well as health education that raises health awareness, for the entire Group and for the unique environments at each office. In particular, industrial physicians and counselors send messages as necessary in regard to topics such as lifestyle diseases and various vaccinations, and physical and mental health maintenance in order to raise employee awareness.

We also utilize Fujitsu Learning Experience to create an environment where anyone, at a global level, can learn anytime with initiatives suited to the circumstances of each region and country. In Japan, health and safety education is provided via e-learning to new employees of Fujitsu or Group companies to acquire useful basic knowledge on occupational accident prevention and self-management of health (2,196 people/year complete the course).

In the Europe region and at the Global Delivery Center, online training (Safety Awareness World, City Safety Challenge) allows employees to experience various work environments around the world for the purpose of understanding and properly managing workplace health and safety risks. This training also contributes to spreading the use of support tools aimed at ensuring safety at all workplaces. We also conduct specific training and campaigns in specific countries—for example, virtual reality fire safety training in Poland and a workplace health and safety module in Australia that received the LearnX 2023 Platinum Award.

In Hong Kong, we held a talk session in July 2023 on complications from COVID-19 infection and conducted a stretching class using a meditative sound bath in December 2023. In Taiwan, we held workshops on occupational health three times during the year, conducted workplace safety and health activities in line with the Taiwanese government's regulations, and obtained the Healthy Workplace Certification-Health Promotion Mark from the Health Promotion Administration (MOHW-HPA).

## World Day for Safety and Health at Work

In support of the purpose of the International Labour Organization's (ILO's) World Day for Safety and Health at Work, we conduct awareness-raising activities on employee occupational safety and health at a global scale. For the 2023 World Day for Safety and Health at Work, we delivered a message to all employees about the importance of health and safety and a safe and healthy work environment.

In the Europe region, the Americas region, the Asia Pacific region, and at the Global Delivery Center, we conducted awareness campaigns on reporting hazards, accidents and incidents, and provided a variety of guidance for challenges in working from home and shift work, workplace adjustments, ensuring safety in abnormal weather conditions, occupational stress, safe lifting and working alone. To support employees on overseas business trips, we have also introduced risk assessments and provide guidance to ensure employee safety when overseas. In addition, we have in place occupational safety and health support tools for employees and conduct mock training in preparation for emergency situations (terrorist threats, pandemics, extreme weather events, fires, etc.).

## Initiatives for Obtaining International Occupational Health and Safety Certifications, and External Evaluations

The international standard of ISO 45001 certification for occupational health and safety management (OH&S) has been obtained by some Group companies in Japan and by Group companies in the UK, Ireland, France, Spain, Australia, New Zealand, Germany, and Portugal, and in fiscal 2023, Group companies in India and Estonia newly gained certification. In addition, a team of occupational health and safety experts who are members of IOSH (Institution of Occupational Safety and Health) with training as ISO45001 lead auditors have been deployed in various overseas regions outside Japan to support a diverse workforce.

For external evaluations, we were recognized for our efforts to maintain and provide a healthy and safe working environment, and received the Work Environment Award from the Estonian Labour Inspectorate and the International Safety Award from the British Safety Council. We also participate in the Global Electronics Council's Sustainability Technical Committee and the IOSH's (Institution of Occupational Safety and Health's) Business Leaders Forum.



Bureau Veritas ISO 45001 Certification (for 10 certified companies in regions outside Japan)



British Safety Council International Safety Award



ILO (International Labour Organization)



IOSH (Institution of Occupational Safety and Health)



LearnX 2023 Platinum Award

## Group Companies with ISO 45001

FDK Corporation (Takasaki Plant, Tottori Plant, Kosai Plant, Washizu Plant) (Certification body: JACO)

Fujitsu Australia Limited

Fujitsu Services Ltd

Fujitsu Services GmbH

Fujitsu Technology Solutions GmbH

Fujitsu Technology Solutions SA

Fujitsu Technology Solutions SAS

Fujitsu Technology Solutions LDA

Fujitsu New Zealand Ltd

Fujitsu Consulting India Pvt Limited

Fujitsu Estonia AS

## Occupational Accident Response and Workplace Management

In parallel with thorough prevention measures for workplace accidents, each region and country promptly responds when a workplace accident occurs.

When an employee in Japan is injured at work, a workflow is implemented to quickly and appropriately collect information about the workplace accident, such as when and where the accident occurred, with a strengthened response up through the Human Resources Unit. After confirming the contents of employee and workplace reports, the Human Resources Unit conducts interviews with the persons involved in the accident and the related parties to obtain further details as well as to take the necessary measures for injured persons to recover from the workplace accident. In addition, we are always available to employees for consultations about workplace accidents or general health and safety matters through our workplace management inquiry system.

In the Europe region, the Americas region and at the Global Delivery Center, our workplace accident reporting system (Ask Safety) is used for reporting and investigating workplace accidents and managing measures to prevent recurrences. We also regularly promote use of this system to our employees at the regional and national levels through various kinds of training, our intranet sites, and webinar sessions. In addition, in the Europe region and at the Global Delivery Center, we encourage employees to regularly review their work environment, with 49,000 improvements made in 2023. Under the management of OHS expert teams in each country, we ask for workplace adjustments when problems have been identified during individual assessments. We also have in place an international safety management system that supports adjustment procedures for the workplace environment.

## Occupational Accident Occurrences (Fujitsu and Group Companies)

### Japan\*1

★ Indicators assured by third party

	2020	2021	2022	2023
Frequency rate*2	0.11	0.04	0.03	0.09 ★
Severity rate*4	0.00	0.00	0.00	0.00

\*1 Fujitsu Limited (reference period: January to December of each year)

\*2 Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan: Frequency rate ([Number of new cases of fatal and non-fatal occupational injury during the reference period (\*3) / Total number of hours worked by workers in the reference group during the reference period] x 1,000,000)

\*3 Number of cases due to occupational accidents that resulted in one or more days of absence from work or the loss of a part of the body or its functions

\*4 Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan: Severity rate ([Number of days lost due to new cases of fatal and non-fatal occupational injury during reference period / Total number of hours worked by workers in the reference group during the reference period] x 1,000)

### International regions (January–December 2023)

	Europe Region	Global Delivery Center	Americas Region	Asia Pacific Region	East Asia
Non-fatal occupational injury frequency rate*5	0.82	0.09	0.39	0.71	0.50
Non-fatal occupational injury severity rate*6	24.72	1.70	5.49	55.04	0.50

- \*5 Calculated in accordance with the regulations of ILO: Non-fatal occupational injury frequency rate  
 ([Number of new cases of non-fatal occupational injury during the reference period] / [Total number of hours worked by workers in the reference group during the reference period] x 1,000,000)
- \*6 Calculated in accordance with the regulations of ILO: Non-fatal occupational injury severity rate  
 ([Number of days lost due to new cases of non-fatal occupational injury during the reference period] / [Total number of hours worked by workers in the reference group during the reference period] x 1,000,000)

## Absentee rate\*7

★ Indicators assured by third party

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2023 (target)
Employee absentee rate*8	0.857%	1.012%	1.336%	1.090% ★	1.068%
Number of employees	67,614	66,022	62,345	61,946	-

- \*7 Based on the number of full-time employees as of the end of the fiscal year (March 20) of Fujitsu Limited and Group companies in Japan (59 companies in FY2022, 56 companies in FY2023).
- \*8 Employee absentee rate (Absentee rate = [Number of absentee days\*9 / Total days scheduled to be worked in the accounting period] x 100)
- \*9 Number of absentee days= Absence + Leave of absence (including absentee days and leave of absence due to illness and an accident, and absentee days due to an occupational accident)



## Global Responsible Business

### — Environment —

The Fujitsu Group has reassessed its social role in light of the escalating global commitment to achieving carbon neutrality. The Group has elected to fast-track its previous commitment to achieve “zero CO<sub>2</sub> emissions within the Group by FY2050”, instead bringing forward its Vision by 20 years to FY2030. The Group has set the additional target of reaching net-zero greenhouse gas emissions throughout the value chain by 2040.



Environment

# Environment

## WHAT FUJITSU ASPIRES TO BE

Fujitsu will fulfill its social responsibilities as a global corporate SX leader. In addition to achieving our carbon neutrality goals, we will solve various environmental challenges by providing innovative solutions through co-creation with our customers.

## GOALS FOR FY2025

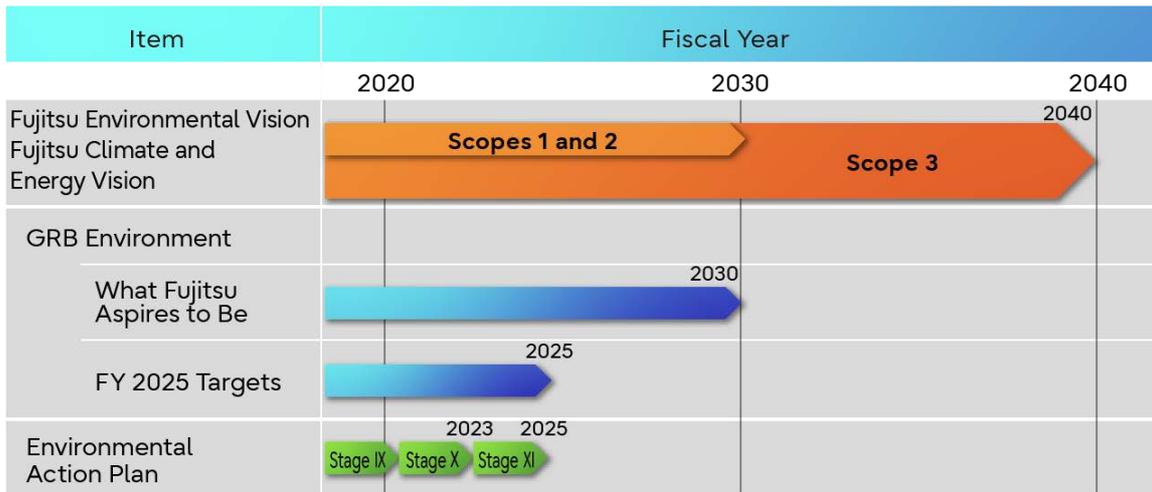
Fulfill our social responsibilities and help to resolve environmental challenges

- KPI\* : ● Reduce greenhouse gas (GHG) emissions from Fujitsu facilities and the supply chain with the aim of achieving Science Based Targets (SBT) net zero
- Avoid risks associated with our business activities and minimize our impact on the environment
  - Help to resolve environmental challenges for customers and society through our business operations

\* Specific targets are set in the Fujitsu Group Environmental Action Plan (Stage XI)

## Introduction

Climate change is a global issue that impacts the sustainability of society, and it is closely related to water and resource recycling issues. Engaging in global environmental conservation is essential for achieving our Purpose. The Fujitsu Group does its utmost to reduce environmental impact and minimize risks throughout the value chain, and we contribute to the realization of a sustainable society by solving environmental issues together with our customers.



Environmental Vision, Targets, and Other Milestones Achievement Timeline

# To Reduce GHG Emissions in Accordance With 1.5°C Target

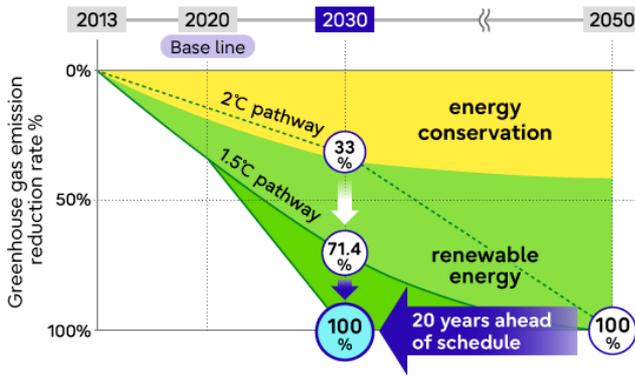
## Updating Medium- and Long-term Goals

In May 2017, the Fujitsu Group formulated the Fujitsu Climate and Energy Vision as our environmental vision. In August 2017, we acquired Science Based Target (SBT) initiative validation (2°C-aligned) for our reduction target by 2030. As the movement toward carbon neutrality accelerated, we reconsidered the role that the Fujitsu Group must fulfill, and in April 2021 we raised our GHG emissions reduction target for 2030 from a 33% reduction compared to FY2013 to a 71.4% reduction. This reduction target has been validated as 1.5°C-aligned by SBTi.

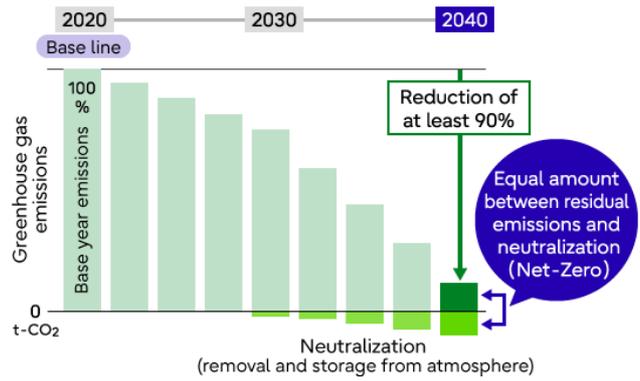
In order to accelerate decarbonization in the global community together with our supply chain, we have moved up the Scope 1 and 2 targets deadline for 100% reduction by 20 years from the previous FY2050 to FY2030. Furthermore, we have decided to aim for Net-Zero emissions in the entire value chain, including the supply chain (Scope 3), by FY2040.

To ensure these targets, we will follow the Fujitsu Group Environmental Action Plan (Stage XI) that we created as our activities through FY2025.

(Our Net-Zero target for FY2040 from the base year of FY2020 has been validated by the SBTi in June 2023.)



Emission reduction of Fujitsu Group (Scope 1 and 2)



Emission reduction throughout the value chain (Scope 3)

### Roadmap to Net-zero

## Initiatives for Achieving Goals

Since 2018, the Fujitsu Group has been a member of the international initiative RE100, which aims to popularize and expand renewable energy.

Previously, we focused our sites on Europe and the United States. In April 2021, however, in anticipation of full-scale introduction in Japan, we switched all electricity used in the Fujitsu Technology Park (former Kawasaki Plant), the largest scale in the Fujitsu Group, to renewable energy as Fujitsu's flagship model.

Furthermore, in April 2022, Fujitsu Australia signed the largest renewable energy power purchase agreement (PPA) in the Group, accounting for approximately 47% of its FY2023 annual power consumption. We will continue to systematically procure power from renewable sources and proactively invest in power sources with additional potential, such as power purchase agreements (PPAs), to help expand the use of renewable energy in society as a whole.



Exterior of Fujitsu Technology Park (former Kawasaki Plant)



Sapphire Wind Farm  
Largest wind farm in New South Wales operated by CWP Renewables

- [Fujitsu Group's Largest Facility to Source 100% of its Energy Needs from Renewables, Demonstrating Commitment to Achievement of RE100](#) >
- [Fujitsu Australia signs the group's largest renewable energy power purchase agreement](#) >

## Avoiding Risks Associated with Business Activities and Minimizing Environmental Impact

For more information, [click here](#)

- [Response to Environmental Risks](#) >
- [Saving and Reusing Resources in Products and Circular Economy Initiatives](#) >
- [Reducing the Amount of Water Used](#) >

## Examples of How Our Business Helps Solve Environmental Issues for Customers and Society

For more information, [click here](#)

- [Contributing to solving environmental challenges for customers and society through business](#) >

# Environmental Management System

We are continuously working to improve our ISO14001 <sup>(\*1)</sup> based Environmental Management Systems and to promote Group-wide environmental management.

(\*1) ISO14001 :

Environmental Management Systems (EMS) standard determined by the International Organization for Standardization (ISO). Certification is granted to environmentally conscious organizations that develop systems for ongoing reductions in their environmental footprint.

## Fujitsu Group's EMS

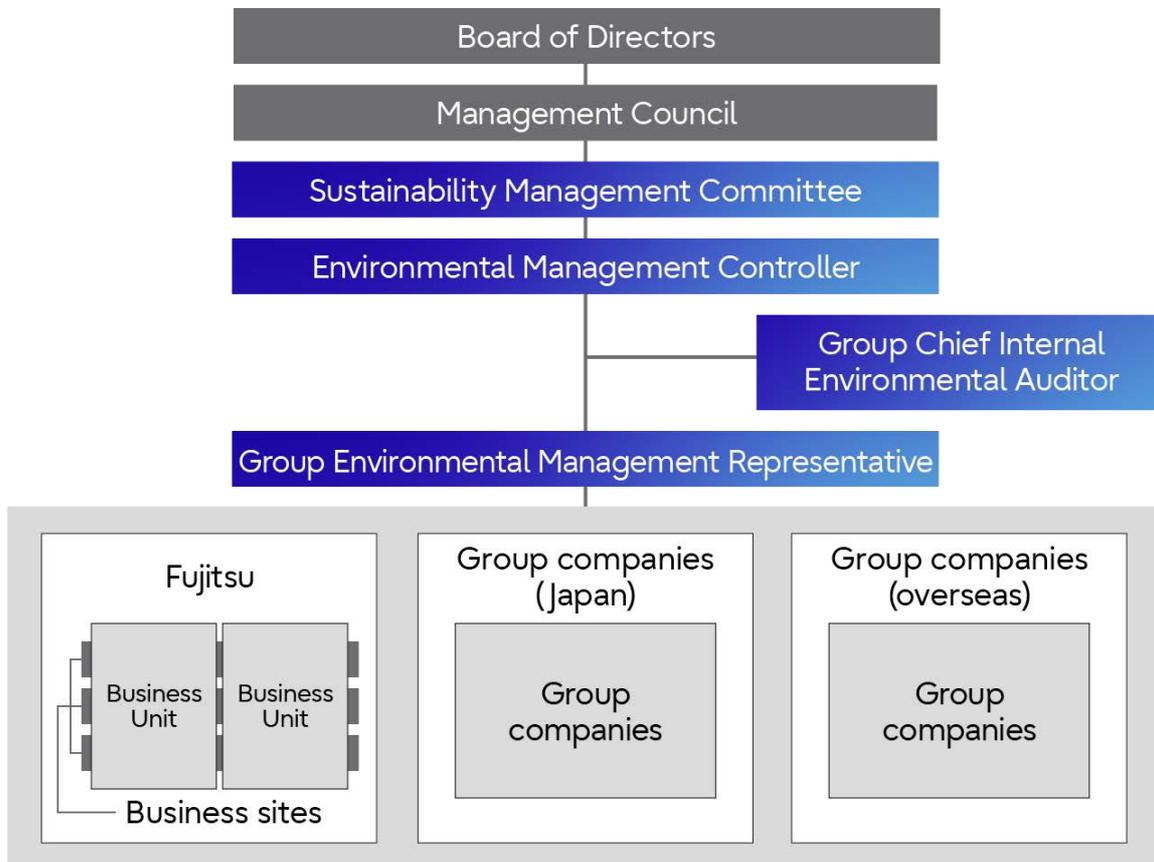
Fujitsu Group has constructed EMS based on the ISO 14001 international standard and is promoting environmental improvement activities across the Group. After acquiring ISO 14001 certification for consolidated subsidiaries in Japan at the end of FY 2004, we expanded this effort to include overseas subsidiaries and acquired global integrated certification at the end of FY 2005. Subsequently, the overseas subsidiaries switched to individual certification.

## Environmental Management Framework

In April 2020, Fujitsu Group set up the Sustainability Management Committee, which leads the charge for management which takes sustainability initiatives into account. The Sustainability Management Committee has established major sustainability issues which are common globally (Global Responsible Business: GRB) and is working to address them, and the environment is one of those to be addressed.

In order to promote environmental activities, we consider medium- and long-term issues, formulate policies, share business risks and opportunities due to climate change, consider ways to respond, and report regularly to the Sustainability Management Committee in order to improve EMS and strengthen governance. Based on that, final approvals on environmental management at the Fujitsu Group are made at meetings of the Management Council. We have in place environmental organizations in charge of specific issues, composed of relevant parties that go beyond the framework of business groups and business units.

Through the promotion structure shown in the figure below, we are moving swiftly to popularize initiatives for addressing environmental issues throughout the Group.



Environmental Management Framework

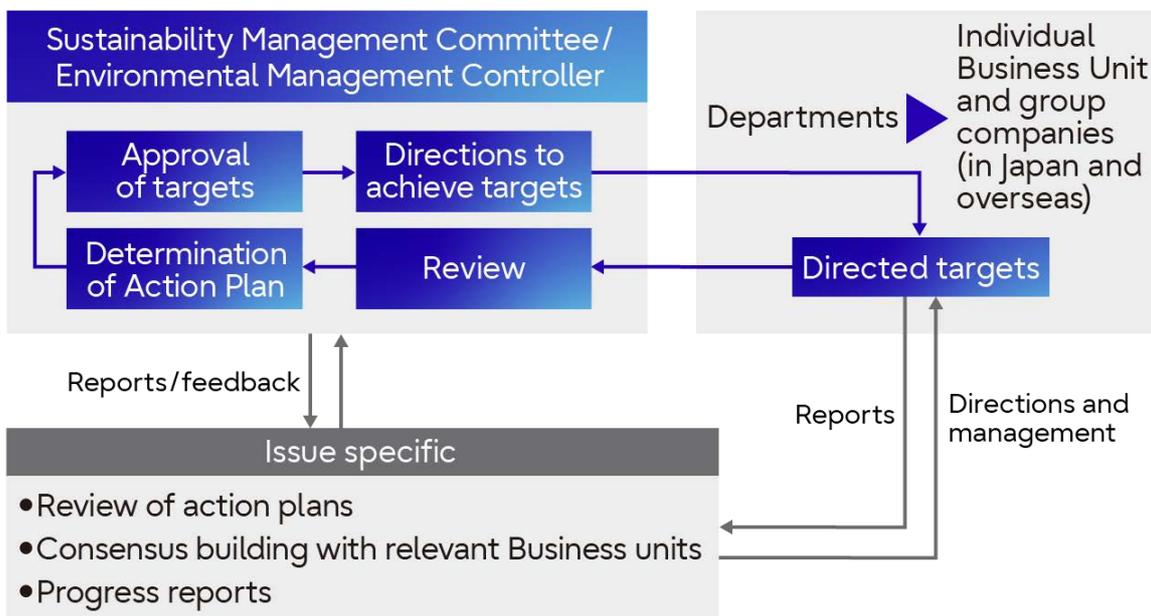
## Constructing and Operating Environmental Management Systems

The Fujitsu Group has constructed EMS based on the ISO 14001 international standard and is promoting environmental improvement activities across the group. By constructing EMS worldwide, the Fujitsu Group further strengthened its Group governance. This also allows the Group to promote even more efficient and highly effective environmental activities, including understanding the state of activities, legal compliance, and emergency response. As of March 2024, Fujitsu and 22 domestic Group Fujitsu companies had acquired ISO 14001 Group Integrated Certification.

## Activity Flow

The Sustainability Management Committee deliberates on the status of environmental activities related to the entire Group, the achievement status of targets, and new activities, which are all regularly reported by the environmental activities promotion organization. For example, the committee determines the directions to be taken for reduction of energy consumption and CO<sub>2</sub> emissions, countermeasure for environmental risk, and other environmental medium-to-long term visions. The Sustainability Management Committee also conducts environmental management reviews and is exercising approval authority for the Fujitsu Group Environmental Action Plan.

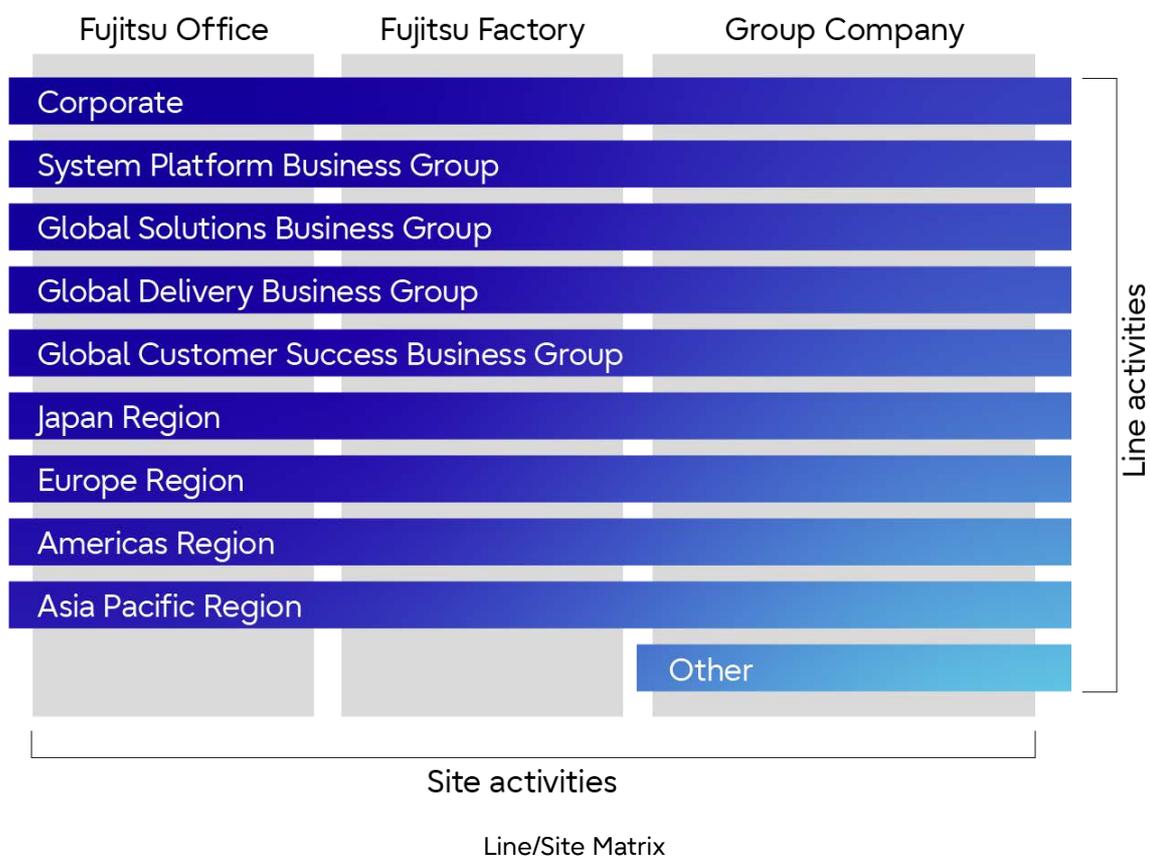
Organizations in charge of issue-specific targets (e.g., energy, greenhouse gases, waste, water) address those matters professionally, identify areas for improvement based on performance data, consider and promote targets in the Environmental Action Plan, and check the progress of the targets. After receiving progress reports from the organizations, the Environmental Management Controller approves the status of activities and suggestions of future focuses, etc., and instructs all organizations to implement the necessary initiatives. To further disseminate these activities and improve skills, we continually provide environmental training/ education and annual briefing on topics such as climate change, resources (including water) and waste.



Activity Flow

## Management Based on the Line/Site Matrix Structure

The Fujitsu Group carries out its environmental management within a matrix structure combining (1) “line activities” directly tied to the business operations of various Business Groups and companies (including development of eco-friendly products and the expansion of environmental contribution solutions) and (2) “site activities” to tackle common themes affecting each factory or business location (such as energy conservation and waste reduction). In this way we carry our environmental management according to the same framework as our management, while also reducing the environmental footprint generated by our business activities and the sale of our products and services.



- [Environmental Management Initiatives \(Case Studies\)](#) >

# Environmental Management Initiatives (Case Studies)

## Operations Utilizing ICT

The Fujitsu Group actively utilizes its own ICT-driven environmental management tools to visualize and boost the efficiency of its environmental management.

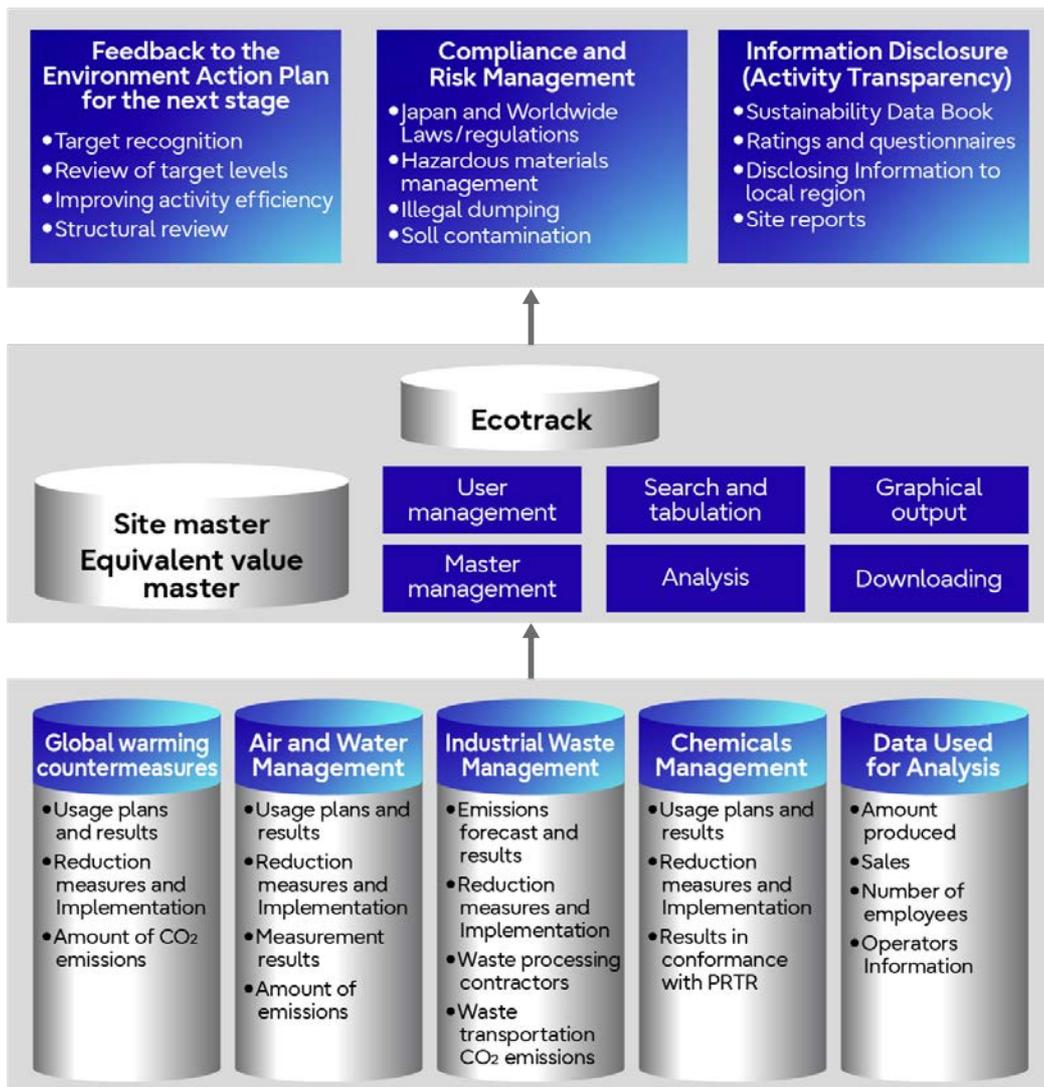
## Environmental Management Systems (EMS) Operations Using ICT

We are working to improve the efficiency and visibility of environmental management by making full use of the Global Environment Database System (Ecotrack), which can centrally manage aspects such as planning, performance, and policy information at business sites scattered throughout the world, and the ISO 14001 Green Management System (GMS), which centrally manages compliance and risk management status to support Environmental Management Systems (EMS) operations.

Additionally, the communication infrastructure of all companies in the Fujitsu Group is used for EMS operations. For example, we try to conduct smart communication in our EMS operations, through activities such as using remote video conferencing systems to conduct EMS briefings.

## Using the Global Environment Database System

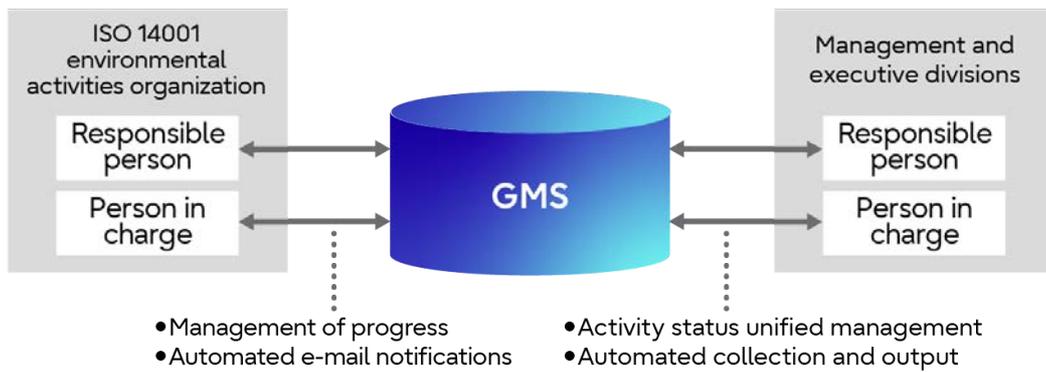
The Global Environment Database System (Ecotrack) is used to gather information about the environmental footprint (performance) of Fujitsu Group companies and business sites and centrally manage aspects such as planning, performance, and policy information.



Global Environment Database System

## Using the ISO 14001 Green Management System

The Fujitsu Group uses the ISO 14001 Green Management System (GMS) to exercise unified control over the operational status of the EMS concerning matters such as the status of improvements and the state of compliance with regard to items pointed out by internal audits, communications activities, direct and indirect effects identified in environmental impact assessments, and the setting of environmental targets. Through the GMS, we can manage corrective measures and objectives with certainty, and it has been effective for continuously improving our activities and reducing risks.



ISO 14001 Green Management System

# Implementing Environmental Audits

## Internal Audit Implementation and Results

The Fujitsu Group conducts internal audits, a requirement of ISO 14001. To ensure the objectivity and independence of internal audits, the Internal Control and Audit Office takes the lead, allocating internal auditors who belong to Fujitsu or Fujitsu Group companies and carries them out. For our manufacturing sites, all audits were conducted remotely in FY2020 and FY2021 because of internal travel restrictions due to COVID-19. As restrictions were eased in FY2022, on-site audits were conducted at 10 sites, with that number further increasing to 22 in FY2023. For non-production sites, we continued to use remote audits, focusing on document confirmation.

In FY2023, we carried out internal audits at a total of 81 business sites in Japan, including the plants and offices of Fujitsu and its Group companies.

When conducting audits, we closely examined the results of internal audits and external audits from the previous fiscal year, looking at four policy points, including Environmental Action Plan (Stage XI) and compliance with laws and regulations. There were no findings of minor defects (non-conformity) and 10 observations (conformity). Of the observations, with the exception of management risk in a specific group that required timely support and a reputation risk regarding the demolition of an aging building, no overall major risks were found.

## External Audits and Results

To maintain our ISO 14001 certification, we are carrying out external audits by a certifying body. In FY2023, we were audited in Japan by the Japan Audit and Certification Organization for Environment and Quality (JACO). As a result, there were 30 opportunities for improvement and zero findings. We shared information about those opportunities within the Group, and are working to improve our response.

Table: Number of Findings by Audits

	FY2021 (Japan)	FY2022 (Japan)	FY2023 (Japan)
Number of findings by internal audits	7	12	10
Number of findings by external audits	0	0	0
Number of opportunities for improvement	33	36	30

## Compliance with Environmental Laws

There were no major legal or regulatory violations or accidents with major impact on the environment in the Fujitsu Group during FY2023.

# Response to Environmental Risks

## Environmental Risk Management Structure

The Fujitsu Group built and operates a group-wide risk management system to identify, prevent, and mitigate a variety of potential risks, or prevent their recurrence, including issues related to climate change and environmental pollution. In addition to the Risk Management & Compliance Committee, which reports directly to the Board of Directors, and Risk Management & Compliance Officers at each Fujitsu division and Group company in Japan and overseas, we have regional Risk Management & Compliance Committees, to build a structure where these organizations cooperate with each other to promote risk management and compliance throughout the Fujitsu Group, both in terms of preventing potential risks and responding to risks that have emerged. The Committee identifies, analyzes, and assesses key risks associated with the business activities of each Fujitsu division and Group company in Japan and overseas (focusing on 33 risks considered to be important to the Group), and formulates and reviews the countermeasures for these risks after confirming the status of countermeasures for avoiding, mitigating, transferring, or retaining them. The Committee makes regular reports to the Board of Directors about key risks that have been identified, analyzed and assessed, using methods such as the creation of visualized rankings and maps which take the degree of impact and likelihood of occurrence into account. In addition, we have put response processes into place in the event that risks become tangible, despite the implementation of various measures. Each division and Group company will immediately report to the Risk Management & Compliance Committee about any key risks that become tangible, such as natural disasters, accidents, product accidents or failures, system or service problems, compliance violations such as fraud, information security incidents, or environmental problems.

We also leverage the group's Environmental Management System (EMS), which is based on ISO14001, for minimizing risks to the environment through continuous improvements.

- [Risk Management](#) >
- [Environmental Management System](#) >

# Efforts to Minimize Risks to the Environment

## Dealing with Risks Related to Climate Change

There is a possibility of significant impacts on our business continuity from increases in the frequency and effects of natural disasters as a result of recent climate changes. For that reason, we have formulated a business continuity plan and are devoting effort to continually revising and improving the plan.

In addition to risks such as implementation of stricter regulations for greenhouse gas emissions and a carbon tax, there is demand from customers and society for contribution to carbon neutral. This creates a risk of increasing the energy cost incurred by the Fujitsu Group, as well as the cost required to comply with regulations related to measures for reducing greenhouse gas emissions. Additionally, if climate change countermeasures are insufficient, there is a risk of harm to our corporate reputation or a disadvantage at bidding.

In order to minimize these risks, we are conducting short-term, medium-term and long-term risk analysis/response within our company-wide risk management structure. As the trend toward carbon neutrality in the global community as a measure against climate change, we have obtained net-zero target certification from the Science Based Targets initiative (SBTi). We will further raise the 1.5°C level we acquired in fiscal 2021 and aim for net-zero by FY 2040.

In accordance with the recommendations issued by the Task Force on Climate-Related Financial Disclosures (TCFD) in 2017, the Fujitsu Group analyzes and discloses risks associated with climate change that may have an impact on its business and financial strategies. Refer to the table below for the major potential risks and responses currently identified.

Risks Associated with the Transition to a Low Carbon Economy, and Our Response to Them

<p>Policy/Legal Risks</p>	<ul style="list-style-type: none"> <li>● Risks: Increase in cost in order to respond to the strengthened laws and regulations on greenhouse gas emissions and energy use (such as a carbon tax), and diminished corporate value in the event of a violation.</li> <li>○ Response: Complete compliance with laws and regulations through EMS. Continual reduction of the amount of GHG emissions through steady implementation of Science Based Targets and the Environmental Action Plan.</li> </ul>
<p>Technology Risks</p>	<ul style="list-style-type: none"> <li>● Risk: Unrecovered investments and market share decline in the event that the company lags behind in a fierce competition in technological developments toward a carbon-free society (such as energy-saving performance and low-carbon services).</li> <li>○ Response: Enhance development of energy-efficient products and energy-efficient enabling technologies, solutions, and services through steady implementation of Science Based Targets and our Environmental Action Plan.</li> </ul>
<p>Market Risks</p>	<ul style="list-style-type: none"> <li>● Risk: Losing business opportunities if products, solutions, and services do not meet energy-saving performance needs.</li> <li>○ Response: Enhance development of energy-efficient products and energy-efficient enabling technologies, solutions, and services through steady implementation of Science Based Targets and our Environmental Action Plans.</li> </ul>
<p>Risks to Reputation</p>	<ul style="list-style-type: none"> <li>● Risk: Decreased corporate value and increased response costs associated with a negative stakeholder perceptions of the status of implementation of climate change mitigation efforts (e.g., improving renewable energy adoption rates).</li> <li>○ Response: Enhance measures to counteract climate change and promote reduction of environmental footprint through steady achievement of the group's Science Based Targets and Environmental Action Plan.</li> </ul>

Climate Change Related Risks in the Supply Chain, and Our Response to Them

<p>Upstream Supply Chain</p>	<ul style="list-style-type: none"> <li>● Risk: A temporary suspension of the suppliers' business activities due to the occurrence of severe natural disasters such as large-scale floods, sudden heavy downpours, and lightning strikes, which affects the procurement of materials.</li> <li>○ Response: Conduct surveys of the business continuity capabilities of suppliers and procure materials from multiple sources, as well as implement other measures.</li> </ul>
<p>Downstream Supply Chain</p>	<ul style="list-style-type: none"> <li>● Risk: Losing business opportunities due to the inability to obtain environmental labelling, which is a green procurement requirement of customers.</li> <li>○ Response: Conduct trend surveys and risk assessments of the environmental labelling scheme. Develop and provide top-level energy-efficient products through steady implementation of Science Based Targets and our Environmental Action Plan.</li> </ul>

## RELATED INFORMATION

- [Fujitsu Group Responses to the CDP Climate Change Questionnaire 2022 \(PDF link\)](#) 
- [Fujitsu Group Responses to the CDP Climate Change Questionnaire 2023 \(PDF link\)](#) 

## Assessing and Monitoring of Potential Water Risks

In recent years, due to a tight demand-supply situation in many areas around the world because of water damage—such as flooding—and droughts that are caused by a variety of factors, including population growth and climate change, there is a growing concern that this issue may become a business risk. The Fujitsu Group conducts assessments of and monitors potential water risks for direct operations sites and supply chains.

Specifically, while using tools and databases provided by NGOs and national and local governments, we identify water stress conditions and natural disaster risks in regions where our business sites are located in accordance with RCP 4.5 (intermediate stabilization scenario) from among the emissions scenarios defined by the Intergovernmental Panel on Climate Change (IPCC). We then comprehensively assess the water risk at each site by analyzing how important water use is in the business activities of each operations base, and we confirm the level of compliance in a variety of activities such as the reduction of water intake, measures to reduce pollution in wastewater, business continuity management (BCM) systems, and others. For the supply chain, we also assess our suppliers' flood preparedness and other water risks based on the supply chain BCM surveys, field surveys conducted according to the Responsible Business Alliance's (RBA) code of conduct and the CDP Supply Chain Program. As a result, we have confirmed that there are no significant risks that could substantially affect our business activities.

## RELATED INFORMATION

- [Fujitsu Group Responses to the CDP Water Security Questionnaire 2022 \(PDF link\)](#) 
- [Fujitsu Group Responses to the CDP Water Security Questionnaire 2023 \(PDF link\)](#) 

## Physical Climate Risk Adaptation

Fujitsu have risk assessment systems that include Physical Climate risk in place in Japan, Oceania, Europe and cross regional department Global Delivery.

As physical risk is different based on the location, adaption is tailored to that specific location and risk, for example.

Fujitsu Australia and New Zealand has identified the main physical climate risks to our business in the region, which include short term weather events e.g. extreme heat, flooding, storm events, as well as long-term climatic impacts e.g. drought.

Key measures undertaken in Australia and New Zealand to adapt to climate risks have included:

- Extreme heat events
  - Processes to ensure built-in redundancy of critical equipment and reliable operation of uninterruptable power sources in the event of grid-scale outages.
  - Ensuring equipment is designed to tolerate extreme temperatures.
  - Installing temporary cooling equipment (e.g. misting) to reduce ambient temperatures.
- Bushfire
  - Updating site-based procedures to assess business critical activities and evaluate which activities can be performed remotely in the short term.
  - Turning off external air intakes to offices and data centers to limit smoke ingress.
- Drought
  - Deployment and maintenance of rainwater storage tanks at some sites.
  - Use of recycled water where possible.
  - Installing real-time water loggers at all data centers to monitor consumption trends and help inform water usage efficiency projects.
- Other
  - Climate risk (e.g. extreme heat modelling) incorporated into assessment of siting of new data centers

Within Europe the climate risk is different to Oceania and a number of measures to adapt to climate change risk have been undertaken at a cost of over £1million in one London location showing the seriousness that we consider Climate impact and the commitment that we take protecting our continued service.

- Installing the infrastructure to enable the local water authority pumping equipment to use our data centers Uninterruptable Power Supply (UPS) in the event of a flood
- Dredging the local lagoon to help it act as a water sink

Other examples of adaption based on Physical climate risk in specific locations

- Philippines, the Business Continuity Planning includes natural disaster events such a typhoons and monsoons and other extreme weather events
- Malaysia – Natural Disaster Prevention guidelines provides emergency contact details and advice for employees with their safety prevalent

Another example off adaption is the modernisation and cocreation of the Flood Warning System (working with the UK Environment Agency). A system that can issue flood warnings to citizens within 20 minutes. The flood warning service hosts more than 1.5 million registered properties, 2.9 million telephone numbers, 180,000 email addresses and 1.5 million registrations for mobile text alerts. Since its launch the flood warning system has sent more than 7 million messages across email, text, telephone and social media.

\*Co-creating a flood warning system to alert citizens faster

<https://designinaction.global.fujitsu.com/reimagining-the-dynamics-of-success-andresilience/co-creation-in-action/environment-agency> 



Switching Mechanism to enable Fujitsu Datacenter UPS to power local water pumps in the event of a flood (United Kingdom)



Dredging of a lagoon to act as a water basin (United Kingdom)



Datacentre emergency access via lagoon preserving biodiversity (United Kingdom)

## Flooding Damage Impact Assessments Through Hazard Maps and Measures Against Flooding

Fujitsu and its domestic Group companies conduct impact assessments of flooding damage according to a rainfall scale with two types, depending on the magnitude of the impact on our business, as follows. We identify and assign rankings to business sites which will be highly impacted. If a business site falls under a level 4 impact ranking, we implement various measures.

[Assessment 1 Planned scale (Rainfall on a scale that occurs about once every 10-100 years)]

- Assessment subjects: 169 sites for Fujitsu, 280 sites for Group companies All owned properties and major leased properties (such as sales offices and data centers) in the Fujitsu Group
- Assessment method: We assess whether or not the site falls within the "estimated flood inundation area (planned scale)" for nearby rivers as established by the Ministry of Land, Infrastructure, Transport and Tourism or the prefectural government, as well as the extent of the impact within and outside the site and the impact of flooding on buildings. We rank sites that were assessed as being impacted by flooding on a scale of 1 (minor impact) to 4 (major impact).

[Assessment 2 Assumed maximum scale (Rainfall on a scale that occurs about once every 1000 years)]

- Assessment subjects: Domestic data centers and business sites that will be heavily impacted by flooding (such as Fujitsu Solution Square (SS) and the Kawasaki factory)
- Assessment method: We conduct reassessments by upgrading the criteria to "estimated flood inundation area (assumed maximum scale)," and rank the sites on a four-point scale.

[Results for Assessment 1 and Assessment 2 \*Only sites with an impact rank of 4 are shown below.]

	Sites	Assessment 1 (Assessment on a planned scale)	Assessment 2 (Assessment on an assumed maximum scale)	Final impact
Fujitsu	Fujitsu SS	Impact rank 4	Impact rank 4	Impact rank 4
Fujitsu	Kawasaki factory	No impact	Impact rank 4	Impact rank 4
Group companies	No sites which fall under impact rank 4			

[Major Measures]



(a) Retaining walls and embankments



(b) Sliding gates



(a) Removable watertight panels



(b) Gates that can be raised and lowered

Fujitsu SS: The site perimeter is protected by retaining walls and watertight panels

Kawasaki factory: Perimeter entrances and exits are protected by watertight panels

## Preventing Water Pollution

In order to preserve the water quality of surrounding waterways, including rivers, groundwater and sewers, we have set voluntary controls that are even tougher than legal mandates, and conduct measurement and monitoring on a regular basis. We recover and recycle chemicals used in production processes, instead of discharging them into wastewater. We are also working to properly manage and reduce discharge of harmful substances and pollutants by ensuring appropriate chemical use, preventing chemical leaks and penetration, and properly managing the operations of water treatment and purification facilities, among other measures.

## Preventing Air Pollution

We have set voluntary control values that are more stringent than legally mandated emissions standards in order to prevent air pollution and limit acid rain. Regular measurement and monitoring are conducted based on these controls. Efforts are also made to appropriately process dust and soot, sulfur oxide, nitrogen oxide, and other harmful substances, and reduce emissions through measures including combustion management at facilities that produce soot and smoke, use of fuels with low sulfur content, and managing the operations of exhaust gas processing equipment. Furthermore, we have installed activated carbon adsorption treatment equipment and are reducing our atmospheric emissions of organic solvent vapors containing substances like VOCs. Moreover, with the enactment in April 2015 of the Act on Rational Use and Proper Management of Fluorocarbons, we have set in-house stipulations and striven for proper management of specified products (commercial refrigerators and air conditioners containing fluorocarbon refrigerants) while working to identify the volume of our fluorocarbon leakage.

In addition, emission of dioxins has been prevented by suspending use of all in-house incineration facilities as of January 2000.

## Preventing Destruction of the Ozone Layer

Since fluorocarbons not only destroy the ozone layer but also cause global warming, we have totally eliminated the use of ozone-depleting substances in manufacturing processes (parts cleaning and solvents) by introducing precision water cleaning systems and no-clean soldering technology. On the other hand, with regard to fluorocarbons for refrigerants used in air conditioning facilities (freezers, etc.), we are switching to non-fluorocarbons when equipment is renewed, and are working to appropriately manage and dispose of Class I specified products in accordance with the Fluorocarbons Emission Control Act.

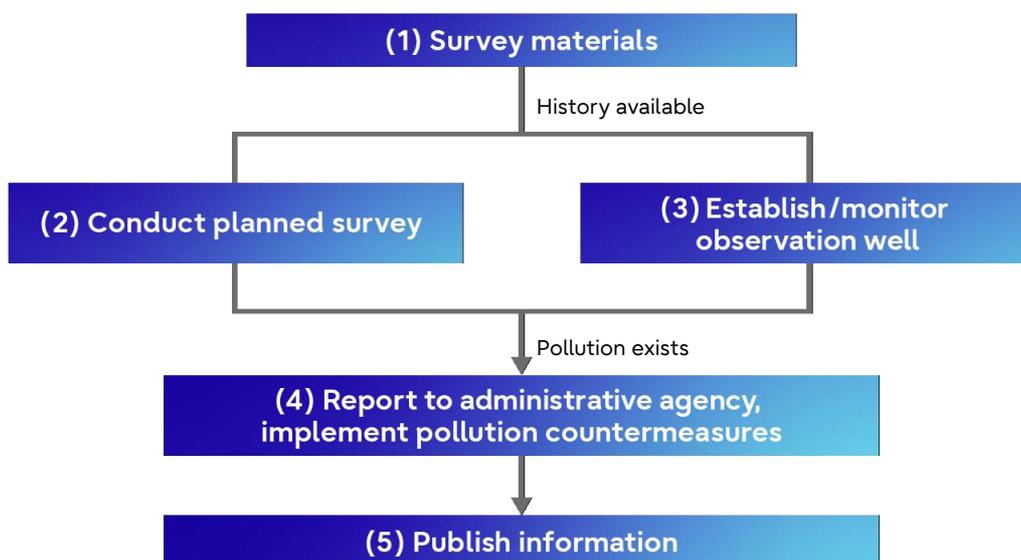
In addition, the annual confirmation of the amount of leakage in the calculation of fluorocarbons indicates that it is less than 1,000 t-CO<sub>2</sub> (not subject to reporting to the minister in charge) for FY2023.

Results for complete elimination of ozone-depleting substances	
Ozone-depleting substances	Time of complete elimination
Washing chlorofluorocarbons (CFC-113,CFC-115)	End of 1992
Carbon tetrachloride	End of 1992
1,1,1-trichloroethane	End of October 1994
Alternative chlorofluorocarbons (HCFCs)	End of March 1999

## Preventing Pollution of Soil and Groundwater

We have established rules for soil and groundwater surveys, measures and disclosures. We review these in accordance with changes in the law and social circumstances and respond based on these rules. We systematically examine soil and groundwater, based on the rules, and if pollution is confirmed, we carry out cleanup and countermeasures at each plant according to the situation, while working together with government authorities to disclose information.

As of FY2023, there are four business sites where soil and groundwater pollution from prior business activities have been confirmed. At those business sites, we have installed observation wells to observe effects outside the site due to groundwater pollution, while also working on purification measures through water-pumping aeration, etc.



Monitor Impact of Groundwater Pollution on Areas Outside of Premises\*

※Monitor impact of groundwater pollution on area outside of premises, which is the greatest risk of soil / groundwater water pollution

## Business Sites Where Soil or Groundwater Contamination Has Been Found

Site Name	Location	Cleanup and Measure Execution Status	Maximum Value Found at Observation Well (mg/L)		Regulated Level (mg/L)
			Substance	Measured Value	
Kawasaki Plant	Kawasaki City, Kanagawa Prefecture	We are continuing to clean up VOCs by pumping and aeration.	1, 2-dichloroethylene	1.7	0.04
			Chloroethylene	9.4	0.002
Oyama Plant	Oyama City, Tochigi Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Trichloroethylene	0.54	0.01
			1, 2-dichloroethylene	3.8	0.04
Nagano Plant	Nagano City, Nagano Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Chloroethylene	1.8	0.002
			Chloroethylene	0.022	0.002
FDK Washizu Plant	Kosai City, Shizuoka Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Tetrachloroethylene	0.071	0.01
			Trichloroethylene	0.15	0.01
			1, 2-dichloroethylene	0.16	0.04
			Chloroethylene	0.0039	0.002

## Chemical Substance Control

To prevent pollution of the natural environment or damage to health due to the use of harmful chemical substances, we are controlling the use of some 1,300 substances using our original Chemical Information System called "FACE" and working to appropriately control and reduce emissions at our business sites.

- [Fujitsu Group Environmental Action Plan \(Stage IX\): Reducing Chemical Substances Emissions](#) >

With regard to chemical substances included in products, we have determined banned substances according to regulations in Japan and worldwide and are working to thoroughly control them, not only inside the Group but also with business partners who deliver materials and products to us.

- [Green Procurement](#) >

## Appropriately Processing Waste

In accordance with the Act on Waste Management and Public Cleansing, we appropriately store and manage waste generated from our business sites, select waste disposal companies that can properly dispose of waste, and outsource disposal. Also, we regularly carry out on-site audits in order to confirm that subcontractors are appropriately handling the waste processing tasks we entrust to them. As part of our efforts to reduce waste, we are promoting the reuse of certain plastic trays in cooperation with a vendor that is working to reuse plastic trays and convert them into recyclable materials.

## Environmental Liabilities

In properly assessing the Fujitsu Group's expected future environmental liabilities, and communicating our integrity and corporate stance of not deferring our liabilities, we have recorded liabilities of 2.50 billion yen in soil pollution cleanup costs, high-level polychlorinated biphenyl (PCB) waste disposal costs, and asbestos processing costs during facilities demolition, which is the amount we calculate, as of the end of FY2023, to be necessary for the Fujitsu Group to conduct these tasks domestically in the next fiscal year and beyond.

## Conserving Biodiversity

In recent years, risks involving the natural environment have been recognized as serious global risks. This necessitates the disclosure of relevant information disclosure by companies, and toward this end, the Task Force on Nature-related Financial Disclosures (TNFD) is considering an information disclosure framework.

If the Fujitsu Group fails to appropriately respond to information disclosure in accordance with the TNFD, its corporate reputation may decline and its ability to procure funds may be affected. Going forward, we will provide disclosures in line with the TNFD framework.

# Green Procurement

We are implementing green procurement alongside our business partners, to provide customers with products and services that have light environmental footprints.

## Procurement Activities Based on Green Procurement Direction

The Fujitsu Group summarized its requirements for business partners regarding the purchase of green parts, materials, and products, in the "Fujitsu Group Green Procurement Direction." This standard is posted on a multilingual basis (in three languages) in order to promote penetration to our business partners. We make an effort to communicate by various means, such as briefing sessions or individual meetings if necessary. Through such activities, the Group implements green procurement activities in conjunction with its partners in Japan and overseas and it promotes procurement from business partners that fulfill the green procurement requirements (see below).

Using the Fujitsu Group Environmental Survey Sheet, we conduct annual monitoring of our business partners' statuses with regard to environmental management systems, CO<sub>2</sub> emission reduction, biodiversity preservation, and water resource preservation activities, and ask them to take appropriate measures. When making requests, we provide them with various kinds of information—such as guidance on activities to reduce CO<sub>2</sub> emissions, explanatory documents related to water risk, and the water risk information tool AQUEDUCT—which have been useful for our business partners.

- Fujitsu Group Green Procurement Direction  
<https://www.fujitsu.com/global/about/procurement/green/> >

## Green procurement requirements for business partners

Requirements	Business partners (materials/parts)(*1)	Business partners (non- materials/parts)
1.E establishment of environmental management systems (EMS)	✓	✓
2.Compliance with regulations for Fujitsu Group specified chemical substances	✓	—
3.Establishment of chemical substance management systems (CMS)	✓	—
4.CO <sub>2</sub> emission control/reduction initiatives	✓	✓
5.Biodiversity preservation initiatives	✓	✓
6.Water resource preservation initiatives	✓	✓

(\*1) Business partners (materials/parts): Business partners that supply components for Fujitsu Group products or OEM/ODM products

## Establishment of Environmental Management System

We request our business partners to establish environmental management systems (EMS)(\*2) as a base for ensuring that they independently and continuously improve their environmental-preservation activities. In general, we prefer them to have third party-certified EMS. If this is difficult, we ask them to build an EMS that incorporates a PDCA cycle suited to their circumstances.

(\*2) EMS: Environmental management systems.

# CO<sub>2</sub> Emission Reduction Initiatives

The Fujitsu Group also asks our business partners to work toward CO<sub>2</sub> emission reduction in hopes of addressing climate change.

Specifically, we ask them to clearly express the intentions of their initiatives and request that they make efforts to achieve the objectives they set. We also ask them to collaborate with external organizations, where possible, and encourage their own suppliers to make similar efforts, in order to expand the initiatives outside their respective businesses. Our annual Supply Chain Business Continuity Survey gives us a clear picture of how business partners are responding to a variety of climate-change risks, including tsunamis, floods, and torrential rains. Moreover, we are asking our main suppliers to establish a CO<sub>2</sub> reduction target based on the international standard of Science Based Targets (SBT) as we strive to further reduce global warming.

# Water Resource Conservation Initiatives

As populations grow rapidly and water sources become progressively more contaminated, the increased need for water around the world, as well as water resource scarcity, has become an international challenge. Water resource conservation initiatives are necessary, even in business activities. The Fujitsu Group asks its business partners to investigate and understand the water risks associated with their own companies, and engage in water resource conservation initiatives, such as preventing water pollution and reducing water use.

# Acquiring and Managing Information on Chemical Substances Contained in Products

Countries around the world are establishing legal regulations as to the chemical substances contained in products, for instance the RoHS directive<sup>(\*3)</sup> and the REACH regulation<sup>(\*4)</sup>, with an increasing range of chemical substances, products and applications subject to these regulations.

The Fujitsu Group, using chemSHERPA<sup>(\*5)</sup> as its standard format, investigates and acquires information on the chemical substances contained in our products. We also share this information within the Group, and have a system in place for quick adaptation when laws/regulations are revised or when new regulations are enacted.

- (\*3) RoHS directive: Directive on the Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment
- (\*4) REACH regulation: Regulation for Registration, Evaluation, Authorization, and Restriction of Chemicals
- (\*5) chemSHERPA: Chemical Information Sharing and Exchange under Reporting Partnership in Supply Chain

# Establishing a Chemical Substance Management System (CMS) for Product Substances

In addition to obtaining information on chemical substances contained in our business partners' products, the Fujitsu Group also asks these partners to establish a Chemical Substances Management System (CMS) based on the industry-standard JAMP<sup>(\*6)</sup> guidelines for the management of such chemical substances. Doing so enables the Group to comply even more thoroughly with laws and regulations related to the chemical substances contained in our products.

The Group also carries out CMS audits in order to confirm appropriate establishment and operation of such CMS. More specifically, Fujitsu Group's auditors implement on-site evaluation of the management status of the chemical substances contained in our business partners' products. If there are any inadequacies, auditors make requests for corrections and provide support for their enactment. Even after the establishment of CMS, we maintain awareness of its operation status through periodic audits.

(\*6) JAMP: Joint Article Management Promotion-Consortium.

# Environmental Training and Awareness Activities for Employees

The Fujitsu Group conducts various environmental education and awareness activities based on the belief that “Greater environmental awareness and proactive efforts among all employees are essential for pursuing environmental management.”

## Comprehensive Environmental Training

We offer environmental e-Learning opportunities for all employees through programs in our company-wide training system to promote a basic understanding of environmental management. Training is also conducted on a per-division basis. Specialized trainings such as internal auditor training and training for those in charge of waste practices are also conducted for employees who are in charge of environment-related tasks.

	New hires	Employees	Managers	Top management
General training	Environmental e-learning			
Specialized training <small>Note: Only relevant persons attend sessions</small>	Function-specific training (ad-hoc)			
	Internal auditor training			
	Waste management officer training			
Awareness	Seminars, workshops, etc.			
	Sustainability contribution awards			
	Communication through the Internet and social media			

Fujitsu's Environmental Training Scheme

# Environmental e-Learning

We offer educational opportunities for employees to comprehensively learn about global trends relating to the environment, the environmental management of the Fujitsu Group, and the role played by each employee, based on the theme of “Environmental Management of the Fujitsu Group and Role of Each Individual Employee” This education is positioned as providing fundamental knowledge that all Fujitsu employees should have under the company-wide employee training system.

<Images of Environmental e-Learning material>



# The Fujitsu Group Environmental Vision

## “ Fujitsu Climate and Energy Vision ”

The Fujitsu Group has reassessed its social role in light of the escalating global commitment to achieving carbon neutrality. The Group has elected to fast-track its previous commitment to achieve “zero CO<sub>2</sub> emissions within the Group by FY2050”, instead bringing forward committed Vision by 20 years to FY2030. The Group has set the additional target of reaching net-zero greenhouse gas emissions <sup>(\*1)</sup> throughout the value chain by 2040.

\*1 Net-zero greenhouse gas emissions: Reducing greenhouse gas emissions by at least 90% in the target year in comparison to the base year, and re-absorbing remaining emissions (of 10% or less) from the atmosphere through direct air capture (DAC) technologies or by planting trees.

## The Importance of Responding to Climate Change

The Intergovernmental Panel on Climate Change (IPCC) Special Report “Global Warming of 1.5° C” articulated the need to limit warming to 1.5 ° C above pre-industrial levels and to achieve carbon neutrality by 2050. With social roles expanding and additional demands placed on companies to tackle climate change, in October 2021 the Science Based Target Initiative (SBTi) <sup>(\*2)</sup> launched the world's first Net-Zero Standard for companies to set net-zero strategies. In order to resolve issues related to climate change, the Fujitsu Group decided to revise its previous commitment to "zero CO<sub>2</sub> emissions by 2050", pursuing instead a more ambitious vision that requires the Group to look beyond social trends and become the very embodiment of a leading SX company that delivers carbon neutrality.

The Fujitsu Group Environmental Vision comprises three pillars, namely, Value chain: Achieve net-zero emissions, Mitigation: Contribute to a carbon-neutral society, and Adaptation: Contribute to climate change adaptation measures. The Fujitsu Group will be quick to leverage advanced DX technologies to tackle its own net-zero strategies, and will make the resulting expertise available as Fujitsu Group solutions for customers and society. In so doing, the Group aims to leverage its own business activities to contribute to climate change mitigation and adaptation.

\*2 Science Based Target Initiative (SBTi): An initiative jointly established by the United Nations Global Compact, the World Resources Institute (WRI), and other organizations in 2015. It encourages companies to set GHG emission reduction targets consistent with science-based evidence to the level required by the Paris Agreement, validating targets that comply with criteria including indirect emissions not only within the company but also in the supply chain.

## Concept



Value chain: Achieve Net-zero Emissions



Mitigation: Contribute to a Carbon-Neutral Society



Adaptation: Contribute to Climate Change Adaptation Measures

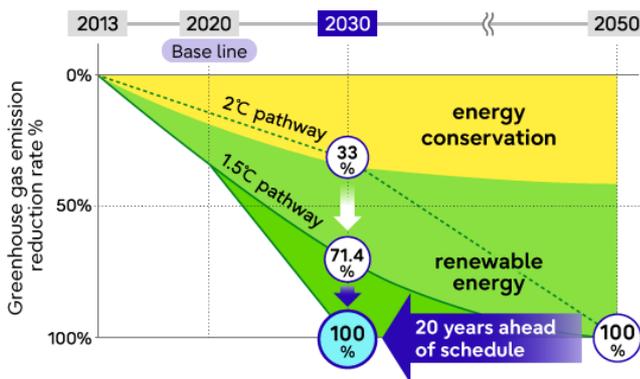
Three pillars of the Fujitsu Climate and Energy Vision

# Achieving Net-zero Emissions in the Fujitsu Group Value Chain

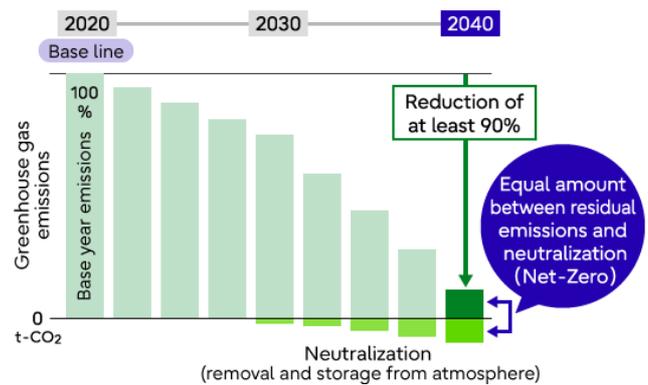
In August 2017, the Fujitsu Group's 2 °C-aligned greenhouse gas emission reduction target earned its SBTi validation. In April 2021, the Group obtained validation for its 1.5 °C ambition level (\*3), which increased the target from 33% reduction in emissions to 71.4% throughout its business sites by FY2030, against a baseline of FY2013.

To accelerate the move toward carbon neutrality, the Group set a target to achieve net-zero emissions from the Group's business activities by FY2030, and from the entire value chain by FY2040, thus earning Net-Zero Target validation from SBTi in June 2023.

\*3 1.5°C: According to a report by the Intergovernmental Panel on Climate Change (IPCC), a 1.5 °C increase in average temperature increases the risks of extreme weather, sea level rise, adverse health effects, food shortages, and water scarcity. The United Nations Framework Convention on Climate Change Conference of the Parties (COP) states that the increase in the global average temperature shall be limited to less than 1.5 degrees Celsius above pre-industrial levels in order to avoid the worst effects of climate change.



Emission reduction of Fujitsu Group (Scope 1 and 2)



Emission reduction throughout the value chain (Scope 3)

## Roadmap to Net-Zero

# Contributing to a Carbon-neutral Society

The Fujitsu Group contributes to the decarbonization of society by creating ecosystems with customers in a variety of industries and business types. Digital transformation (DX) is crucial to achieving this goal. By integrating advanced AI and other leading-edge digital technologies into a framework that transcends business, industry, and regional boundaries, the Group will reduce greenhouse gas emissions. This will be achieved through, for example, the optimal use of resources and energy across all social systems.

# Contributing to Climate Change Adaptation Measures

We will leverage advanced forecasting technologies, incorporating sensing, high-performance computing (HPC) simulations, AI, advanced ICT and other digital technologies to effectively reduce greenhouse gas emissions. These technologies will be used to develop solutions for building resilient social infrastructure, ensuring a stable supply of agricultural products, and mitigating food loss. Through these efforts, we aim to minimize the harm caused by climate change to society and our customers.

# Environmental Targets

The Fujitsu Group participates in the following initiatives with the aim of making the Fujitsu Climate and Energy Vision—its medium- to long-term environmental vision—a reality.

## Net-Zero Target Validation Gained from Science Based Targets (SBTi)

In August 2017, the greenhouse gas (GHG) emission reduction targets set by the Fujitsu Group for emissions from its business facilities and value chain was approved by the Science Based Targets initiative (SBTi) as meeting the science-based level of ambition criteria. The SBTi was established in 2015 jointly by a number of organizations, including the World Resources Institute (WRI) and UN Global Compact. It encourages companies to set GHG emission reduction targets consistent with science-based evidence to the level required by the Paris Agreement, with the aim of limiting the global average temperature increase caused by climate change to 1.5 degrees above pre-industrial levels.

In April 2021, we updated our target from 33% reduction against the base year FY2020 to 71.4% by FY2030 and received acknowledgment of our 1.5 °C-aligned strategy from SBTi. Furthermore in June 2023, we decided to further advance our existing target and aim for net-zero by FY2040. We also received Net-Zero Target validation from the SBTi.



"Science Based Targets" logo

### Net-Zero Target

- To reduce GHG emissions at our business sites (Scope 1, 2) and from the entire value chain (Scope 3) by at least 90% by FY2040 against a baseline of FY2020 (\*1).

\*1 Less than 10% of residual emissions are removed and stored by technologies that directly capture CO<sub>2</sub> from the atmosphere or through absorption by afforestation and other means.

# Global Collaboration with the Climate Group through RE100

In July 2018, the Fujitsu Group became Japan's first Gold Member of RE100 <sup>([\\*2](#))</sup>, an initiative which aims to significantly expand the adoption of renewable energy on a global scale. At the time, the Fujitsu Group pledged to use renewables to provide at least 40% of the electricity consumed across all global sites by 2030, and 100% by 2050.

RE100 is an initiative led by international NGO The Climate Group in partnership with CDP and consists of companies committed to source 100% of their electricity requirements from renewable sources.

While we received SBTi's Net-Zero Target validation, we also moved up our previous target date for 100% renewable electricity from 2050 to 2030. This action accelerated our efforts to reach carbon neutrality by 20 years. To achieve this target, we will continue to roll out activities based on the corporate action plan. As Fujitsu Group we will expand our procurement of renewable energy-sourced electricity for data centers outside Japan and other sites in Japan as well as around the globe. We will achieve this by considering the most appropriate means for each region. At the same time, we will invest in new power sources, including PPAs <sup>([\\*3](#))</sup>. This way we will contribute to the spread of renewable energy in society as a whole.

- \*2 RE100 is an initiative led by The Climate Group, an international NGO, in partnership with CDP, and is made up of companies that aspire to obtain 100% of the electricity they use from renewable sources.
- \*3 PPA stands for Power Purchase Agreement, under which consumers (primarily businesses who wish to use renewable electricity) enter into a long-term contract with a power producer or retail electricity provider to purchase electricity generated from renewable energy sources.



"RE100" logo

# TCFD-Based Information Disclosure

The Task Force on Climate-Related Financial Disclosures (TCFD) was established by the Financial Stability Board at the request of the G20 with the objective of reducing the risk of instability in financial markets due to climate change. The task force announced its recommendations in June 2017, asking companies and organizations to identify and disclose the risks and opportunities arising from climate change. The Fujitsu Group announced its support for the TCFD recommendations in April 2019 and is making every effort to disclose information in line with those recommendations to investors and other stakeholders. Disclosures are provided via media such as financial statements, CDP (\*1) questionnaires, the Integrated Report, and websites.

(\*1) CDP: An international nonprofit organization that conducts environmental surveys of more than 18,700 companies worldwide and acts on behalf of institutional investors with a combined US\$130 trillion in assets. (As of August 2023).

Item		Response status	Reference
Governance	Oversight structure under the Board of Directors for climate-related risks and opportunities	<ul style="list-style-type: none"> <li>In the Fujitsu Group, the Sustainability Management Committee shares the risks and opportunities arising from climate change, deliberates on medium- to long-term issues, and formulates policy. To date, matters such as the results of analyses using multiple climate change scenarios (including 1.5 °C), policies to achieve net-zero GHG emissions targets and increase the use of renewables, and materiality (including climate change and other environmental challenges) have been reported to the Board of Directors at meetings of the Executive Management Council.</li> <li>The Risk Management &amp; Compliance Committee regularly reports to the Board of Directors on the most serious risks identified for the group as a whole, including climate risks. The Fujitsu Group has also developed an environmental management system (EMS) based on the ISO 14001 standard. The results of EMS activities are reported to the Board of Directors at meetings of the Executive Management Council.</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Sustainability Management in the Fujitsu Group</a> &gt;</li> <li><a href="#">Corporate Governance</a> &gt;</li> <li><a href="#">Environmental Management Systems</a> &gt;</li> <li><a href="#">Risk Management</a> &gt;</li> </ul>
	Role of management in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> <li>Fujitsu's CEO, in the role of Chair of the Sustainability Management Committee and the Risk Management &amp; Compliance Committee, bears ultimate responsibility for all decisions made and all business conducted. The Board of Directors are responsible for oversight based on reports received from the Executive Management Council. The Chief Sustainability &amp; Supply Chain Officer (CSSO) bears the highest level of responsibility for sustainability, and in that role proposes reforms to the Board of Directors and to senior management and conducts business that relates to sustainability.</li> <li>As of FY2022, ESG indicators that include consideration of climate change issues were added to the evaluation indicators for bonuses paid to Executive Directors.</li> </ul>	

Strategy	Short-, medium- to long-term climate-related risks and opportunities	<ul style="list-style-type: none"> <li>Based on analyses of climate change scenarios, the Fujitsu Group identifies the risks and opportunities relating to climate change and considers and promotes appropriate responses. Developing services and IT products that contribute to climate change mitigation and adaptation offers opportunities for increased sales, while factors such as physical and regulatory risks have an impact on the operating costs of Fujitsu's operations and supply chain.</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Response to Environmental Risks</a> &gt;</li> <li><a href="#">The Fujitsu Group Medium/Long-term Environmental Vision</a> &gt;</li> </ul>
	Impacts on business, strategy, and financial planning	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;">Major risks</p> <p>Stronger regulation (carbon tax, etc.), Stronger competition in low-carbon technologies, Insufficient responses to customer needs</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;">Risk responses</p> <p>Ongoing reductions in greenhouse gas emissions, Increased use of renewable energy, Information disclosure aimed at ensuring transparency in climate change strategy, etc.</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;">Major opportunities</p> <p>Supplying products/services to tackle climate change, Proposing new uses of digital technology, etc.</p> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p style="text-align: center;">Opportunity responses</p> <p>Services for climate change mitigation/adaptation(CO<sub>2</sub> emissions calculation, visualization, etc.), Energy-efficient products (HPC, 5G virtualization base stations, etc.)</p> </div> </div> <p>Note: See the <a href="#">CDP responses (C 2.3, 2.4)</a>  for details.</p>	

	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<ul style="list-style-type: none"> <li>• In 2021, the Fujitsu Group conducted scenario analyses out to 2050 using 1.5°C and 4°C scenarios, focusing on businesses likely to be impacted by climate change.</li> <li>• As a result of our analysis with respect to Fujitsu's risk responses and its ability to seize opportunities by helping customers to resolve issues, our assessment showed that Fujitsu's business strategy was resilient in the medium- to long-term.</li> </ul>	
Risk Management	Climate-related risk identification and assessment process	<ul style="list-style-type: none"> <li>• Group-wide risk management is conducted by the Risk Management &amp; Compliance Committee. This committee conducts matrix analysis of the results of the risk assessments by each department in terms of impact and likelihood of occurrence. It then identifies and assesses those risks and reports its findings to the Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Response to Environmental Risks</a> &gt;</li> <li>• <a href="#">Environmental Management Systems</a> &gt;</li> <li>• <a href="#">Risk Management</a> &gt;</li> </ul>
	Climate-related risk management process	<ul style="list-style-type: none"> <li>• Fujitsu monitors risks using environmental management systems that are based on the ISO14001 standard. The Sustainability Management Committee is responsible for managing the progress of climate change measures.</li> </ul>	
	Status of integration with organization-wide risk management	<ul style="list-style-type: none"> <li>• The Risk Management &amp; Compliance Committee identifies and assesses risk for the entire company, including climate change risk. It collaborates with the Sustainability Management Committee to identify, analyze, and assess risks, and then formulates and implements recurrence prevention measures.</li> </ul>	

★ Indicators assured by third party

Metrics and Targets	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	<ul style="list-style-type: none"> <li>The Fujitsu Group recognizes the importance of reducing greenhouse gas (GHG) emissions and adopting renewable energy sources in addressing climate-related risks. We also believe that the deployment of innovative energy-saving technologies implemented by our company will lead to the acquisition of climate-related opportunities. We therefore use our GHG emissions and our rate of renewable energy adoption as indicators. We have set SBTi certification and RE100 targets as medium- to long-term goals and established the "Environmental Action Plan" for short-term goals. We are monitoring those indicators, managing the progress of our strategies, and conducting risk management.</li> </ul>		<ul style="list-style-type: none"> <li><a href="#">The Fujitsu Group Medium/Long-term Environmental Vision &gt;</a></li> <li><a href="#">Fujitsu Group Environmental Action Plan &gt;</a></li> </ul>																						
	GHG emissions for Scope 1, 2, and 3	<table border="1"> <thead> <tr> <th colspan="2">Scope</th> <th>Baseline year (FY2020)</th> <th>Result (FY2023)</th> </tr> </thead> <tbody> <tr> <td colspan="2">Scope 1</td> <td>66 kT-CO<sub>2</sub></td> <td>64 kT-CO<sub>2</sub></td> </tr> <tr> <td colspan="2">Scope 2 (Market-based)</td> <td>499 kT-CO<sub>2</sub></td> <td>266 kT-CO<sub>2</sub></td> </tr> <tr> <td colspan="2">Scope 3 (Across all categories)</td> <td>4,966 kT-CO<sub>2</sub></td> <td>3,646 kT-CO<sub>2</sub></td> </tr> <tr> <td rowspan="2">Key categories</td> <td>Category 1 (Purchased goods and services)</td> <td>1,192 kT-CO<sub>2</sub></td> <td>1,086 kT-CO<sub>2</sub>★</td> </tr> <tr> <td>Category 11 (Use of sold products)</td> <td>3,470 kT-CO<sub>2</sub></td> <td>2,283 kT-CO<sub>2</sub>★</td> </tr> </tbody> </table>			Scope		Baseline year (FY2020)	Result (FY2023)	Scope 1		66 kT-CO <sub>2</sub>	64 kT-CO <sub>2</sub>	Scope 2 (Market-based)		499 kT-CO <sub>2</sub>	266 kT-CO <sub>2</sub>	Scope 3 (Across all categories)		4,966 kT-CO <sub>2</sub>	3,646 kT-CO <sub>2</sub>	Key categories	Category 1 (Purchased goods and services)	1,192 kT-CO <sub>2</sub>	1,086 kT-CO <sub>2</sub> ★	Category 11 (Use of sold products)	3,470 kT-CO <sub>2</sub>
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★ Indicators assured by third party

Targets used by the organization to manage climate-related risks and opportunities and performance against targets	Climate-related targets and performance				
	Item		Targets		Performance (FY2023)
	Reduction in own GHG emissions*1	Medium term	100% reduction by 2030*2	SBT Net Zero certification	41.6% reduction
	Reduction in GHG emissions in the value chain*3	Long term	90% reduction by FY2040		28.1% reduction
Renewable energy usage rate	Medium term	100% renewable energy by FY2030	RE100 membership	42.7%★ deployment	
*1: vs. 2020, *2: Scope 1 + Scope 2,*3: Scope 1, 2 and 3					

# Governance

The Fujitsu Group has established a Sustainability Management Committee, chaired by the CEO. This committee examines medium- to long-term issues, formulates policy, shares the business risks and opportunities of climate change and decides how to address those risks and opportunities, and manages the company's progress. It also reports on the results of its activities to the Board of Directors at meetings of the Executive Management Council. In October 2020, the committee made a key decision by revising the Fujitsu Group GHG reduction target (SBT) from 2.0°C to 1.5°C. In April 2021, the new target was validated as 1.5°C-aligned to the SBTi. In October 2021, the results of scenario analyses using two external scenarios, one for 1.5°C and the other for 4°C, were reported to the Sustainability Management Committee. The findings prompted lively discussion among the committee members on topics such as the need to discuss management strategies, the selection of key solutions, and the measurement of impacts once solutions are provided.

Within the company-wide risk management regime and with oversight by the Board of Directors, the Risk Management & Compliance Committee, chaired by the CEO, conducts risk analysis and implements responses for the entire Group, including on issues relating to climate change. This committee is also the ultimate decision-making body for risk management and reports regularly to the Board of Directors regarding major risks that have been identified, analyzed, and assessed. The Fujitsu Group has also developed environmental management systems (EMS) based on the ISO 14001 standard, and the results of EMS activities are reported to the Board of Directors at meetings of the Executive Management Council.

To further strengthen governance relating to climate change, in April 2022 we added ESG-related third-party evaluations (DJSI<sup>(\*2)</sup>) and CDP climate change program<sup>(\*3)</sup> as assessment indices for the bonuses paid to Executive Directors. As of FY2022, these indices will apply to their bonuses. (Executive compensation consists of base compensation, bonuses, and performance-linked stock compensation.).

(\*2) Dow Jones Sustainability Index (DJSI): This is a share index published by S&P Dow Jones of the United States that analyzes companies with respect to their corporate economic, environmental, and social performance, and selects companies with superior corporate sustainability.

(\*3) CDP climate change program: A program run by CDP to survey and assess corporate climate change initiatives and publish the results of those surveys.

# Strategy

## Climate Change Risks and Opportunities

We have identified the risks and opportunities of climate change for the Fujitsu Group, and considered our responses, by analyzing the business impacts of climate change using external scenarios for 2°C of global warming in FY2018, and for warming of 1.5°C and 4°C in FY2021. Our aim is to address the transitional and physical risks that negatively impact Fujitsu operations and supply chains, and to identify the climate-related risks faced by customers so that we can better make proposals that create value and grasp the business opportunities on offer.

### Risks

Risk type		Term	Details	Key responses
Transition	Policy/Regulation	Short- to long-term	<ul style="list-style-type: none"> <li>Increased costs due to stronger laws and regulations relating to greenhouse gas emissions and energy use (carbon taxes, energy-saving policies, etc.)</li> <li>Risk of lost corporate value if such laws or regulations are violated</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing reductions in greenhouse gas emissions (increased use of renewable energy, comprehensive energy savings)</li> <li>Strict compliance with laws and regulations through EMS</li> </ul>
	Market	Medium- to long-term	<ul style="list-style-type: none"> <li>Surging electricity prices with the shift to a carbon-neutral world (widespread electrification, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Reduced electricity consumption by formulating internal company standards and developing innovative technology, etc.</li> </ul>
	Technology	Medium- to long-term	<ul style="list-style-type: none"> <li>Risk of missing out on business opportunities if we fall behind in fiercely competitive technology development (energy savings, low-carbon services, etc.) and cannot meet market needs</li> </ul>	<ul style="list-style-type: none"> <li>Promote innovation and develop products/services that address customers' climate change issues</li> </ul>
	Reputation	Short- to long-term	<ul style="list-style-type: none"> <li>Increased cost of responding to demands from stakeholders (investors, customers, etc.)</li> <li>Negative impacts on ratings and sales due to delays in responding to external demands</li> </ul>	<ul style="list-style-type: none"> <li>Formulation and promotion of our Medium/Long-term Environmental Vision and Environmental Action Plan</li> <li>Proactive information disclosure to ensure transparency in our climate change strategy</li> </ul>
Physical (Natural disasters etc.)	Chronic/Acute	Short- to long-term	<ul style="list-style-type: none"> <li>Increased cost of responding to changing rainfall/weather patterns, higher average temperatures, higher sea levels, droughts, etc.</li> <li>Increased recovery costs when operations, including supply chains, stop due to increasingly severe abnormal weather events</li> </ul>	<ul style="list-style-type: none"> <li>Implement measures such as greater multi-sourcing, stronger BCP measures, and conducting surveys of suppliers' business continuity systems</li> <li>Assess potential water risks and undertake monitoring</li> </ul>

## Opportunities

Opportunity type	Term	Details	Key responses
Products/services	Short- to long-term	<ul style="list-style-type: none"> <li>Increased sales by developing and supplying products and services that are highly energy-efficient</li> </ul>	<ul style="list-style-type: none"> <li>Development and supply of high-performance, energy-saving 5G virtualization base stations, high-performance, low-energy supercomputers, etc.</li> </ul>
Market	Short- to long-term	<ul style="list-style-type: none"> <li>Seizing new market opportunities for climate change solutions created using ICT</li> </ul>	<ul style="list-style-type: none"> <li>Development and supply of measures to calculate and visualize CO<sub>2</sub> emissions in supply chains and more efficiently search for new materials in the shift to zero emissions</li> </ul>
Resilience	Short- to long-term	<ul style="list-style-type: none"> <li>Increased sales through new products and services for resilience enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Development and supply of disaster prevention information systems and AI predictive water management systems to forecast river levels during floods</li> </ul>

## Scenario Analysis

### Premise

In FY2021, the Fujitsu Group conducted scenario analyses out to 2050 using scenarios for 1.5 °C and 4°C of global warming. The analyses studied businesses likely to be impacted by climate change in the following areas: Sustainable Manufacturing (sectors studied: petrochemicals, automotive, foods, electronic device-related businesses), Trusted Society (sectors studied: public sector, transportation, energy-related businesses), and Hybrid IT (sector studied: datacenter-related businesses).

Scenario selection	<ul style="list-style-type: none"> <li>1.5°C, 4°C scenarios</li> </ul> <p>*Established with reference to information published by the IPCC, the IEA, government agencies such as the Ministry of the Environment and the Japan Meteorological Agency, and various private research organizations.</p> <p>For the main reference scenarios, RCP 8.5 and RCP 2.6 are used as physical scenarios, and IEA NZE 2050 (Net Zero Emissions by 2050 Scenario) and IEA STEPS (Stated Policies Scenario) are used as transition scenarios.</p>
Target businesses	<p>Opportunity-focused analysis: Addressing climate-related risk in client industries</p> <ul style="list-style-type: none"> <li>Sustainable Manufacturing (sectors studied: petrochemicals, automotive, foods, electronic device-related businesses)</li> <li>Trusted Society (sectors studied: public sector, transportation, energy-related businesses)</li> </ul> <p>Analysis of both risks and opportunities: Addressing climate-related risk in Fujitsu businesses and client industries</p> <ul style="list-style-type: none"> <li>Hybrid IT (sector studied: datacenter-related businesses)</li> </ul>
Period covered	<ul style="list-style-type: none"> <li>2050</li> </ul>

# Scenario Analysis

## Premise

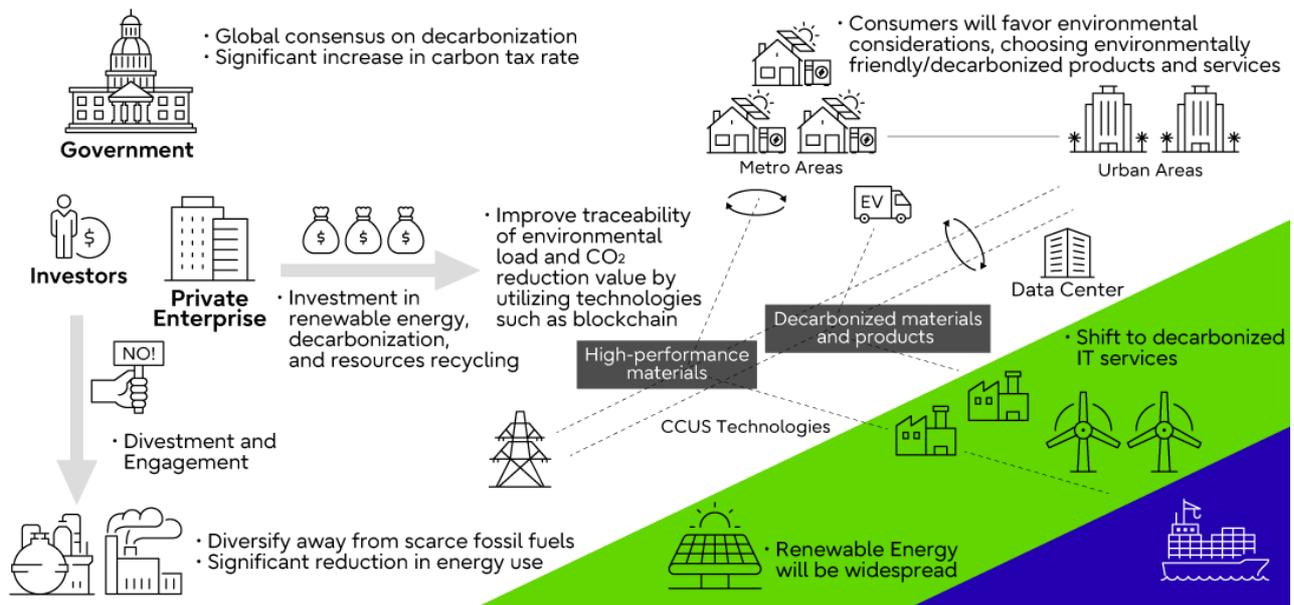
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Period covered	<ul style="list-style-type: none"> <li>• 2050</li> </ul>

### Analysis Steps and Details

The analysis was conducted in 4 steps: assessment of risk severity, definition of scenarios, evaluation of impacts on business, and discussion of countermeasures.

We began by organizing the risks and opportunities for the target businesses based on data such as the TCFD recommendations and external reports. We also conducted workshops to look at the qualitative aspects of business impacts stemming from each risk and opportunity item from the perspectives of Fujitsu and industry generally. We rated the severity of each risk or opportunity as “High”, “Medium” or “Low”. We then considered the future changes in each of the items classified as having a “High” severity and defined our scenarios using data from agencies such as the IPCC, IEA, and the Ministry of the Environment, together with the evidence provided in various reports. Specifically, we held an executive input session to consider global outlooks for 2050 given temperature rises of 1.5° C and 4° C, and then went on to consider the global outlook for each of the target industries, using tools such as Five Forces analysis. (See below for the 1.5° C global outlook.)



Global outlook of a 1.5° C “carbon-neutral world in 2050”

To look at the impacts on business, we then tentatively calculated the qualitative gap between the scenarios and our existing strategies and plans with respect to risks and opportunities. For Hybrid IT (sector studied: datacenter-related businesses), we discussed how the impacts of climate change on business would affect our Profit and Loss Statement, specifically looking at which financial indicators would be impacted and in what ways. We then summarized those impacts by developing calculation logic for each impact. Both internal and external data and information were used to confirm the positive (opportunities) and negative (risks) impacts on operating profit in 2050. For example, the calculations for the 1.5 °C scenario showed rising costs due to changes in power prices, but also revealed that there will be increased demand for carbon-neutral datacenters and for datacenters generally due to increased communications traffic as the uptake of smart devices accelerates. Overall, the calculations showed that the negative financial impacts of risks will be outweighed by the positive financial benefits arising from opportunities, ultimately leading to a net positive financial impact on operating profits.

Our analysis of Sustainable Manufacturing (sectors studied: petrochemicals, automotive, foods, electronic device-related businesses) and Trusted Society (sectors studied: public sector, transportation, energy-related businesses) focused on the business opportunities arising from climate change, assuming the potential to establish new climate change-related markets and concluding that the net impact on sales in 2050 would be positive.

Finally, we held a workshop in which we organized the trends in each industry that had been identified when defining the scenarios and the direction of measures to deal with the business impacts requiring emphasis. In specific terms, during the group work we reviewed the current initiatives and gathered views on the directions that future initiatives should take, taking into account the expectations on Fujitsu in the medium- to long-term.

## Analysis Results

Because we were able to confirm that the study and development directions for our business unit offerings are aligned with the opportunities shown in the scenario analyses, and that countermeasures for the identified risks are also being prepared, our assessment was that Fujitsu's businesses are strategically resilient from a medium- to long-term perspective.

Our current themes and areas are "Carbon Neutrality" and "Resilient Supply Chains" in the Sustainable Manufacturing area, and "Sustainable Energy & Environment" and "Sustainable Transportation" in the Trusted Society area, and we are progressing with the development of our offerings.

<Opportunity Analysis>

Main Risk and Opportunity Items

Policy/regulation, markets, technology, reputation

Natural disasters

## Target businesses : Sustainable Manufacturing

Sectors studied	Risk severity assessment (both 1.5°C and 4°C)	Scenario definitions	Countermeasure considerations (in part)
Petrochemical businesses	<Policy/regulation, markets, technology, reputation> Proliferation of ICT in recycling-based business platforms in the shift to carbon-neutrality <div style="display: flex; justify-content: space-around;"> <div style="background-color: #008000; color: white; padding: 2px;">Carbon pricing</div> <div style="background-color: #008000; color: white; padding: 2px;">Emissions targets</div> </div> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #008000; color: white; padding: 2px;">Energy-saving measures</div> <div style="background-color: #008000; color: white; padding: 2px;">Key product/Service price variations</div> </div> <Natural disasters> Increased damage to factories/supply chains due to heightened risk of natural disasters <div style="display: flex; justify-content: space-around;"> <div style="background-color: #ff0000; color: white; padding: 2px;">Flooding/Changing weather patterns</div> <div style="background-color: #ff0000; color: white; padding: 2px;">More severe abnormal weather events</div> </div>	1.5°C scenario	
		Switch to environmentally friendly products that use carbon-neutral materials throughout the supply chain, increasing portfolio reform, increased demand for greater traceability and more efficient R&D	<ul style="list-style-type: none"> <li>• Visualization of CO<sub>2</sub> emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality</li> <li>• Eco-friendly materials development solutions that use materials informatics</li> <li>• Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management</li> </ul>
		4°C scenario	
		Increased demand for resilient factories and supply chains due to increasingly severe natural disasters	<ul style="list-style-type: none"> <li>• Support for risk event simulation and timely provision of risk information</li> <li>• Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)</li> </ul>

<p><b>Automotive businesses</b></p> <p>&lt;Policy/regulation, markets, technology, reputation&gt;</p> <p>Stronger regulation of internal combustion engines; widespread adoption of electric vehicles, move toward carbon-neutrality in the entire product life cycle</p> <table border="1"> <tr> <td>Carbon pricing</td> <td>Emissions targets</td> </tr> <tr> <td>Key product/Service price variations</td> <td>Proliferation of next-generation technology</td> </tr> <tr> <td>Changes in investor sentiment</td> <td></td> </tr> </table> <p>&lt;Natural disasters&gt;</p> <p>Increased damage to factories/supply chains due to heightened risk of natural disasters</p> <table border="1"> <tr> <td>Flooding/Changing weather patterns</td> </tr> </table>	Carbon pricing	Emissions targets	Key product/Service price variations	Proliferation of next-generation technology	Changes in investor sentiment		Flooding/Changing weather patterns	1.5°C scenario	
	Carbon pricing	Emissions targets							
	Key product/Service price variations	Proliferation of next-generation technology							
Changes in investor sentiment									
Flooding/Changing weather patterns									
<p>Increased demand for services such as MaaS and greater supply chain traceability to help reduce environmental impacts through the entire life cycle</p>	<ul style="list-style-type: none"> <li>• Visualization of CO<sub>2</sub> emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality</li> <li>• Support for EV demand (e.g., circular management of EV batteries)</li> <li>• Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management</li> <li>• Process automation services using digital technology, from design through to manufacturing and maintenance</li> </ul>								
4°C scenario		<p>Faster rollout of internal combustion engines, increased demand for advanced technology. Also, increased demand for enhanced business continuity and stability in raw materials procurement in the face of more severe natural disasters</p>	<ul style="list-style-type: none"> <li>• Support for risk event simulation and timely provision of risk information</li> <li>• Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)</li> <li>• Engineering outsourcing service which contributes to acceleration of development processes/technology and selection of management resources</li> </ul>						

<b>Food-related businesses</b>	<p>&lt;Policy/regulation, markets, technology, reputation&gt;</p> <p>Increased awareness of ethical consumption, promotion of resource recycling and biodiversity, etc.</p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #008000; color: white; padding: 2px 5px; font-size: 0.8em;">Key product/Service price variations</div> <div style="background-color: #008000; color: white; padding: 2px 5px; font-size: 0.8em;">Proliferation of next-generation technology</div> </div>	1.5°C scenario		
	<p>&lt;Natural disasters&gt;</p> <p>Increased damage to agriculture due to heightened risk from natural disasters and temperature rises</p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #ff0000; color: white; padding: 2px 5px; font-size: 0.8em;">Higher average temperatures</div> <div style="background-color: #ff0000; color: white; padding: 2px 5px; font-size: 0.8em;">More severe abnormal weather events</div> </div>	<p>Changed consumer awareness leading to increased demand for measures to deal with food waste and support for smart agriculture, certificates of origin, and environmentally friendly packaging materials</p>	<ul style="list-style-type: none"> <li>• Visualization of CO<sub>2</sub> emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality</li> <li>• Support for greater traceability throughout the value chain (supply-demand optimization, help with changes in consumer behavior)</li> <li>• Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management</li> </ul>	
			4°C scenario	
		<p>Increased demand for "resilient agriculture" to cope with issues of stable food supply resulting from natural disasters</p>	<ul style="list-style-type: none"> <li>• Support for risk event simulation and timely provision of risk information</li> <li>• Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)</li> </ul>	

<p><b>Electronic device-related businesses</b></p>	<p>&lt;Policy/regulation, markets, technology, reputation&gt;</p> <p>Energy savings in factories and growth in the market for products for EVs; potential for fundamental manufacturing reforms, such as 3D printers and the "buy local" movement</p> <p><b>Carbon pricing</b>      <b>Emissions targets</b></p> <p><b>Key product/Service price variations</b>      <b>Proliferation of next-generation technology</b></p> <p><b>Changes in investor sentiment</b></p>	<p>1.5°C scenario</p>		
	<p>&lt;Natural disasters&gt;</p> <p>Increased damage to factories/supply chains due to heightened risk of natural disasters, water shortages</p> <p><b>Flooding/Changing weather patterns</b></p>	<p>Proliferation of energy/labor-saving technologies. Increased demand from radical changes to business models (demand chains, etc.)</p>	<ul style="list-style-type: none"> <li>• Visualization of CO<sub>2</sub> emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality</li> <li>• Process automation services using digital technology, from design through to manufacturing and maintenance</li> <li>• Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management</li> </ul>	
			<p>4°C scenario</p>	
		<p>Increased demand for higher labor productivity in production sites and the construction of factories and supply chains capable of handling the risks posed by natural disasters</p>	<ul style="list-style-type: none"> <li>• Process automation services using digital technology, from design through to manufacturing and maintenance</li> <li>• Support for risk event simulation and timely provision of risk information</li> <li>• Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)</li> </ul>	

## Target businesses : Trusted Society

Sectors studied	Risk severity assessment (both 1.5°C and 4°C)	Scenario definitions	Countermeasure considerations (in part)	
<b>Public sector, transportation, energy-related businesses</b>	<Policy/regulation, markets, technology, reputation> The values by which we select cities and services, such as environmental concerns, will change as we shift to carbon neutrality	1.5°C scenario		
	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #008000; color: white; padding: 2px 5px; text-align: center;">Carbon pricing</div> <div style="background-color: #008000; color: white; padding: 2px 5px; text-align: center;">Emissions targets</div> </div> <div style="background-color: #008000; color: white; padding: 2px 5px; text-align: center; margin-top: 5px;">Key product/Service price variations</div>	Increased demand for quantifying and visualizing new values, such as environmental concerns, and the digitalization of urban and energy infrastructure	<ul style="list-style-type: none"> <li>Services/solutions related to prediction and regulation of the energy supply-demand balance using real-time data as green energy is used to transition to a carbon neutral society</li> </ul>	
	<Natural disasters>		4°C scenario	
	Increased damage to cities, buildings, and infrastructure due to heightened risk from natural disasters	Increased demand for resilient urban infrastructure	<ul style="list-style-type: none"> <li>Construction of Digital Twin platforms, enhanced use of simulations, optimization of urban infrastructure that caters for population flows and individuals, support for resilience in transport and logistics, disaster prevention/minimization</li> </ul>	
<div style="display: flex; justify-content: space-around;"> <div style="background-color: #FF0000; color: white; padding: 2px 5px; text-align: center;">Flooding/Changing weather patterns</div> <div style="background-color: #FF0000; color: white; padding: 2px 5px; text-align: center;">More severe abnormal weather events</div> </div>				

## <Risk & Opportunity Analysis>

### Target businesses : Hybrid IT

Sectors studied	Risk severity assessment (both 1.5°C and 4°C)	Scenario definitions	Countermeasure considerations (in part)
Datacenter-related businesses	<Policy/regulation, markets, technology, reputation> Traceability of environmental values, datacenter electrification, and the adoption of smart technology will all progress <div style="display: flex; justify-content: space-around;"> <div style="background-color: #008000; color: white; padding: 5px;">Emissions targets</div> <div style="background-color: #008000; color: white; padding: 5px;">Key product/Service price variations</div> </div> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #008000; color: white; padding: 5px;">Proliferation of next-generation technology</div> <div style="background-color: #008000; color: white; padding: 5px;">Changes in customer sentiment</div> </div>	1.5°C scenario	
		Energy savings and environmental concerns become the standard for service selection by customers, and carbon neutrality in datacenters themselves becomes a source of competitive strength	<ul style="list-style-type: none"> <li>Highly energy-efficient datacenters</li> </ul>
	<Natural disasters> Increased damage to datacenters due to heightened risk from natural disasters <div style="display: flex; justify-content: space-around;"> <div style="background-color: #FF0000; color: white; padding: 5px;">Higher average temperatures</div> <div style="background-color: #FF0000; color: white; padding: 5px;">More severe abnormal weather events</div> </div>	4°C scenario	
	Increased demand for resilient datacenters. Disaster risk for Fujitsu-owned datacenters is also increasing and countermeasures are needed	<ul style="list-style-type: none"> <li>Disaster recovery center services in case disasters occur</li> <li>Resilient earthquake-proof datacenters equipped with every security measure</li> </ul>	

\*The above scenario analyses are intended to verify the strategic resilience of Fujitsu businesses based on an assumed hypothesis and are positioned as one simulation that takes into account future uncertainties.

# Risk Management

As part of our company-wide risk management system, we have established the Risk Management and Compliance Committee to identify, assess and manage risks across the entire Fujitsu Group, including those related to climate change. To conduct company-wide risk assessments on a regular basis, the committee prepares tools, distributes them to each Risk Management & Compliance Officer and gathers responses. The departments in charge of each risk across the company utilize these tools to conduct assessments on items such as the impact and likelihood of occurrence related to risk threats and the status of countermeasures, and they also provide responses regarding those risk threats. Climate change-related risk assessments are conducted by all relevant departments, using information collected from across the company, based on the expertise of each department in areas such as policy, reputation, natural disasters, the supply chain, and products and services. The Risk Management and Compliance Committee conducts an integrated matrix analysis of the assessments returned by each department with respect to impact severity and likelihood, and then identifies high-priority risks at the company-wide level. The results of this analysis are reported to the Board of Directors.

The Sustainable Management Committee shares the business risks, opportunities, and countermeasures resulting from climate change, and manages their progress. The Fujitsu Group has also established environmental management systems based on the ISO 14001 standard. Under these systems, we monitor regulatory compliance and other risks.

# Metrics and Targets

In 2017, the Fujitsu Group obtained 2°C-aligned certification from the SBTi for its GHG emissions reduction targets, and in 2021 we were granted 1.5°C-aligned certification for our revised targets. To accelerate our efforts towards carbon-neutrality, we set new targets to achieve net-zero emissions from our business activities by FY2030 and net-zero emissions through our entire value chain by FY2040 and were granted net-zero certification by the SBTi. In line with the SBT updates, we have also revised our RE100 renewable energy target, bringing our target of 100% renewables by 2050 forward by 20 years and aiming to achieve 100% renewable energy by FY2030.

Against our target of 100% Scope 1 and 2 GHG reductions in our own emissions by FY2030, in the current year we achieved a reduction for FY2023 of 41.6% on FY2020 levels. Against our target of a 90% reduction (on FY2020 levels) in GHG emissions throughout the value chain (scope 1, 2 and 3 emissions) by FY2040, we also achieved a 28.1% reduction in FY2023.

We boosted our use of renewable energy up to 42.7% in FY2023 towards our target of 100% renewable energy use by FY2030.

# Living in Harmony with Nature (Conservation of Biodiversity)

## Vision and Short- to Mid-term Targets

Together with climate change, the loss of biodiversity is seen as a serious and urgent problem, and the delivery of nature-positive outcomes is considered essential to its resolution. At the G7 Summit, held in June 2021, we agreed on a G7 2030 Nature Compact, which includes a commitment to “halt and reverse biodiversity loss by 2030”. During part 2 of the 15th Conference of the Parties to the UN Convention on Biological Diversity (CBD-COP15) - held in December 2022 - the Kunming-Montreal Global Biodiversity Framework, which includes international targets for 2030, was adopted. The framework establishes “23 Global Targets for 2030” aimed at the 2030 Mission “To take urgent action to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet” (excerpt).

Committed to delivering nature-positive outcomes, in 2022 the Fujitsu Group formulated its vision for 2050, its 2030 Mid-term Target, and its 2025 Short-term Target (Environmental Action Plan Stage XI) in line with international targets (Kunming-Montreal Global Biodiversity Framework). Achieving the vision will contribute to satisfying the Fujitsu Group’s stated purpose to “Make the world more sustainable by building trust in society through innovation.”

<p>Vision (2050)</p>	<p>Create a world in harmony with nature, where "nature and biodiversity," which are fundamental to a sustainable society, are fully restored through digital technology</p>
<p>Mid-term Target (2030)</p>	<p>Reduce negative impacts on biodiversity by at least 25% (Base year : FY2020) in the area of company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.</p>

Short-term Target (2025)	Reduce negative impacts on biodiversity by at least 12.5% (Base year : FY2020) in the area of company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.
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## Response to the Taskforce on Nature-related Financial Disclosures (TNFD)

The Fujitsu Group is committed to achieving the abovementioned vision it has established for delivering nature-positive outcomes in line with international targets (Kunming-Montreal Global Biodiversity Framework). The Group endorses the purpose of the Taskforce on Nature-related Financial Disclosures (TNFD), is a registered TNFD Adopter , and has been a member of the TNFD Forum since October 2023. In FY2024, the Group will implement the LEAP (Locate, Evaluate, Assess and Prepare) approach in all business locations where operations have significant nature-related dependencies and impacts (Phase 1) , and will disclose the results. Then, in FY2025, the plan is to broaden the reach of the LEAP approach (Phase 2), and fine-tune the disclosure details.

- [Fujitsu prepares for disclosure in line with TNFD framework, registers as TNFD Adopter](#) >

	FY2024				FY2025				FY2026 ~		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q ~	
LEAP Approach (1st)	Understanding LEAP Guidance Preparation of response plan	LEAP Approach (1st) - Prioritize businesses that depend on nature largely and/or have a large impact									Brushing up disclosure information
Review of disclosure					Review of disclosure						
LEAP Approach (2nd)						LEAP Approach (2nd) - Expansion of business areas subject to evaluation, etc.					
Review of disclosure									Review of disclosure		
Disclosure				Disclosure of FY2024 Results ▲				Disclosure of FY2025 Results ▲			

Fujitsu Group's TNFD Adopter-aligned TNFD response plan

# Biodiversity Conservation Activities

The Fujitsu Group is undertaking various biodiversity conservation activities to achieve its vision and targets.

## Activity Example 1: Complying with the Environmental Action Plan Target to “Visualize and reduce the impact of corporate activities on ecosystems and on biodiversity”

As part of Stage XI of its Environmental Action Plan, the Fujitsu Group has set a target for conserving nature and biodiversity, and has commenced activities to evaluate and reduce the nature and biodiversity-related dependencies and impacts of the Group's corporate activities.

- [Living in Harmony with Nature \(Conservation of Biodiversity\)](#) >

## Activity Example 2: Contributing to 30by30 (\*1) (Ministry of the Environment: Activity to Gain Certification for Nationally Certified Sustainably Managed Natural Sites)

Just under 80% of the approximately 53 ha site occupied by the Fujitsu Numazu Plant is given over to green space to nurture the precious biodiversity of the region. The factory manages the green space with the aim of preserving the natural environment, maintaining the landscape, and providing a place for employees and local residents to learn about the natural environment. In 2022, Numazu Plant's green space program participated in the screening process of a trial scheme to test a system established by the Ministry of the Environment (MOE) to certify conserved areas identified as Living in Harmony with Nature. It was consequently certified by the MOE as a “Nationally Certified Sustainably Managed Natural Sites” in 2023. This activity is ranked as activities that will increase the positive impact on biodiversity in the Group's short- and mid-term targets.

\*1 30by30: A target which aims to effectively conserve 30% of land and sea areas as healthy ecosystems by 2030 with the goal of halting and reversing biodiversity loss by 2030 (nature-positive outcome)

- [Outline of sites participating in the early trial phase of Areas Living in Harmony with Nature \(working title\) \(MOE website\) \(Japanese text only\)](#) 
- [Fujitsu Numazu Plant is awarded the 2023 Prime Minister's Commendation for Meritorious Service to the Greening Promotion Campaign \(Japanese text only\)](#) >

## Activity Example 3: Supporting Biodiversity Conservation by Providing Funds, Technology, and Talent

The Fujitsu Group supports the activities of organizations that implement biodiversity conservation. These activities are ranked as activities that will increase the positive impact on biodiversity in the Group's short- and mid-term targets.

### ① Blakiston's Fish Owl Call Recognition Project

The Fujitsu Group has provided the Wild Bird Society of Japan with call recognition software, developed for use in habitat surveys of the endangered Blakiston's fish owl. Implementing measures based on habitat survey results is important for the conservation of the species. Surveys are conducted by analyzing sound data recordings, but the main problem for the Wild Bird Society was that playing and replaying the recorded sounds to identify the Blakiston's fish owl was enormously time-consuming. By providing the call recognition software, we helped streamline the surveys to enable the automatic extraction of the owl's cries, thus greatly reducing the time required for analysis.

- [Blakiston's Fish Owl Call Recognition Project](#) >

### ② Supporting the Harapan Rainforest (Forest of Hope)

We continually provide support to a project launched by BirdLife International Tokyo for reforestation activities in the Harapan Rainforest (Forest of Hope) on the Indonesian island of Sumatra. Dealing with forest fires and illegal logging is an urgent issue in the Harapan Rainforest. This activity contributes to forest conservation by implementing ICT to greatly improve the efficiency of forest patrol operations.

- [Providing support for the Harapan Rainforest \(Forest of Hope\) in Indonesia](#) 
- [Activity Brochure here](#) 

③ Coastal cleanup activities on Tsushima, An Island Seriously Contaminated by Marine Plastics  
To deepen employees' awareness of the global environmental issue of marine plastic pollution, and link this to action to deal with the problem, Fujitsu Limited held a hands-on eco-tour of Tsushima for Fujitsu Group employees in collaboration with the Japan Environmental Action Network (JEAN). The project involved a beach cleanup, and an ideathon to come up with solutions to the island's marine plastics problem.

- [Tsushima, an island seriously contaminated by marine plastics](#) >

## Activity Example 4: Promoting Initiatives in Collaboration with External Organizations (J-GBF, Keidanren, WIPO, JBIB)

The Fujitsu Group collaborates with various external organizations to promote the following initiatives for conserving biodiversity:

- Japan Conference for 2030 Global Biodiversity Framework (J-GBF): Fujitsu Group announced and registered its Nature Positive Declaration.
- Keidanren: We support The Declaration of Biodiversity by Keidanren and participate in the Initiative based on the Declaration of Biodiversity.
- MOE and Keidanren: Fujitsu Group's case study Blakiston's Fish Owl Call Recognition Project was selected and published on the Business for GBF Project website launched by MOE and Keidanren as one of the good cases by Japanese companies contributing to the biodiversity conservation through their business activities. Furthermore, it was also featured in the Business for GBF Project's promotional video.
- World Intellectual Property Organization (WIPO): Participates as a partner in WIPO GREEN, a matchmaking platform for transferring environmental technologies and services. This led to the conclusion of IP licensing agreements with academic institutions for the use of technologies for conserving natural assets and biodiversity.
- Japan Business Initiative for Biodiversity (JBIB): Hosting activities together with enterprises for the purpose of research and practice in biodiversity conservation.

- [Nature Positive Declaration: List of participating organizations \(\(J-GBF Website\) Japanese only\)](#) □
- [Initiative based on The Declaration of Biodiversity by Keidanren \(Keidanren website\)](#) □
- [Business for GBF Project \(MOE website\)](#) □
- [Promotional video for Business for GBF Project \(MOE video\)](#) □
- [Conclusion of IP licensing agreements through WIPO GREEN activities](#) ▶
- [Japan Business Initiative for Biodiversity \(JBIB\) \(JBIB website\)](#) □

## Activity Example 5: E-learning for Employees

The Fujitsu Group provides environmental education through e-learning programs for all employees to improve their environmental engagement. The programs include content on global trends in biodiversity and the relationship between corporate activities and biodiversity, the intention being to deepen their understanding of how their work relates to biodiversity.

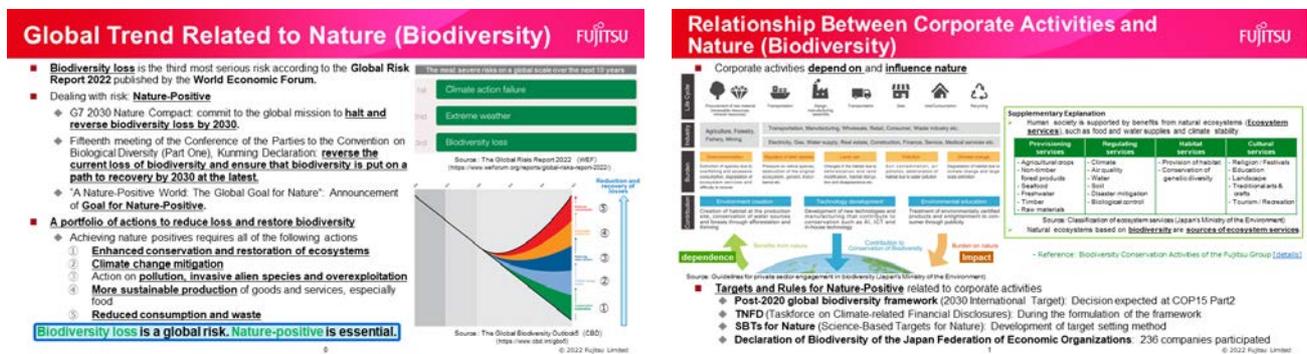


Fig. Image of environment e-learning materials

## Fujitsu Group Biodiversity Action Principles

In October 2009, the Fujitsu Group established its "Biodiversity Action Principles" to explicitly address biodiversity.

- [Fujitsu Group Biodiversity Action Principles](#) ▶

# Fujitsu Group Environmental Action Plan

## Operating Environment and Growth Strategy

### Changing Environmental Activities in Line with Our Business Model Transformation

Originally a manufacturer of telecommunications equipment, Fujitsu developed into a global ICT enterprise with vertically integrated operations in three sectors: Technology Solutions offers a range of ICT-based services and solutions, Ubiquitous Solutions designs and manufactures products such as PCs and mobile phones, and Device Solutions is responsible for developing the semiconductor business. Structural reforms undertaken since FY 2015 have channeled most management resources into the core sector of Technology Solutions. In FY 2019, Fujitsu repositioned itself as a Digital Transformation (DX) enterprise that aims to make full use of digital technologies in the creation of innovative services and business processes. Then in 2021, the company launched Fujitsu Uvance. The objective going forward is to make the world more sustainable by developing businesses with integrated cutting-edge AI technologies that will help customers achieve Sustainability Transformation (SX) and solve societal problems.

The nature of the Fujitsu Group's environmental impact has changed as a result of this modified business model. For example, manufacturing semiconductors, electronic components and PCs accounted for the majority of energy consumption in the past, but business restructuring has greatly reduced the amount of energy these industries consume. Conversely, with the expansion in cloud computing and IoT, electricity consumption in Fujitsu data centers now accounts for a large portion of total power use. The Fujitsu Group is therefore promoting environmental activities linked to its growth strategy, responding to the demands of society by using renewable energy, reducing the power data centers consume, and improving their efficiency.

## Operating as a Responsible Global Corporate Citizen

The adoption of the Sustainable Development Goals (SDGs) by the United Nations and the commencement of the COP 21 Paris Agreement increased the need for initiatives aimed at building globally sustainable societies. The Fujitsu Group employed a materiality analysis in a Groupwide review designed to enhance the effectiveness of activities that aim to contribute to sustainable development. This analysis identified six priority issues including the environment; human rights, diversity and inclusion; wellbeing; and supply chain. The result is a unified framework under the banner of Global Responsible Business (GRB), which will oversee activities that strengthen initiatives in non-financial areas while striving for 'sustainability management' worthy of a responsible global corporate citizen.

## History of the Environmental Action Plan

### Environmental Awareness Contributes to Sustainability for Our Customers and Society

The Fujitsu Group has formulated an Environmental Action Plan since 1993 and continues to broaden the scope of its environmental activities. Between stages I and V (FY 1993-2009) the objective was to significantly reduce the environmental impact of the Fujitsu Group itself. Far-reaching measures were implemented throughout our factories and offices to cut CO<sub>2</sub> emissions and chemical pollutants, to reduce waste, and so on. In stage VI (FY 2010-2012), we expanded the focus of our activities to three important initiatives. In addition to strengthening measures to lessen our own impact on the environment, we supported similar efforts by customers and society as a whole and also took on the challenge of conserving biodiversity. Between stages VII and IX (FY 2013-2020), we clearly demonstrated our commitment to contributing to the resolution of environmental issues faced by customers and society through the use of ICT. In order to reduce our own environmental impact, we expanded the scope of our activities to cover the entire supply chain, including suppliers. In stage X (FY 2021-2022), we worked to promote and expand the use of renewable energy for our customers and society by utilizing leading-edge ICT technologies unique to the Fujitsu Group, such as the introduction of renewable energy at our business sites through CPPA and other means, and blockchain technology.

The Fujitsu Group will continue responding to the demands of changing times and will deepen and further develop its environmental activities with the goal of helping to create a sustainable and rewarding society.

## **Fujitsu Group Environmental Action Plan (Stage XI)**

### **Social responsibility as a leading company in Sustainability Transformation (SX)**

As a leading company in SX, the Fujitsu Group is committed to reducing the environmental impact of its group companies, including those in the supply chain, and to expanding and enhancing the value it provides to customers and society through technology. We will work with our customers and partners to realize a sustainable future.

### **Outline of the Fujitsu Group Environmental Action Plan (Stage XI)**

In order to resolve environmental and social issues, we have set eight targets in three global risks areas highlighted by the World Economic Forum: " Climate Change," " Resource Circulation," and " Living in Harmony with Nature ". These are mapped against the two values of " Customers and Society " and " Fujitsu and Supply Chain".

Fujitsu group is taking firm steps to realize its environmental vision, such as contributing to digital technology for customers and society and increasing the ratio of its own use of renewable energy.

Target period: 3 years from Fiscal year 2023 to Fiscal year 2025

## Customers and Society

Fujitsu aims to transform its core business with a portfolio of offerings focused on ESG Contribution and SX by 2030. In particular, to solve environmental issues in the areas of climate change and carbon neutrality, resource recycling through circular economies, and biodiversity, we will connect stakeholders from across society and industries and contribute to the SX of customers and people around the world. In FY 2023, we developed environmental contribution metrics to measure our impact on the environment, allowing us to provide services with clear contributions and value. From FY 2024, we will measure and disclose the quantitative amount of our contribution. Furthermore, to realize a sustainable society in which no one is left behind, we will develop solutions, services and initiatives that contribute to SX, so that customers and societies alike will trust and objectively rate us on a worldwide scale as a leader in SX.

## Fujitsu and Supply Chain

### Climate Change

In order to achieve Net Zero (\*1) emissions of greenhouse gases from our business activities and from the entire value chain, we set reduction targets for FY2025. We will achieve these through the strategic deployment of renewable energy and the use of advanced ICT to drive energy conservation, while at the same time encouraging our suppliers to monitor and reduce their environmental impact, make their own products more energy-efficient, and so on.

\*1 Net Zero Greenhouse Gas Emissions

Reduce greenhouse gas emissions by 90% or more from the base year in the target year and remove residual emissions of 10% or less by directly recovering CO<sub>2</sub> from the atmosphere (DAC) or by absorbing CO<sub>2</sub> through planting trees.

### Resource Circulation

We aim to develop these products and services in FY 2025 in order to design products that conserve resources and improve the resource recycling rate, and to build a circular economy business model that can overcome resource constraints. We will also continue to reduce water use and raise awareness of water resource conservation throughout the supply chain.

## Living in Harmony with Nature

In response to Target 15 of the Global Targets for 2030 set out by the Kunming-Montreal Global Biodiversity Framework, we will achieve nature-positive outcomes by reducing negative impacts on biodiversity and increasing positive impacts in the areas of our corporate operations, including supply chains.

## Environmental Action Plan

	Customers and Society	Fujitsu and Supply Chain		
	Business Field	Upstream Business	Fujitsu's Business Areas	Downstream Business
				
Climate Change	<ul style="list-style-type: none"> <li>Development and provision of solutions that contribute to SX</li> </ul>	<ul style="list-style-type: none"> <li>Suppliers' GHG reduction (Well Below 2 °C target)</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of GHG emissions at business sites (1.5 °C target)</li> <li>Increase the use ratio of renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>By reducing power consumption during product use</li> <li>Reduction of GHG emissions</li> </ul>

	Customers and Society	Fujitsu and Supply Chain		
	Business Field	Upstream Business	Fujitsu's Business Areas	Downstream Business
				
Resource Circulation		<ul style="list-style-type: none"> <li>Enhancing suppliers' awareness of water resource conservation</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of water consumption</li> </ul>	<ul style="list-style-type: none"> <li>To product resource conservation and resource recycling Improving resource efficiency</li> </ul>
Living in Harmony with Nature		<ul style="list-style-type: none"> <li>Reducing negative impacts of corporate activities on biodiversity</li> </ul>		

## Environmental Action Plan Targets

Goal			Base Line	Targets for FY 2025	
Customers and Society			-	Deliver SX offerings to customers	
Fujitsu and Supply Chain	Climate Change (*2)	Scope 1,2	<ul style="list-style-type: none"> <li>Business sites must halve their GHG emissions against the baseline (FY2020) by the end of FY2025</li> <li>Increase use ratio of renewable energy to 50% or more by 2025</li> </ul>	FY 2020	Reduction of at least 50%
		Scope 3 (Category 11)	<ul style="list-style-type: none"> <li>Reduce CO<sub>2</sub> emissions from power consumption during product use by 12.5% or more</li> </ul>	FY 2020	Reduction of at least 12.5%
		Scope 3 (Category 1)	<ul style="list-style-type: none"> <li>Reducing GHG emissions in the supply chain                             <ul style="list-style-type: none"> <li>Major suppliers must set emissions reduction targets (aligned with SBT Well Below 2°C)</li> </ul> </li> <li>Collection of GHG reduction data, construction and deployment of mechanisms</li> </ul>	-	Goal setting completed

Goal			Base Line	Targets for FY 2025
Fujitsu and Supply Chain	Resource Circulation	<ul style="list-style-type: none"> <li>Development of products and services that contribute to a circular economy business model</li> </ul>	-	CE Business Products Service Development
		<ul style="list-style-type: none"> <li>Reduce water consumption by 57,000 m<sup>3</sup> or more by implementing water reduction measures</li> </ul>	-	57,000 m <sup>3</sup> or more
		<ul style="list-style-type: none"> <li>Strengthening awareness of water resource conservation in the upstream supply chain</li> <li>Request major suppliers to implement initiatives to raise awareness of the importance of water resources</li> </ul>	-	Request Completed
	Living in Harmony with Nature	<ul style="list-style-type: none"> <li>Reduce negative impacts on biodiversity in the areas of corporate activities, including supply chains, by at least 12.5% . In addition, promote activities that increase positive impacts on biodiversity</li> </ul>	FY 2020	Reduction of 12.5% or more

\*2 Climate Change: Scope 1, 2 and 3. adjusted for acquisitions and divestitures

## RELATED LINKS

- [Fujitsu Group Environmental Action Plan \(Stage X\)](#) >
- [Fujitsu Group Environmental Action Plan \(Stage IX\)](#) >
- [Fujitsu Group Environmental Action Plan \(Stage VIII\)](#) >
- [Fujitsu Group Environmental Action Plan \(Stage VII\)](#) >
- [Fujitsu Group Environmental Protection Program \(Stage VI\)](#) >
- [Fujitsu Group Environmental Protection Program \(Stage V\)](#) >
- [Fujitsu Group Environmental Protection Program \(Stage IV\)](#) >
- [Fujitsu Group Environmental Protection Program \(Stage III\)](#) >

# Help to resolve environmental challenges for customers and society through our business operations

Fujitsu's business aims to transform its portfolio and offerings by 2030, focusing on ESG contributions and Sustainability Transformation (SX). In line with its materiality focus on solving global environmental issues, Fujitsu provides a range of cross-industry offerings, from supply chain optimization through to energy efficiency. Notably, we are promoting the development of solutions and initiatives that contribute to SX, targeting both customers and society as part of our Stage XI Environmental Action Plan for 2023 to 2025. Below are examples of Fujitsu's initiatives for helping to resolve environmental challenges for customers and society through its business.

## Comprehensive Optimization Through Next-generation Dynamic Supply Chain Management

Supply Chain Management (SCM) encompasses the optimization of processes from the procurement of raw materials for products through to manufacturing, distribution and sales. Today, all aspects of SCM are undergoing significant changes, demanding adaptation from businesses. Companies are facing a rapidly changing environment with new challenges, including heightened concerns for human rights, environmental protection, preparedness for future pandemics, and increasingly severe natural disasters that traditional SCM approaches are struggling to address. One key reason for this is the lack of integrated visualization and decision-making across the entire supply chain, hindering companies' ability to make informed decisions. This highlights the urgent need for a transition to next-generation SCM that can respond to modern challenges quickly and flexibly.

Fujitsu provides Fujitsu Data Intelligence PaaS (DI PaaS) to realize business-specific AI. DI PaaS is a cloud-based all-in-one operation platform that integrates vast amounts of data from both inside and outside organizations into a meaningful format to support decision-making. It consists of four platforms: the world’s most advanced AI solution “Fujitsu Kozuchi”; the blockchain technology “Fujitsu Track and Trust” that enables traceability; Palantir Foundry for complex data integration, application development, and advanced AI; and data integration technologies such as Microsoft Azure. DI PaaS helps customers solve their challenges by enabling the integrated connection and analysis of data that has been fragmented across industries, leading to unprecedented cross-value chain solutions and insights. Furthermore, by seamlessly linking these decision-making outcomes with Fujitsu's long-standing planning and execution systems, DI PaaS empowers autonomous operation of business processes from decision-making to action, enhancing agility and responsiveness to change.



Fujitsu Data Intelligence PaaS

# Connecting data and stakeholders with trust to solve customer business challenges

As people become more conscious of environmental and societal issues, companies are being asked to provide products and services that are not only functional and high-quality, but that also have low environmental impact and are produced and distributed fairly.

This is particularly true in EU countries where, based on the European Green Deal policy, almost all products distributed are subject to Ecodesign regulations as part of a circular economy action plan (excluding some EU countries). The implementation of the Ecodesign regulations is accompanied by a Digital Product Passport (DPP) that will become mandatory in a few years. As an inescapable feature of continuing to conduct business in Europe, these regulations require a range of responses, including customs clearance.

We deliver large numbers of products to consumers via supply chains that span the globe, but to address the various demands outlined above, it is crucial that we provide highly trustworthy levels of traceability to ensure transparency in the transactions between our various stakeholders.

Fujitsu Track and Trust provides a traceability platform that leverages consulting and blockchain technology to solve challenges in customer businesses by quickly testing hypotheses to enable further growth. By providing traceability, Track and Trust enables cost reductions and greater efficiency in implementing the processes involved in raw materials procurement, product manufacturing and the downstream logistics. It can also be used to boost corporate and brand value by disclosing the enterprise's contributions to achieving the SDGs to customers (ESG reports).



Fujitsu Track and Trust platform

# Connecting land, sea and air logistics data to enhance efficiency, flexibility and business sustainability

While logistics demand is forecast to increase, the logistics industry faces various challenges, including labor shortages, declining transportation capacity, diversification of transportation methods, and measures to reduce GHG emissions.

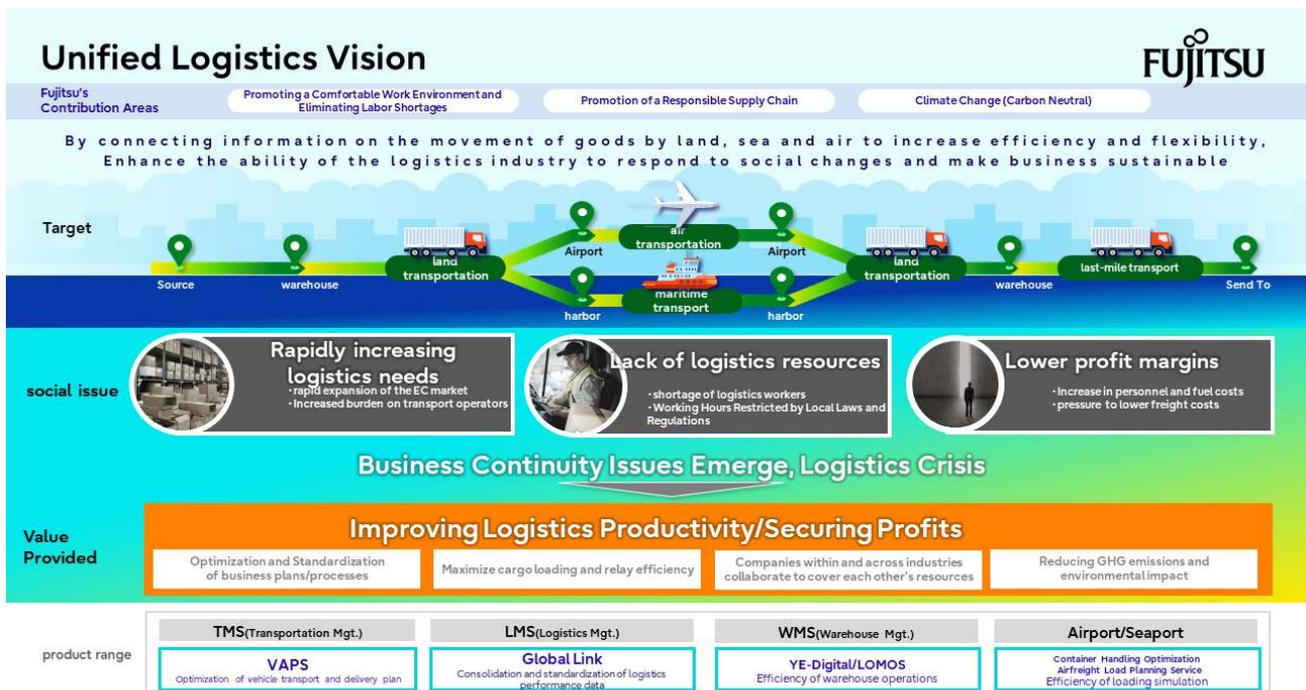
Fujitsu connects logistics information held by shippers and logistics companies through logistics data standardization services, enhancing efficiency, flexibility, and making business sustainable. It achieves both maximization of transportation capacity and reduction of GHG emissions through industry-wide operational efficiency, enabling resilient logistics that maximizes profits and can respond to not only natural disasters and conflicts, but also everyday changes.

## Our approach to solutions

Resolving labor shortages: Optimize and standardize business planning and processes, and use forecasting as the basis for optimizing on-site operations in real time.

Improving transportation capacity: Optimize transportation equipment utilization plans based on cargo loading efficiency, relay efficiency, and future cargo volume forecasts.

Reducing environmental impact: Reduce GHG emissions by optimizing operational plans based on refueling/recharging plans, driving route selection and energy demand forecasts.



## Unified Logistics

# Contributing to sustainability through optimized energy use

The IoT Operations Cockpit supports rapid business decision-making by visualizing information acquired from various IoT sensors in real time, realizing reduced costs and environmental impact.

## Service features

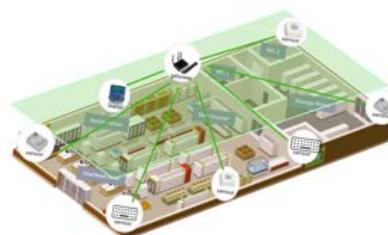
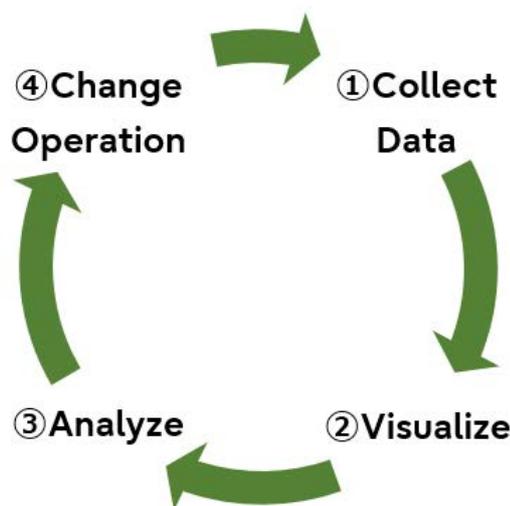
- Real-time visualization and analysis of energy usage**  
 Visualizes data such as energy usage collected from various IoT sensors in real time. Allows information from multiple stores to be centrally managed on a dashboard.
- Fault prediction and error detection using AI-based anomaly analysis**  
 Learns from collected and stored sensor data, and then uses AI to conduct anomaly analysis and predict faults. Anomalies can also be detected by setting a threshold value, which allows for the identification of equipment requiring maintenance in advance and the ability to take preventive measures.
- Contribution to sustainability through energy efficiency improvements**  
 By visualizing the operating status of lighting, refrigerators and air conditioning, users can clearly identify areas requiring energy reductions, which in turn assists with the upgrading of infrastructure and operations. This supports reductions in wasted energy consumption and promotes environmentally friendly corporate activities.



Improve store operations and reduce operating costs based on the results of visualization and analysis.



Anomaly analysis / threshold setting detects anomalies and notifies staff.



Collect data such as temperature, humidity, power, and CO2 levels from IoT sensors and equipment installed in stores.

[Note] Target IoT sensors do not depend on specific manufacturers



Visualize and centrally manage information from multiple stores on a dashboard.

## IoT Operations Cockpit

# Energy Consumption Optimization Service

Fujitsu Energy Consumption Optimization powered by METRON is an end-to-end service that assists factories and offices in any industry sector to optimize their energy consumption, from energy data collection and visualization through to analysis and optimization.

In collaboration with METRON, we offer the four key services shown below aimed at accelerating the decarbonization of the manufacturing industry worldwide.

- Digitization Consulting: Energy Data Collection
- Energy Visualization SaaS: Energy Management/Analysis SaaS
- Energy Optimization Consulting: Energy Optimization
- Production Schedule Optimization: Energy x Production Schedule Optimization

**Feature** Comprehensive solution for energy optimization, covering everything from visualizing energy use, identifying bottlenecks and providing specific measures to achieve your goals

<p><b>1</b> Digitization Consulting</p>  <ul style="list-style-type: none"><li>• Digitalization assessment using proprietary metrics</li><li>• Strategy for quantification of factory energy sources</li></ul> <p>1-a: Digitalization Consulting</p>	<p><b>2</b> Energy Visualization &amp; Analysis</p>  <ul style="list-style-type: none"><li>• Energy visualization tailored to your environment</li><li>• Identify a reduction driver at the process and equipment level</li></ul> <p>2-a: Energy Management Module (EMM) 2-b: Energy Optimization Module (EOM)</p>	<p><b>3</b> Energy Optimization</p>  <ul style="list-style-type: none"><li>• Proven equipment optimization solutions for various industries</li><li>• Multi-objective optimization planning to ensure QCD+E</li></ul> <p>3-a: Energy Optimization Consulting 3-b: Energy x Production Schedule opt</p>
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Fujitsu Energy Consumption Optimization powered by METRON

# Launch of trials for realizing a blue carbon measurement and verification business using maritime digital twinning as a key technology

Fujitsu is conducting proof-of-concept trials on blue carbon (\*1) measurement and verification technology, with the goal of commercialization. The waters of Japan, including its exclusive economic zone (EEZ), ranks sixth in the world and have the potential to realize up to 5,000 tons of CO<sub>2</sub> reductions using blue carbon. This could be the trump card when it comes to CO<sub>2</sub> reductions, since it surpasses the figure for the amount of CO<sub>2</sub> absorbed by the world's forests, which are declining due to the lack of people committed to their preservation. Furthermore, blue carbon has the advantage of being able to be traded in the market as J Blue Credits if it is applied for and verified. However, the creation of blue carbon has been a challenge due to the high cost involved in underwater operations. Fujitsu's blue carbon measurement and verification technology dramatically reduces this high cost of underwater operations through ICT. Rather than the current method where large numbers of divers visually check the growth of multiple hectares of seaweed and then use mathematical formulas to make estimates, Fujitsu's technology uses tools such as underwater drones to enable an AI to learn the underwater CO<sub>2</sub> concentrations. Combining this with remote sensing for widespread measurement, enables highly precise calculations at a low cost without using divers. [Fig. 1]

The Fujitsu Laboratories Ocean Digital Twin is a key technology that reproduces the marine environment with high precision in a digital space. It can make predictions by using simulations of the changes in the environments that make up the ocean and the effects of ocean-based global warming countermeasures. This is achieved through the use of technologies such as AI and autonomous underwater vehicles (AUVs) that collect high-resolution 3D data of underwater organisms and structures [Fig. 2]. Through its blue carbon measurement and verification technology, Fujitsu is aiming to establish underwater digital twinning for seaweed beds by FY2026. As well as supporting blue carbon development, this is also working towards Sustainability Transformation (SX)(\*2) by supporting proposals for initiatives such as measures by companies and local governments to protect biodiversity on coral reefs and to preserve and develop seaweed beds. Together with an external research organization(\*3), we conducted verification testing for these technologies in the coastal waters around Ishigaki Island in Okinawa. We successfully collected highly detailed 3D data for coral reefs and confirmed the viability of the technologies. The results of this testing were very highly rated by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) and we were the first company to take part in seminars(\*4) run by the Ministry.



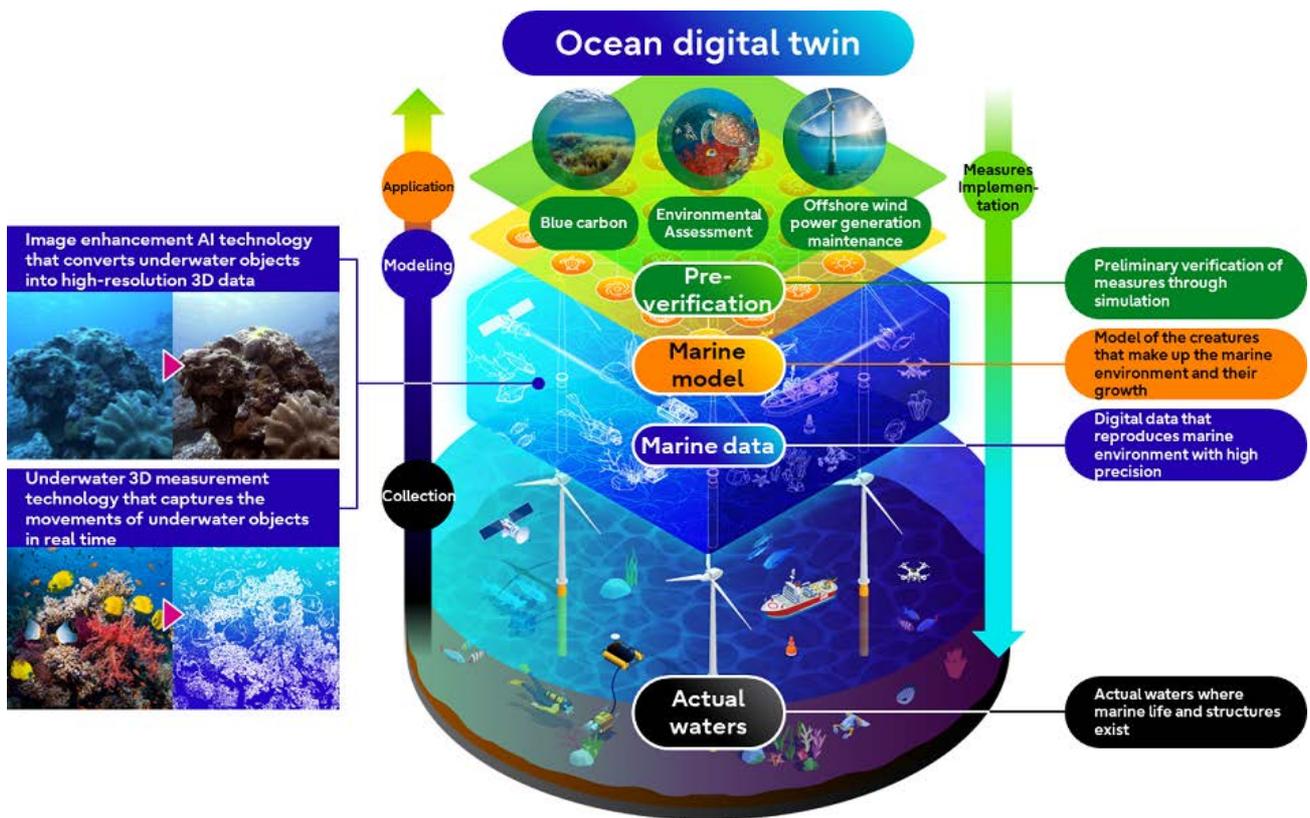


Fig. 2 Technology for collecting 3D data of underwater organisms and structures

- \*1 Blue carbon refers to carbon that has been sequestered or stored through photosynthesis by marine organisms such as seaweed and seagrass.
- \*2 Sustainability transformation
- \*3 National Maritime Research Institute, National Institute of Maritime, Port and Aviation Technology (NMRI)
- \*4 Blue carbon data measurement manual seminar into the use and application of high-precision data acquisition and management systems for blue carbon

## Business collaboration on platforms addressing international initiatives and societal challenges in Japan

Since early 2024, Fujitsu has worked with the Climate Group through its RE100 initiative by collaborating on proposals for policies and regulations that will enable companies in Japan to procure renewable energy. Fujitsu is one of 12 members on the Policy Working Group tasked with reviewing policies in Japan. The top-priority policies recommended by the RE100 members are listed below.

1. Implement policies promoting transparent and fair electricity prices, aiming to improve the cost-effectiveness of renewable electricity generation and pricing.
2. Improve access to Physical and Virtual Corporate Power Purchase Agreements (PPAs)<sup>(\*)5</sup> by establishing streamlined processes and removing barriers for buyers and suppliers.
3. Prioritize grid upgrades and operational improvements to speed up the connection time for new renewables projects and maximize usage of existing renewables to avoid curtailment.

In a public statement issued on 25 June 2024, RE100 participants consisting of over 420 of the world's biggest and most influential companies, including 87 companies headquartered in Japan, strongly urged the Japanese government to set more ambitious targets for renewable energy installation. They demanded that Japan leverage the opportunities created by the transition to net zero to urgently increase its renewable energy generation capacity threefold (to 363 GW) by 2035 in the forthcoming 7th Strategic Energy Plan being formulated by the Japanese government.

Through this involvement, Fujitsu is both promoting renewable energy within the company and actively participating in campaigns to promote renewable energy throughout Japan. In doing so, we are contributing to the broader adoption of renewable energy across society and to business through the accompanying energy solutions.

Shortly after Fujitsu endorsed the "GX League Basic Concept", released by the Ministry of Economy, Trade and Industry (METI) on February 1, 2022, we began cooperating in this initiative and have continued as active participants since the GX League<sup>(\*)6</sup> became fully operational in FY2023. As of March 27, 2024, the league has attracted participants from a wide range of industries with 747 companies now involved, forming a framework that encompasses over 50% of Japan's greenhouse gas emissions. We are also involved in the planning for the GX-ETS<sup>(\*)7</sup>, and as a GX League member, we publish status updates on the progress of various initiatives by each company on the GX dashboard.

This includes our progress towards achieving our own emissions reduction targets, our efforts to reduce emissions across our entire supply chain, and the products and services we supply towards the creation of green markets. Our commitment is also reflected in our business activities, where we contribute to GHG emissions reductions throughout Japan by actively offering proposals for GHG emissions reductions to customers who are GX League participants.

- \*5 Power purchasing agreements undertaken between power suppliers and consumers where the transactions involve environmental value only
- \*6 A forum for cooperation between corporate enterprises, the government, universities and academic institutions engaged in similar initiatives aimed at achieving sustainable growth in the society of today and the future, rising to the challenges of GX while remaining focused on social reform and achieving carbon neutrality by 2050
- \*7 An emissions trading scheme in the GX League that is one of the market-based mechanisms aimed at reducing greenhouse gas emissions. The scheme works by setting a limit (cap) on emissions for companies and other organizations and discourages participants from exceeding that limit. Recent years have seen a greater focus on programs to introduce emissions trading as part of the GX League activities.

- [RE100 Our work in Japan](#) 
- [RE100 calls on the Japanese government to urgently grow renewables capacity](#) 
- [GX League](#) 



# Climate Change

## External Trends

### Accelerated Controls on GHG Emissions are Required for Carbon Neutrality

The COP 21 Paris Agreement, adopted in December 2015, set out a long-term, shared worldwide goal to hold “the increase in the global average temperature to well below 2°C above pre-industrial levels” and pursue efforts “to limit the temperature increase to 1.5°C above pre-industrial levels.”, as well as the goal of carbon neutrality (net zero emissions) by the second half of this century (2050). Since then, efforts to achieve a carbon-neutral society have been accelerating on a global scale. The COP26 Glasgow Accords further solidified the 1.5°C target adopted under the Paris Agreement, elevating it to the standard for global climate change measures.

The Task Force on Climate-related Financial Disclosures (TCFD) was established in December 2015 by the Financial Stability Board, which members comprise central banks, financial regulatory authorities and finance ministries from major countries. The TCFD requests companies to use multiple climate scenarios to evaluate the climate-related risks and opportunities to their business and to assess and disclose the financial impact. Various international initiatives have also been launched, such as the Science Based Targets initiative (SBTi), which calls for corporate emissions reduction targets set to meet the 1.5°C trajectory, and RE100, which calls for companies to source 100% of the electricity they use from renewable energy. Furthermore, CDP <sup>(\*1)</sup>, which runs the global disclosure system for investment that takes into account Environmental, Social and Governance (ESG) factors, requests that companies reduce GHG emissions by at least 2.1% year-on-year through voluntary efforts.

(\*1) CDP:

An international not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage, and share vital environmental information. CDP works with major institutional investors around the world to encourage companies to disclose their impact on the environment and natural resources and to adopt measures that mitigate the impact.

# Fujitsu Group Position

## GHG Emissions Reductions are a Critical Issue for the Fujitsu Group

The Fujitsu Group, as an entity with global operations, is fully aware that climate change is a serious worldwide issue that spans national and regional boundaries. For example, disasters triggered by climate change can disrupt procurement, logistics and energy supply networks, which in turn interrupts the process of supplying materials and energy to business sites. Furthermore, delays in responding to societal and legislative requirements to reduce GHG emissions may impact product manufacturing, service development, etc., potentially leading to the loss of business opportunities.

Since launching the Fujitsu Group Environmental Action Plan, we have treated the reduction of GHG emissions as a critical issue and strived to achieve the defined targets.

The majority of the GHG emissions generated by the Fujitsu Group derive from purchased electricity, rather than the combustion of oil or gas. In particular, the energy consumption for cloud computing, IoT, and network communications continues to rise. To curb energy consumption and reduce GHG emissions, the Fujitsu Group conducts regular checks at its factories, data centers, and offices.

# Approach under the Fujitsu Group Environmental Action Plan (Stage XI)

## Strengthen Efforts to Achieve Carbon Neutrality

In May 2017, the Fujitsu Group formulated the FUJITSU Climate and Energy Vision, its medium- to long-term environmental vision. In August of the same year, the company obtained SBT validation for 2°C-aligned GHG emissions reduction targets. The SBTi aims to significantly reduce greenhouse gases over the medium to long term by encouraging companies to set voluntary GHG emissions reduction targets based on scientific knowledge compiled by organizations such as the IPCC (\*2). Given the accelerating global trend toward carbon neutrality, the Fujitsu Group reviewed its position and revised its target to reduce GHG emissions from business sites in FY2030 from 33% to 71.4% below FY2013 levels. On April 15, 2021, this revised figure was successfully validated as a 1.5°C-aligned target by SBTi. To accelerate the global community's journey to carbon neutrality, including within our supply chain, Fujitsu has pledged to expand our use of renewables to achieve net-zero GHG emissions (\*3) for our own operations by FY2030, and across our entire value chain (Scope 1, 2, 3) by FY2040.

In June 2023, our net-zero by FY2040 target obtained "Net-Zero Target validation" under the SBTi standard.

Working backwards from these GHG emissions reduction targets, we developed the Fujitsu Group Environmental Action Plan (Stage XI) to implement our environmental targets for FY2023-2025. To achieve carbon neutrality, we are aiming for at least 50% of the energy used by our businesses to be from renewable sources by FY2025, with a target of 100% by FY2030. At the same time, we are working towards achieving net-zero GHG emissions across the entire value chain through measures such as identifying the environmental impacts of our suppliers and promoting emissions reductions, and by further reducing energy consumption of Fujitsu products.

In April 2021, in anticipation of Japan's future transition to renewable energy, the Fujitsu Group switched to 100% renewable energy at our largest facility, the Fujitsu Technology Park (formerly, the Kawasaki Plant), which is now our flagship model. This commitment continued in April 2022 when Fujitsu Australia signed the Group's largest ever Renewable Energy Power Purchase Agreement (PPA), securing approximately 47% of its power consumption for FY2023 from renewable sources. Beyond green power and renewable energy certificates, Fujitsu is investing in power sources with additional potential (such as PPAs), and leveraging advanced ICT technologies to accelerate the adoption of renewable energy across society.

(\*2) Intergovernmental Panel on Climate Change (IPCC):

An organization established in 1988 by the [United Nations Environment Programme \(PDF\)](#)  (UNEP) and the [World Meteorological Organization \(PDF\)](#)  (WMO) with the aim of providing comprehensive assessments of human-induced climate change and its impacts, together with adaptation and amelioration measures from scientific, technological and socio-economic perspectives.

(\*3) Net zero:

The elimination of greenhouse-gas emissions through emissions reductions of at least 90% by the target year and removing the remaining 10% or less through measures such as reforestation or Direct Air Capture (DAC) of CO<sub>2</sub> in the atmosphere.

## RELATED LINKS

Actions and targets related to climate change initiatives under the Fujitsu Group Environmental Action Plan (Stage XI)

- [Reducing Greenhouse Gas \(GHG\) Emissions at Our Business Sites](#) >
- [Expand the Use of Renewable Energy](#) >
- [Reduction of CO<sub>2</sub> Emissions by Reducing Power Consumption When Using Products](#) >
- [Activities to Reduce CO<sub>2</sub> Emissions in the Upstream Portion of the Supply Chain](#) >

# Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites

## Our Approach

Considering the prevention of global warming an important issue, the Fujitsu Group formulated its medium- to long-term environmental vision, the Fujitsu Climate and Energy Vision, which aims to eliminate all CO<sub>2</sub> emissions from our business activities by 2050. However, we have decided to move the target year forward to 2030.

Among GHGs, our business sites (plants and offices, as well as datacenters) primarily emit CO<sub>2</sub> when energy (electricity, fuel oil, gas) is used, and perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulfur hexafluoride (SF<sub>6</sub>) during the manufacturing processes and PFCs and HFCs from fluorocarbon leakage. We will set reduction targets in addition to complying with the relevant laws, and we are striving to reduce and control the volume of use and emission of these gases.

## Reducing CO<sub>2</sub> Emitted During Energy Consumption

About 99% of the Fujitsu Group's total GHG emissions arise from CO<sub>2</sub> emissions due to energy consumption. Therefore, we continuously promote the following energy-saving measures to reduce CO<sub>2</sub> emissions.

- Appropriate operation of equipment, improvement in management, and energy-saving measures focused on motive-power facilities (introduction of free cooling, inverters and energy saving equipment, fuel conversion, etc.)
- Increasing efficiency by reviewing the manufacturing process (innovations in production, development of green production technology)
- Maintaining appropriate room temperature for office air conditioning, saving electricity used in lighting and office automation equipment, and switching to LED lighting
- Measuring energy consumption for visualization and promoting use of the data so collected

## Reducing Emission of GHGs Other Than CO<sub>2</sub>

As for GHGs other than CO<sub>2</sub>, the Fujitsu Group mainly uses perfluorocarbons (PFCs), hydrofluorocarbons (HFCs) and sulfur hexafluoride (SF<sub>6</sub>) at the manufacturing divisions. We are taking continuous steps to switch to gases with lower global warming potential (GWP) and install equipment to remove harmful gases in our new and existing production lines. We also carry out inspections and maintenance to comply with relevant laws regarding PFCs and HFCs emissions resulting from fluorocarbon leaks from air conditioning equipment.

## FY2023 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2023 result
Reduce GHG emissions of our business sites to 50% or less of the base year (FY2020) level. (FY2023 target: 30% reduction) (*1).	58.4% reduction (*2).

(\*1) Target organizations: Business sites owned by Fujitsu and the Fujitsu Group. Includes major data centers.

(\*2) Reduction rate based on market standards

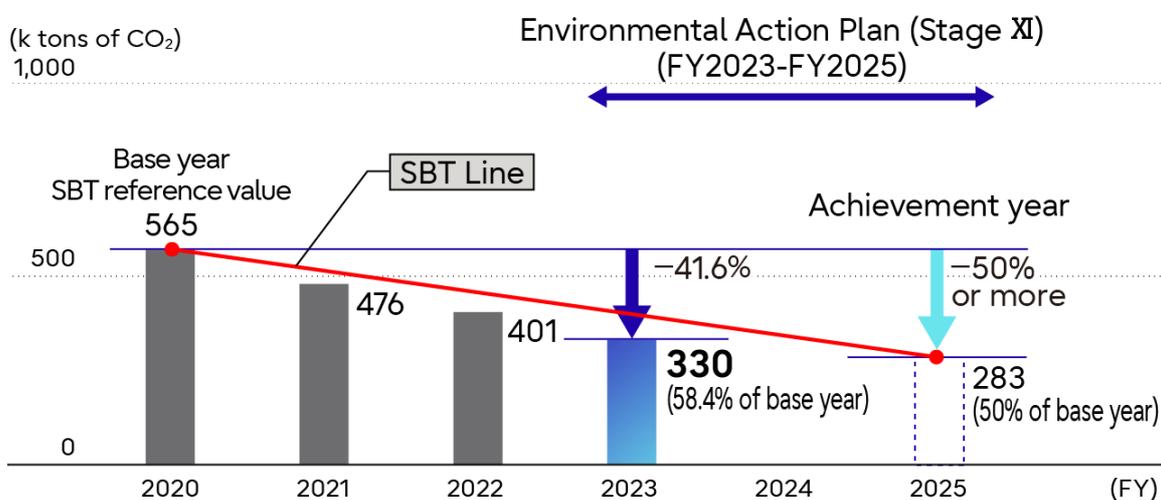
## Promoting Reduction in CO<sub>2</sub> Emitted During Energy Consumption

We continue to invest in energy-saving equipment (introduction and upgrade of BAT (\*3) equipment, mainly for air conditioning and lighting) and ensure their appropriate operation at the facilities at all business sites. We are also streamlining our production processes, saving electricity used for air conditioning, lighting and automation in offices, making energy consumption visible, and leveraging measurement data.

For instance, as for lighting equipment investments, we have contributed to the reduction of CO<sub>2</sub> emissions by 388 t-CO<sub>2</sub> through continuous and efficient deployment of high-efficiency LED lighting.

We also improved facility operations (4,775 t - CO<sub>2</sub>) by reviewing air conditioner operating conditions, such as switching to more efficient equipment, controlling the number of units, and suspending operation of pumps and air conditioning devices. We also use waste heat recovery to generate hot water for air conditioning (380 t-CO<sub>2</sub>). Through our own efforts, we carried out measures to reduce emissions by roughly 11,000 tons-CO<sub>2</sub> (2.7% in comparison to last fiscal year).

As a result of these initiatives, we reduced our GHG emissions according to market standards in keeping with SBT, which is an objective in the Environmental Action Plan (Stage XI), by 41.6%pt compared to the baseline year (17.7% reduction in comparison to our emissions in FY2022).



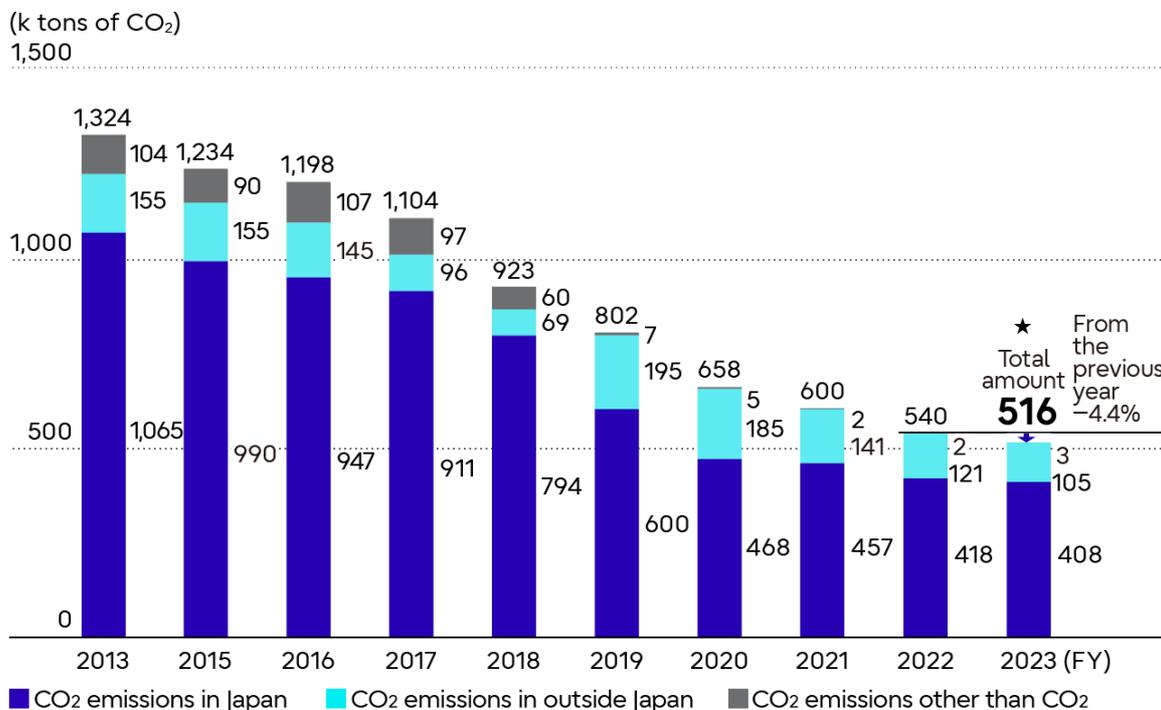
Environmental Action Plan (Stage XI) GHG Emissions Reductions (\*4). (\*5).

- (\*3) BAT (Best Available Technologies): Usable state-of-the-art technologies to reduce GHGs.
- (\*4) Environmental Action Plan (Stage XI) performance values for the reference year (FY2020) and FY2023 are the total values for business sites targeted by the Environmental Action Plan (Stage X).
- (\*5) CO<sub>2</sub> conversion factors of purchased electricity are market standards for both the reference year (FY2020) and FY2023 performance values.

## Total Emissions of 516 ktons-CO<sub>2</sub> ★ in FY2023

Our total GHG emissions in FY2023 were 516 kt ons-CO<sub>2</sub> (output level per sales amount: 13.7 tons-CO<sub>2</sub>/100 million yen). They decreased by 5.8% in comparison to FY2022.

★ Indicators assured by third party



Trends in Total Greenhouse Gas Emissions (\*6), (\*7).

(\*6) CO<sub>2</sub> emissions in Japan and overseas: The CO<sub>2</sub> conversion factor for purchased electric power in performance reports has been calculated with a fixed value of: In Japan - 0.570 tons-CO<sub>2</sub>/MWh from FY 2013 to FY 2015, 0.534 tons-CO<sub>2</sub>/MWh for FY 2016, 0.518 tons-CO<sub>2</sub>/MWh for FY 2017, 0.497 tons-CO<sub>2</sub>/MWh for FY 2018, 0.461 tons-CO<sub>2</sub>/MWh for 2019, 0.444 tons-CO<sub>2</sub>/MWh for FY 2020, 0.436 tons-CO<sub>2</sub>/MWh for FY 2022, and 0.437 tons-CO<sub>2</sub> for FY 2023

Overseas – Same coefficients as those used in Japan from FY 2013 to FY 2018, and the latest IEA values (by country) for the relevant FY from FY 2019 onwards

(\*7) Emissions other than CO<sub>2</sub>: These are converted to equivalent amounts of CO<sub>2</sub> using the global warming potential (GWP) for each gas.

- [Case Studies](#) >
- [Improve Power Usage Effectiveness \(PUE\) at Our Data Centers](#) >

# Expand the Use of Renewable Energy

## Our Approach

The popularization and widespread use of renewable energy is becoming increasingly necessary as a way of addressing global warming, securing stable energy supplies through the diversification of our energy sources, and as an energy-based foundation for economic growth.

The Fujitsu Group has established an environmental vision aimed at realizing a decarbonized society. The main pillars for this vision are a dedication to energy conservation, and the active implementation of renewable energy. To achieve this vision, we have set quantitative targets under the Environmental Action Plan, and are actively promoting the introduction and installation of solar power generation equipment at our business sites, as well as the purchase, use, and expansion of green power (electric power generated through 100% renewable energy).

## FY2023 Performance

★ Indicators assured by third party

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2023 result
Expand the rate of renewable energy usage to more than 50 % in 2025 (*1).	42.7% (*2) ★

(\*1) Target organizations: Business sites owned by Fujitsu and the Fujitsu Group. Includes major data centers

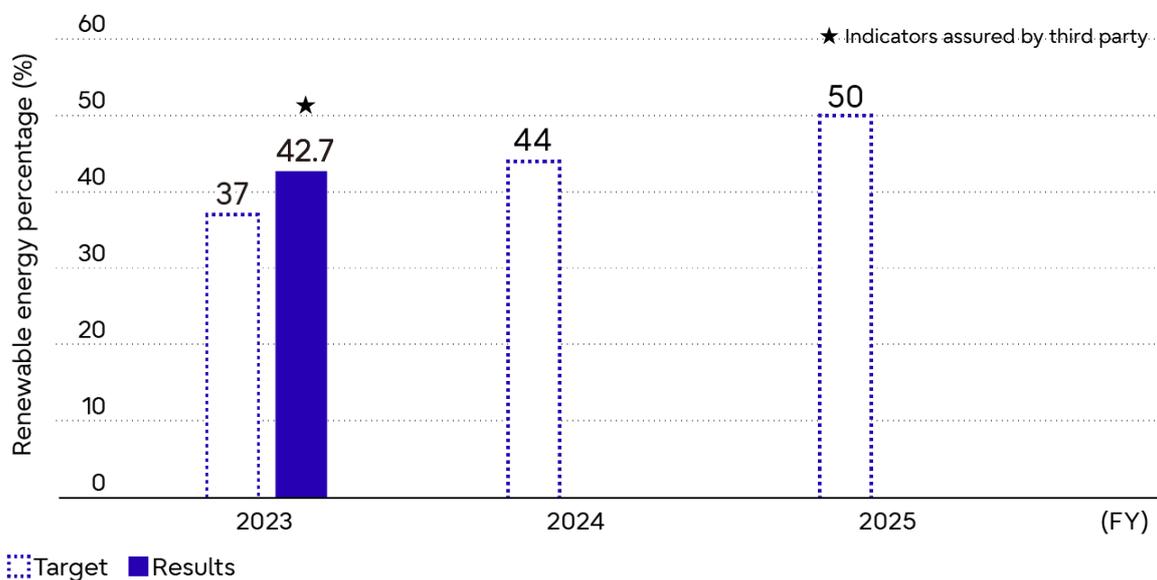
(\*2) Calculation Standard: 5 -3 -4 -5

Refer to [Environmental Performance Data Calculation Standards](#) for details

## Environmental Action Plan (Stage XI) Initiatives

With the aim of achieving the Fujitsu Group’s medium-term environmental goal of “using 100% renewable energy in FY 2030,” we set a target under the Fujitsu Group Environmental Action Plan (Stage XI) to expand our use of renewable energy to more than 50% by 2025. In FY2023, through the purchase of green power and power generation through solar panels, our rate of renewable energy use grew to 42.7%.

We will continue to work toward the implementation of renewable energy in both our domestic and overseas business offices, in order to further our purchase and usage of renewable energy.



Environmental Action Plan (Stage XI) Renewable Energy Percentage

## Renewable Energy Procurement Principle

### Mandatory Requirement

- Renewable energy that can be reported through RE 100 activities
  - Power sources are Solar, Wind-power, Geothermal, Biogas, Small-hydro etc.
  - Environmental value (renewable attribute) can be pursued and verified

- No double counting of environmental value  
Ex.) Amortization of environmental value of renewable energy, to be executed through the system of public agency

## Recommended Requirement

- The electric power, in which power consumption to be combined with environmental value
  - The electric power, in which grid power and environmental value certification to be one set (The renewable energy to be generated in the same grid)
  - Power balancing to be managed. In time of emergence, minimum gap of power consumption and environmental value to be generated (within one year etc.)
- To select the renewable energy, by which we can contribute to local society
  - For example, by selecting the renewable energy in the same area as grid consumption, we can make "Local generation for local consumption" possible. Or to support the power generation company which makes effort to enlarge renewable energy power
- To procure the power from relatively new sites, in order to contribute the enlargement of renewable energy (Additionality)
  - To promote new project conjuncture, then to procure the power from it, we can contribute to increase the capacity of renewable energy of whole society
- To procure from the power generation site which was developed and constructed with the agreement of local society
  - To avoid making significant impact to the environment or society in which the power generation site is located

# Reduction of CO<sub>2</sub> Emissions by Reducing Power Consumption When Using Products

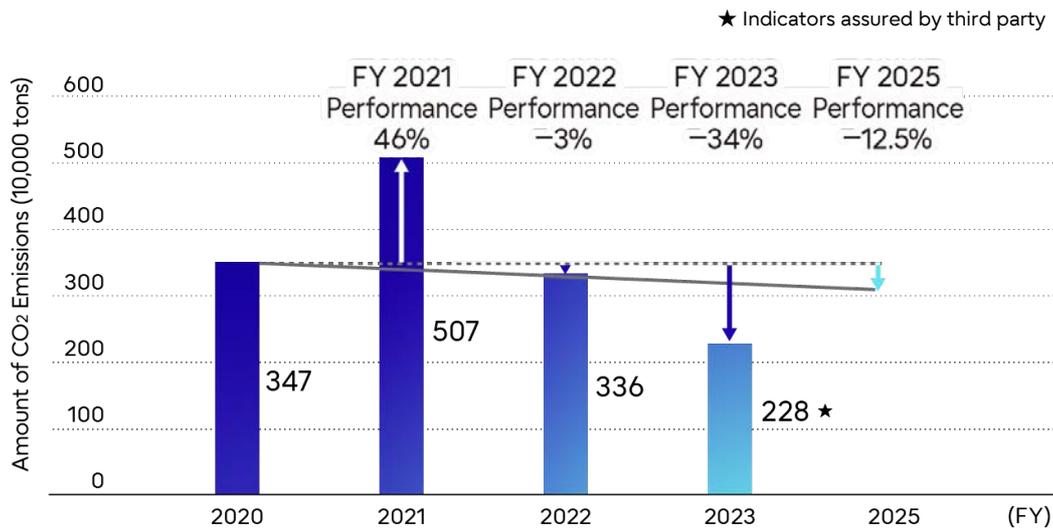
## Our Approach

As ICT grows more and more common, we expect there to be an increase in energy demand in proportion to the higher performance and higher-density integration of ICT products. Various countries and regions are also expanding their energy-related regulations for ICT products, and energy e.ficiency is taking on increasing social importance as a factor in energy label conformance and green procurement requirements.

Here at the Fujitsu Group, we believe that we should work to improve the energy performance of our products during their use, in order to reduce GHG emissions. As such, we will actively implement energy-saving technologies and continue working to further improve the energy efficiency of products. Through these efforts, we will work to promote the development of products that contribute to reduced power consumption when in use.

## FY2023 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2023 result
Reduce CO <sub>2</sub> emissions due to product power consumption by 7.5% or more in comparison to FY2020.	Reduced by 34.2%



Change in CO<sub>2</sub> Emissions Due to Product Power Consumption

Note: In line with the improvement in the accuracy of data collection, we have retroactively adjusted the figures.

## Fujitsu Group Environmental Action Plan (Stage XI) Initiatives

Aiming for net-zero emissions for the entire value chain, the Fujitsu Group Environmental Action Plan (Stage XI) has set a target of reducing emissions in FY 2025 by 12.5% or more in comparison to FY 2020. To achieve this target, each unit has been working to improve energy efficiency, etc. of products in the FY2023–FY2025 pipeline. Specifically, we are actively pushing the use of low-power components, aggregating functions to reduce terminal numbers, using high-efficiency power supplies, optimizing power-management controls, reducing the number of components, and implementing eco-friendly devices.

### Attained a 34.2% Reduction in CO<sub>2</sub> Emissions in Comparison to FY2020

In FY2023, as a result of applying and expanding energy-saving technologies in our servers, storage, PCs, and network devices, we were able to attain a 34.2% reduction in CO<sub>2</sub> emissions in comparison to FY2020.

## Working Toward Our Targets

In order to achieve net-zero GHS emissions across the entire value chain, each unit will work to further develop products with improved energy efficiency. We will also implement advanced energy-saving technologies and expand their application to our products, as part of our cross-Group policy to improve energy efficiency.

Looking toward the future, we aim to push the development of advanced eco-friendly devices, which will contribute to revolutionary improvements in energy efficiency, and aim for the products to be applied at an early stage.

## Initiatives in FY2023

### CELSIUS W5012-Combined speed, power, stability and energy savings

The CELSIUS W5012 PC is a fully equipped PC workstation with the latest technology. PC workstations are designed to perform processing-intensive tasks, and our CELSIUS series provides this functionality.

The CELSIUS W5012, which came to market in FY2023, features Windows 11 Pro, a 13th generation Intel® Core™ processor and DDR5 memory, and is suitable for CAD, architectural and structural analysis, healthcare, and 2D and 3D video production.

In terms of eco-friendliness, the use of low-power components has enabled a 44% reduction in power consumption during use compared with previous models. CELSIUS W5012 also achieved an AAA rating in energy consumption efficiency (FY2022 standard) based on Japan's Energy Conservation Act.

With full deployment of the latest technologies with energy savings in the CELSIUS W5012, Fujitsu will continue to strive to realizing a society that is both environment- and people-friendly.



- [Case Studies](#) >

# Activities to Reduce CO<sub>2</sub> Emissions in the Upstream Portion of the Supply Chain

## Our Approach

In addition to reducing our own emissions, the Fujitsu Group has also been requesting, as part of green procurement, that its suppliers engage in activities to reduce their own CO<sub>2</sub> emissions in order to help contain global warming. As a result, all of our primary suppliers have undertaken efforts to reduce their CO<sub>2</sub> emissions.

Starting in FY2016, we have also been expanding these efforts further upstream in the supply chain by encouraging our suppliers to include their own suppliers (secondary suppliers from the perspective of the Fujitsu Group) in these activities.

In parallel, we have also participated in the CDP Supply Chain program since FY2018. Based on our international environmental research activities, we are taking a more in-depth look at the activities of our primary suppliers to reduce CO<sub>2</sub> emissions and conserve water resources, and considering the issues and our policies.

Moreover, as a new initiative, we are asking our main suppliers to establish a CO<sub>2</sub> reduction target based on the international standard of Science Based Targets (SBT). Starting in FY2022, we have also expanded the target suppliers for CO<sub>2</sub> emissions reduction to include those in the services industry in addition to the existing category of parts manufacturing as we strive to further reduce global warming.

The Group hosts seminars on setting reduction targets based on SBT. About 90% of target suppliers attend the seminar.

In addition, we also host webinars on how to set targets and share FAQ. We support our suppliers' CO<sub>2</sub> reduction efforts through the provision of a simple tool for suppliers to visualize CO<sub>2</sub> emissions (Scope 1 and 2) of their own company and determine the appropriateness of their SBT.

We expect that having the supply chain as a whole work toward reducing emissions can produce even greater reduction effects (synergies), while also expanding the network of these activities through the supply chain to cover an even wider area spreading beyond national boundaries. Through efforts such as these, the Fujitsu Group hopes to help create a carbon-free society for the future and a sustainable water environment.

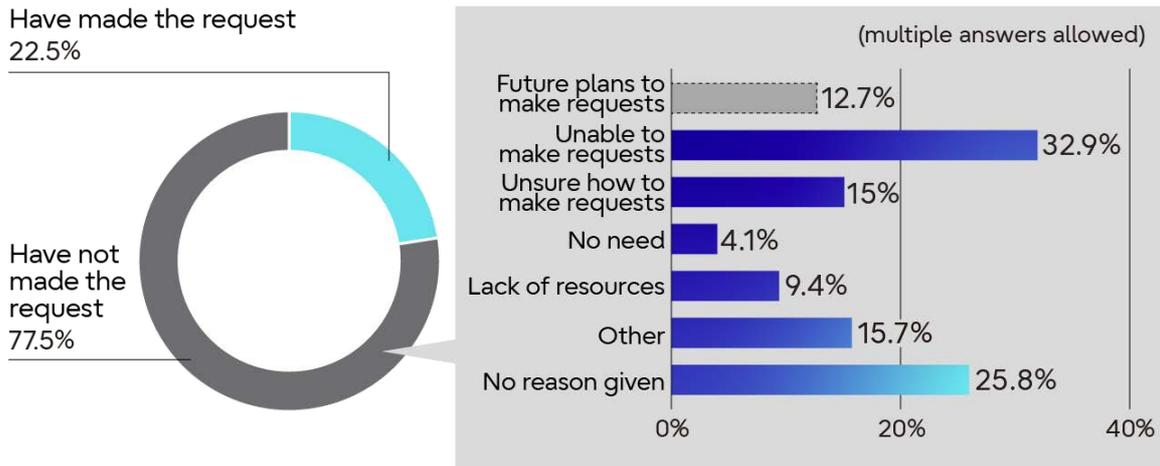
## FY2023 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2023 result
Reduction of CO <sub>2</sub> Emissions: Drive Activities to Reduce CO <sub>2</sub> Emissions in the Supply Chain	Requested that secondary suppliers (over 49,000 companies) engaged in activities to reduce emissions through primary suppliers of the Fujitsu Group (612 companies)

### Reduction of CO<sub>2</sub> Emissions: Requesting and Supporting the Expansion of Activities to Secondary Suppliers

The Fujitsu Group has requested that its primary suppliers, who account for the top 80% of the Group's procurement, to engage in activities to reduce their CO<sub>2</sub> emissions, and to expand these efforts to also include their own suppliers (the Fujitsu Group's secondary suppliers). We also conducted our own environmental survey to ascertain the status of activities by these suppliers. We then provided suppliers who responded to the survey with feedback in the form of a report that analyzed survey responses as a reference for their future activities, and we also requested that they further promote these activities and expand them to include their own suppliers.

As of the end of FY2023, 22.5% (126 suppliers) responded that they had requested their own suppliers to engage in emissions reduction activities. Over 49,000 secondary suppliers have been asked to engage in emissions reduction activities, and this should substantially impact awareness.



Status of primary suppliers' request that secondary suppliers engage in activities to reduce their CO<sub>2</sub> emissions\*

\* Excludes suppliers who did not respond and suppliers without secondary suppliers.

## Offering Guidelines for Activities for Reducing CO<sub>2</sub> Emissions

The Fujitsu Group created original explanatory materials to facilitate the spread of activities for reducing CO<sub>2</sub> emissions throughout the entire supply chain, and since the end of November 2017, we have made the materials available on the company website and we have provided them to suppliers. The purpose of these materials was not only to give suppliers a greater understanding of the importance of these activities taking place in the supply chain, but also to serve as something they could use to request and assist such activities amongst their own suppliers. To fulfill our responsibilities as a global enterprise, the Fujitsu Group will continue to think about what must be done to contain global warming and will continue to take action.

"Guideline for activities for reducing CO<sub>2</sub> emissions" can be downloaded from the following sites.

- [Japan](#) >
- [Global](#) >

## 2. Practical activities: Procedure for target setting

### 1. Setting of Activity contents

- 1) Extract feasible activities in-house.
- 2) Decide more suitable activities from the extractions.



### 2. Selection of Progress Indexes (Numerical data)

Select CO<sub>2</sub> emissions data, or data leading to CO<sub>2</sub> emissions directly.

(e.g. p. 2. Practical activities: Examples for activity contents and progress indexes 

\* If it is (e.g. c) Select activities to be conducted and progress indexes to be controlled.

Activity items	Activity contents	Progress indexes
Saving energy (reducing lighting power consumption)	Switch off unnecessary lighting/ install LED	Implementation rate/Installation rate /Energy-saving rate
	Light off during break times	Time for lights off/Implementation rate
	Stop of servers on holidays	Stopping time/Stopping rate
Saving energy (reducing common-use facility power consumption)	Reduce overtime hours/ specify days on which all employees leave work at the same time	Implementation rate per department
	Utility time limits on reception/ conference room	Utility time/Energy-saving rate
Saving energy (reducing air-conditioning power consumption)	Appropriate temperature setting of air-conditioning systems	Implementation rate/Implementation period
	Installation of rooftop greening/ wall greening	Implementation rate/Greening area per building
Saving energy (promoting of renewable energy)	Installation of green electricity systems	Installation rate
Saving energy (innovative changes of lifestyles)	Encouragement of bicycle commuting of employees	Number of employees taking part in the initiative/Implementation rate
	Promotion of eco-driving	Implementation rate/ELV installation rate
Preserving biodiversity (preservation of CO <sub>2</sub> -absorbing resources)	Implementation of forest-preservation activities	Number of activities/Number of participants/Forestation land area/Number of trees planted
Conservation of paper resources	Promotion of paperless	Reduction volume/Implementation rate
Promotion of environmental awareness	Raise awareness by in-house education	Number of attendance/Attendance rate/ Test pass rate

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### 3. Setting of numerical targets

\* If it is (e.g. c) Select activities to be conducted and progress indexes to be controlled.

Informational materials for business partners

# Resource Circulation

## External Trends

### Strengthening Global Resource Circulation

Goal 12 of the Sustainable Development Goals (SDGs), adopted by the United Nations in September 2015, is 'Responsible consumption and production'. The actions that organizations are urged to take in order to meet this goal include the efficient use of natural resources, the appropriate management of chemical substances and waste products throughout the entire product life cycle, and significant reductions in the volume of pollutants emitted into the air, water, and soil. The European Commission also announced its Sustainable Products Initiative (SPI), the cornerstone of its new Circular Economy Action Plan (CEAP), in March 2020. It launched a series of bills and policy packages central to achieving the objectives of the CEAP, including the Eco-Design for Sustainable Products Regulation (ESPR). The ESPR product scope not only expanded, but the Regulation also established performance requirements such as recyclability, durability, repairability, and use of recycled materials. With the increase in product sustainability requirements, the ESPR will also introduce a Digital Product Passport (DPP) to trace throughout the product life cycle, and Carbon Footprint to provide environmental impact assessment information. The requirement for more efficient use of resources is expected to increase worldwide. For example, in the U.S., more and more states are passing Right to Repair laws, while in Japan, the Ministry of Economy, Trade and Industry (METI) is working on building a Circular Economy Information Distribution Platform. Companies will need to accommodate these requirements going forward.

## The Problem of Plastic Waste

A report published by the Organization for Economic Cooperation and Development (OECD) in June 2022 predicts that the amount of plastic waste generated globally will triple by 2060 from its 2019 level of 353 Mt. Additionally, while the resumed session of the Fifth United Nations Environment Assembly (UNEA-5.2) held in February 2022 recognized the usefulness of plastics, it also noted that the problem of plastic pollution, in particular marine pollution, is global in scale. It therefore convened an intergovernmental negotiating committee to begin work during the second half of 2022 on developing an international legally binding instrument on plastic pollution, including in the marine environment, with the ambition of concluding the instrument by the end of 2024. In view of these developments, companies need to engage in plastic resource circulation throughout the product life cycle.

# The Fujitsu Group's Position

## Aiming for Resource Circulation

The Fujitsu Group has a long-standing commitment to the 3Rs of resource management: reduce, reuse, recycle. The push of the "Circular economy" is gaining momentum worldwide. In particular, the abovementioned CEAP adopted in Europe in March 2020 has prompted a wave of discussion around resource recycling, including such topics as the reuse of waste as a resource, improvement of product recyclability and the use of recycled materials. Our existing practices already incorporate recycled plastics in ICT products and use paper instead of plastic for packaging. Building on this foundation, we are now taking a step further by promoting measures such as reducing the number of parts in our products and making them smaller, thinner, and lighter. We are also focusing on the reuse of resources from used ICT products and waste generated at our business sites. In the past, reusing resources from used ICT products continues to be one of the targets of our Environmental Action Plan. We have achieved a reuse rate of over 90% for ICT products used in business and are committed to maintaining this high level and are now continuing our efforts as internal target. In light of the urgent need to address the problem of plastic waste, as outlined above, we will continue to implement initiatives that target packaging materials and other plastic waste. Although changes in our business structure have led to a reduction in overall waste generated, we remain dedicated to further reducing waste and strengthening our recycling and resource utilization efforts to further contribute to a more recycling oriented society.

In addition to company-wide measures such as resource-conserving products, we will look at circular economy business models tailored to the characteristics of individual products, and place greater emphasis on designing products tailored to these new business models.

## Responses to The Act on Promotion of Resource Circulation for Plastics

Given the growing environmental challenges posed by plastic waste, both in Japan and globally, there is a need for immediate measures to promote plastic resource recycling, including rationalizing their use, municipal recycling, and establishing systems to encourage voluntary collection and recycling by businesses.

Designated a “high-volume waste emitter” under the legislation, Fujitsu has established targets for reducing and recycling plastic waste and is implementing activities in line with those targets.

Target: Promotion of zero-emissions activities for plastic waste and greater use of returnable plastics

FY2023 waste plastics emissions: 1.8 thousand tons

### RELATED INFORMATION

Actions and targets related to resource circulation initiatives under the Fujitsu Group Environmental Action Plan (Stage XI)

- [Saving and Reusing Resources in Products and Circular Economy Initiatives](#) >
- [Reducing the Amount of Water Used](#) >
- [Activities to Conserve Water Resources in the Upstream Portion of the Supply Chain](#) >

# Saving and Reusing Resources in Products and Circular Economy Initiatives

## Saving Resources in Products and Circular Economy Initiatives

### Our Approach

As risks that threaten the sustainability of society and companies continue to rise, such as environmental destruction due to resource depletion and excessive mining, major fluctuations in resource costs around the world, and concerns about the supply of rare metals, the European Commission (EC) has established a new Circular Economy Action Plan (2.0) as a growth strategic pillar of the European Green Deal and is moving forward with measures to accelerate further implementation of resource efficiency into society. For example, the EC has proposed the Circular Electronics Initiative, as well as maintenance for the eco design directive, and is promoting a circular economy through the entire life cycle of products. This is a growing trend all over the world. We believe that from the perspective of recycling resources, it is important for us to make efficient use of the resources in the ICT products that we provide to customers. We have engaged in design that draws on the principles of reduce, reuse, and recycle, and have developed our products with technology that is effective in reducing the amount of resources we use. Given the growing importance of the circular economy worldwide in recent years, we will continue to promote the reduction of environmental impact through resource saving while shifting our focus to the realization of the circular economy.

## FY2023 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2023 result
Development of products and services that contribute to a circular economy business model	Each Product Business Division set its own goals.

### **We have established a new resource goal: “Develop products and services that contribute to a circular economy business model.”**

Under Stage X of Fujitsu Group Environmental Action Plan, we have been uniformly promoting resource saving and resource efficiency<sup>(\*1)</sup> improvement for all products. The goal of Stage XI is to develop products and services that contribute to a circular economy business model. To achieve this goal, we will pursue a shift from a one-time purchase model to a service type business model or new business models.

(\*1) Resource Efficiency is our own index calculated by dividing the product value by the environmental burden from resource usage and disposal of each material (resource) that makes up the product.

### **Each Product Business Division set its own goals.**

The Product Design and Development Divisions played a leading role in organizing briefings and workshops on the circular economy business, and the Product Business Divisions have set targets in accordance with the Fujitsu Group Environmental Action Plan (Stage XI).

### **Looking Ahead**

In FY2024, we will provide education for front-line employees (sales, consultants, etc.) to deepen their understanding of circular economy business. In addition, workshops will be held to train them to conduct business negotiations related to the circular economy.

## Examples of Initiatives in FY2023

### Development of a reuse program for ATM maintenance parts (Fujitsu Frontech)

When we replace our customers' ATMs, we take back old ATMs that would normally be scrapped and refurbish some of the parts to be used as maintenance parts. This reduces the number of newly manufactured maintenance parts, thereby limiting the use of new resources and helping to reduce waste.



ATM remanufactured maintenance parts (units)

- [Introduction of Other Initiatives \(Case Studies\)](#) >

# Product Recycling

## Our Approach

The Fujitsu Group's recycling activities are based on the concept of Extended Producer Responsibility (EPR), which holds producers responsible for product design and manufacturing as well as disposal and recycling, and the concept of Individual Producer Responsibility (IPR), which holds a company responsible for its own products. Fujitsu is certified for area-wide disposal of industrial waste based on the Act to Promote Effective Utilization of Resources in Japan. In accordance with these concepts, Fujitsu Recycling Centers around Japan are entrusted to properly dispose of industrial waste, and one of Fujitsu's voluntary management indicators is "to reuse at least 90% of the resources in its ICT products for businesses."

## Changes in Resource Reuse Rates of End-of-life Business ICT Products

Item	FY2021	FY2022	FY2023
Resource reuse rate (%)	92.9	93.6	94.1

- [Introduction of Initiatives \(Case Studies\)](#) >

# Reducing the Amount of Water Used

## Our Approach

The risk of a global water shortage is on the rise, due to such factors as climate change, the destruction of forests, and the economic growth and population boom in emerging and developing countries. Such a water shortage is a risk for companies as well, since it may very well affect the survival of their businesses. As such, it is important for us to recycle and reduce the amount of water we use.

Since the Fujitsu Group uses particularly large amounts of water in the manufacture of semiconductors and printed circuit boards, we believe it is necessary to reduce our water consumption in these areas especially. In addition to our general water conservation efforts, we have also worked to reuse and recirculate water, through methods such as pure water recycling and the reuse of rainwater. We are continuing our efforts to effectively use water resources in the Environmental Action Plan (Stage XI).

## FY2023 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2023 result
Adding policies to reduce water consumption and reducing water usage by at least 57 thousand m <sup>3</sup> by the end of FY2025. (*1)	Water consumption was reduced 59 thousand m <sup>3</sup> (target for FY2023: 38 thousand m <sup>3</sup> )

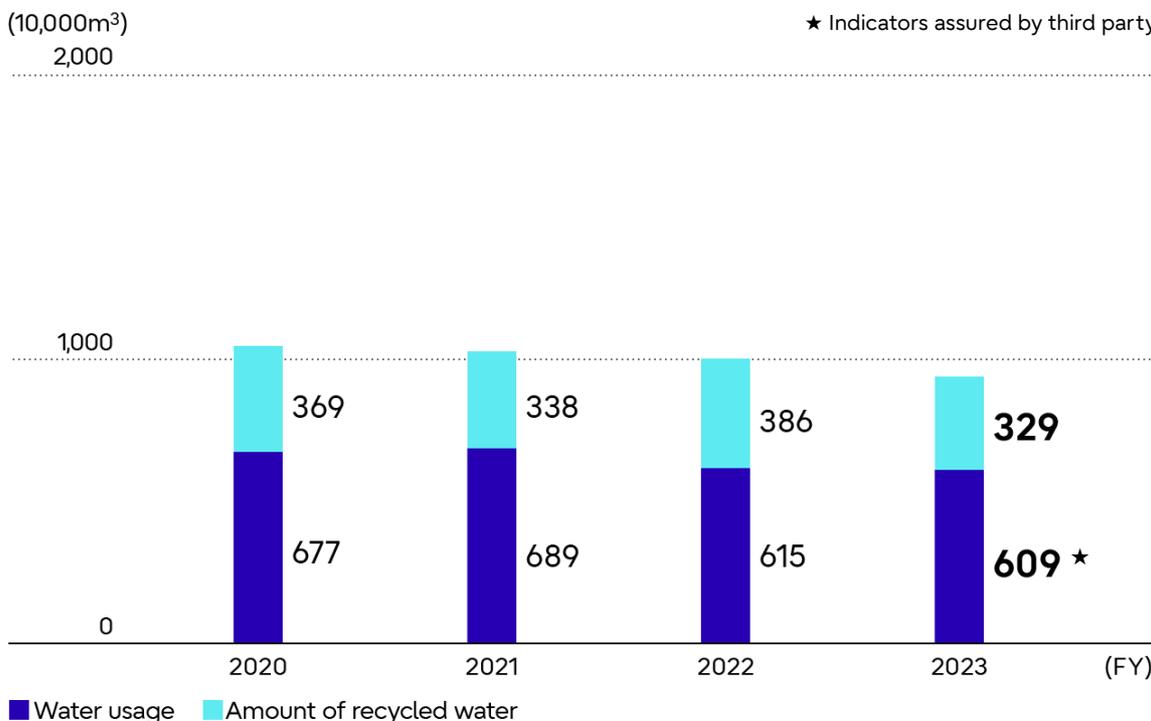
(\*1) Target organizations: Japan; Fujitsu and Fujitsu Group offices (excluding data centers) Overseas; Fujitsu and Fujitsu Group manufacturing sites

The policies we established in FY2023 to reduce water usage include reducing the amount of water used in coating and cleaning processes, reviewing our water supply and wastewater through actions such as optimizing the water supply for our scrubbers, and upgrading air conditioners from water-cooled units to air-cooled units. We implemented these policies at each business site, plant, etc., so that we could make more efficient use of our water resources.

As a result, in FY2023 we reduced our water usage by 59 thousand m<sup>3</sup>, which is 104% of the 57 thousand m<sup>3</sup> target set in the Fujitsu Group Environmental Action Plan (Stage XI).

## Water Usage in FY2023 was 6.09 Million m<sup>3</sup> (a 1% Reduction Compared to the Previous Fiscal Year)

The total amount of water we used in FY 2023 was 6.09 million m<sup>3</sup> (output level per sales amount: 162 m<sup>3</sup>/100 million yen), a reduction of 1% compared to FY 2022. Additionally, 3.29 million m<sup>3</sup> of that usage was recycled water, which was a decrease of 14.6% in comparison to FY 2022. Since the total amount of water we used declined slightly, recycled water comprised 54.1% of our total water usage, a deterioration of 8.7% over FY 2022.



Trends in Water Usage and Amounts of Recycled Water

# Activities to Conserve Water Resources in the Upstream Portion of the Supply Chain

## Our Approach

We have also situated the conservation of water resources as a priority issue which we need to ask our suppliers to address, as well as the reduction of CO<sub>2</sub> emissions.

We have participated in the CDP Supply Chain program since FY2018, in parallel with the above-mentioned activities. Based on our international environmental research activities, we are taking a more in-depth look at the activities of our primary suppliers to reduce CO<sub>2</sub> emissions and conserve water resources, and considering the issues and our policies.

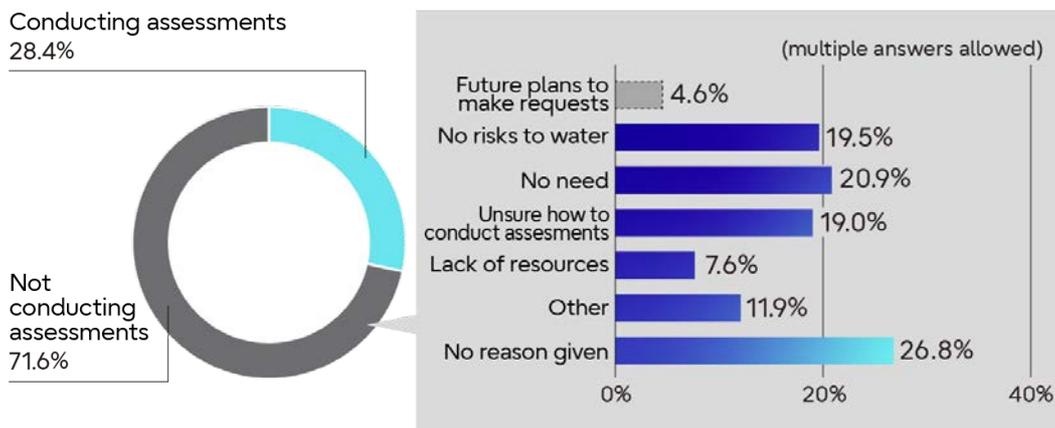
We expect that having the entire supply chain work toward reducing emissions can produce even greater reduction effects (synergies), while also expanding the network of these activities through the supply chain to cover an even wider area spreading beyond national boundaries. Through efforts such as these, the Fujitsu Group hopes to help create a sustainable water environment.

## FY2023 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2023 result
Conservation of Water Resources: Request that Primary Suppliers Engage in Activities to Conserve Water	Requested that 612 of the Fujitsu Group's primary suppliers engage in activities to conserve water

## Conservation of Water Resources: Requesting that Primary Suppliers Work to Conserve Water Resources as a Key Theme They Should Address

Against the backdrop of worsening water resource problems and growing international concern, in addition to continuing our work to reduce CO<sub>2</sub> emissions as pursued under the Fujitsu Group Environmental Action Plan (Stage VIII) from FY2016 to FY2018, we situated the conservation of water resources as a priority issue which we need to ask our suppliers to address, starting in FY2019. We reviewed the questions we posed on our environmental survey forms so that we would be able to understand the status of our suppliers' activities and their actual circumstances, and identified the challenges we will face in expanding our activities in the future.



Status of water risk assessments conducted by suppliers

Since many companies are globally connected through their supply chains, water conservation is an issue that no company can afford to ignore. The first step in conserving water resources is to have an accurate understanding of inherent water risks. An environmental survey conducted by Fujitsu in FY2023 found that 28.4% of suppliers had conducted water risk assessments. As the case in FY2022, this indicates that suppliers have an ongoing awareness of water risk as an issue that needs to be addressed.

In order to have suppliers think about conservation of water resources as a more familiar issue, we are offering the "Water Risk Assessment for Companies" document, which compiles materials on topics such as the importance of risk assessments, and introduces publicly available assessment tools. In the future, we will request that even more suppliers conduct water risk assessments and request that they work to conserve water resources.

"Water Risk Assessment for Companies" can be downloaded from the following sites.

- [Japan](#) >
- [Global](#) >

**Valuable water, even on "Water Planet"**

Compiled based on the website of the Ministry of Land, Infrastructure, Transport and Tourism  
Total global water volume: approx. 1.4 billion km<sup>3</sup>

- Seawater (brine) 97.5%
- fresh water 2.5%
- Iceberg / Ice sheet 70%
- Groundwater, etc. 30%
- 1% (or less) 0.01% of the Easily available Shallow Groundwater

Used for agriculture, industry, domestic use, etc.

*I wish you could live in the seawater, like us!*

**Why Companies can't be Independent of Water Risk**

\*In the "Sustainable Development Goals (SDGs)" adopted by UN in September 2015 including targets for water and sanitation, water-related disasters, and conservation of the water environment  
-> The private sector, such as enterprises, are required to take action

- \*Water risk may overshadow business continually.
  - > Impact on investor behavior (ex: Growing environmental investments)
  - > Increase and strengthen questions on water resources in various environmental activity evaluations.
- \*Even if the internal process is safe, water risk in entire supply chain could affect whole business.
  - > Cooperation with business partners and customers is required.
- \*Increased frequency of weather "extreme phenomenon" (floods, droughts, etc.)
  - > Growing global water risk requires constant monitoring now and in the future.

Reference: Long-term changes in (Ministry of Land, Infrastructure, Transport and Tourism Agency) such as heavy rain or extremely hot days (extreme phenomenon) [https://www.data.mma.go.jp/ir/inf/index\\_extreme.html](https://www.data.mma.go.jp/ir/inf/index_extreme.html)  
Reference: Weather and Climate Extracts (The World Climate Research Programme) <https://www.wcrp-climate.org/gc-extremes-theme>

**Water risk analysis tools (Example)**

- WRI Aqueeduct Water Risk Atlas** <https://www.wri.org/aqueeduct>
  - Indicate risks by specifying areas by address or latitude-longitude.
  - A detailed breakdown of risk is possible with using 12 metrics.
  - Future risks 10 or 20 years from now can be calculated taking into account climate change, global economic development, population growth, etc.
- WWF-DEG Water Risk Filter** <https://waterfilter.panda.org/>
  - Display risk by entering industry and address (+ business information as optional).
  - Evaluation results can be output in the CDP Water response format.
  - Risk mitigation measures are presented for indicators evaluated as high risk.
  - Additional water related opportunity analysis capability is planned.
- WBCSD Global Water Tool**
  - Launched in 2007 as the first public tool for water risk analysis.
  - No longer available since handing over the position to Aqueeduct Water Risk Atlas and WWF-DEG Water Risk Filter.

Reference: Other assessment tools or databases that could be available  
 - Water Footprint Network Assessment tool <http://www.waterfootprintassessmenttool.org/assessment/>  
 - IPCC Climate Change Projection <https://www.ipcc.ch/report/ar6/wg2/global-climate-projections/>  
 - Maplecroft Global Water Security Risk Index <https://www.maplecroft.com/>  
 - Hazard maps produced and provided by local governments or the national government

Contents of "Water Risk Assessment for Companies"

# Living in Harmony with Nature (Conservation of Biodiversity)

## Management Approach

### **Biodiversity loss poses an enormous global risk; an integrated response is vital to secure a carbon-neutral and nature-positive future**

The Global Risks Report 2023 released by the World Economic Forum (WEF), ranks “Biodiversity loss and ecosystem collapse” as the fourth most severe, long-term risk globally, recognizing biodiversity loss alongside climate change as an urgent and critical issue. Viewing the delivery of a nature-positive world as essential to addressing this issue, the G7 Summit held in June 2021 agreed on a G7 2030 Nature Compact, which includes a commitment to “halt and reverse biodiversity loss by 2030”. Part 2 of the 15th Conference of the Parties to the UN Convention on Biological Diversity (CBD-COP15) held in December 2022 adopted the Kunming-Montreal Global Biodiversity Framework, which includes international targets for 2030. The framework establishes “23 Global Targets for 2030” aimed at the 2030 Mission “To take urgent action to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet” (excerpt). Business groups such as the World Business Council for Sustainable Development (WBCSD) and international environmental NGOs such as the World Wide Fund for Nature (WWF) have also announced a joint proposal with a target of achieving a nature-positive planet by 2030. Thus, it is now considered vital that we not only have carbon-neutral initiatives to counter climate change, but also integrated measures aimed at delivering nature-positive outcomes.

## To deliver nature-positive outcomes, we have established a vision and a mid-term goal in line with international targets

Committed to delivering nature-positive outcomes, in 2022 the Fujitsu Group formulated its vision for 2050, its 2030 Mid-term Target, and its 2025 Short-term Target (Environmental Action Plan Stage XI) in line with international targets (Kunming-Montreal Global Biodiversity Framework).

Vision for 2050: Create a world in harmony with nature, where "nature and biodiversity," which are fundamental to a sustainable society, are fully restored through digital technology.

2030 Mid-term Target: Reduce negative impacts on biodiversity by at least 25% (Base year : FY2020) in the area of company's corporate activities, including supply chain, and promote activities to increase positive impacts on it..

2025 Short-term Target: Reduce negative impacts on biodiversity by at least 12.5% (Base year : FY2020) in the area of company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.

We will continue to implement activities to reduce negative impacts and increase positive impacts on biodiversity.

# FY2023 Results

Target Under Stage XI of the Fujitsu Group Environmental Action Plan	FY2023 result
<p>Reduce negative impacts on biodiversity by at least 12.5% (Base year : FY2020) in the area of company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.</p>	<p>Negative impacts on biodiversity were reduced by 27.5% (Base year: FY2020) in locations where Group and supply chain activities are located.</p> <p>As one of Fujitsu Group activities to increase our positive impact on biodiversity, the Fujitsu Numazu Plant has been certified by the Ministry of the Environment as a Nationally Certified Sustainably Managed Natural Sites, contributing to the achievement of the 30 by 30 target.</p>

## Establishment of a calculation method that uses Ecological Footprint (EF) as the indicator for visualizing the impact of corporate activities on biodiversity

Of the Global Targets for 2030 established by the Kunming-Montreal Global Biodiversity Framework adopted at CBD-COP15, one of the most relevant targets to the business sector is Target 15: "Take legal, administrative or policy measures to encourage and enable business, and in particular to ensure that large and transnational companies and financial institutions:

- (a) Regularly monitor, assess, and transparently disclose their risks, dependencies and impacts on biodiversity, including with requirements for all large as well as transnational companies and financial institutions along their operations, supply and value chains, and portfolios;
- (b) Provide information needed to consumers to promote sustainable consumption patterns;
- (c) Report on compliance with access and benefit-sharing regulations and measures, as applicable; in order to progressively reduce negative impacts on biodiversity, increase positive impacts, reduce biodiversity-related risks to business and financial institutions, and promote actions to ensure sustainable patterns of production."

At the 24th meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA-24), assessment indicators for each target were also discussed and Ecological Footprint was proposed as one of the candidate indicators for Target 15.

In response, the Fujitsu Group established a calculation method that uses the Ecological Footprint indicator to enable a comprehensive evaluation of the organization’s activities. Selected to measure negative impacts on biodiversity, the method identified significant negative-impact factors in the Ecological Footprint assessment of the Group’s activities. See below for details.

The Fujitsu Group selected Ecological Footprint as an evaluation indicator for the following reasons:

- ① Ecological Footprint is a Component indicator for Target 15 of the Global Targets for 2030, proposed by SBSTTA-24, selected based on scientific findings.
- ② It enables comprehensive evaluation of all corporate activities.

Goal/Milestone/Target <sup>5</sup>	Headline indicator	Summary of the assessment	Component indicator	Complementary indicators
Target 15. All businesses (public and private, large, medium and small) assess and report on their dependencies and impacts on biodiversity, from local to global, and progressively reduce negative impacts, by at least half and increase positive impacts, reducing biodiversity-related risks to businesses and moving towards the full sustainability of extraction and production practices, sourcing and supply chains, and use and disposal.	15.0.1 [Number of companies assessing and reporting on their][Quantified volumes of ] Dependencies [and] impacts[, risks and opportunities] of businesses on biodiversity [and related human rights]	Relevance: Green Nationally feasible: Yellow Globally feasible with national disaggregation: Yellow Readiness: Red Summary: Relevant, not fully operational Most Parties felt that an indicator on dependencies and impacts was relevant; however, such an indicator would need to be further defined and elaborated. Parties suggested a number of adjustments to the indicator and/or alternative indicators	Tbc (will align with the Task Force for Nature-related Financial Disclosures) 15.4.1 Ecological footprint 15.4.2 Recycling rate	t15.1. CO <sub>2</sub> emission per unit of value added (SDG indicator 9.4.1) t15.2. Change in water-use efficiency over time (SDG indicator 6.4.1)

CO-CHAIRS' SUMMARY AND PROPOSED LIST OF INDICATORS FOR CONSIDERATION IN DEVELOPING THE MONITORING FRAMEWORK FOR THE POST-2020 GLOBAL BIODIVERSITY FRAMEWORK

Source: CBD/SBSTTA/REC/24/2, March 27, 2022

In examining the calculation method, we used the Business & Biodiversity Interrelationship Map® (developed by Japan Business Initiative for Biodiversity (JBIB)) as the basis for extracting items that have biodiversity-related dependencies and impacts, and determined the corresponding amount of activity for each item, as set out in the following table:

Table: Nature-related dependencies and impacts and corresponding activity data in the Fujitsu Group

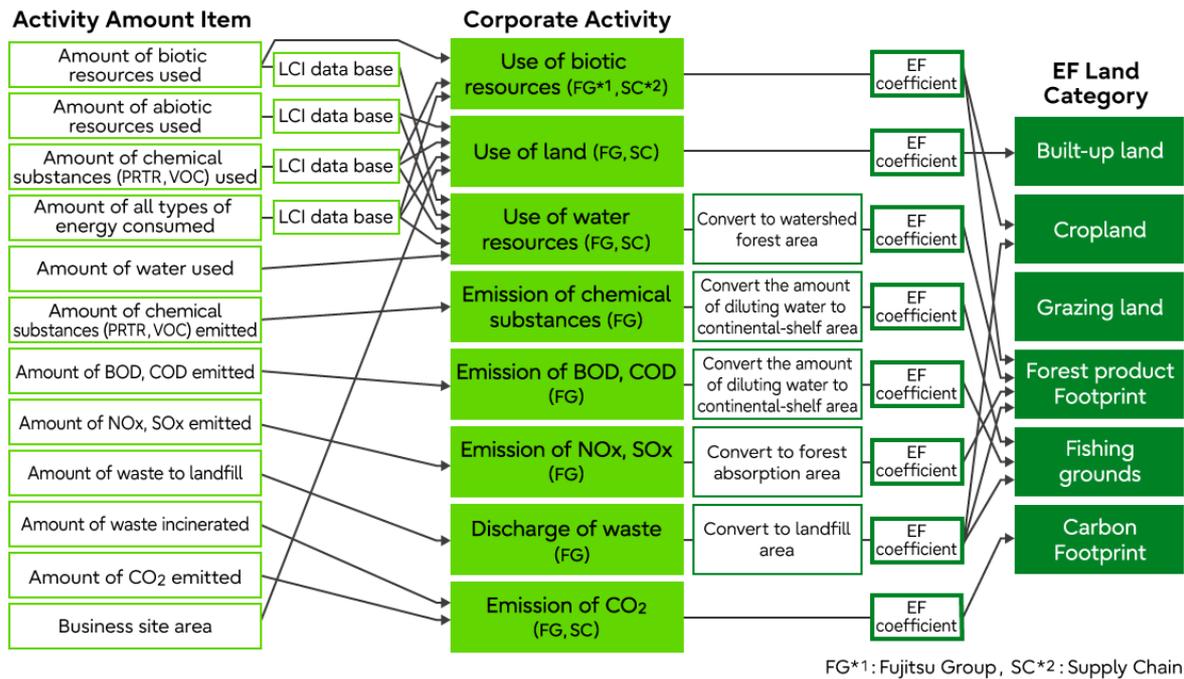
Life Cycle	Nature-related Dependency	Nature-related Impact	Impact Driver	Activity Amount
Procurement	Consumption of raw materials	—	Resource use/replenishment	Amount of resources used (biotic, abiotic)
	—	Emissions released into the atmosphere	Climate change	Amount of CO <sub>2</sub> emitted
Design & Development / Manufacturing	Consumption of water resources	—	Resource use/replenishment	Amount of water used
	Consumption of chemical substances	—	Resource use/replenishment	Amount of PRTR, VOC handled

Life Cycle	Nature-related Dependency	Nature-related Impact	Impact Driver	Activity Amount
Design & Development / Manufacturing	Consumption of energy	—	Resource use/replenishment	Amount of electricity purchased
				Amount of heavy oil Type A used
				Amount of kerosene used
				Amount of gasoline used
				Amount of light oil used
				Amount of natural gas used
				Amount of city gas used
				Amount of LPG used
				Amount of LNG used

Life Cycle	Nature-related Dependency	Nature-related Impact	Impact Driver	Activity Amount
Design & Development / Manufacturing				Amount of district heating and cooling supply used
	—	Emissions released into the atmosphere	Climate change	Amount of CO <sub>2</sub> emitted
			Pollution/pollution removal	Amount of NO <sub>x</sub> , SO <sub>x</sub> emitted
				Amount of PRTR, VOC emitted
				Amount of waste incinerated
	—	Discharge into water bodies	Pollution/pollution removal	Amount of BOD, COD emitted
				Amount of PRTR emitted
	—	Discharge into the ground	Pollution/pollution removal	Amount of waste to landfill

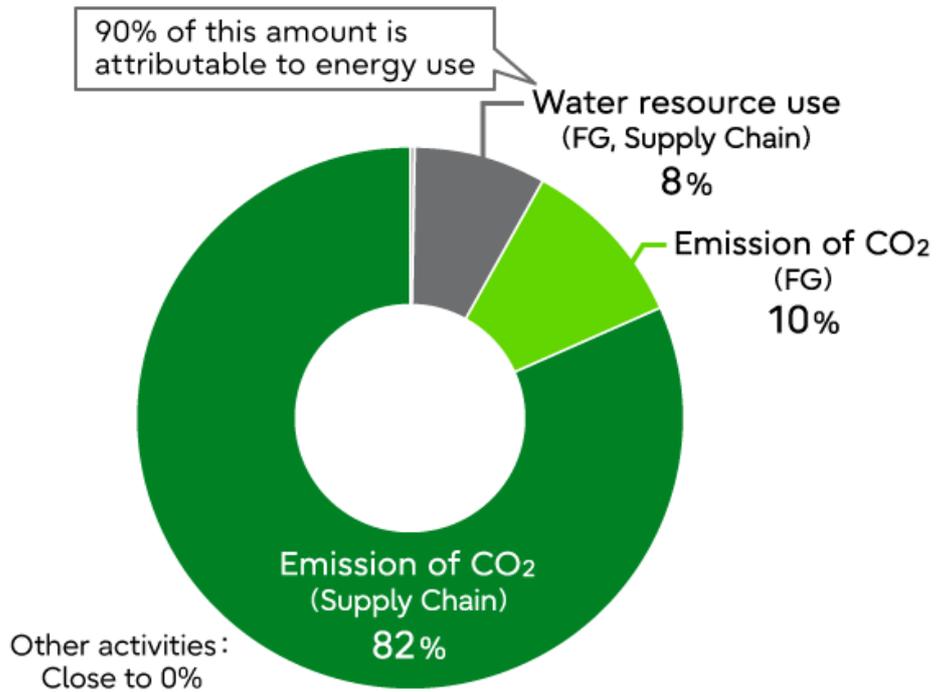
Life Cycle	Nature-related Dependency	Nature-related Impact	Impact Driver	Activity Amount
Logistics & Sales	Consumption of energy	—	Resource use/replenishment	Amount of energy consumed
	—	Emissions released into the atmosphere	Climate change	Amount of CO <sub>2</sub> emitted
Use	—	Emissions released into the atmosphere	Climate change	Amount of CO <sub>2</sub> emitted
Other	—	Land used for business	Land/freshwater/ocean use change	Business site area

We then established an Ecological Footprint (EF) calculation method, using the above Activity Amount items as inputs. We used life cycle inventory (LCI) data to convert some Activity Amount items (e.g., Amount of resources used) to Corporate Activity items that correspond to EF coefficients. Where a Corporate Activity item (e.g., Use of water resources) cannot directly use an EF coefficient, this is reflected in the EF calculation by using additional conversion logic based on scientific knowledge to expand on the original EF method.



Integrated Assessment of Corporate Activities by Ecological Footprint (EF) in the Fujitsu Group

The results of our EF assessment of the Group's corporate activities show that Emission of CO<sub>2</sub> from the Group and its supply chain activities together account for 92% of the negative-impact factors. Water resource use accounts for the remaining 8%, but we found that this was mainly attributable to energy use. We established that Emission of CO<sub>2</sub> and energy use together account for 99% of the negative-impact factors. This means that activities aimed at reducing GHG emissions, such as energy conservation and the introduction of renewables, can also reduce our Ecological Footprint. In short, this clearly demonstrates that the Group's climate change measures are proving effective in reducing negative impacts on biodiversity.



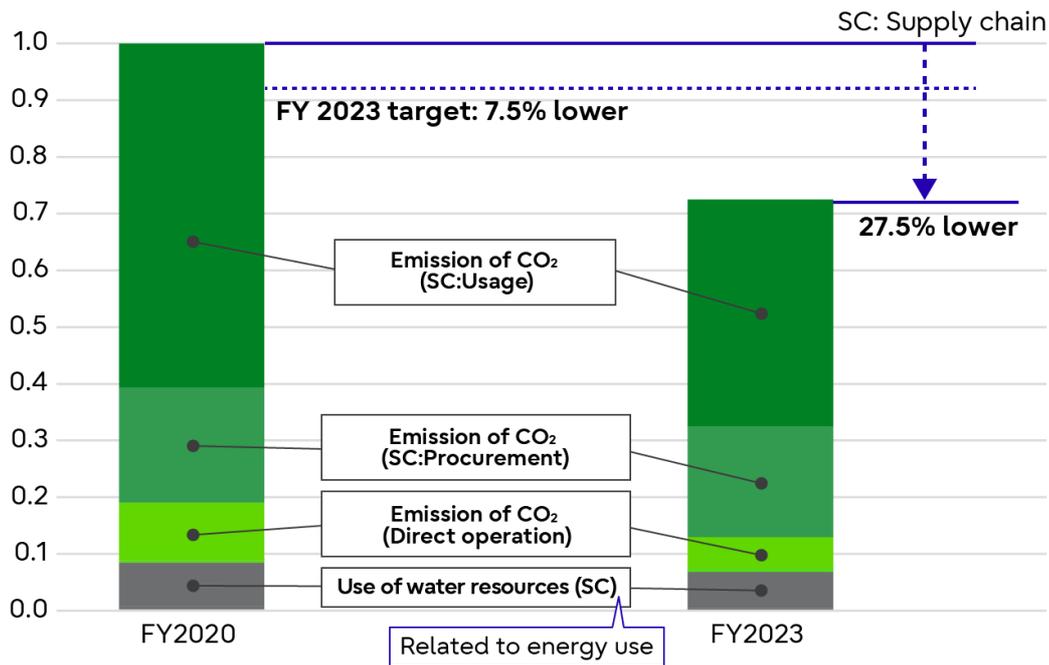
EF Calculation Results in Fujitsu Group (FY2020) - Percentage by Corporate Activity -

## FY2023 Initiatives in Detail

### 27.5% reduction (FY2020 baseline) in negative impacts on biodiversity in the supply chain and locations in which the Group operates

As a result of using the Ecological Footprint as an indicator for assessing impacts in the supply chain and locations in which the Group operates, we have reduced the negative impact on biodiversity by 27.5% against a baseline of FY2020, thus achieving our FY2023 target of a reduction of at least 7.5% against a baseline of FY2020 [\(\\*1\)](#). This is due to a reduction in CO<sub>2</sub> emissions, notably a significant reduction in CO<sub>2</sub> emissions downstream in the supply chain (Scope 3 Category 11 e missions).

(\*1) EF coefficients are fixed for comparison



Fujitsu Group EF Assessment (FY2023 Results, by Corporate Activity)

## One of our activities aimed at increasing our positive impact on biodiversity and contributing to the achievement of the 30by30 target involves the Fujitsu Numazu Plant, now certified by the Ministry of the Environment as a Nationally Certified Sustainably Managed Natural Sites

Just under 80% of the approximately 53 ha site occupied by the Fujitsu Numazu Plant is given over to green space to nurture the precious biodiversity of the region. The Numazu Plant manages the green space with the aim of preserving the natural environment, maintaining the landscape, and providing a place for employees and local residents to learn about the natural environment. In 2023, the Numazu Plant Green Conservation Area was certified by the Ministry of the Environment as a Nationally Certified Sustainably Managed Natural Sites.



Fujitsu Numazu Plant Green Conservation Area (certified by the Ministry of the Environment as a Nationally Certified Sustainably Managed Natural Sites)



Certification logo: Nationally Certified Sustainably Managed Natural Sites

# Global Warming Prevention

## GHG Emissions Report Based on GHG Protocol

★ Indicators assured by third party

Indicator		FY2020		FY2021		FY2022		FY2023	
		ktons-CO <sub>2</sub>	% (*7)						
Upstream (Scope3)	Purchased goods and services	1,192	21.4	1,304	18.2	1,361	25.0	1,086★	27.3
	Capital goods	15	0.3	13	0.2	11	0.2	7	0.2
	Fuel and energy related activities not included in Scopes 1 and 2	99	1.8	94	1.3	85	1.6	82	2.1
	Transportation and distribution (Upstream)	53	0.9	71	1.0	44	0.8	32	0.8
	Waste generated in operations	4	0.1	4	0.1	4	0.1	3	0.1
	Business travel	27	0.5	23	0.3	48	0.9	71	1.8
	Employee commuting	5	0.1	6	0.1	5	0.1	5	0.1
	Leased assets (Upstream)	88	1.6	64	0.9	72	1.3	44	1.1
Reporting company (Scope 1,2)	Direct emissions (Scope 1)	75	1.3	70	1.0	65	1.2	64★	1.6
	Indirect emissions from energy sources (Scope 2)	583 (*3) 540 (*4)	– 9.7	530 (*3) 428 (*4)	– 6.0	476 (*3) 341 (*4)	– 6.3	451★(*3) 268★(*4)	– 6.7
Downstream (Scope3)	Transportation and distribution (Downstream)	0	0.0	0	0.0	0	0.0	0	0.0
	Processing of sold products	12	0.2	16	0.2	16	0.3	12	0.3
	Use of sold products	3,470(*6)	62.2	5,073(*6)	70.7	3,358(*6)	61.7	2,283★	57.4

Indicator		FY2020		FY2021		FY2022		FY2023	
		ktons-CO <sub>2</sub>	% (*7)						
Downstream (Scope3)	End-of-life treatment of sold products	1(*6)	0.0	8(*6)	0.1	6(*6)	0.1	4★	0.1
	Leased assets (Downstream)	N/A(*5)	-	N/A	-	N/A	-	N/A	-
	Franchises	N/A	-	N/A	-	N/A	-	N/A	-
	Investment	N/A	-	N/A	-	27	0.5	17	0.4
Scope3 total		4,966	89.0	6,676	93.1	5,037	92.5	3,646	91.7

(\*3) Location-based

(\*4) Market-based

(\*5) N/A : Not Applicable

(\*6) In line with the improvement in the accuracy of data collection, we have retroactively adjusted the figures.

(\*7) The percentage of total GHG emissions (Scope 1 + Scope 2[Market-based] + Scope 3) when Scope 2 emissions are calculated using the market-based method.

# Material Balance

## Environmental impact of business activities

### INPUT

★ Indicators assured by third party

	Stage	Unit	FY2020	FY 2021	FY 2022	FY 2023
Design / Procurement / Manufacturing / Development	Raw Materials					
	Metal	ktons	11(*3)	13(*3)	11	8
	Plastic	ktons	4 (*5)	5	3	3
	Others	ktons	8 (*5)	8(*3)	6(*3)	5
	Chemical Substances (*1)					
	VOC	ktons	0.3	0.3	0.3	0.2
	PRTR	ktons	9.8	9.5	7.9	6.8
	Water					
	Water usage	M m <sup>3</sup>	6.77	6.89	6.15	6.09★
	Energy (*2)					
	Total	TJ	5,879	5,572	5,092	4,877★
	Purchased electricity	TJ	4,463	4,196	3,823	3,634
	Heavy oil, kerosene, etc.	TJ	109	99	93	81
	LPG、LNG	TJ	113	107	105	102
	Natural gas, city gas	TJ	1,123	1,112	1,018	1,008
District heating and cooling	TJ	71	58	53	53	
Distribution/Sales	Energy					
	Fuel (light oil, gasoline, etc.)	PJ	0.77	1.03	0.63	0.47
Usage	Energy					
	Electricity	GWh (PJ) (*6)	7,818(*3) (28.15)	11,507(*3) (41.42)	9,685(*3) (34.87)	6,153 (22.15)
Collection/Reuse/ Recycling	Resources recycling rate	%	91.6	92.9	93.6	94.1
	Amount processed	tons	2,991	2,393	1,996	1,986

## OUTPUT

★ Indicators assured by third party

Stage		Unit	FY2020	FY 2021	FY 2022	FY 2023
Design / Procurement / Manufacturing / Development	Raw Materials					
	CO <sub>2</sub> emissions	ktons-CO <sub>2</sub>	293(*3)	298(*3)	190(*3)	120
	Chemical Substances (*1)					
	VOC	tons	135	157	161	135★
	PRTR	tons	6	6	5	9★
	Atmospheric Release					
	Total GHG emissions	ktons-CO <sub>2</sub>	658	600	540	516★
	CO <sub>2</sub> (*4)	ktons-CO <sub>2</sub>	653	598	538	513★
	GHG other than CO <sub>2</sub> (PFCs, HFCs, SF <sub>6</sub> , NF <sub>3</sub> , others)	ktons-CO <sub>2</sub>	5	2	2	3★
	NO <sub>x</sub>	tons	26	10	33	25
	SO <sub>x</sub>	tons	1	0.3	0.3	0.1
	Water Discharge					
	Total	Million m <sup>3</sup>	6.48	6.68	5.13	5.00
	BOD	tons	303	301	219	137
	COD	tons	9	15	12	5
	Waste					
	Amount of Waste Generated	ktons	11.0	12.5	11.6	9.6★
Thermal recycling volume	ktons	1.5(*3)	1.8(*3)	1.7	1.9★	
Material recycling volume	ktons	9.0(*3)	10.0(*3)	9.4	7.3★	
Disposal volume	ktons	0.5	0.7	0.5	0.4★	
Distribution/Sales	Atmospheric Release					
	CO <sub>2</sub>	ktons-CO <sub>2</sub>	53	71	44	32
Usage	Atmospheric Release					
	CO <sub>2</sub>	ktons-CO <sub>2</sub>	3,470(*3)	5,073(*3)	3,358(*3)	2,283★

(\*1) Substances that qualify as both a PRTR targeted chemical and a VOC are included under "VOCs" only.

(\*2) We used the calorific value conversion factor of 997 MJ/kWh specified by the Act on the Rational Use of Energy (Energy Conservation Act) to disclose the value of electricity consumption converted to primary energy, but the method has been changed to use 3.6 MJ/kWh from this fiscal year.

(\*3) In line with the improvement in the accuracy of data collection, we have retroactively adjusted these figures.

(\*4) Location-based

(\*5) Figures have been revised due to changes in business areas.

# Environmental Performance Data Calculation Standards

Applicable Period: April 1, 2023 – March 31, 2024

## Fujitsu Group Environmental Action Plan (Stage11)

Boundary: For details, refer to [Fujitsu Group Environmental Action Plan](#)

Target Item	Indicator	Unit	Calculation Method
Climate Change			
<p>&lt;Scope1, 2&gt; Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)</p>	GHG emissions	Tons -CO <sub>2</sub>	<ul style="list-style-type: none"> <li>Amount of CO<sub>2</sub> emissions:                             <ol style="list-style-type: none"> <li>Fuel, gas and heat supplied <math>\Sigma [(fuel\ oil, gas\ annual\ usage) \times CO_2\ conversion\ factor\ for\ each\ type\ of\ energy^*]</math>                                  *CO<sub>2</sub> conversion factor: Conversion factor for power, based on the Act on Promotion of Global Warming Countermeasures</li> <li>Electricity                                  Annual electricity consumption x CO<sub>2</sub> conversion factor (for location based and market-based calculations)</li> </ol> </li> <li>Location-based:                             <ul style="list-style-type: none"> <li>Japan: Usage of 0.437 tons-CO<sub>2</sub> /MWh in FY 2022 (Source: Adjusted emission factors published on February 6, 2024 from the Electric Power Council for a Low Carbon Society)</li> <li>Overseas: Latest IEA value (IEA Emissions Factors 2023)</li> </ul> </li> <li>Market-based:                             <ul style="list-style-type: none"> <li>Japan: FY 2022 emission factors for each power producer are used (adjusted emission factors) (Source: GHG Emissions Accounting, Reporting, and Disclosure System List of Emission Factors by Power Producer)</li> </ul> </li> </ul>

Target Item	Indicator	Unit	Calculation Method
<Scope1, 2> Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)	GHG emissions	Tons -CO <sub>2</sub>	<ul style="list-style-type: none"> <li>Overseas: Value of the power company or the latest IEA value (IEA Emissions Factors 2023)</li> <li>Greenhouse gas emissions other than energy-derived CO<sub>2</sub>: Annual emissions of greenhouse gases other than energy-derived CO<sub>2</sub> (Nonenergy source CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>) <math>\Sigma[\text{Annual emissions for each type of gas}^{*1} \times \text{Global warming potential for each gas}^{*2}]</math> *1 Based on the calculation method used by the appliances and electronics industries: Amount of each gas used (or purchased) x Reactant consumption rate x Removal efficiency, etc. *2 Global Warming Potential (GWP): IPCC (Intergovernmental Panel on Climate Change) Fifth Assessment Report 2014</li> </ul>
	Rate of reduction of GHG due to voluntary efforts	%	(Total amount of GHG reductions due to voluntary efforts / total amount of GHG emissions in the previous fiscal year) × 100
<Scope1.2> Increase use ratio of renewable energy to 50% or more by 2025	Ratio of renewable energy use	%	Ratio of the total amount of electricity generated by the company and purchased from outside using renewable energy (Solar, wind, hydro, biomass, geothermal, etc.) used in the fiscal year to the amount of electricity used in the fiscal year
<Scope3> Reduce CO <sub>2</sub> emissions from power consumption during product use by 12.5% or more.	Rate of reduction in CO <sub>2</sub> emissions when products are used	%	Rate of reduction in GHG emissions based on FY 2013 emissions, as calculated under Scope 3: Use of products sold downstream
Resource Circulation			
Reduce water consumption by 57 thousand kiloliters or more by implementing water resource conservation measures.	Amount of water usage reduction	m <sup>3</sup>	Take the accumulated impact (actual or estimated) of water use reduction measures implemented at each business site, and calculate the amount of reduction for the relevant fiscal year

# GHG Emissions Amount Report based on GHG Protocol

	Indicator	Unit	Calculation Method
Upstream (Scope 3)	Purchased goods and services	Tons -CO <sub>2</sub>	Components purchased during the fiscal year x Emissions per unit of purchase (Source: Embodied Energy and Emissions Intensity Data (3EID) published by the National Institute for Environmental Studies Center for Global Environmental Research) The procurement volume is for the Fujitsu Group's centralized purchasing and does not include voluntary procurement by each Group company.
	Capital goods	Tons -CO <sub>2</sub>	Total amount of acceptance inspection of construction objects in the fiscal year × emission intensity (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.4 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry)
	Fuel-and-energy related activities (not included in Scope 1 or 2)	Tons -CO <sub>2</sub>	Annual amounts of fuel oil and gas, electricity and heat purchased (consumed) mainly at business sites owned by Fujitsu x Emissions per unit (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.4 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Based on the Japanese emissions intensity database, IDEA v2.3 (For calculating greenhouse gas emissions in the supply chain))
	Transportation and distribution (upstream)	Tons -CO <sub>2</sub>	Transportation of goods within Japan: CO <sub>2</sub> emissions related to the transportation of goods within Japan by the Fujitsu Group * CO <sub>2</sub> emissions related to domestic transportation by the Fujitsu Group, based on the Act on the Rational Use of Energy as a source The fuel economy method (for some vehicles) or the improved ton-kilometer method (vehicle, rail, air)
International transport/overseas local transport: transportation ton-kilometer x Emission per unit (Source: GHG protocol emissions coefficient database)			

	Indicator	Unit	Calculation Method
Upstream (Scope 3)	Waste generated in operations	Tons -CO <sub>2</sub>	Annual amounts of waste (discharged mainly by business sites owned by Fujitsu) processed or recycled, by type and processing method x Emissions per unit of annual amount of waste processed or recycled  (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.4 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Based on the Japanese emissions intensity database, IDEA v2.3 (For calculating greenhouse gas emissions in the supply chain))
	Business travel	Tons -CO <sub>2</sub>	(By means of transport) $\Sigma(\text{Transportation expense payment} \times \text{Emissions per unit})$  (Source: Basic Guidelines for Calculating Greenhouse Gas Emissions Via Supply Chains Ver. 2.3 and Emissions per Unit Database Ver. 3.1 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry)
	Employee commuting	Tons -CO <sub>2</sub>	For portions of commute by public transportation: (By means of transport) $\Sigma(\text{Transportation expense payment} \times \text{Emissions per unit})$ (Source: Same as above)  For portions of commute by private automobile: $\Sigma(\text{Transported persons-kilometer} \times \text{Emissions per unit})$ (Source: Same as above)  Transported persons-kilometer: Calculated from transportation expense payment, price of gasoline, and fuel efficiency
	Leased assets (Upstream)	Tons -CO <sub>2</sub>	Annual amounts of fuel oil, gas, electricity, and heat consumed mainly at leased business sites x Emissions per unit of fuel oil, gas, electricity, and heat consumed  (Sources – Japan: Act on Promotion of Global Warming Countermeasures – GHG Emissions Accounting, Reporting, and Disclosure System; Overseas: IEA CO <sub>2</sub> Emissions from Fuel Combustion Highlights 2023)
Reporting company (Scope 1,2)	Direct emissions	Tons -CO <sub>2</sub>	Amount of CO <sub>2</sub> emissions from the consumption of fuel oil and gas (burning of fuel) and GHG emissions other than CO <sub>2</sub> , mainly at business sites owned by Fujitsu  * For the calculation method, see “Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)” in the Environmental Action Plan (Stage 11)
	Indirect emissions from energy sources	Tons -CO <sub>2</sub>	CO <sub>2</sub> emissions from the consumption (purchase) of electricity and heat mainly at business sites owned by Fujitsu  * For the calculation method, see “Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)” in the Environmental Action Plan (Stage 11)

Indicator		Unit	Calculation Method
Downstream (Scope 3)	Processing of sold products	Tons -CO <sub>2</sub>	<p>Intermediate product sales volume*<sup>1</sup> x Emissions per unit of processing volume*<sup>2</sup></p> <p>*1 Intermediate product sales volume: Fujitsu’s device solution sales</p> <p>*2 Emissions per unit of processing volume: Calculated from Fujitsu’s FY 2015 assembly plant data</p>
	Use of sold products	Tons -CO <sub>2</sub>	<p>Electricity consumption during product use*<sup>3</sup> x Emissions per unit electricity*<sup>4</sup></p> <p>*3 Electricity consumption during product use: Calculated as power consumption per unit of each major product shipped in the fiscal year*<sup>1</sup> during the estimated time of use x Units shipped for the subject fiscal year. Electricity usage for the anticipated usage time per product unit is calculated as electricity consumed (kW) x Time used (h / Days) x Number of days used / Year x Number of years used. Time used (h), number of days used per year, and number of years used are set according to Fujitsu’s internal scenarios</p> <p>*4 Emissions intensity:</p> <ul style="list-style-type: none"> <li>• Japan: Usage of 0.437 tons-CO<sub>2</sub> /MWh in FY 2022 (Source: Emission factors published by the Electric Power Council for a Low Carbon Society)</li> <li>• Overseas: Latest IEA value (IEA Emissions Factors 2023)</li> </ul>
Downstream (Scope 3)	End-of-life treatment of sold products	Tons -CO <sub>2</sub>	<p><math>\Sigma</math> (Weight of major products sold during the fiscal year*<sup>1</sup> by type (t) x Percentage of waste by type and treatment method (%)*<sup>5</sup> x Emissions intensity by type and treatment method (tCO<sub>2</sub> e/t))</p> <p>(Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.3 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. The emission intensity includes the transportation stage of waste.)</p> <p>*5 The percentage by type of waste and disposal method is calculated based on the waste disposal results of our company Recycling Center in the previous fiscal year for products sold, and based on the waste disposal results of the PC3R Promotion Association for the previous fiscal year for other products collected.</p>

## Response to Environmental Risks: Environmental Liabilities

Indicator	Unit	Calculation Method
Cost of environmental liabilities	Yen	<ol style="list-style-type: none"> <li>1. Asset retirement obligation (Only asbestos removal cost related to facility disposal)</li> <li>2. Cost for soil contamination countermeasures</li> <li>3. Disposal processing cost for waste with high concentration of PCB (polychlorinated biphenyl)</li> </ol>

## Response to Environmental Risks: Preventing Soil and Groundwater Pollution

Indicator	Unit	Calculation Method
Measured value of groundwater pollution	mg/L	The highest value in the fiscal year for substances detected at levels exceeding regulated levels set in the Soil Contamination Countermeasures Act, etc., at monitoring wells at the boundaries of sites where past business activities have resulted in soil contamination

# Material Balance: Environmental Load in Our Operating Activities

Boundary: Fujitsu and the Fujitsu Group (For details, refer to [List of Companies Covered by the Report on Environmental Activities](#))

Indicator		Unit	Calculation Method
INPUT			
Design/ Procurement/ Manufacturing/ Development	Raw Materials		Tons Material inputs to our major products <sup>*1</sup> shipped in the fiscal year (raw materials per unit for each product x the number of units shipped in the fiscal year)
	Chemical Substances	Volume of substances subject to VOC emissions restrictions	Tons Of the 20 VOCs (Volatile Organic Compounds) specified in the environmental voluntary action plans of the four electrical and electronic industry associations <sup>*2</sup> , total amounts handled are provided for those substances handled in quantities exceeding 100 kg annually per substance at individual business sites, including overseas sites Substances subject to VOC emissions controls that are also covered by the PRTR law are included in the section on substances subject to VOC emissions controls
		Volume of PRTR targeted substances	Tons Of the substances covered by the PRTR law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environmental and Promotion of Improvements to the Management Thereof), totals are provided for those substances handled in quantities exceeding 100 kg annually per substance per business site, including overseas sites
	Amount of water used		m <sup>3</sup> Annual use of clean water, industrial water and groundwater (not including groundwater used for melting snow or extracted for purification.)
	Amount of Recycled water		m <sup>3</sup> Annual amount of water used for manufacturing and other purposes once, then recovered, processed, and used again for manufacturing and other processes.

Indicator		Unit	Calculation Method	
Design/ Procurement/ Manufacturing/ Development	Energy consumption (calorie basis)		TJ Σ["Purchased electricity" to "District heating and cooling" below] * The following "heat conversion facotor(calorific value)": According to the "Act on the Rational Use of Energy and the Conversion to Non-fossil Energy Sources, etc." For electricity, 3.6 MJ/kWh is used, and for city gas, the value for each supplier or 44.8 GJ/Nkm <sup>3</sup> is used.	
		Purchased electricity	TJ	Annual electricity purchases x 3.6 MJ/kWh*
		Bunker A, fuel oil,light oil, gasoline	TJ	Annual fuel oil usage (or purchases) x heat conversion factor (calorific value)*
		Natural gas	TJ	Annual natural gas usage (or purchases) x heat conversion factor (calorific value)* (Natural gas data for FY2023 is converted based on SATP.)
		Town gas	TJ	Annual town gas usage (or purchases) x heat conversion factor (calorific value)*
		LPG	TJ	Annual LPG usage (or purchases) x heat conversion factor (calorific value)*
		LNG	TJ	Annual LNG usage (or purchases) x heat conversion factor (calorific value)*
		District heating and cooling	TJ	Annual district heating and cooling (cold and hot water for cooling and heating) usage (or purchases)
Distribution / Sales	Energy consumed for transport		PJ Total value of transport energy consumption for Fujitsu* <sup>1</sup> and Fujitsu Group companies* <sup>2</sup> *1 Fujitsu (domestic transport): Energy consumption related to domestic transport by the Fujitsu Group, based on the Act on the Rational Use of Energy "Logistics." *2 Fujitsu Group Companies: Calculated from the transport CO <sub>2</sub> emissions from OUTPUT (distribution and sales) using the ratio of Fujitsu (domestic transport) transport energy consumption to transport CO <sub>2</sub> emissions.	
Use of sold Products	Energy	Electricity	GWh Electricity consumed in connection with major products <sup>1</sup> shipped during the fiscal year (Amount of electricity used for time estimated per product unit x Units shipped in the fiscal year)	
			PJ * Calorific value conversion factor (unit heat generation): in accordance with the "Law Concerning the Rational Use of Energy".	

Indicator		Unit	Calculation Method
Recycling of resources	Resource recycling rate	%	Based on the calculation method provided by JEITA, recycled components and resources are calculated as a percentage of the weight of used products processed in Japan. Excludes collected waste other than used electronic products.
	Processed volume	Tons	

Indicator		Unit	Calculation Method	
Output				
Design/ Procurement/ Manufacturing/ Development	Raw Materials	CO <sub>2</sub> emissions	Tons - CO <sub>2</sub>	CO <sub>2</sub> emissions related to all stages from resource extraction through processing into raw materials (CO <sub>2</sub> emissions equivalent for raw materials used per product unit x Units shipped in the fiscal year) for the raw materials used in major products <sup>*1</sup> shipped in the fiscal year
	Chemical Substances	Volume of substances subject to VOC emissions restrictions	Tons	Of the 20 VOCs (Volatile Organic Compounds) specified in the environmental voluntary action plans of the four electrical and electronic industry associations <sup>*2</sup> , total amounts released are provided for those substances handled in quantities exceeding 100 kg annually per substance at individual business sites, including overseas sites. Substances subject to VOC emissions controls that are also covered by the PRTR law are included in the section on substances subject to VOC emissions controls.
		Volume of PRTR targeted substances released	Tons	Of the substances covered by the PRTR law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof), released totals are provided for those substances handled in quantities exceeding 100 kg annually per substance per business site, including overseas sites. It is the sum of air emissions and water emissions.
	Atmospheric pollution	CO <sub>2</sub> emissions	Tons -CO <sub>2</sub>	* For the calculation method, see "Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)" in the Environmental Action Plan (Stage 11).
		GHG emissions other than CO <sub>2</sub>	Tons -CO <sub>2</sub>	* For the calculation method, see "Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)" in the Environmental Action Plan (Stage 11).

Indicator		Unit	Calculation Method
Design/ Procurement/ Manufacturing/ Development	Atmospheric pollution	NOx emissions	Tons $\text{NOx concentration (ppm)} \times 10^{-6} \times \text{Dry gas emissions (m}^3\text{N/hr)} \times \text{Operating time (hr/yr)} \times 46/22.4 \times 10^{-3}$
		Sox emissions	Tons $\text{SOx concentration (ppm)} \times 10^{-6} \times \text{Dry gas emissions (m}^3\text{N/hr)} \times \text{Operating time (hr/yr)} \times 64/22.4 \times 10^{-3}$
	Water Discharge	Wastewater discharges	m <sup>3</sup> Annual water discharge into public waterways and sewers (not including groundwater used for melting snow, but including groundwater extracted for purification when the amount of water is known)
		BOD emissions	Tons $\text{BOD concentration (mg/l)} \times \text{Water discharges (m}^3\text{/yr)} \times 10^{-6}$
		COD emissions	Tons $\text{COD concentration (mg/l)} \times \text{Water discharges (m}^3\text{/yr)} \times 10^{-6}$
	Waste	Amount of waste generated	Tons Total value obtained by adding the total amount of effective utilization (thermal recycling, material recycling) and the amount of waste processed
		Thermal recycling volume	Tons Among all types of waste put to effective use, the total volume used in thermal recycling * Thermal recycling: Recovery and use of the heat energy generated by incinerating waste
		Material recycling volume	Tons Among all types of waste put to effective use, the total volume used in material recycling * Material recycling: Processing of waste to facilitate its reuse, and re-use of processed waste as material or raw materials for new products
		Disposal volume	Tons Volume of industrial and general waste processed by, for example, landfilling or simple incineration
	Distribution / Sales	Atmospheric Release	Tons -CO <sub>2</sub>
Usage	Atmospheric Release	Tons -CO <sub>2</sub>	For the calculation method, see "Use of sold products" in the GHG Emissions Amount Report based on GHG Protocol.

## \*1 Major products:

Personal computers, servers, workstations, storage systems, printers, financial terminals, retail terminals, routers, LAN access equipment, access network products and mobile phone base stations.

## \*2 Four electrical and electronic industry associations:

The Japan Electrical Manufacturers' Association (JEMA), Japan Electronics and Information Technology Industries Association (JEITA), Communications and Information Network Association of Japan (CIAJ), and Japan Business Machine and Information System Industries Association (JBMIA).

# List of Organizations Covered by the Report on Environmental Activities in FY2023

## Organizations Covered by the report

The coverage is of Fujitsu itself plus a total of 74 companies centering on consolidated subsidiaries that have built environmental management systems. The table below shows the organizations [\(\\*1\)](#) for which individual performance data is gathered.

(\*1) The following company names are as of March 31, 2024.

## Organizations covered by each Indicators

- ① GHG emissions : All Fujitsu Group business sites
- ② Scope1,2 : Fujitsu and the Fujitsu Group's own offices and managed rental offices
- ③ Energy : Fujitsu and the Fujitsu Group's own offices and managed rental offices
- ④ Water : Japan; Fujitsu and Fujitsu Group offices excluded datacenters.  
Overseas, Fujitsu and Fujitsu Group manufacturing sites
- ⑤ Waste : Japan; Fujitsu offices excluded datacenters and Fujitsu Group manufacturing sites. From FY 2021, waste plastics from rental offices are included in the calculation.  
Overseas; Fujitsu and Fujitsu Group manufacturing sites
- ⑥ Chemical : Fujitsu and Fujitsu Group manufacturing sites.  
\*The sites that handle less than 100 kg per substance per year are excluded.

- ⑦ EMS : Organizations with Environmental Management Systems (EMS).  
Including organizations with voluntary EMS.

## Headquarters

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	Fujitsu Limited	✓	✓	✓	✓	✓	✓	✓

## Fujitsu Group companies in Japan (51 companies)

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	FUJITSU HOME & OFFICE SERVICES LIMITED	✓						✓
2	Kawasaki Frontale Limited	✓						✓
3	Fujitsu Techno Research Limited	✓						✓
4	DIGITAL PROCESS LTD.	✓						✓
5	FUJITSU BANKING SOLUTIONS LIMITED	✓						✓
6	FUJITSU KAGOSHIMA INFONET LIMITED	✓						✓
7	FUJITSU CLOUD TECHNOLOGIES LIMITED	✓						✓
8	G-Search Limited	✓						✓
9	FUJITSU FSAS INC.	✓						✓
10	FUJITSU COMMUNICATION SERVICES LIMITED	✓						✓

No.	Company name	①	②	③	④	⑤	⑥	⑦
11	FUJITSU NETWORK SOLUTIONS LIMITED	✓						✓
12	Fujitsu Frontech Limited	✓	✓	✓	✓	✓	✓	✓
13	Fujitsu Japan Limited	✓	✓		✓			✓
14	FUJITSU SYSTEM INTEGRATION LABORATORIES LIMITED	✓						✓
15	FUJITSU DEFENSE & NATIONAL SECURITY LIMITED	✓						✓
16	FUJITSU DEFENSE SYSTEMS ENGINEERING LIMITED	✓						✓
17	FUJITSU LEARNING MEDIA LIMITED	✓						✓
18	FUJITSU RESEARCH INSTITUTE	✓						✓
19	FUJITSU CoWorCo LIMITED	✓						✓
20	TWO-ONE LIMITED	✓						✓
21	FUJITSU I-NETWORK SYSTEMS LIMITED (*2)							✓
22	Fujitsu Telecom Networks Limited	✓	✓	✓	✓	✓	✓	✓
23	FUJITSU IT PRODUCTS LIMITED	✓	✓	✓	✓	✓	✓	✓
24	Fujitsu Isotec Limited	✓	✓	✓	✓	✓	✓	✓
25	FUJITSU PERSONAL SYSTEM LIMITED	✓						✓
26	FUJITSU QUALITY LABORATORY ENVIRONMENT CENTER LTD.	✓						✓

No.	Company name	①	②	③	④	⑤	⑥	⑦
27	Fujitsu Optical Components Limited	✓	✓	✓	✓	✓	✓	✓
28	FDK CORPORATION	✓	✓	✓	✓	✓	✓	✓
29	Transtron Inc.	✓	✓	✓	✓	✓		✓
30	SHINKO ELECTRIC INDUSTRIES CO. LTD.	✓	✓	✓	✓	✓	✓	✓
31	FUJITSU CAPITAL LIMITED	✓						✓
32	FUJITSU DATA CENTER SERVICE CORPORATION	✓						✓
33	Fujitsu IT Management Partner Co. Ltd.	✓						✓
34	Fujitsu IS Service Limited	✓						✓
35	FUJITSU ADVANCED SYSTEMS LIMITED	✓						✓
36	FUJITSU SHIKOKU INFOTEC LIMITED	✓						✓
37	Ridgelinez Limited	✓						✓
38	FUJITSU NETWORK SERVICE ENGINEERING LIMITED	✓						✓
39	Mobile Techno Corp.	✓						✓
40	Per Te Corporation	✓						✓
41	Care Net Ltd.	✓						✓
42	Fujitsu Advance Accounting service Limited	✓						✓
43	Fujitsu Harmony Limited	✓						✓

No.	Company name	①	②	③	④	⑤	⑥	⑦
44	ZIS INFORMATION TECHNOLOGY CORPORATION	✓						✓
45	Fujitsu Yamagata Information Technology Limited.	✓						✓
46	BANKING CHANNEL SOLUTIONS Limited	✓						✓
47	IT MANAGEMENT PARTNERS LIMITED	✓						✓
48	YJK Solutions Co.,Ltd.	✓						✓
49	Best Life Promotion Ltd.	✓						✓
50	Fujitsu Engineering Technologies Limited	✓						✓
51	FITEC	✓						✓

(\*2) Although the Company is not included in the aggregation of environmental impacts ① to ⑥ for FY2023 due to its transfer in December 2022, it continued to participate in the ISO 14001 in tegrated certification until partway through FY2023.

## Fujitsu Group companies worldwide (22 companies)

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	Jiangsu Fujitsu Telecommunications Technology Co., Ltd.	✓	✓	✓	✓	✓		✓
2	FUJITSU HONG KONG LIMITED	✓						✓
3	FUJITSU DO BRASIL LIMITADA	✓	✓	✓				✓
4	FUJITSU ASIA PTE LTD	✓						✓

No.	Company name	①	②	③	④	⑤	⑥	⑦
5	FUJITSU NETWORK COMMUNICATIONS, INCORPORATED	✓	✓	✓	✓	✓		✓
6	Fujitsu North America, Inc.	✓	✓	✓				✓
7	FUJITSU BUSINESS TECHNOLOGIES ASIA PACIFIC LIMITED	✓						✓
8	FUJITSU AUSTRALIA LIMITED	✓	✓	✓				✓
9	Fujitsu Technology Solutions GmbH	✓	✓	✓				✓
10	Nanjing Fujitsu Nanda Software Technology Co., Ltd.	✓						✓
11	FUJITSU SERVICES LIMITED	✓	✓	✓				✓
12	FUJITSU KOREA LIMITED	✓						✓
13	FUJITSU TAIWAN LIMITED	✓						✓
14	Fujitsu (China) Holdings Co., Ltd.	✓						✓
15	FUJITSU (XI'AN) SYSTEM ENGINEERING Co.,Ltd.	✓						✓
16	Beijing Fujitsu System Engineering Co., LTD.	✓						✓
17	FUJITSU (CHINA) Co., Ltd.	✓						✓
18	Fujitsu Finance America, Inc.	✓						✓
19	FUJITSU EMEA PLC	✓						✓

No.	Company name	①	②	③	④	⑤	⑥	⑦
20	Fujitsu Systems Global Solutions Management Sdn. Bhd.	✓						✓
21	FUJITSU CONSULTING INDIA PRIVATE LIMITED	✓	✓	✓				
22	FUJITSU CONSULTING COSTA RICA, S.A	✓						



## Global Responsible Business

### — Compliance —

The Fujitsu Group recognizes the operation and maintenance of internal control systems, including compliance, is one of the most important management issues from the perspective of maintaining and improving corporate value. Therefore, we will ensure to keep all organizations in the group informed about the Code of Conduct guidelines in the Fujitsu Way.

Furthermore, in all our business activities, we shall be aware of and act with integrity at a high level of corporate ethics that respect international and local standards.



# Compliance

## WHAT FUJITSU ASPIRES TO BE

Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness, and through those activities the Fujitsu Group becomes a trusted corporate group that is chosen by stakeholders for investment, business transactions, and employment and that fulfills its role as a model for society.

## GOALS FOR FY2025

To ensure that the entire organization is familiar with compliance-related parts of the Fujitsu Way Code of Conduct, the Global Compliance Program will be implemented throughout the Group to instill a high level of awareness toward compliance. The management team will take the lead in fostering a corporate culture where no employee tolerates any kind of misconduct (Zero Tolerance). We will also expand these activities to all parties doing business with Fujitsu, seeking their understanding.

1. Send out annual messages on the importance of compliance from management in Fujitsu's head office, including the CEO, and from the heads of Group companies in each country
2. Provide compliance training to more than 100 business partners each year
3. Prevent bribery and cartels from occurring

# Policies and Structure for Implementation

The Fujitsu Group has a compliance division under the General Counsel and carry out measures based on the Global Compliance Program in cooperation with compliance offices in each region. In addition to fostering a corporate culture that each employee does not tolerate any wrongdoing, the Group is also implementing activities to promote a high level of compliance among all stakeholders in Fujitsu's business, including business partners. The results of these activities are reported to the Risk Compliance Committee, which was established based on "Policy on the Internal Control System" (\*1), and raising awareness and ensuring of the Fujitsu Way Code of Conduct in Fujitsu Group are implemented in cooperation with the Board of Directors and Audit & Supervisory Board Members.

In each region, raising awareness and ensuring of the Fujitsu Way Code of Conduct are implemented in cooperation with the Region Risk Compliance Committee established as a subcommittee of the Risk Compliance Committee.

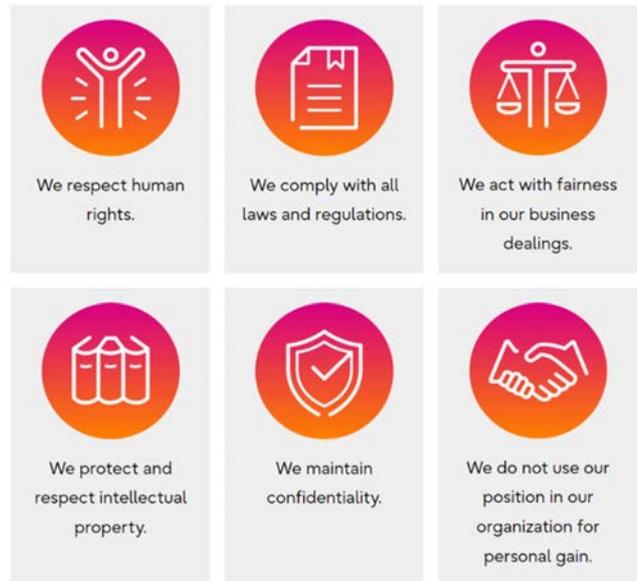
The operational status of the Global Compliance Program is regularly reported to the Risk Compliance Committee, the Region Risk Compliance Committee, and the Board of Directors. The development and operation of internal rules, education, and monitoring systems to comply with various laws and regulations related with Fujitsu Group's business are promoted under the practice and supervision of management.

(\*1) [Policy on the Internal Control System \(P5-P8\)](#) 

## Fujitsu Way Code of Conduct

The Fujitsu Way contains a Code of Conduct, which outlines the fundamental principles that all Fujitsu Group employees should abide by, as shown on the right.

Fujitsu has also refined its Fujitsu Way Code of Conduct, by developing the Global Business Standards (GBS) (\*2) in 20 languages to serve as a guide on legally compliant behavior for all Fujitsu Group-affiliated employees worldwide, and applies the GBS uniformly across the Fujitsu Group.



Fujitsu Way Code of Conduct

(\*2) [Global Business Standards](#)

Our employee evaluation criteria include assessing the level of an employee's embodiment of "Our Values" under the Fujitsu Way. One of the values is for employees to act with ethics, transparency and integrity. As such, employee personnel assessment and compensation reflect their level of compliance with the Code of Conduct.

- [Fujitsu Way](#)
- [Financial Well-being](#)

# Global Compliance Program

Fujitsu has developed the Fujitsu Global Compliance Program to disseminate the Fujitsu Way Code of Conduct and the GBS, and is working to maintain and improve the Fujitsu Group's global legal compliance structure. The Global Compliance Program organizes our various compliance-related activities into five pillars in a systematic manner. The Global Compliance Program promotes external understanding of Fujitsu's compliance structure and its compliance activities, in addition to clarifying what items Fujitsu needs to address on a continual basis. Based on this Global Compliance Program, we implement various policies and initiatives in each region, taking into account factors such as each country/region's legal systems and government institutions guidelines.

When implementing the Global Compliance Program, we establish internal Group rules and assign a compliance officer in each region to be responsible for compliance activities and ensure the structure's implementation. We also continuously provide employees with various forms of training, with the goal of embedding the Fujitsu Way Code of Conduct and the GBS. In addition, we have established an internal whistleblower system in the event of compliance issues, and employees are required to immediately report compliance violations to the Risk Management & Compliance Division if they are discovered. We periodically verify the effectiveness of the Global Compliance Program through measures such as risk assessment, audit, and reviews by external specialists, and continuously work towards improving the Global Compliance Program.



Global Compliance Program

# 1. Establishing Policies and Procedures

Fujitsu Group's minimum requirements for internal rules that must be established by Fujitsu Group companies have been put together as the Fujitsu Group Global Policy. This policy establishes norms, rules, etc., after taking each country's law, culture, customs and other characteristics into account.

We have instituted the Rules for Compliance with the approval of the Risk Management & Compliance Committee, and expanded the Rules for Compliance into Japanese Group companies with the aim of thoroughly ensuring compliance and sustainably improving corporate value. In particular, under the above rule, we have established more specific, detailed rules and guidelines in the areas with significant impact on business; namely, antitrust law, anti-bribery, and antisocial forces.

For non-Japanese Group companies, in addition to the Fujitsu Group Global Policy, we have formulated global guidelines based on the approval of the Risk Management & Compliance Committee, and have had these guidelines adopted into the internal rules of each non-Japanese Group company. In addition to issuing General Compliance Guidelines which correspond to the above Rules for Compliance, we have also issued global guidelines which relate to competition laws and various guidelines which pertain to bribery prevention.

With regard to bribery and conflict of interest, in addition to principles defined in the GBS, we have established various internal rules that state the advance application and approval processes required for actions such as providing gifts and hospitality to government officials , receiving gifts and entertainment from business partners by our employees, giving donations, sponsorships and charitable contributions to various organizations, including political organizations, and facilitating payments. We also conduct compliance checks of organizations that receive donations and sponsorships. Furthermore, as one measure for conducting advance surveys and evaluation of transaction risk in regions and fields that are at a high risk for corruption, we perform due diligence at the time of starting new transactions. We screen our suppliers through steps such as requiring suppliers to complete questionnaires according to their risk level. We also require partners to abide by laws and regulations through contracts and other means.

## 2. Top-Level Commitment and Securing of Resources

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

The President himself has repeatedly sent out messages to all employees, both in Japan and overseas, declaring that Fujitsu will put an end to compliance violations such as collusion and the formation of cartels. Even overseas, regional heads and Group company top managers continuously send out messages emphasizing the importance of compliance and a corporate culture that has zero tolerance for wrongdoing.

Furthermore, Fujitsu established the annual Fujitsu Compliance Week which begins on December 9th runs until December 15th, to coincide with "International Anti-Corruption Day" (December 9th). During that week, compliance messages are simultaneously sent to employees by top management (including the CEO) at Fujitsu headquarters and the Heads of each business region, and Presidents of group companies in each country. We also release annually updated Compliance e-Learning to employees of all Group companies, and provide compliance-related activities planned for each region.

Additionally, we have assigned staff in charge of compliance operations in each region, and have formed a global network composed of staff in charge of risk compliance at each Fujitsu Group company. Based on these steps, we have established a system for operation of our Global Compliance Program. In FY2023, officers responsible for compliance in each region visited Japan for a discussion on a future global compliance policy.

### 3. Training and Communication

The Fujitsu Group continuously conducts various training and communication opportunities for executives and employees in order to embed and implement the Fujitsu Way Code of Conduct, the Global Business Standards, and other internal rules.

We provide Compliance e-Learning for all Fujitsu Group executives and employees every year. The contents of this e-learning includes risk areas such as bribery, collusion, fraudulent accounting, and security export control. Moreover, in order to reflect the results of risk assessment and social conditions, the Compliance Division at Fujitsu headquarters and compliance staff from each region conduct an annual review of the e-learning. In FY2023, compliance e-learning was conducted in 14 languages for all Fujitsu Group executives and employees (approximately 120,000 people). As of April 2024, 97% of all executives and employees have already taken the course.

In addition to the measures listed above, we conduct timely online training and e-learning in accordance with the risk level of each organizational level, region, and division. The training and e-learning is based on laws, customs, and actual business conditions in each country. Every year, Fujitsu and domestic Group companies hold compliance training sessions targeted at newly appointed executives. This training is conducted by lawyers from outside Fujitsu, and the company's legal and compliance divisions. For managers, we periodically conduct internal training where in-house instructors explain the importance of the Code of Conduct and compliance, in addition to discussing typical scenarios and difficult situations. We have also implemented compliance education as part of training for new employees. In addition to ensuring that new employees understand the importance of the Fujitsu Way Code of Conduct and the Global Business Standards, we continually provide education that focuses on specific risks in organizations such as sales divisions and legal division. In FY2023, we conducted compliance training for approximately 211 partner companies.

As mentioned above, Fujitsu has designated an annual Fujitsu Compliance Week, during which the CEO and regional heads send out a message to employees and distribute compliance-related news.

In addition to these top-down activities, we collect ideas and strategies from employees on how to avoid compliance violations through surveys. The valuable insights gathered from these surveys are then published on the company intranet, providing an opportunity for employees to learn from each other.

## 4. Reporting and Responding to Incidents

### Establishing an Internal Whistleblower System

The Fujitsu Group has established an internally and externally accessible portal, operated as Fujitsu Alert, to receive internal whistleblower reports and consultation (including anonymous reports) from all Group employees (including board members, retirees, temporary transfers, contracted employees, part-time employees, dispatch workers, and others) and offer consultations. Group companies also maintain and operate separate internal whistleblower systems.

Through a web form or telephone hotline, Fujitsu Alert accepts reports on suspected wrongdoing or concern from all Fujitsu Group employees and external parties relevant to the Fujitsu Group, including customers and suppliers (anonymously, if applicable). Fujitsu Alert is available in 14 languages 24 hours a day, 365 days a year. Fujitsu Alert also serves as reporting system for business partners from which the Fujitsu Group (companies in which Fujitsu has direct or indirect investment of more than 50%) directly procures goods, software or services.

- [Fujitsu Alert](#)
- [Compliance Line for Suppliers in Japan](#)

Fujitsu Alert is publicized to employees via periodic messages, compliance training sessions, websites, and posters. In addition, Fujitsu periodically confirms trends in the usage of Fujitsu Alert in order to ensure increased recognition for and confidence in the systems among employees.

### Protection of Whistleblower

Employees are encouraged to report breaches or potential breaches of compliance of which they become aware. Furthermore, if employees are unsure of the appropriate action to be taken, they can seek advice from a supervisor in their division or a specialized division such as the legal division.

Anonymous reports can be submitted to Fujitsu Alert, and we handle information with the utmost care in order to preserve anonymity. Even in cases where the whistleblower is indirectly identified during investigation process, we strictly prohibit the adverse treatment of whistleblowers due to their reports, and any such adverse treatment will be regarded as an extremely serious breach of internal policies.

## Response to Reports

When a breach of compliance is reported on Fujitsu Alert, we will conduct an internal investigation under the supervision of responsible managers who are licensed attorneys, and will cooperate with external attorneys when necessary. Fujitsu directly reports the results of its internal investigations to the Board of Directors and the Risk Management & Compliance Committee. These reports are made independent of the division and/or affiliated companies which are involved in the subject matter under investigation. Depending on the content of the report, the Compliance Division may delegate an investigation to other authorized divisions if deemed appropriate.

The Compliance Division will conduct an appropriate internal investigation in order to understand the facts and review possible countermeasures in accordance with applicable laws and professional standards. The internal investigation includes, but is not limited to, consideration of applicable laws, consideration of appropriate investigation steps, evaluation of collected evidence, documentation of investigation results, and reporting or escalation. Depending on the results of the investigation, Fujitsu provides feedback to the whistleblower if necessary based on applicable laws such as the data protection laws and business laws.

In the event that the investigation has verified problems according to the Code of Conduct, Global Business Standards, or other internal rules, we take corrective measures such as disciplinary action and reflect the results in personnel evaluations. In order to prevent similar problems from occurring in the future, we remind all parties of rules, revise systems, strengthen monitoring and supervision, and take other necessary measures.

The process for these investigations, etc., is also reviewed and improved at least once a year, including at the time of establishment of the annual plan under the Global Compliance Program and/or at the time of enactment or amendment of relevant laws.

Fujitsu may be either required by law or decide based on business judgement to provide information about compliance violations to certain government and/or judicial agencies (including, but not limited to, government investigative agencies or courts). When making such decisions, Compliance Division staff work together with managers and other relevant divisions as necessary.

Moreover, letters or emails received via platforms other than Fujitsu Alert are also reviewed for investigation of suspected compliance breach and corrective measures and response are taken as needed.

### Total of Reports to Fujitsu Alert and Breakdown

In FY2023, 143 reports were submitted to Fujitsu Alert. Of these, there were no confirmed cases of corruption (bribery included) or legal disputes. The Fujitsu Group takes measures to prevent corruption following its Global Policy on Anti-Bribery and Anti-Corruption (\*3) and thoroughly complies with the laws and regulations of each country.

		FY2023	
		Case reported	Number of actions taken
Total number of cases		143	7
	Human rights violations (harassment, discrimination, etc.)	37	3
	Violation of laws or internal rules	10	3
	No violations (*4)	27	-
	Violation of Competition Act (bid rigging, cartels, etc.)	4	0
	Violation of laws or internal rules	1	0
	No violations	3	-
	Bribery	2	0
	Violation of laws or internal rules		0
	No violations	2	-
	Violation of conflicts of interest policy	17	1

		FY2023	
		Case reported	Number of actions taken
	Violation of laws or internal rules	3	3
	No violations	14	-
Violation of the company's or customers' confidential information or personal information protection		5	0
	Violation of laws or internal rules	1	0
	No violations	4	-
Insider trading, money laundering		0	0
	Violation of laws or internal rules	0	0
	No violations	0	-
Other		78	3
	Violation of laws or internal rules	9	3
	No violations	69	-

(\*3) Global Policy on Anti-Bribery and Anti-Corruption (P.16-P.18)

(\*4) "No violations" in the chart includes cases under investigation as of the end of the fiscal year

### **Filing Reports with the Risk Management & Compliance Committee**

When executives or employees become aware that compliance violations have occurred, or recognize signs that violations may occur, they are required by the risk management regulations to immediately file a report with the Risk Management & Compliance Committee and in accordance with the reporting system previously established by the head of the division. In addition, we periodically report to the Risk Management & Compliance Committee, the Board of Directors and Audit & Supervisory Board members concerning internal whistleblower reports and consultations, as well as our responses to major compliance issues. Please refer to the Fujitsu Group Integrated Report for the number of meetings of the Risk Management & Compliance Committee and the Board of Directors.

## **5. Monitoring and Reassessment**

The Fujitsu Group conducts annual verification of the effectiveness of the Global Compliance Program through reviews of our risk assessment and internal auditing activities, and through reviews by external experts such as law firms. We are also working to continuously improve our Global Compliance Program based on the results of applicable reviews and audits, as well relevant social conditions. Please refer to the Risk Management page regarding our risk assessment activities.

The Compliance Division of Fujitsu headquarters continually assesses risk that mainly targets Group companies located in overseas countries and regions with a high risk of corruption. Through interviews with executives/employees and verification of internal rules and business processes, the Compliance Division analyzes the compliance risks of local businesses. It then proposes countermeasures in accordance with the actual contents and extent of risks, and supports the implementation of those countermeasures.

The status of risk assessment and implementation of the Global Compliance Program are periodically reported to the Risk Management & Compliance Committee, the Regional Risk Management & Compliance Committees, and the Board of Directors. The discussions and decisions made at these meetings are reflected and implemented in a timely manner to activities in the Global Compliance Program.

# Initiatives for Security Export Controls

From the viewpoint of maintaining global peace and security, the export of goods and the transfer of technology that could be used for the development or production of weapons of mass destruction or conventional weaponry are controlled by an international framework for security export controls. In Japan, by following its framework, the regulations for security export controls are implemented under the Foreign Exchange and Foreign Trade Act (the Foreign Exchange Act).

In line with one of the Fujitsu Way Code of Conduct, “We comply with all laws and regulations,” Fujitsu has enacted “Security Export Control Regulations” internally and thoroughly enforced it as the fundamental policy to promote security export controls in accordance not only with the Foreign Exchange Act, but with the Export Administration Regulations (EAR) of the United States, which is applied extraterritorially.

As Fujitsu's management system, the President serves as the Security Export Control Chief Officer, while the Security Export Control Office in the Corporate Governance and Compliance Unit serves as the organizer of the security export control operations. On the operational process, it is required that, before export of goods and the transfer of technology to overseas, all classification and transaction screening (scrutinizing destination country/region, end-use/end-user) are surely executed and then all necessary licenses are adequately obtained. “Security Export Control Regulations” also sets the rule that legal violations shall be reported immediately. When execution of business, to prevent legal violations by misinterpretation and/or overlook of related regulations, Fujitsu closely aligns with the Ministry of Economy, Trade and Industry which has jurisdiction over export administration regulations.

Due to such internal system for security export controls upheld, the regular audit is conducted, as well as the export controls training is provided to all executives and employees.

For domestic and overseas Group companies, the guidance about rules and frameworks for proper security export controls is offered accordingly, and any related activities like educational support, audit support and event with the Group for information exchange are given as well. Furthermore, since FY 2013, e-Learning course about basic security export controls has been developed, which is available in multiple languages for Fujitsu Group companies worldwide.

# System to Ensure Proper Financial Reporting

In the “Policy on the Internal Control System”, which was resolved by the Board of Directors, Fujitsu stipulates the following points.

- The Company has, apart from the organization that prepares financial reports, an organization under the Chief Financial Officer responsible for establishing, operating, and evaluating internal control over Fujitsu Group financial reporting, to ensure the effectiveness and reliability of financial reports.
- These organizations create rules for establishing, operating, and evaluating internal control over the unified accounting policies shared throughout the Fujitsu Group and financial reporting.
- The organization responsible for establishing, operating, and evaluating internal control over financial reporting periodically reports to the Board of Directors and any other relevant person or organization the results of evaluations on the effectiveness of the internal control.

## Status of operations

The organization responsible for internal control and internal audits has established the system and assesses internal control over financial reporting throughout the Fujitsu Group, and reports the activity status and assessment results to the Representative Director and CEO, Chief Financial Officer, Audit & Supervisory Board Members and the Board of Directors in accordance with the principles of the “Practice Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting” published by the Business Accounting Council.

# Our Approach to Tax Matters

## Tax Compliance

Tax compliance at the Fujitsu Group is carried out according to the Fujitsu Way Code of Conduct.

We understand the purpose and essence of each country's tax laws and treaties, as well as other guidelines such as those laid out in the Business Erosion and Profit Shifting (BEPS) Project led by the OECD, and abide by them. We strive to file tax returns and pay taxes appropriately. In transactions between related companies, we will comply with the general rule of an arm's length price and distribute profits appropriately.

## Tax Governance

The Director who serves as the Chief Financial Officer is responsible for the proper filing and fulfilment of tax returns and obligations, management of tax risks, and optimization of tax expenses. Important matters and risks related to tax are reported to the management meeting and Board of Directors in a timely and appropriate manner for approval.

## Transfer Pricing

We comply with the principle of arm's length pricing and distribute profits appropriately when conducting transactions between affiliated companies. We do not transfer business profits generated in countries/regions to countries/regions with low tax rates where we do not conduct business transactions.

## Tax Planning

We do not engage in tax planning that is solely for the purpose of avoiding taxes without business purpose or business substance. Similarly, we will not use tax havens to transfer profits with the intention of avoiding taxes.

## Relation with Tax Authorities

We strive to build a sound relationship with the tax authority in each country by conducting our business with ethics, transparency, and integrity in accordance with Our Values under the Fujitsu Way.

Based on the above, we aim to achieve proper tax management, in order to continuously improve corporate value.

# Tax Information

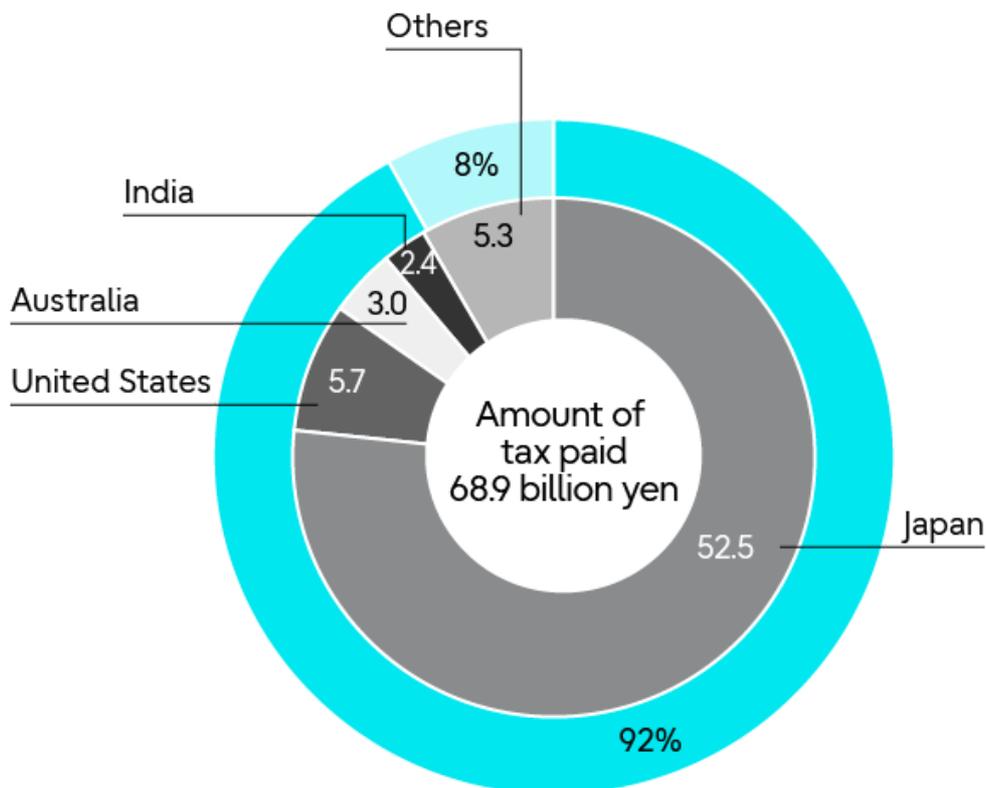
## Tax amount by region (FY2022)

(billion yen)

	Domestic	Overseas (*6)					Total
			Europe	Americas	Asia Pacific	East Asia	
Amount of tax paid (*5)	52.5	16.4	2.4	6.2	6.7	1.1	68.9

\*5: Figures are based on the Country-by-Country Report submitted to the Japanese tax authority, and not directly related to consolidated financial statements.

\*6: Europe includes the Middle East and Africa. East Asia represents the sum of China, Taiwan, and Korea, while Asia Pacific includes other Asian countries and Oceania.



Tax amount by country

## Company name and main business (as of the end of March 2023)

Company Name		Main Business
Japan	Fujitsu Ltd. Fujitsu Japan Limited Fujitsu Fsas Inc. Fujitsu Telecom Networks Limited Fujitsu Frontech Limited Fujitsu Network Solutions Limited Transtron Inc. Ridgelinez Limited Fujitsu Personal System Limited Shinko Electric Industries Co., Ltd. FDK Corporation etc.	<ul style="list-style-type: none"> <li>• Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems</li> <li>• Planning of network systems, consulting, and provision of construction management, operations, maintenance and services</li> <li>• Consulting and research related to digital transformation</li> <li>• Manufacturing of PC servers and development, manufacture and sale of printers</li> <li>• Development, manufacturing, sales and provision of services for ATM and retail systems</li> <li>• Provision of front-end technology products and their related solutions and services</li> <li>• Development, manufacture and sales of semiconductor packages</li> <li>• Development, manufacturing and sales of various batteries and electronic components</li> </ul>

Company Name		Main Business
Europe	<p>Fujitsu Technology Solutions (Holding) B.V.                      Fujitsu Technology Solutions GmbH                      Fujitsu Services Holdings PLC                      Fujitsu Services Limited                      Fujitsu Finland Oy                      etc.</p>	<ul style="list-style-type: none"> <li>• Consulting and system construction, provision of various services related to maintenance and operation, and sale of equipment and software for information systems</li> </ul>
Americas	<p>Fujitsu Network Communications, Inc.                      Fujitsu America, Inc                      Fujitsu North America, Inc.                      Fujitsu Consulting (Canada) Inc.                      SHINKO ELECTRIC AMERICA, INC.                      etc.</p>	<ul style="list-style-type: none"> <li>• Development, manufacturing, construction and provision of services related to network equipment and systems</li> <li>• Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems</li> <li>• Sale of semiconductor packages</li> </ul>
Asia Pacific	<p>Fujitsu Australia Limited                      FUJITSU ASIA PTE. LTD.                      Fujitsu Consulting India Private Limited                      Fujitsu New Zealand Limited                      Fujitsu Thailand Co. Ltd.                      etc.</p>	<ul style="list-style-type: none"> <li>• Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems</li> </ul>

Company Name		Main Business
East Asia	Fujitsu Korea Ltd. FUCHI ELECTRONICS CO., LTD Fujitsu (China) Holdings Co.,Ltd. FUJITSU (XI'AN) SYSTEM ENGINEERING CO.,LTD. Beijing Fujitsu System Engineering Co., LTD. etc.	<ul style="list-style-type: none"> <li>• Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems</li> <li>• Applications development</li> <li>• Manufacturing and sale of electronic components</li> </ul>

# FY2023 Performance

## Message from Management

- As part of Fujitsu Compliance Week, which coincides with International Anti-Corruption Day, the President, regional heads, and other senior executives sent out messages to employees about ensuring compliance

## Compliance Training

- Compliance e-Learning for all officers and employees at the Fujitsu Group (Conducted in 14 languages for approximately 120,000 people): 97% of executives/employees have taken the course as of April 2024.
- Other e-Learning and on-demand training for different regions, companies, positions and/or functions(For example, training conducted for newly appointed executives, managers and overseas assignees, newly hired employees or sales employees).
- Conducted training on fair trade for approximately 211 partner companies

## Bribery/Cartels

- No confirmed cases.

## Security Export Controls

- Regular internal audits: 84 divisions within Fujitsu
- Seminars for employees responsible for export controls at Group companies: 25 domestic Group companies
- Audits, training and structural enhancement and support: 13 domestic Group companies and 37 overseas Group companies



## Global Responsible Business

### — Supply Chain —

The Fujitsu Group specifies Co-existence with Suppliers; Fair and Proper Evaluation and Selection of Suppliers; and Promotion of CSR-Conscious Procurement Activities as the procurement guidelines for its global procurement activities, and aims to achieve CSR risk-free procurement to fulfill its corporate social responsibility.



Supply Chain

# Supply Chain

## WHAT FUJITSU ASPIRES TO BE

In its supply chain, the Fujitsu Group will achieve responsible procurement that embraces diversity and gives full consideration to human rights, the environment and health & safety.

## GOALS FOR FY2025

Prevention and reduction of human rights risks in the supply chain

- In addition to requesting compliance with the Procurement Guideline, promote the visualization and identification of issues with suppliers and establish a system that prevents problems from occurring

Promotion of GHG emissions reduction in the supply chain

- To promote GHG emissions reduction together with our suppliers, request major suppliers to set numerical targets in line with international standards  
(The goal is for our major suppliers to set emissions reduction targets equivalent to SBT WB2°C)

Ensuring diversity in the supply chain

- Based on the social demands of each region and country, set indicators for diversity and engage in activities
- Set support for "empowerment of women" as the main activity in the supply chain in Japan and establish a system to measure the efforts of suppliers

# Policy

The Fujitsu Group holds “Co-existence with Suppliers”, “Fair and Proper Evaluation and Selection of Suppliers” and “Promotion of Sustainability in Procurement Activities” as the tenets of its Corporate Social Responsibility (CSR) procurement policy, and conducts its global procurement activities accordingly.

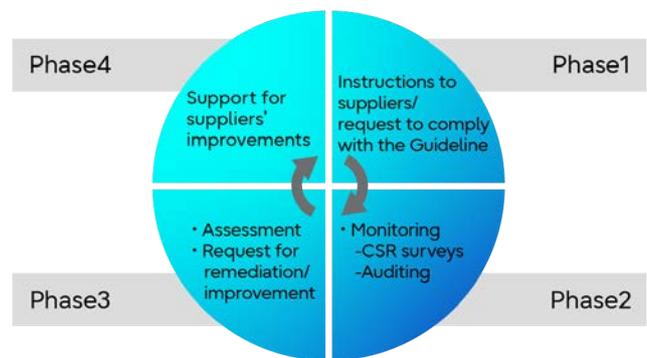
In 2005, we developed the "CSR Procurement Guidelines" for sustainable procurement and requested our suppliers in Japan and overseas to comply appropriately. In 2018, we adopted the RBA (\*1) Code of Conduct as our "Fujitsu Group CSR Procurement Guidelines." We revised the guidelines in 2023, changed the name to “Fujitsu Group Sustainable Procurement Policy”, and are now in the process of requiring our main suppliers to provide their written agreement to the Policy.

(\*1) [\[PRESS RELEASE\] Fujitsu Joins EICC, a Global Corporate Social Responsibility Coalition](#)  
 (which was rebranded to become the Responsible Business Alliance (RBA) in October 2017)

- [Fujitsu Group Procurement Policy](#) >
- [RBA Code of Conduct](#) □
- [Fujitsu Group Sustainable Procurement Policy](#) PDF

## Sustainable Procurement Activities & Periodic Reviews

Under the group-wide policy, the relevant divisions in the Fujitsu Group collaborate regarding sustainability activities. In the area of procurement, the Global Supply Chain Unit works with the relevant divisions in promoting sustainable activities by suppliers. The sustainability activities are targeted at our major suppliers, that is, the largest suppliers by procurement value and those who have ongoing dealings with Fujitsu.



Processes for Promoting and Improving Sustainable Procurement

We initially use the Sustainable Procurement Policy to clarify the compliance items and then require our suppliers to undertake sustainability activities. To confirm that these activities are being fully implemented by suppliers, we ask them to respond to a CSR survey, plus various other surveys on topics such as green procurement, information security and Business Continuity Management (BCM).

The survey responses are analyzed and the results are returned to the suppliers as feedback. Where a supplier fails to meet Fujitsu's standards, we require them to undertake improvements. Where there is a particular need to check whether sustainability activities are being fully implemented by a supplier, a CSR audit is conducted. Such suppliers are required to submit a remediation plan for any matters identified by the audit and Fujitsu works with the suppliers to make the necessary improvements. Fujitsu is continually enhancing its processes and promoting sustainable procurement with the goal that ultimately sustainability activities will be properly undertaken by suppliers and will become firmly entrenched.

## **Imprinting Activities and Participation in Industry-standard Initiatives (RBA Membership)**

The Fujitsu Group is a member of the Responsible Business Alliance (RBA), a global CSR alliance. As such, we abide by the RBA's Code of Conduct and engage in sustainable procurement with our suppliers and throughout our supply chain.

The RBA receives regular input from stakeholders to inform the ongoing development and implementation of the Code of Conduct.

Many companies in the Fujitsu Group supply chain are currently members of the RBA. We have incorporated the RBA Code of Conduct, which reflects the opinions of workers at those companies, into the Fujitsu Group Sustainable Procurement Policy. As such, we expect the suppliers with whom we do materials, parts, and hardware products business, to comply with the Policy.

The Fujitsu Group also takes an active role in the programs and initiatives of organizations such as the Japan Electronics and Information Technology Industries Association (JEITA) and works to implement sustainable procurement in the industry.

## Addressing High-Risk Minerals

The policy of the Fujitsu Group is to exclude from its products, components and supply chain any minerals that give rise to conflicts (“conflict minerals”), or minerals that are at high risk of being associated with forced labor or human rights violations. (The Fujitsu Group identifies tantalum, tin, gold, tungsten and cobalt as high-risk minerals.) Fujitsu has also established a structure to ensure the transparency of procurement activities in the supply chain and the responsible procurement of minerals. This structure includes the relevant internal divisions and operates under the jurisdiction of the Sustainability Management Committee (chaired by Fujitsu’s CEO).



Structure for Responsible Minerals Procurement

This structure includes the relevant internal divisions and operates under the jurisdiction of the Sustainability Management Committee (chaired by Fujitsu’s CEO).

- [Fujitsu Group Policy on Responsible Minerals Procurement](#)

## Surveys on High-Risk Minerals

As part of its due diligence, the Fujitsu Group conducts high-risk minerals surveys with reference to the “OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas”. These surveys use the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) developed by the Responsible Minerals Initiative (RMI).

- [List of smelters checked in the surveys](#)

Reminders are sent to those suppliers who failed to respond to our survey by the due date. If survey responses reveal insufficient answers, suppliers are asked to resubmit their responses. Where customers indicate that a smelter is considered to be “risky”, we ask suppliers using that smelter to re-examine the nature of their dealings with the smelter.

While there have been no confirmed reports yet of smelters having any involvement with armed groups, we will continue to conduct programs aimed at identifying smelters and further increasing transparency in our supply chain.

# Promoting Green Procurement

The Fujitsu Group has set out its basic approach to the environmentally sound procurement of components, materials and products in the Fujitsu Group Green Procurement Direction, and we are working with our suppliers to promote green procurement activities. One target for such activities is the reduction of CO<sub>2</sub> emissions, and the Fujitsu Group is requesting that its suppliers, and their suppliers in turn, set targets and promote activities to reduce their CO<sub>2</sub> emissions. In addition, we are asking our suppliers to conduct water risk assessments as a first step toward water resource conservation. We will continue to promote activities that reduce environmental impacts throughout our supply chain.

- [Fujitsu Group Green Procurement](#)

## Promoting the Setting of Greenhouse Gas Emissions Reduction Targets in the Supply Chain

With the intention of accelerating the journey to carbon neutrality, the Fujitsu Group has set FY2030 as its new goal to reduce its carbon emissions to zero, 20 years ahead of the previous schedule. The Fujitsu Group has achieved SBTi net zero certification as a result. Moreover, the Group is working to achieve net zero emissions across the entire value chain (Scope 3), including the supply chain, by FY2040.

To work together with our suppliers on reducing greenhouse gas (GHG) emissions in the supply chain, we hold briefings for our major suppliers, encouraging them to set reduction targets in line with international standards and implement reduction activities.

## Promoting Diversity in the Supply Chain

The Fujitsu Group is committed to ensuring diversity throughout the supply chain. We believe that an environment in which diverse human resources are afforded equal opportunities and can leverage each other's values and abilities is essential to fostering innovation and, ultimately, to building and developing a robust, sustainable supply chain.

Given that societal issues and challenges differ depending on the country and location, our supplier diversity initiatives are based on policies developed and implemented according to the characteristics of each country/location. In Japan, for example, since women's empowerment figures prominently on the social agenda, we are promoting activities under the theme of supporting women's empowerment in the supply chain. Specifically, as a first step toward visualizing the status of our initiatives and to foster awareness, we are asking our major suppliers to register information on the status of women's empowerment at their companies in the "Database of Companies Promoting Women's Participation and Advancement in the Workplace" established by the Ministry of Health, Labour and Welfare.

## Promoting Information Security Measures

Based on the "Cybersecurity Management Guidelines" issued in December 2015 by Japan's Ministry of Economy, Trade and Industry (METI) and the Information-technology Promotion Agency (IPA), the Fujitsu Group, along with its suppliers, has adopted the goal of "eliminating information security incidents", and is continually implementing measures to prevent such incidents or recurrences. These measures include education, raising awareness, auditing and sharing information.

In recent years, there has been a significant increase in the commercial use of external services such as cloud computing and social media. There has also been a rapid increase in opportunities for the use of smart devices such as smartphones and tablet PCs. Regarding the risk of information leaks, it is necessary to prevent not only incorrectly addressed emails being sent by mistake and the theft or loss of PCs and smart devices, but also new kinds of risks such as in-house crimes and cyber terrorism. In this context, when the Fujitsu Group consigns work to suppliers, including those outside Japan, it promotes education and awareness by requiring the same standards of information security management and handling of personal information as it applies to its own operations. If any serious problem regarding information security is discovered at a supplier, or if the supplier fails to immediately implement corrective measures and no improvement is observed, Fujitsu will take steps such as reviewing its business relationship with the supplier.

# Enhancing Supply Chain BCM

The Fujitsu Group sees the enhancement of Business Continuity Management (BCM) throughout its supply chain as essential to ensuring a stable supply of products and services in the event of major disasters or other unexpected contingencies. Accordingly, since FY2007 we have provided our suppliers with ongoing support to improve their BCM capabilities.

Fujitsu conducts an annual questionnaire-based survey of its suppliers on how they address BCM. This survey also covers some group companies that conduct their own procurement. We analyze the responses to the survey and then provide feedback to the suppliers and group companies. Since FY2014, we have been using a standard survey form developed by JEITA's Materials Committee.

Fujitsu also conducts annual surveys of major solutions-related suppliers, analyzing the responses and providing feedback.

## Communication with Suppliers

### Feedback of Assessment Results in the Suppliers' Performance Review (SPR) System

Under the SPR (\*2) System, the Fujitsu Group targets primarily its major suppliers and provides direct feedback on the assessment results. Suppliers whose efforts do not meet Fujitsu's standards are asked to make improvements. Fujitsu also carries out assessments of solutions-related suppliers and provides the results of those assessments as feedback to the major suppliers.

- (\*2) Suppliers' Performance Review: A program developed by Fujitsu that assesses the performance of procured goods and the basic profile of enterprises in terms of quality, technology, price, supply and CSR.

# Strengthening Procurement Compliance

## Education by Procurement Divisions

Fujitsu Group conducts training programs for our procurement staff to disseminate awareness of sustainability and ensure that procurement is socially responsible. In addition to sustainable procurement and green procurement, training aimed at increasing awareness among procurement staff is also offered in the areas of risk management (BCM activities) and compliance with legislation such as the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors and the Act on Securing the Proper Operation of Worker Dispatching Businesses and Protecting Dispatched Workers.

### **Complying with the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors**

The entire Fujitsu Group makes every effort to maintain legal compliance in accordance with the Fujitsu Way Code of Conduct and Global Business Standards (GBS). We also educate the entire Fujitsu Group and our suppliers on the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors.

In FY2023, we did not violate the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors.

### **Announcement of "Declaration of Partnership Building"**

Fujitsu has developed and announced its "Declaration of Partnership Building" in order to build new partnerships by promoting cooperation and coexistence with suppliers and value-creating businesses.

The Declaration of Partnership Building is an initiative introduced by the "Council for Promoting Partnership Building for the Future", whose members include the Chairman of Japan Business Federation, the President of Chamber of Commerce and Industry, the President of the Japanese Trade Union Confederation, and relevant ministers (Minister of Economy, Trade and Industry, Minister of State for Special Missions (Minister of State for Economic and Fiscal Policy), Minister of Health, Labour and Welfare, Minister of Agriculture, Forestry and Fisheries, and Minister of Land, Infrastructure, Transport and Tourism).

Details of the Declaration of Partnership Building and Fujitsu's declaration are available on the portal site operated by the National Association of Small and Medium Enterprise Promotion Organizations.

- [Portal site: Declaration of Partnership Building\(Japanese text only\)](#). 

## Supplier Compliance Line

The Fujitsu Group uses the Supplier Compliance Line as a channel to receive reports from suppliers regarding any actions that are potential or actual instances of non-compliance in our purchasing activities. Channels have been set up both internally and externally through which we can verify and investigate the facts of each report and respond quickly.

Fujitsu's internal reporting standards prohibit any adverse treatment of its own staff making such reports or of staff from suppliers making the reports.

Our agreements with suppliers also include explicit provisions on the elimination of anti-social forces and other such groups with the aim of preventing harmful actions by such anti-social forces (and avoiding any encouragement of their activities). The Fujitsu Group, including its suppliers, will have no relationship whatsoever with anti-social forces.

- [Supplier Compliance Line \(Japanese text only\)](#).

## FY2023 Performance

### Obtaining Agreement to the Procurement Policy

- We announced our new procurement guidelines entitled "Fujitsu Group Sustainable Procurement Policy" and obtained written agreement from 220 companies.

### CSR Surveys

- CSR surveys of major suppliers in Japan and overseas: 441 companies

## High-Risk Mineral Survey Results

- Fujitsu received responses from 89.2% of the suppliers surveyed.
- Smelters operated by 542 companies were checked, of which 274 were compliant with the RMI-certified Responsible Minerals Assurance Process (RMAP).

## Implementing GHG Emissions Reductions in the Supply Chain

- We completed the setting of emissions reduction targets for 40% of our suppliers based on the procurement value for FY2022.

## Ensuring Diversity in the Supply Chain

- We held briefing sessions on the promotion of women's empowerment for suppliers with head offices in Japan, which accounted for 68% of procurement value in FY2022, and requested them to register their targets in the "Database of Companies Promoting Women's Participation and Advancement in the Workplace" (271 c ompanies participated; 262 companies have already registered).
- We also achieved procurement KPIs in overseas subsidiaries from companies with a diverse set of attributes (eg, SMEs, women-owned/led businesses, minority-owned businesses)

## Promoting Information Security Measures

- Surveys on the state of information security measures (Jan.-Mar. 2024): 2,219 c ompanies

## Enhancing Supply Chain BCM

### Products:

- Surveys conducted (Jul-Oct 2023): Approximately 600 companies, 1,400 locations
- Feedback provided (Dec 2023): Approximately 600 companies, 1,400 locations

### Solutions:

- Assessment feedback provided: Approximately 270 companies

## Communication with Suppliers

### Products:

- Feedback provided (Dec 2023): Approximately 600 companies, 1,400 locations

### Solutions:

- Held quarterly partnership meetings to share business status and associated issues. 165 companies participated over the year.



## Global Responsible Business

### — Community —

The Fujitsu Group will build collaborative partnerships to engage and empower communities. We will contribute to the prosperity of the communities in which we work globally through collaboration with our business activities, and encourage our employees to develop their skills, have confidence, and be proud to work for Fujitsu through giving back to society.



# Community

## WHAT FUJITSU ASPIRES TO BE

Every employee is increasing their empathy for social issues and engaging in activities through collaboration and co-creation with a wide range of stakeholders, making a significant and positive impact on society, thereby creating growth opportunities for Fujitsu and contributing to the realization of Our Purpose.

## GOALS FOR FY2025

Foster our corporate culture for community activities\* and make an impact on society

- Employees participate in community activities (20% of Fujitsu Group employees)  
(Twice the number of employees that participated in community activities in 2021, which is the baseline year of data recorded globally.)

\* Community activities: Activities aimed at creating value by resolving challenges in society through global cooperation with local communities, which are important stakeholders

## Our Approach to Community Activities

The Fujitsu Group contributes to local communities—who is one of the important stakeholders for us—around the world through donations, investment in organizations that address social issues, volunteer activities that leverage the skillsets of its employees, etc. in hopes of “solving global environmental issues”, “developing a digital society”, and “improving people's well-being” as well as creating a sustainable society. Furthermore, through the continued cycle of generating both financial and non-financial outputs and outcomes through such community activities and applying those to our business activities, we strive to address social challenges and create value for local communities.

## Key Focus Area

Among community activities, those related to the essential contributions of Materiality, namely, “solving global environmental issues”, “developing a digital society”, and “improving people's well-being”, are positioned as top priority areas. The Fujitsu Group will contribute to expanding positive impacts through reduction of GHG emissions, improving digital accessibility, conducting ICT skills training, etc.

## Promotion Framework

Community Activities Promotion Office and Global Sustainability Engagement team (GSE team) are set up as the contact point in each region under the Sustainability Management Committee. The community activity promotion leader is appointed in each region in charge of planning and promoting activities according to the situations of each country. The Community Activities Promotion Office works with Japan region, and the GSE team works with other overseas regions bilaterally. Initiatives on a global scale are planned through collaboration between the Community Activities Promotion Office and GSE team to be implemented in each region. The Community Activities Promotion Office compiles the activities results in each region on a quarterly basis based on key performance indicators (KPIs), and regularly collaborates with the GSE team and each region in holding discussions aimed at improving the activities on both sides based on their actual situations. In addition to quantitatively assessing the impacts generated through these activities, the office also submits reports to the Sustainability Management Committee twice a year for discussions on how to improve these activities.



# Employee Community Activity Support System

The Fujitsu Group has in place a community activity support system to encourage each employee's active contribution to society.

## -Leave System-

Fujitsu offers a leave of absence system for employees to participate in the Japan Overseas Cooperation Volunteers/Senior Japan Overseas Cooperation Volunteers programs (for up to three years), and a volunteer leave of up to 5 days a year, cumulatively up to a maximum of 20 days in total.

## -Employee Donations-

Fujitsu has set up a donation site specifically for employee use in hopes of increasing employees' awareness of social issues and fostering a volunteer mindset through donations. The Group also offers matching donations by topping up employee donations at a certain rate for disaster and humanitarian support related donations, if certain criteria are met.

## -Introduction of Data Collection Platform-

Fujitsu has introduced a data collection platform to aid the visualization of the results and effects of its community activities in order to optimize management. We will also work on assessing the impact of employees' involvement in community activities on non-financial indicators, such as correlation with employee engagement.

## Initiatives of Fujitsu Group

The Fujitsu Group promotes community activities globally as follows.

- Employee-led activities

Employees take the initiatives in conducting community activities, including programs that are planned and implemented by employees on selected SDGs through idea brainstorming and communication using internal social media, support activities (pro bono) for companies, NPOs, and various organizations aimed at addressing social issues, as well as events such as lectures by diverse companies and NGO/NPO representatives and panel discussions/workshops with employees.

Furthermore, we also provide educational support programs, where employees act as lecturers in discussing design thinking that Fujitsu practices in promoting its business, and problem-based learning using technology as the theme.

- [Fujitsu's educational support programs \(Japanese only\)](#) >

- Grants to NGOs/NPOs

The Fujitsu Group implements financial aid programs for specific initiatives of NGOs and NPOs that its employees want to support, in order to realize Fujitsu's Purpose. The co-creation among employees and NGO/NPO contributes to the realization of a sustainable society. In FY2023, financial aid was provided to seven organizations chosen from five countries through an internal recruitment process.

- Activity impact assessment and disclosure

The Fujitsu Group has joined the membership of Business for Societal Impact (B4SI)\* since 2023, and will strive to accurately measure and disclose the results of its activities and their impacts.

\* An international standard for measuring the impact of social contribution by companies

- Social contribution activity through sports

Over the years, the Fujitsu Group has conducted social contribution activities through sports with the mission of supporting challenges and living in harmony with local communities. We host events involving athletes of Fujitsu's sports teams, create and distribute barrier free maps, and provide opportunities for persons with disabilities or Ukrainian refugees to attend sports events.

- [Fujitsu Sports: Initiatives aimed at achieving SDGs](#) >

## Examples of Activities

Examples of main activities in each contribution area of Materiality in FY2023 are as follows.

### Planet: Solving global environmental issues

Contribute to creating a future earth where both people and nature can thrive

- Behavioral change towards an environmentally conscious lifestyle through using the environmental app “Green Carb0n Club” (Japan)



**Green Carb0n Club**

Logo of the environmental app



Exhibition at the [Colors, Future! Summit 2023](#)

Fujitsu has developed an app called “Green Carb0n Club,” with an aim to reduce carbon emissions from communities and businesses based on a comprehensive agreement to strengthen collaboration with Kawasaki City in 2021. This app promotes behavioral change towards an environmentally conscious lifestyle.

In fiscal 2023, we examined the impact on increased and sustained environmental actions through the synchronized effects of leveraging fan communities of Kawasaki-related organizations and gamification (“Green Carb0n Farm”, a simulation game linked with the actual environmental actions\*). In addition, we provided a dashboard on environmental action analysis and conducted value verification for businesses.

\* Environmental actions: voluntary environmentally conscious actions from communities and businesses, such as proactively purchasing and using ethically sourced products and services.

## — View more

Going forward, we will support businesses in verifying the results on their environmental contributions and formulating environmental policies, by analyzing data collected on environmental actions with safe and secure data distribution technology. Through these initiatives, we will promote the practical implementation of Social Digital Twins\* which digitally represents various information on the city and will contribute to the realization of decarbonized society.

\* Social Digital Twin: A group of technologies that digitally reproduce the relationships and connections between people, goods, the economy and society to offer a simulation, prediction and decision-making environment in which to solve diverse and complex social issues.

- Number of participating companies: 10
- Number of participation in community events : 8
- Number of participants in activities : 4,021 (total number of app users as of March 31, 2024)
- Total number of environmental actions : 3,774
- CO<sub>2</sub> reduction: 106.4 t in a pproximately six months (equivalent to the emissions of a single private vehicle going around the Earth 20 times\*)

\* Calculated based on [data from the Ministry of Land, Infrastructure, Transport and Tourism](#)  
□ assuming the distance around the earth is approximately 40,000 km.

- Press release
  - [Fujitsu and Kawasaki City encourage environmental engagement with app and gamification features to incentivize sustainable behavior](#) >



Relevant SDGs

## Prosperity: Developing a digital society

Contribute to creating a trusted digital society where global prosperity and stability are compatible

- Increasing digital safety awareness and preventing fraud among the elderly (China)



Commemorative photo after the workshop



Donated gifts and daily goods

On the occasion of the over 2,000-year-old, time honored tradition of the Chongyang Festival, also known as Respect for the Aged Day in China, Fujitsu employees visited and hosted a workshop themed “Happy Aging” at a nursing home in Xian. The employees created learning contents and presented a skit and song to promote digital safety awareness on social media and prevent the elderly from falling victim to fraud. In addition, donations of gifts and daily goods were also made.

### — View more

The event was a huge success filled with smiles from participants. The representative of the nursing home we visited commented that as more elderly are using smartphones and social media, it is very important for them to understand digital safety, and that this digital safety workshop is greatly beneficial for the participants. We will keep contributing to digital accessibility and “digital democratization” whereby anyone can independently and freely use digital technology, through events like this.

- Number of employees who participated in the activity: 1,718 ( includes those who donated)
- Number of beneficiaries: 119



Relevant SDGs

## People: Improving people's well-being

Contribute to improving quality of life and opportunities across society to support the well-being of people

- Promoting career education through provision of virtual work experience site "WorkX"

The screenshot displays a grid of course cards on a blue background. At the top left, it says "Let's get started:" and at the top right, "View All →". Each card features a 0% progress indicator, a title, a brief description, and "Start Course" and "See Overview" buttons.

- Fujitsu: Crowd Analysis**: Are you fascinated by AI and its ability to transform the way we...
- Fujitsu: Cloud**: Fascinated by the intricate web of data known as the cloud? By...
- Fujitsu: Quantum Computing**: Intrigued by quantum computing? By completing this...
- Fujitsu: Smart Cities**: Ever wondered what a smart city is? By completing this Sprint,...
- Fujitsu: Cybersecurity**: In this Sprint, you'll take on the role of a cyber specialist. Your...
- Fujitsu Skills Sessions: Safeguarding**: In this programme, you'll discover what safeguarding is. You'll lear...

Learning site of WorkX

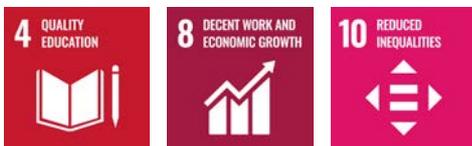
Fujitsu has developed the “WorkX Program” that allows students to experience the virtual work for free, in order to stimulate their interests in IT services, digital fields and a career in technology industry, regardless of their career or geographic location.

On the website of Springpod, the major supplier of the e-learning site, we provide pre-assignments and webinars created and recorded by Fujitsu experts of various fields. Students can practically understand how technology such as quantum computing and automation impacts society. Fujitsu employees also provide contents (including job skills and experience) that enable students to experience the company’s diverse career paths.

## — View more

In 2024, we also added digital skill learning contents for all ages, explaining the value of digital skills and how to become a responsible digital citizen. We provide learning opportunities not only for students, but also for those who are unemployed, those who are considering a career change, and those who want to improve their digital skills. Through these initiatives, we will inspire people around the world and contribute to diversity in IT human resources.

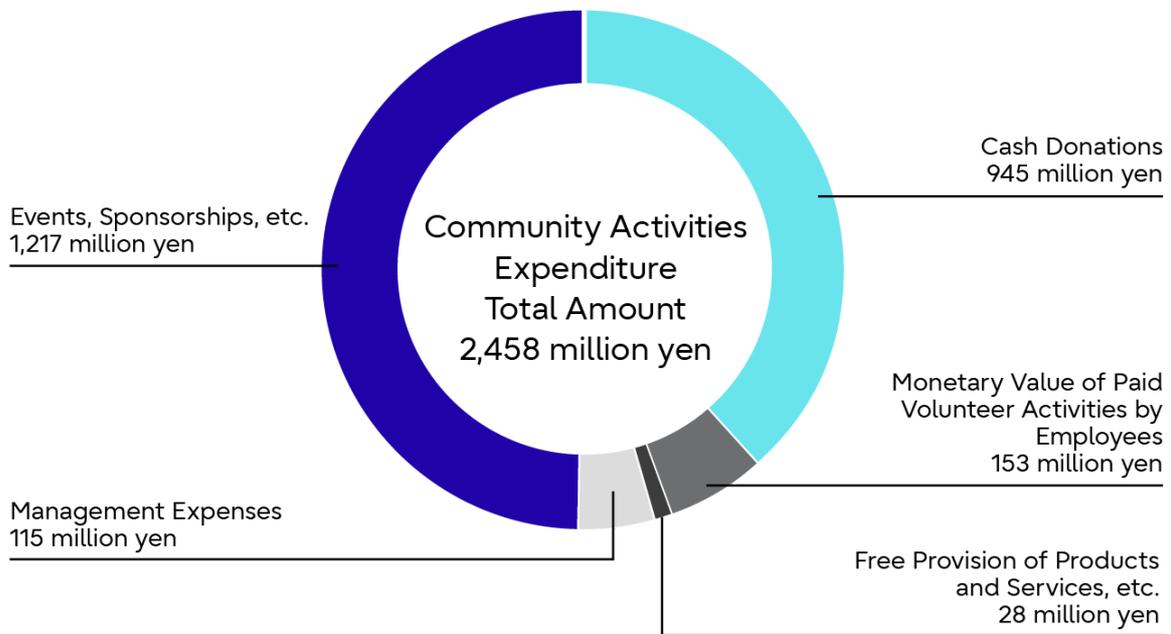
- Number of employees who participated in the activity: 15
- Number of beneficiaries (FY2023 alone): 6,190 enrollments, 2,762 engagements, 1,126 completions (over 70% completion)
- Number of beneficiaries (cumulative): 11,281 enrollments, 6,510 engagements, 2,694 completions
- [Click here for the WorkX site](#) >



Relevant SDGs

# FY2023 Performance

The following chart describes the expenditures for community activities at Fujitsu Group in FY2023.



\*Calculated based on the activity expenditures of Fujitsu group companies in Japan and overseas.

Community Activities Expenditure

## Ratio of Employees who Participated in Community Activities

FY2023: 19.8% of employees (FY2025 target: 20%)

## Disaster and Humanitarian Assistance

The Fujitsu Group provides support through donations to people in need of emergency assistance due to disasters and conflicts.

In FY2023, we made a donation of 16 million yen to related local governments to support reconstruction efforts in the areas affected by the 2024 Noto Peninsula Earthquake. ([About support for damage caused by the 2024 Noto Peninsula Earthquake](#))

We also collected donations from employees, and made a matching donation of the same amount to Japan Platform, a specified nonprofit organization.

# Collaboration with External Parties

During these times, the challenges facing society and the environment have grown in number. The principle that companies have a responsibility to all of their stakeholders has spread worldwide, to include not just customers and investors, but employees, suppliers, and communities of all sizes.

Fujitsu supports this principle and is working towards the realization of a sustainable society, acting in conjunction with international organizations and a variety of like-minded companies.

## Involvement with the World Business Council for Sustainable Development (WBCSD)



The WBCSD logo

The World Business Council for Sustainable Development (WBCSD) is an international organization with members from more than 230 companies from around the world. Fujitsu has been participating in the WBCSD since 2013, and Fujitsu executives have served in positions such as vice chair and director since 2018 to help realize WBCSD's vision <sup>(\*)</sup> by working with member companies to accelerate change through

business activities.

By participating in a wide range of WBCSD initiatives, Fujitsu is working to enhance mutual knowledge across fields with various organizations and companies, consider the best methods for sustainable development, and engage in activities to put those methods into practice.

## Main Initiatives

- Fujitsu embarks on digital collaboration with WBCSD for carbon neutral transportation: Fujitsu has commenced digital collaboration with the WBCSD, Dutch consulting firm Arcadis, and British electricity company National Grid, leveraging Fujitsu's Fleet Optimization solution. By charging electric vehicles (EVs) during hours when green power is abundant, fleet operators have seen a 15% reduction in CO<sub>2</sub> emissions from EV charging.
- Deployment of Integrated Performance Management (IPM): Fujitsu participated in an internal WBCSD project to promote IPM, a framework for integrating ESG into decision-making processes and, in collaboration with other companies, produced an IPM report in 2023. This report uses Fujitsu as an example case to introduce the importance of strong commitment from top management for achieving intended purposes and IPM initiatives.

We will continue to actively collaborate with the WBCSD, which shares common direction with the Fujitsu group's purpose, and contribute to the realization of a sustainable future.

\*1 [WBCSD's vision](#)  A world in which more than 9 billion people are able to live well, within planetary boundaries, by 2050

- [World Business Council for Sustainable Development \(WBCSD\)](#) 
- [Optimizing investments in EV charging through data sharing](#) 
- [Integrated Performance Management \(IPM\)](#) 

## Involvement with the World Economic Forum (WEF)



The WEF logo

The World Economic Forum (WEF) is a not-for-profit foundation established by economist Klaus Schwab that engages in programs to improve the state of the world through cooperation between the public and private sectors in a spirit of global citizenship. It offers a venue for close collaboration among leaders from a diverse range of major international institutions as well as from the business world, government, academia and

society, with the aim of shaping global, regional and industry-based agendas.

In January 2024, the annual meeting of the World Economic Forum (commonly known as the Davos Conference) was held in Davos, Switzerland. The 2024 theme was "Rebuilding Trust," and topics discussed included geopolitical risks such as the situation in the Middle East and Ukraine, problems with new technologies such as generative AI, and resource issues such as energy. At the meeting, President Tokita and then-Vice President Furuta were able to hear and share with political and business leaders regarding World Economic Forum's global agenda for economic security, sustainability, digital transformation, and the future of new technologies such as generative AI.

Fujitsu Uvance House also had its own booth (the only Japanese company to do so) at the conference for the second year. Then-Senior Executive Takahashi, Executive Vice President Yamamoto, and others networked with government officials and corporate leaders from various countries and deepened relationships with important customers through a roundtable co-hosted with the Financial Times.

As a member of the World Economic Forum, we will work to lead the formation of a global consensus to realize the theme of the 2024 Annual Meeting by aligning Forum's global agenda and our materialities as a net-positive technology enterprise.



The Fujitsu Uvance House booth (interior)



The Fujitsu Uvance House booth (exterior)

- [World Economic Forum](#) 



# Governance

# Corporate Governance

## Basic Approach to Corporate Governance

Through a decision by the Board of Directors in December 2015, Fujitsu formulated a basic policy that sets out its approach to corporate governance (the "Corporate Governance Policy").

We updated the policy in September 2023 and, adopting the stance that the aim of corporate governance is to ensure better management, we constantly review the policy to ensure that it does not become rigid or lose its relevance. We also discuss it with the Board of Directors as appropriate, and strive to maintain the best corporate governance system at all times.

- [Corporate Governance Policy](#) 

## Corporate Governance Structure (as of June 24, 2024)

In accordance with its Corporate Governance Policy, the company outlines the following rules to ensure effective oversight and advice, given from the diverse perspectives of Non-Executive Directors (hereinafter, the term used for a 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 through the Audit & Supervisory Board system.

### <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 Board of Directors has been formed with Non-Executive Directors at its core so as to enable correction and remediation of errors, insufficiencies, and recklessness in business execution. And by ensuring that External Directors, who are highly independent and hold diverse perspectives, constitute the majority of the members of the Board of Directors, the oversight and advisory function of the Board of Directors is strengthened. 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. As of June 24, 2024, the Board of Directors consists of nine members in total, comprising three Executive Directors and six Non-Executive Directors (including five External Directors).

In FY2023, the Company held 18 Board of Directors meetings (including six extraordinary meetings) to

flexibly resolve and report on the matters that come under the Board's province pursuant to the Companies Act and the Regulations of the Board of Directors of the Company. The Board identified the following six themes as the themes that it should focus on based on the business environment surrounding Fujitsu Group: 1) new medium term management plan; 2) business portfolio transformation; 3) profitability improvement in international business; 4) quality and security issues; 5) succession planning of Directors and others; and 6) efficient monitoring methods of these themes. The Board had intensive discussions on these themes and continued monitoring them.

Furthermore, as its agenda items, the Board discussed and heard reports on shareholder returns, examinations of strategic shareholdings, the organization and operation status of internal control systems, and feedback on dialogues with shareholders and investors. For the evaluation of the effectiveness of the overall Board, the Board's Secretariat introduced individual interviews based on questionnaire responses from FY2023 and analyzed and evaluated the interviews. This allowed the Board to discuss accurate improvement measures based on the correct understanding of responses and led to efforts to improve information sharing with outside officers and to further raise the effectiveness of the Board. The Risk Management & Compliance Committee that oversees risk management of the entire Group began holding a monthly meeting from FY2023 to ensure the speediness and effectiveness of each measure. The Board of Directors received a report on the implementation status of the Committee's tasks at every Board meeting and discussed and monitored actions taken, including preventative actions of individual quality and security issues.

#### <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. As of June 24, 2024, the Audit & Supervisory Board has five members, comprising two full-time Audit & Supervisory Board Members and three External Audit & Supervisory Board Members.

In FY2023, the Company held 11 Audit & Supervisory Board meetings (including two extraordinary meetings), mainly to develop and resolve its audit policy and audit plans, confirm the audit plan and method of Accounting Auditors, and examine the appropriateness of their audit results and key audit matters. In addition, the Audit & Supervisory Board heard reports from the internal audit section and heard and discussed the reports on important items made by full time Audit & Supervisory Board Members to External Audit & Supervisory Board Members. Except for one meeting where one member was absent, all Audit & Supervisory Board Members attended all Audit & Supervisory Board meetings.

In FY2023, Audit & Supervisory Board Members conducted the following activities with a focus on the building and operation of internal control systems and responses to management challenges in accordance with the approved audit policy and plans:

- Attending and expressing opinions at the Board of Directors meetings, meetings of Independent Officers, and other important meetings
- Reading important approval documents
- Exchanging opinions with Representative Directors
- Interviewing each business line at the Head Office and subsidiaries on their operations
- Hearing reports from statutory auditors of subsidiaries
- Hearing reports from Accounting Auditors
- Hearing the audit status and results from the internal audit section
- Hearing the status of whistleblowing from the compliance section
- Hearing the status of risk management and quality control

The discussion topics were potential risks of material misstatements in the consolidated financial statements and impacts of, and developments in, material events, etc. that occurred in FY2023

#### <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 that 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, which consists of all Independent Directors and Auditors (five Independent Directors and three Independent Auditors), and discusses the medium- to long-term direction of the Company, shares information, and exchanges viewpoints so that each can formulate their own opinions.

In FY2023, the Company held 8 Independent Directors and Auditors Council meetings. The members continuously discussed the Company's management direction and on important management matters that were associated with business restructuring including mergers and acquisitions by the Company and the Fujitsu Group, and shared information and exchanged viewpoints.

#### <Executive Nomination Committee & Compensation Committee>

The Company has established the Executive Nomination Committee and the Compensation Committee as advisory bodies for its Board of Directors for the process of nominating Directors and Audit & Supervisory Board Members, for ensuring the transparency and objectivity of its process for determining executive compensation, to enable efficient and substantial discussions, as well as to ensure the fairness in the structure and level of executive compensation.

The Executive Nomination Committee deliberates on the candidates for Director and Audit & Supervisory Board Member positions in accordance with the Framework of Corporate Governance Structure and the Procedures and Policy for the nomination and dismissal of Directors and Auditors stipulated in the Policy, and it provides its recommendations or proposal to the Board of Directors.

In addition, the Compensation Committee provides its recommendations or proposal on the level of base compensation and the method for calculating performancebased compensation to the Board of Directors in accordance with the Procedures and Policy of Determining Directors and Auditors Compensation, as stipulated in the Policy.

The Executive Nomination Committee consists of three Non-Executive Directors (including two Independent Directors) and the Compensation Committee consists of three Independent Directors. The members appointed to the two committees in June, 2024 are as follows. Additionally, the secretariats of both committees are operated by the Company's HR and legal departments.

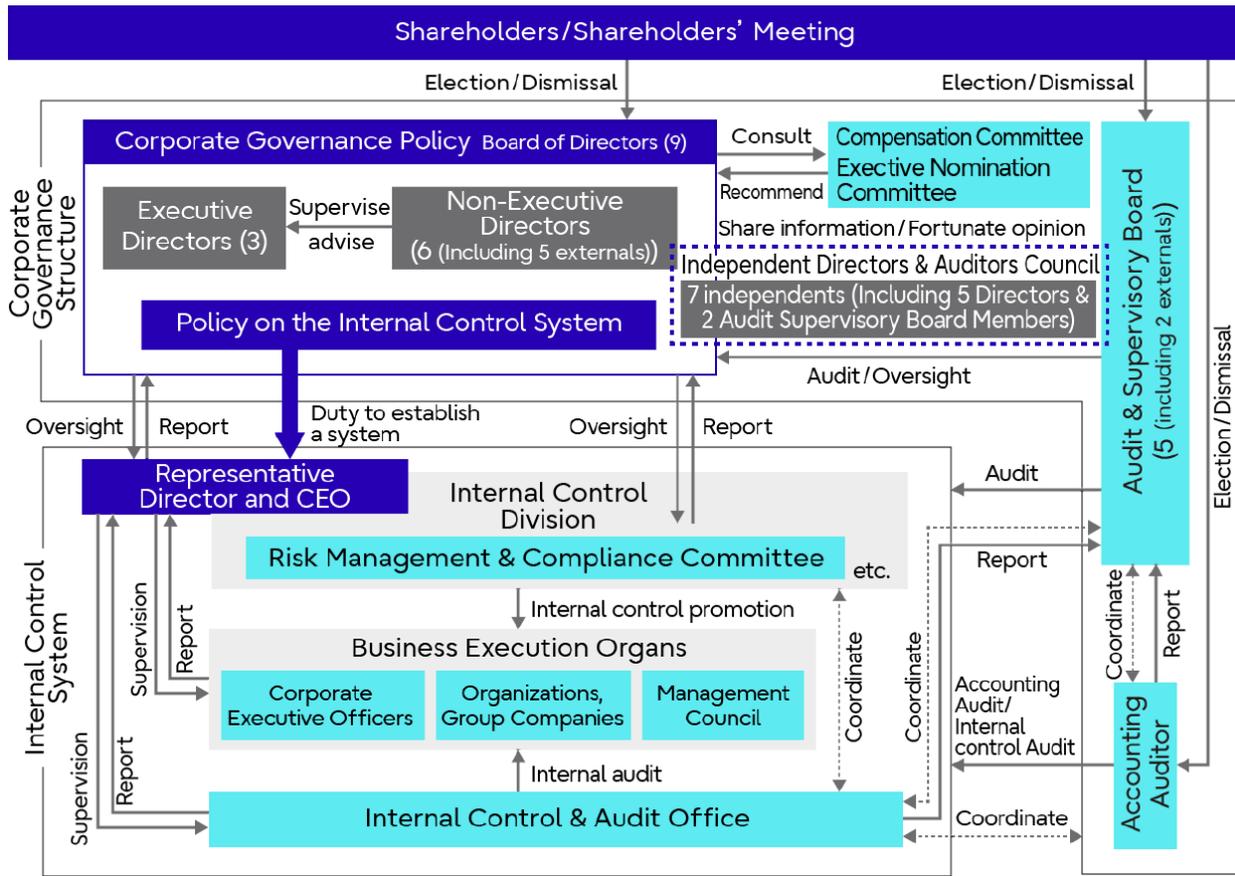
- Executive Nomination Committee  
Chairperson: Chiaki Mukai (Independent Director)  
Members: Yoshiko Kojo (Independent Director), Hidenori Furuta (Non-Executive Chairman, Board of Directors)
- Compensation Committee  
Chairperson: Byron Gill (Independent Director)  
Members: Kenichiro Sasae (Independent Director), Takuya Hirano (Independent Director)

In FY2023, the Executive Nomination Committee met nine times and the Compensation Committee met seven times. The Executive Nomination Committee considered a proposal for the election of Representative Directors, including the CEO, and proposals for the election of candidates for Directors, Audit & Supervisory Board Members, and the Chairman of the Board of Directors, etc. The Compensation Committee discussed the revision to the level of compensation of Directors, revision to the performance related compensation for the Executive Directors and the introduction of share based compensation for the Non-Executive Directors.

And each Committee provided its findings to the Board of Directors by the end of the period under review.

The Executive Nomination Committee also considered the succession plan for the CEO, etc. and the selection of candidates for External Directors and Audit & Supervisory Board Members, and conducted a peer review of Non-Executive Directors, while the Compensation Committee discussed the amount of compensation paid to each Executive Director for the period under review.

The diagram below illustrates the Company's corporate governance structure.(As of June 24, 2024).



Corporate Governance Structure

\*Number inside parenthesis refers to number of Directors and /or Audit & Supervisory Board Members

## 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.

Moreover, the Board of Directors has been formed with Non-Executive Directors at its core so as to enable correction and remediation of errors, insufficiencies, and recklessness in business execution. And External Directors constitute the majority of the members of the Board of Directors. The core of Non-Executive Directors shall be External Directors with a high degree of independence and diverse perspectives. Moreover, at least one Non-Executive Director is appointed from within the Company to

complement the External Directors' knowledge in the business fields and the culture of the Company, so that the efficiency of oversight and advice performance by the Non-Executive Directors is enhanced.

## Policy for Determining Executive Compensation

The compensation of Directors and Auditors is determined based on the "Basic Policy on Executive Compensation," which sets out the details of individual compensation for Directors, and was decided by the Board of Directors in response to a recommendation from the Compensation Committee.

- [Corporate Governance Report](#)  
[\[Incentive Policies for Directors \(page 21\); Policy on Determining Remuneration Amounts and Calculation Methods \(Page 23, 24\)\]](#) 

## Basic Approach to the 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, the Board of Directors have formulated the "Policy on the Internal Control System", which provides guidelines on: a) how to practice and promote the Fujitsu Way, the principles that underlie the Fujitsu Group's conduct; and b) what systems and rules are used to pursue management efficiency and control the risks arising from the Company's business activities.

See below for the full text of the Policy on the Internal Control System and an overview of the operating status of the systems tasked with ensuring appropriate business practices.

- [Matters Subject to Measures for Electronic Provision \(Matters Excluded from Paper-based Documents Delivered Upon Request\) at the Time of Notice of the 124rd Annual Shareholders' Meeting](#) 

# Disclosures Relating to Corporate Governance

## Board of Directors (as of June 24, 2024)

	Name	Position and Responsibilities	Representation Authority	Independent Officer
Business executed	Takahito Tokita	CEO, Chairman of the Risk Management & Compliance Committee	○	
	Takeshi Isobe	Representative Director, Corporate Vice President, CFO*	○	
	Hiroki Hiramatsu	Corporate Executive Officer, SEVP, CHRO		
Nonexecutive	Hidenori Furuta	Non-Executive Chairman, Member of the Board		
	Chiaki Mukai			○
	Yoshiko Kojo	Chairman of the Board of Directors		○
	Kenichiro Sasae			○
	Byron Gill			○
	Takuya Hirano			○

## FY2023 Attendance at Meetings of the Board of Directors or Audit & Supervisory Board

Meeting	Number of Meetings	Attendance Rate
Board of Directors	18	97.5%
Audit & Supervisory Board	11	98.2%

## Skills of directors and auditors

As a global company that brings trust to society through innovation and makes the world more sustainable, our company identifies the diversity and skills required for directors and corporate auditors to effectively exercise their advisory and supervisory functions and discloses them in a Skills Matrix.

Directors (as of June 24, 2024)

	Name	Independent	Diversity		Skills Matrix				
			Gender	Nationality	Corporate management	Finance and investment	Global	Technology	ESG, academia, and policy
Representative Director, CEO	Takahito Tokita		Male	JP	○		○	○	
Representative Director, CFO	Takeshi Isobe		Male	JP	○	○	○		
Director and Corporate Executive Officer	Hiroki Hiramatsu		Male	JP	○		○		○
Non-Executive Chairman, Member of the Board	Hidenori Furuta		Male	JP	○		○	○	
Director	Chiaki Mukai	○	Female	JP			○	○	○
Director	Yoshiko Kojo	○	Female	JP			○		○
Director	Kenichiro Sasae	○	Male	JP			○		○
Director	Byron Gill	○	Male	US		○	○		
Director	Takuya Hirano	○	Male	JP	○		○	○	

## Auditors (As of June 24, 2024)

	Name	Independent	Diversity		Skills Matrix		
			Gender	Nationality	Legalaffairs and compliance	Finance and accounting	Operating process
Full-time Audit & Supervisory Board Member	Youichi Hirose		Male	JP		○	○
Full-time Audit & Supervisory Board Member	Yuuichi Koseki		Male	JP		○	○
Audit & Supervisory Board Member	Koji Hatsukawa	○	Male	JP		○	○
Audit & Supervisory Board Member	Hideo Makuta	○	Male	JP	○	○	
Audit & Supervisory Board Member	Catherine O'Connell	○	Female	NZ	○		

# Risk Management

## Guidelines & Structure

The Fujitsu Group aims to achieve business continuity, enhanced corporate value, and the sustainable development of corporate activities. Uncertainties that might affect the achievement of these objectives are considered to be risks. To address these risks, the Fujitsu Group established a Risk Management & Compliance Committee based on the Policy on the Internal Control System determined by the Board of Directors.

The Committee reports directly to the Board of Directors and oversees risk management and compliance for the entire Fujitsu Group.

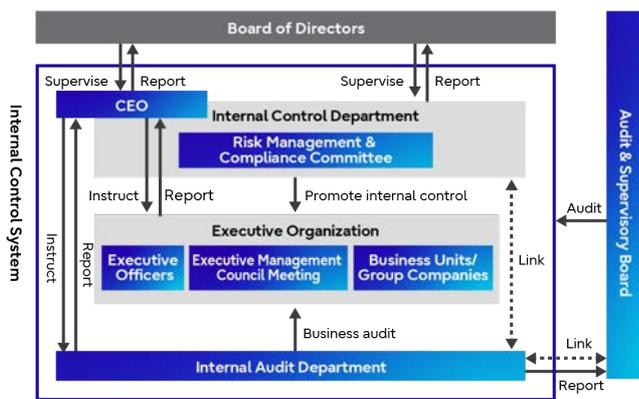
The Risk Management & Compliance Committee is chaired by the CEO and is composed of Board Members. Its primary function is to continually assess and verify risks that could potentially lead to losses for the Fujitsu Group. The Committee proactively implements measures to control risks identified during the course of business operations (potential risk management). Additionally, the Committee regularly analyzes realized risks to minimize losses, reporting them to the Board of Directors and working to prevent their recurrence (materialized risk management).

The Risk Management & Compliance Committee has established Regional Risk Management & Compliance Committees in each region that forms part of the global, region-based business execution structure. These regional committees operate as subcommittees. The Risk Management & Compliance Committee has deployed Risk Management & Compliance Officers to Business units (First line), as well as to Group companies and regions, both in Japan and overseas. Together, these entities collaborate to build a structure that promotes risk management and compliance throughout the Group.

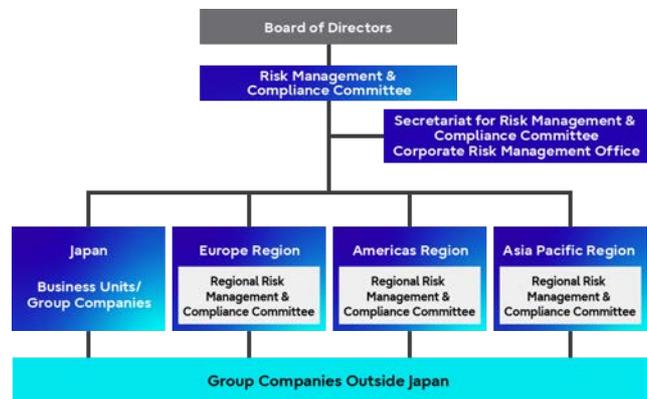
To further strengthen the Group's risk management capabilities, the company has established the Corporate Risk Management Office (Second line), a department which reports directly to the CEO and is independent of the business divisions. The Committee's secretariat function is provided by the Corporate Risk Management Office and is supervised by the Chief Risk Management Officer (CRMO).

The Secretariat monitors overall risk information, providing rapid and appropriate responses. In June 2023, the company appointed a Chief Quality Officer (CQO) to ensure prompt implementation of corporate policies and support for information security and system quality, as well as thorough risk management under the CEO’s direction. The CQO convenes a monthly meeting of the Risk Management & Compliance Committee to ensure the swift and effective implementation of corporate policies.

To check that the risk management and compliance system is functioning properly, the company conducts annual audits by corporate auditors, internal audits by audit departments (Third line), and external audits by an auditing firm.



Positioning of the Risk Management & Compliance Committee in the Internal Control System



Risk Management & Compliance Structure

# Processes

## Potential Risk Management Process

- Identification and review of important risks of the Fujitsu Group  
The Risk Management & Compliance Committee Secretariat (Corporate Risk Management Office, Second line) identifies and reviews the 16 important risks considered important to the Group, taking into account environmental changes affecting the Group. Risk scenarios are defined for each important risk, and they are classified into pure risk and management risk.
- Appointment of risk management departments (Second line)  
A risk management department is assigned to each important risk, and is responsible for maintaining control over that specific risk.
- Evaluation of risks to the Fujitsu Group  
Risk management departments, Business units, and Group companies evaluate the impact of each important risk, the likelihood of its occurrence, and the status of mitigation measures.  
We select the risks that must be actively taken to achieve the Group's business strategies and goals, and those that must be actively avoided.
- Ranking and mapping of important risks  
Based on the evaluation results of the Group, we rank important risks and create risk maps to visualize their importance. High priority risks are determined based on their importance.
- Risk Management & Compliance Committee Report  
Analyses are conducted based on the evaluation findings, and mitigation policies are discussed and determined to address important risks to the Group.
- Issuing of corrective instructions to Business units and Group companies  
Based on the evaluation results, feedback is provided to Business units and Group companies, advising them on improvements.
- Risk monitoring within Business units divisions and Group companies  
Regular risk monitoring is implemented within Business units and Group companies to assess the status of mitigation measures and reduce risk exposure.

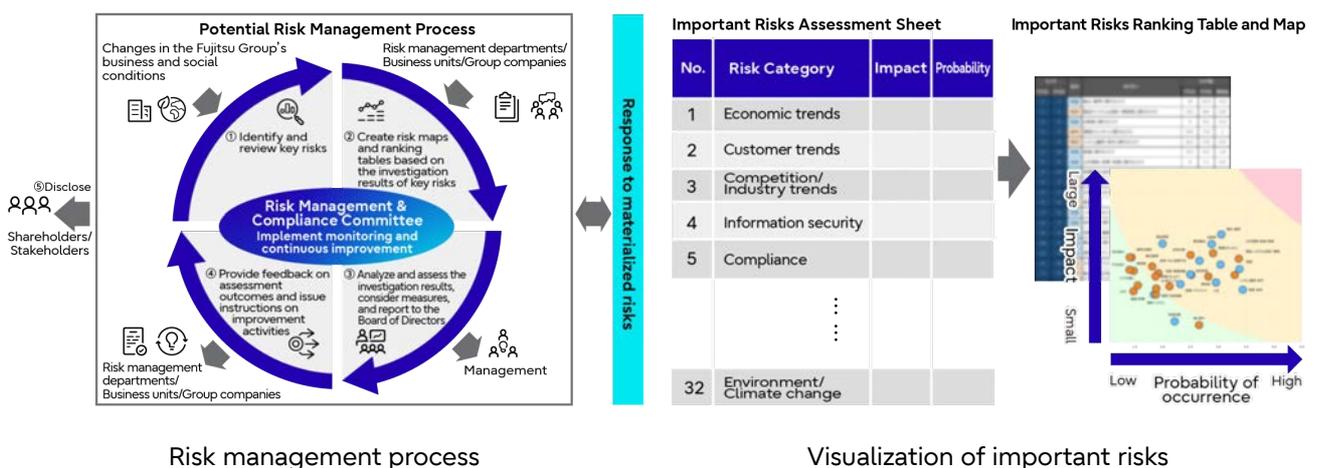
### Addressing Materialized Risks

- Risk management regulations mandate rules (such as prompt escalation to the Risk Management & Compliance Committee) and require employees to be informed accordingly.
- Establish escalation rules for Business units and Group companies, and deploy promptly, based on risk management standards and rules for escalating risks to the Risk Management & Compliance Committee.
- Analyze risks and deploy mitigation measures, and report to the Board of Directors as necessary, to prevent recurrence. By cycling through this risk management process and having the risk management departments check it every six months, we aim to reduce risks across the Fujitsu Group and to minimize the impact when risks emerge.

### High Priority Risks

Considering the findings from evaluations conducted in the Potential Risk Management Process and the status of materialized risks, we have chosen to focus on high priority risks based on their impact on achieving the Group's business strategies and goals. Consequently, we have identified the following two important risks as high priority for FY2023 and FY2024:

- Security risks
- Deficiencies or flaws in products and services



Risk management process

Visualization of important risks

### Important risks of the Group \*1

No.	Classification	Risk Category
1	Pure risk	<u>Security risks</u>
2	Pure risk	<u>Risks of natural disasters and unforeseen Incidents</u>
3	Pure risk	<u>Compliance risks</u>
4	Management risk	<u>Financial risks</u>
5	Management risk	<u>Intellectual property risks</u>
6	Pure risk	<u>Risks related to environment and climate change</u>
7	Management risk	<u>Risks related to suppliers, alliances, etc</u>
8	Management risk	<u>Customer risks</u>
9	Management risk	<u>Risks related to competitors and industries</u>
10	Pure risk	<u>Deficiencies or flaws in products and services</u>
11	Management risk	<u>Risks related to public regulation, public policy and tax matters</u>
12	Management risk	<u>Risks related to human resources</u>
13	Pure risk	<u>Human rights risks</u>
14	Management risk	<u>Risks related to economic and financial market trends</u>
15	Management risk	<u>Risks related to investment decisions and business restructuring</u>
16	Pure risk	<u>Risks related to the Fujitsu Group facilities and systems</u>

\*1 These are just some examples of the risks associated with doing business. More detailed risk-related information can be found in our securities and other reports.

<https://pr.fujitsu.com/jp/ir/secreports/>

Please refer to the web page below for detailed risk information in accordance with our Task Force on Climate-related Financial Disclosures (TCFD) declaration.

"Response to Environmental Risks"

<https://www.fujitsu.com/global/about/environment/risk/>

## Risk Management Education, etc.

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

These programs are targeted at newly appointed executives and managers, as well as others, to educate them on our basic approach to risk management and our rules for promptly escalating issues to the Risk Management & Compliance Committee. The programs present specific instances relating to products, services, and information security, with the aim of continually improving participants' awareness of risk management and enhancing their capacity to respond to risks.

Furthermore, by incorporating risk management into employee evaluation indicators, the risk management departments aim to not only link evaluations to financial incentives, but also enhance the organization's risk responsiveness by improving its risk management skills.

Refer to the "FY2023 Performance" section for information on education outcomes for FY2023.

## Group-Wide Disaster Management

The basic policy of Fujitsu and its group companies in Japan is to ensure the safety of staff and facilities when disasters occur, to minimize harm and to prevent secondary disasters. We also aim to ensure that business operations resume quickly, and that we can assist in disaster recovery for our customers and suppliers. To this end, we are building robust collaborative structures in our internal organizations and strengthening our business continuity capabilities. In addition to supporting our customers through the management structure in each business unit and group company, the Fujitsu Group is building 'area-based disaster management systems' in each region for working in cooperation with and responding to customers.

To verify the efficacy of our disaster management systems and enhance our response capabilities, we conduct drills tailored to every level, from the entire company through to task forces, workplaces, and employees. We also implement voluntary inspections and verification activities to prevent accidents and minimize the level of harm in each of our facilities. These efforts enable us to accurately identify existing issues and review and implement measures to address those issues, thereby allowing us to work toward continually improving our capacity to prepare for disasters and sustain our business operations.

For more information on our Group-wide disaster management, joint disaster response drills and verification activities, please refer to the PDF listed below, and for activity outcomes for FY2023 refer to the "FY2023 Performance" section.

- [Group-wide disaster management, joint disaster response drills, verification activities](#) 

## Business Continuity Management

Recent years have seen a myriad of risks that threaten continued economic and social activity. Such events include earthquakes, floods and other large-scale natural disasters, disruptive incidents and accidents, and pandemics involving infectious diseases. To ensure that Fujitsu and its group companies can continue to provide a stable supply of products and services offering the high levels of performance and quality that customers require, even when such unforeseen circumstances occur, we have formulated a Business Continuity Plan (BCP). We are also promoting Business Continuity Management (BCM) as a way of continually reviewing and improving our BCP.

Regarding the COVID-19 pandemic, to maintain the safety of its customers, suppliers and employees, and their families, the Fujitsu Group placed the highest priority on preventing the spread of the infection. It is also promoted initiatives to sustain the supply of products and services to customers and to help resolve the many societal issues that arose due to the spread of the infection.

For more information on our BCM activities, infectious disease countermeasures and BCM in our supply chain, please refer to the PDF listed below, and for activity outcomes for FY2023 refer to the “FY2023 Performance” section.

- [BCM activities, infectious disease countermeasures, supply chain BCM](#) 

## FY2023 Performance

### Risk Management Education

#### — Fujitsu Group new executive training: 45 people

Uses specific examples to illustrate key points that new executives need to take note of, including internal regulatory systems and issues relating to risk management and compliance.

#### — Training for Board of Directors: 9 (including 6 non-executive directors)

Providing e-learning in various fields, including risk management, for non-executive and executive directors. In addition, individual sessions on risk management for non-executive directors were held by executive officers in charge.

#### — Fujitsu Group new manager training: 1,033 people

An e-Learning course that covers areas such as the basic approach to risk management and the role of managers regarding risk management.

#### — Risk management education program: Fujitsu Group 120,000 people

Implemented e-Learning on risk management in general (information security, compliance, etc.)

## — **Disaster Management Forum: 314 people**

These forums are targeted at Fujitsu Group staff responsible for disaster management and business continuity in Japan. They offer an opportunity for participants to share knowledge with the aim of improving our on-site responses to large-scale disasters.

## Serious Incident Response Training

### — **Information security incident response exercise in overseas regions (Asia Pacific: 90; Americas: 75): 165 people in total**

Implement the flow of initial response when an information security incident occurs by connecting Japan and overseas regions in real time, and confirm and verify the incident response process including cooperation/information sharing within the region and with the head office, customer response, response to personal information leakage, and media response. Strengthen incident response capabilities and inter-organizational cooperation in overseas regions by identifying issues through training and making continuous improvements.

## Disaster Management & BCM Training

### — **Joint disaster response drills: The FY2023 Near-field earthquake in the Tokyo Metropolitan area**

These drills are used to ensure and to verify that Fujitsu and its group companies in Japan are fully versed in the essentials of dealing collaboratively with major disasters. (Proposed scenarios include “Tokyo Inland Earthquake” and “Nankai Trough Megathrust Earthquake”.)

## — Training exercise involving a hypothetical pandemic scenario to check BCP

A remote work-from-home training exercise centered on a hypothetical pandemic scenario was implemented for all our employees around the globe. The objective was to raise the awareness of each employee involved in business continuity, and measure the business continuity capabilities of the organization as a whole. In addition, the feedback on the findings of the BCP survey that was conducted will help improve the Fujitsu Group's BCP.

# Information Security

## Policy

The Fujitsu Group has appointed a dedicated Chief Information Security Officer (CISO) to strengthen our information security management regime, while at the same time developing globally consistent security policies and measures to ensure the information security of the entire Group and to ensure and improve information security for customers through our products and services.

## Management Structure

### <Top Management-led Information Security Control>

With the rapid increase in more complex and sophisticated cyber attacks, strengthening information security has become a top priority for national economic security and corporate business activities. In order to further strengthen and ensure the effectiveness of information security policies, we believe it is necessary more than ever before to take prompt and appropriate actions under the leadership of top management. Therefore, we have enhanced the structure and functions of the Risk Management and Compliance Committee, chaired by the CEO of the Fujitsu Group, where critical risks and compliance issues in Fujitsu Group are discussed, to enable a continuous, company-wide cyber security controls.

In parallel with the security controls by the Risk Management and Compliance Committee, monthly Regular Meetings on Quality and Security Measures have been established as a venue for discussing countermeasures involving the CEO, CISO, CRMO (Chief Risk Management Officer), CQO (Chief Quality Officer), and the heads of each business group to share the status of information security and strengthen measures according to the given status, thereby ensuring CEO-led risk management.

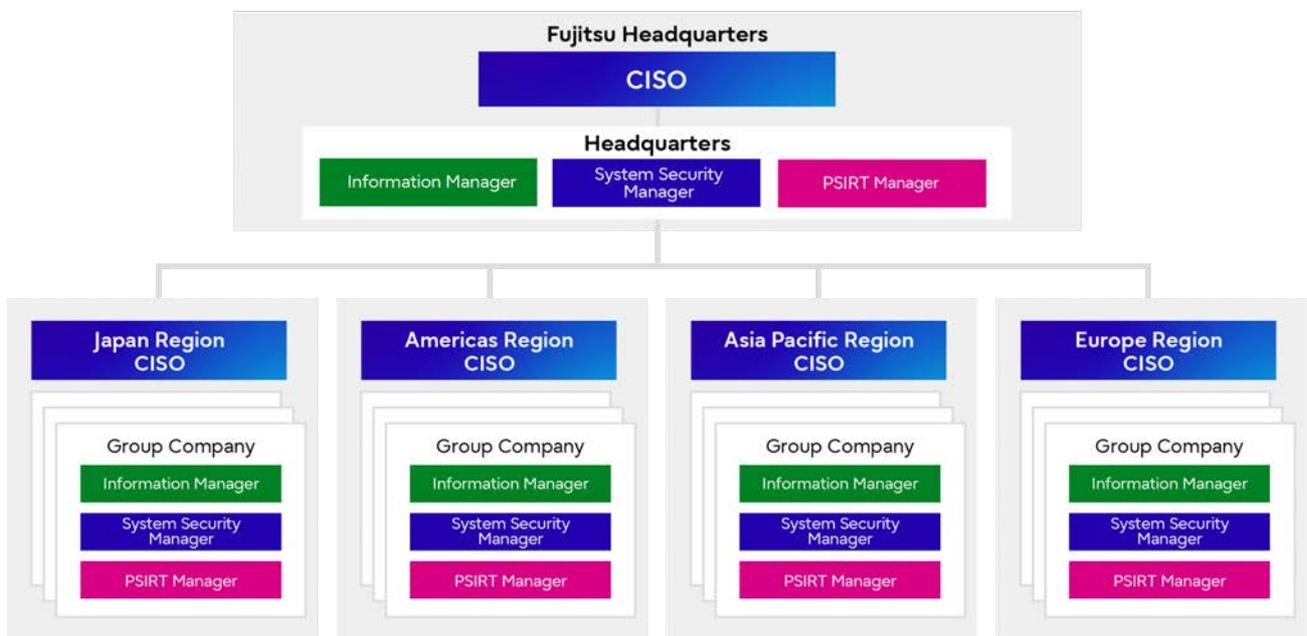
### <Enhanced CISO Governance Structure>

CISO governance structure includes regional CISOs in Japan and three international regions (Americas, Europe, and Asia Pacific) to strengthen information security through a globally integrated structure by aligning headquarters policies with the security requirements specific to each country.

For Fujitsu headquarters and group companies in Japan and international regions, information security managers have been assigned to strengthen autonomous information security in each department, and a system has been established to reinforce the leadership by the CISO.

Specifically, our security manager system ensures that each department has an “Information Manager,” who oversees the management and protection of information; an “System Security Manager,” who supervises the maintenance and management of information security system; and a “Product Security Incident Response Team (PSIRT\*1) Manager,” who leads product vulnerability management., so that they can promote various information security measures in cooperation with the CISO.

\*1 Product Security Incident Response Team (PSIRT): An organization that is responsible for incident resolution involving products offered by the company



Information Security Management System Run by CISO and Information Security Managers

# Information Security Initiatives

## Our Goals for Information Security

Our goal is to achieve information security to provide secure services to our customers through appropriate risk control by planning/executing proactive security strategies and initiatives based on security lifecycle management.

In order to achieve this goal, we are committed to “respond to cyber attacks with ever-evolving advanced information security” and to “improve the awareness of each employee and reform our organizational culture,” which are the keys to success. The entire Fujitsu Group is united in the efforts to develop processes, rules, and methods to promote cybersecurity practices, and to strengthen information security for the entire Fujitsu Group and while ensuring a safe environment for our customers and partner companies.

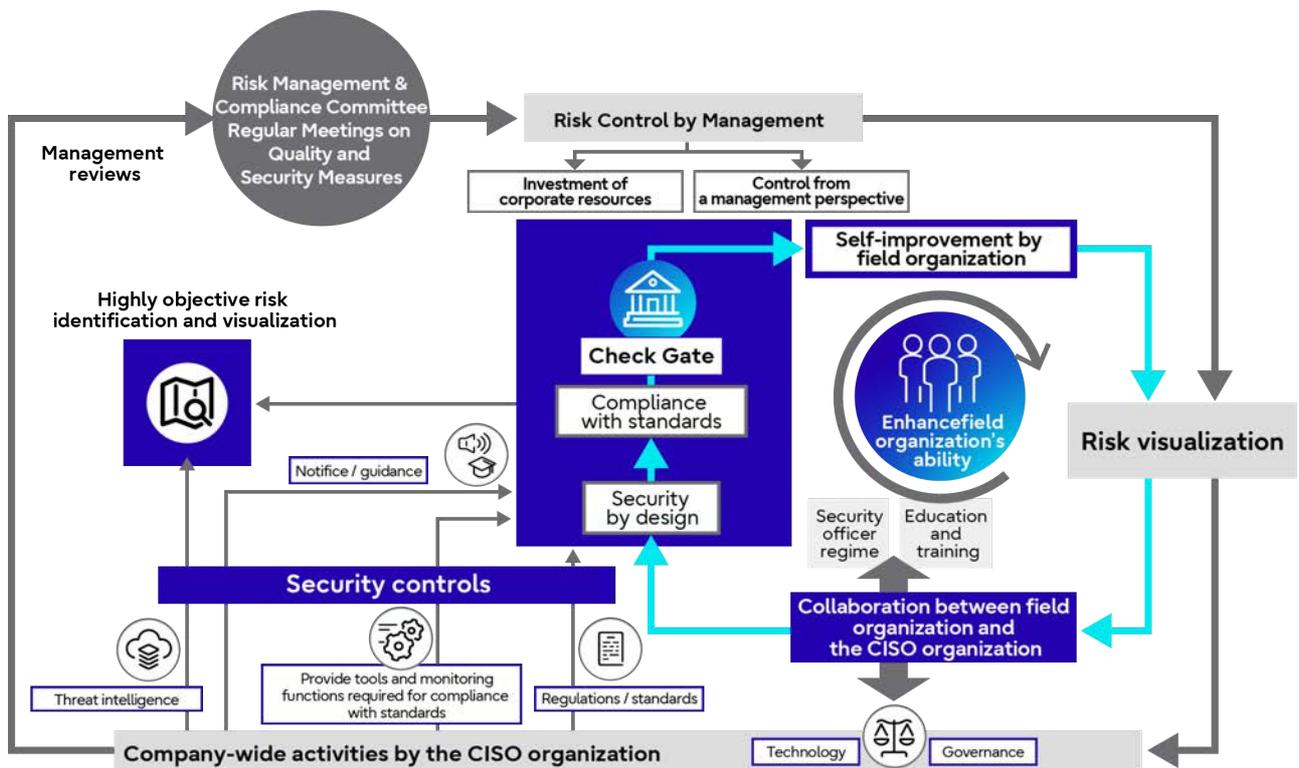
## Company-wide Security Risk Management Scheme

To achieve our information security goals, we have established a “Company-Wide Security Risk Management Scheme” which focuses on highly objective security risk identification, visualization, and their precise remediation.

The Company-Wide Security Risk Management Scheme forms a dual-loop structure as shown in the figure below. Under the scheme, a combination of security measures is implemented to address each issue identified by visualizing security risks, and senior management, departments, and the CISO organization collaborate on a response through organic activities.

This dual-loop includes, monitoring by senior managements through monthly reviews conducted during the Risk Management and Compliance Committee and Regular Meetings on Quality and Security Measures where senior management is directly involved. This enables security measures under the responsibility of the CISO to be considered as part of the business priorities and can be pursued with the same perspective as the senior management, thereby realizing a company-wide risk management cycle.

- Outer loop (gray arrow)**  
**Control loop** consist of a role to strengthen senior management involvement by making visualized risks available to senior management, and a role of risk management with security governance by the CISO organization.
- Inner loop (blue arrow)**  
**Autonomous loop** to promote self-improvement (autonomous corrective activities based on principles) in each department to ensure correct understanding of the situation in their own department through highly objective risk visualization.



Dual-Loop Company-Wide Security Risk Management Scheme

<What Can be Realized through the "Company-Wide Security Risk Management Scheme">

In the dual-loop of the Company-wide Security Risk Management Scheme, "Risk visualization" serves as a common checkpoint between the outer loop and the inner loop. By rotating the dual-loops starting from this checkpoint enables information security to be continuously maintained, improved, and enhanced. By continuing this cycle, the scheme becomes firmly established thus realizing a reform of the organizational culture.

## <Visualization of Security Risks Using Technology>

"Visualization of security risks," is enabled by introduction of CMDB\*2 and Information Management Dashboards\*3 to digitally (mechanically) visualize risks such as the residual vulnerabilities of information systems and inappropriate information management practices. For example, if a vulnerability is detected through a process of matching the information system configuration information registered in the CMDB with the Vulnerability Database\*4, the system management department is instructed to mitigate the vulnerability by issuing a remediation task ticket. The status after the remediation instruction is also visualized in the remaining vulnerability status dashboard to ensure successful completion of the remediation.

If a particularly hazardous risk is detected through risk visualization, a timely and appropriate remedial solution will be implemented under the control of the management and the CISO.

\*2 CMDB: Configuration Management Database

A database for collecting and consolidating configuration information on information systems, including hardware, software and network. The collected configuration information is used for security inspections/audits, vulnerability mitigation and security incident resolution.

\*3 Information Management Dashboard: A digitized information management ledger

Fujitsu Group manages and utilizes an information management ledger that maintains inventory of confidential information, including name of administrators, storage locations and disclosure restrictions, in digital form. The system checks for consistency with the actual status of information management (e.g., audit logs for storage services) and alerts the managing department if any deficiencies are detected, thereby enabling an immediate response.

\*4 Vulnerability Database:

A database that collects and consolidates known product vulnerabilities.

Similarly, each department is also working to foster an organizational culture that encourages self-improvement based on risk visualization. The first step is to visualize and share the state of the organization's and individual employees' information management literacy (internal factors) as well as the actual state of cyber risks (external factors). (Visualization)

Then, by having each employee correctly understand the visualized risks and take them personally (taking ownership), autonomous information security practices will be facilitated (taking the initiative). Repeatedly reinforcing this process while making improvements, will nurture an organizational culture with effective self-improvement.

## Initiatives

In the following chapters, the key initiatives implemented within the "Company-wide Security Risk Management Scheme" are introduced by the following three themes.

- **Cyber security**

Introduction of measures related to information system security (ensuring and maintaining the safety and reliability of information systems and networks), as well as security maintenance activities for Fujitsu products and services

- **Information management**

Introduction of measures to maintain and manage the confidentiality, integrity, and availability of the information itself, including critical information (e.g., confidential information and personal information)

- **Governance enhancement**

Introduction of governance enhancement measures to strengthen the security of the entire organization by disseminating and instilling the security practices.



Three Themes for Information Security Initiatives

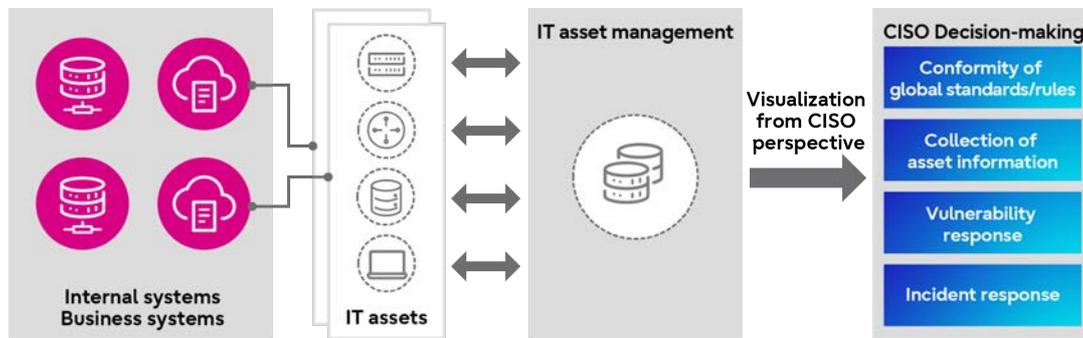
# Cyber Security

Based on the IT asset management information of Fujitsu's systems, we will strengthen cyber security practices to prevent security breaches by providing perimeter defense and zero-trust security not only to block any unauthorized access by an attacker, but also to detect and take defensive actions in the event of such intrusion.

## Measures Linked to Centralized IT Asset Management

### <Autonomous Risk Remediation Through Centralized and Visualized IT Asset Management>

To support our customers' safe, secure, and sustainable business activities, we have centralized and visualized the IT asset management of the IT systems for our globally operating customers, as well as internal IT systems. This helps us promptly identify and remediate any security risks throughout the Fujitsu Group. We have been strengthening routine risk management, visualizing risk audits conducted by the CISO organization and their result, and promoting an appropriate understanding of the actual situation in each departments and their autonomous correction.



Global IT Asset Management

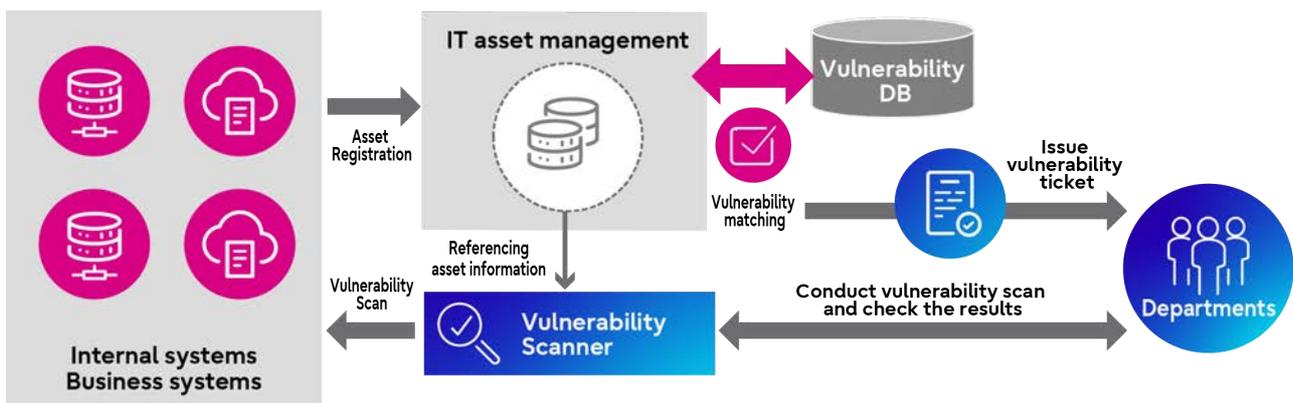
### <Vulnerability Detection and Remediation>

By providing vulnerability scanning process for systems (assets) directly accessible from the Internet using IT asset management information, each department that manages the system can autonomously conduct periodic scanning and implement remedial solutions triggered by vulnerability detection. Annual inspection using this process are conducted to ensure that vulnerability remediation practices are in place, and when high-risk vulnerabilities are detected, reliable solution will be implemented in a timely manner with the involvement of the CISO organization.

In addition, by maintaining IT asset management information up to date on a regular basis and matching it with a vulnerability database, any vulnerabilities detected are reported to the relevant department via issued remediation task ticket, ensuring that all vulnerabilities are fully addressed. This process also makes it possible to detect vulnerabilities in systems (assets) that are not directly accessible from the Internet. As of the end of FY2023, we have completed implementing solutions to address the high-priority vulnerabilities\*5 detected through this initiative for the systems in Japan. For international regions, remedial solutions are scheduled to be implemented by the end of FY2024.

\*5 High-priority vulnerabilities:

High-risk vulnerabilities that remain in systems (assets) that are directly accessible from the Internet and that hold sensitive information such as personal data.



Vulnerability Detection and Remediation

<Utilization of Threat Intelligence and Attack Surface Management>

We are proactively utilizing threat intelligence to speed up the detection of, and response to, vulnerabilities in systems exposed to the Internet. Threat intelligence enables us to collect information in the early stage of an actual attack from an attacker’s perspective, such as information on global threat trends and vulnerabilities as well as vulnerability information in Fujitsu Group’s systems exposed to the Internet. The obtained threat intelligence allows impact analysis and prompt remedial action.

Moreover, in combination with vulnerability scanning of Internet-exposed systems based on IT asset management information, we also implement attack surface management, which monitors system vulnerabilities from an attacker’s perspective.

## Thorough Monitoring

The cyber security environment is constantly changing, and attack methods are becoming more complex and sophisticated. Under such circumstances, the Fujitsu Group takes a zero-trust approach, based on the concept that 100% prevention of intrusion by cyber-attack is impossible, to reinforce security monitoring. We have established internal guidelines for security monitoring and conduct periodic system inspections to assess and visualize the current situation. We are also working to ensure a sound monitoring to enhance detection capabilities and enable timely response to cyber-attacks. Furthermore, we ensure that critical systems are thoroughly monitored through third-party inspections conducted by the CISO organization. As of the end of FY2023, we have completed enhancing and improving capabilities for detecting cyber attacks against critical systems in Japan. For international regions, formulation of a improvement plan was completed at the end of FY2023, and actual improvement is scheduled to be completed in accordance with the plan during FY2024.

## Response to Incidents

As a company that supports the safe and secure business activities of our customers, we need to be able to respond immediately to increasingly advanced and sophisticated cyber attacks. For this reason, we have preemptively established an incident response policy, scheme, and procedures based on the assumption that security incidents may occur during normal times. This allows us to quickly implement a series of procedures in the event of an incident, including escalation, response, recovery, and notification

### (1) Escalation

When a security incident is confirmed to have caused damage to the system managed by a department or to a personal terminal, the incident and the extent of the damage are assessed in according to preestablished procedures, and immediate emergency measures to be carried out, while also escalating the incident to the appropriate level. After escalation, support staff will be assigned by the Security Control Organization to assist with incident response, allowing them to work together to resolve the incident.

## (2) Incident response

The Security Control Organization and the department managing the affected system cooperate to prevent the spread of damage by shutting down the affected system and/or disabling specific functions. The cause of the incident is investigated and eradicated thereafter. ( e.g., application of patches).

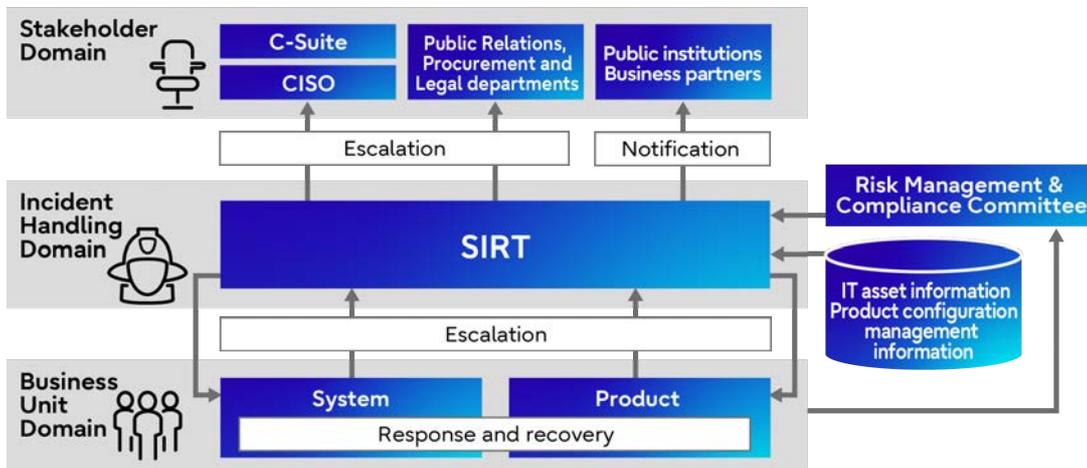
## (3) Recovery

After eradicating the cause of the incident, system and business-related data are restored to resume the system and business operations to a normal state.

## (4) Notification

Incident details is shared and reported to fulfill our accountability to stakeholders, including public authorities, affected customers, and business partners.

The Incident Response Handbook & Guidelines, which defines the above incident response policies and procedures has been developed and deployed in Japan by FY2023. Versions for international regions will be released and deployed by FY2024 after making alignment with the specific requirements of each country.



Incident Response Procedure

## <Sophistication of Incident Response>

Responding to a security incident requires an accurate understanding of the event from a technical perspective through log analysis, malware analysis, disk forensics, and other methods. A quick and fitting response also requires determining an overall policy and collaborating with parties involved inside and outside the company.

At Fujitsu, technical experts and members who take the lead on the path to the solution work together to respond to security incidents, following several processes, including the escalation process.

We have been accumulating data on attacker's tools, processes, and access methods and improving technical knowledge and skills of our response team members through continuous training. We also conduct reviews of the result of past incidents we have handled with our global group companies to continuously improve our incident response capabilities, including upgrading our structure, rule and processes and accumulating know-how, to enable immediate responses and minimize the impact of incidents.

## Risk Prevention in Our Products and Services

### <xSIRT Regime>

To protect customers who use Fujitsu's products and services, we centrally manage product configuration information, IT asset information, and threat intelligence information, which includes vulnerability information. In addition, to enable prompt and proactive response to risks arising from vulnerabilities in products and services, we have established an xSIRT\*6 regime by assigning PSIRT managers and System Security Managers, who are responsible for managing vulnerabilities in their departments.

\*6 xSIRT: Security Incident Response Team

An organization or regime that handles incidents that affect products and services offered by Fujitsu. It plays a similar role to PSIRT, while xSIRT covers wider range of cases.

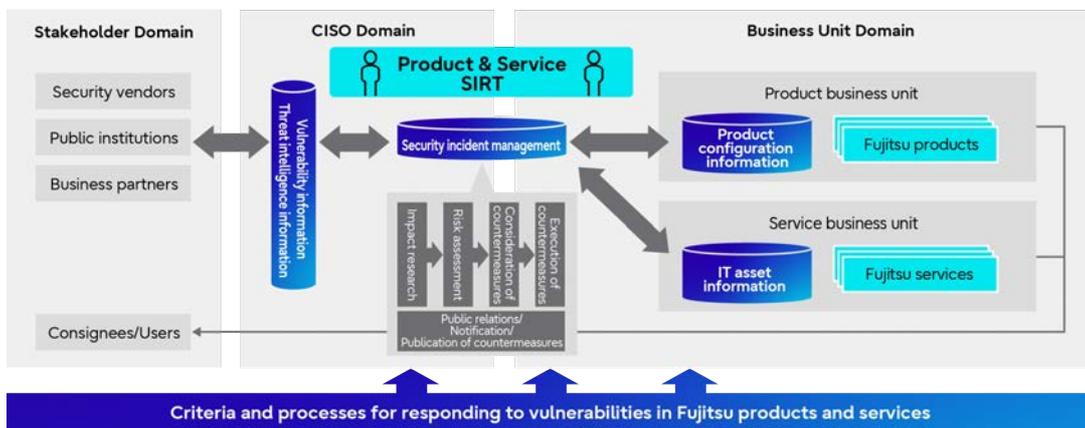
### <Process Formulation>

In order to estimate risks to products and services, and to promptly consider and execute countermeasures against vulnerabilities based on risks to products and services, we have established criteria and processes for addressing risks associated with vulnerabilities, and are continuously improving these processes based on statistical analysis and our past incident response results.

With these regime and processes in place, we ensure prompt remediation of vulnerabilities in order to shorten the vulnerability response time and resolve them in a timely manner, thereby preventing secondary damage to our customers and minimizing the impact on their business continuity.

As an example of the successful achievements of implementing this solution, at the time when a vulnerability-induced cyber attack occurred in the past, which caused significant damage and had an impact worldwide and resulted in a major risk warning from CISA\*7, Fujitsu was able to quickly identify the affected system and took appropriate remedial action to avoid damage from information exploitation.

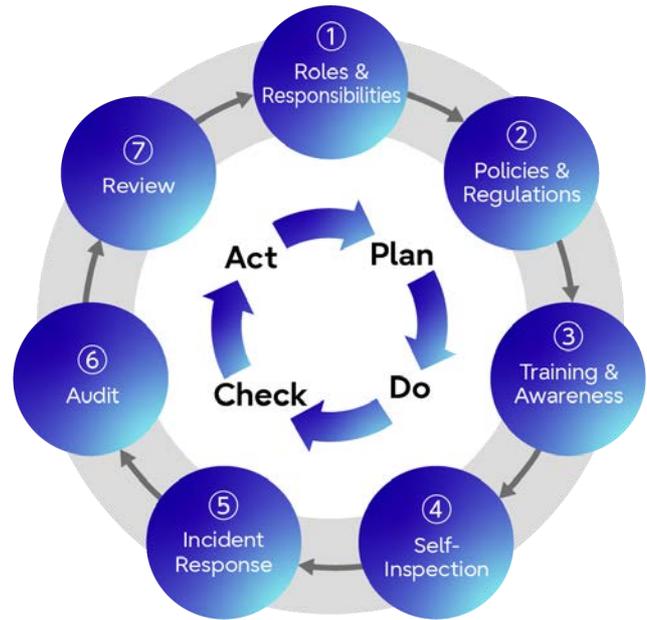
\*7 CISA: The U.S. Cybersecurity and Infrastructure Security Agency



Vulnerability Response Framework in Fujitsu Products and Services

# Information Management

Fujitsu Group in Japan implemented the Information Protection Management System in order to appropriately protect third-party confidential information (including personal information) and our confidential information. We also apply a PDCA cycle that covers from the “(1) Roles & Responsibilities” to “(7) Review”. In order to clarify information assets that must be protected, we establish appropriate management according to the status of our customers and suppliers, and take initiatives for protecting information. These steps are taken for the autonomous information protection activities (regulations by industry, business type, etc.) conducted by each division while unifying the classification of information on a global scale. Furthermore, we utilize various automation support tools such as information management dashboards to support appropriate information management, while also making improvements as necessary to realize effective and secure operations. The main activities of the Information Protection Management System are described below.



Information Protection Management Systems (7 Points)

## <Information Protection Management System>

### (1) Roles & Responsibilities

Under the CEO, we are building a system to manage and protect information through a global network that is centered on the CISO and overseen by the CEO. We appoint management staff for each department, clarify roles, and promote the appropriate handling of information.

### (2) Policies & Regulations

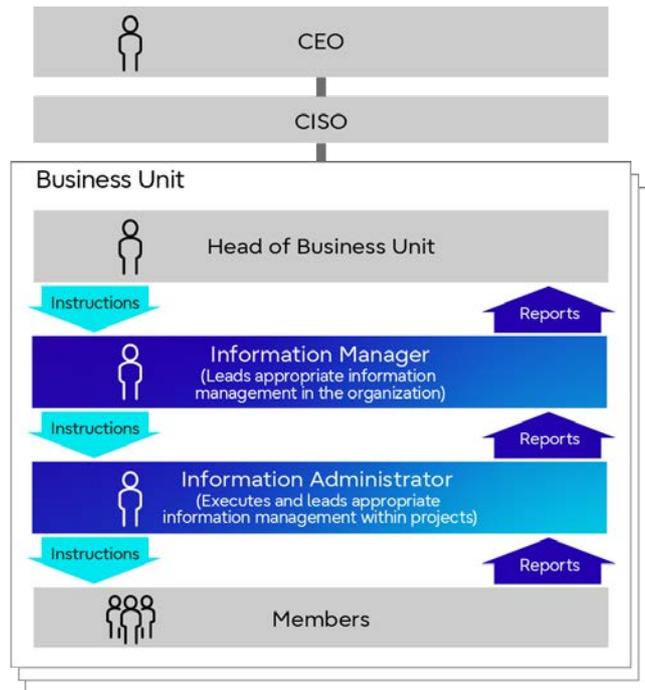
In order to handle information appropriately, necessary rules, procedures, and an annual activity plan have been formulated. Policies and rules are updated on a regular basis, along with changes to the law.

### (3) Training & Cultivation of Awareness

In order to improve the information security awareness and skills of each employee, we provide relevant information according to employees' positions and roles. We also provide various training sessions and information in response to changes in the work environment, such as working from home.

Information management training (e-Learning)\*8 is provided annually for all employees including executives. Information management training materials are also available to employees at any time.

\*8 Number of participants in 2023: 38,603



Information Protection Management System and Roles



Information Security Course 2023-2024

#### (4) Self-Inspection

Inventory is conducted regularly to identify and classify and perform risk analysis on the information assets retained by each department.

#### (5) Incident Response

Scheme, escalation routes, procedures are being developed on a global basis to ensure that incidents are addressed appropriately in a timely manner.

#### (6) Audit

The Information Management Promotion Division confirms the status of information management in each division from a third-party perspective and provide instructions and suggestions for corrections and improvements.

#### (7) Review/Modification

The Information Protection Management System is reviewed and modified in consideration of external opinions, including audit results, incidents, and complaints, as well as legal revisions, and changes in the environment.

## Protection of Personal Information

Fujitsu has established a global Personal Information Protection System to strengthen the protection of personal data. Under the leadership of the CISO organization and the Legal Division, we work with each region and Group company to comply with the laws and regulations of each country, including the GDPR\*9. In regard to the handling of personal information, we post and announce privacy policies on public websites in each country.



The PrivacyMark

\*9 GDPR: General Data Protection Regulation

A European regulation that was put into effect on May 25, 2018 and that requires companies, organizations, and groups to protect personal data. Includes rules on the transfer of personal data outside the European Economic Area (EEA) and the obligation to report within 72 hours of a data leakage at cybersecurity incidents.

In Japan, with the objective of protecting personal information, Fujitsu Group obtained certification for the PrivacyMark\*<sup>10</sup> by the Japan Information Processing and Development Center (JIPDEC) in August 2007 and we are continually working to strengthen our Personal Information Protection System. Group companies also obtain the PrivacyMark as necessary to ensure thorough management of personal information. Internal audits were conducted in all departments in FY2023.

\*10 The PrivacyMark

The PrivacyMark is granted to businesses that handle personal information appropriately under a personal information protection management system that conforms to JIS Q 15001:2017.

In FY2023, Fujitsu Customer Service Center Personal Information Protection Desk did not receive any consultations or complaints regarding customers' privacy. No customer information was provided to government or administrative agencies in accordance with the Act on the Protection of Personal Information.

## Acquisition of Information System Certification

Fujitsu Group is actively promoting the acquisition of third-party evaluation and certification in our information security efforts.

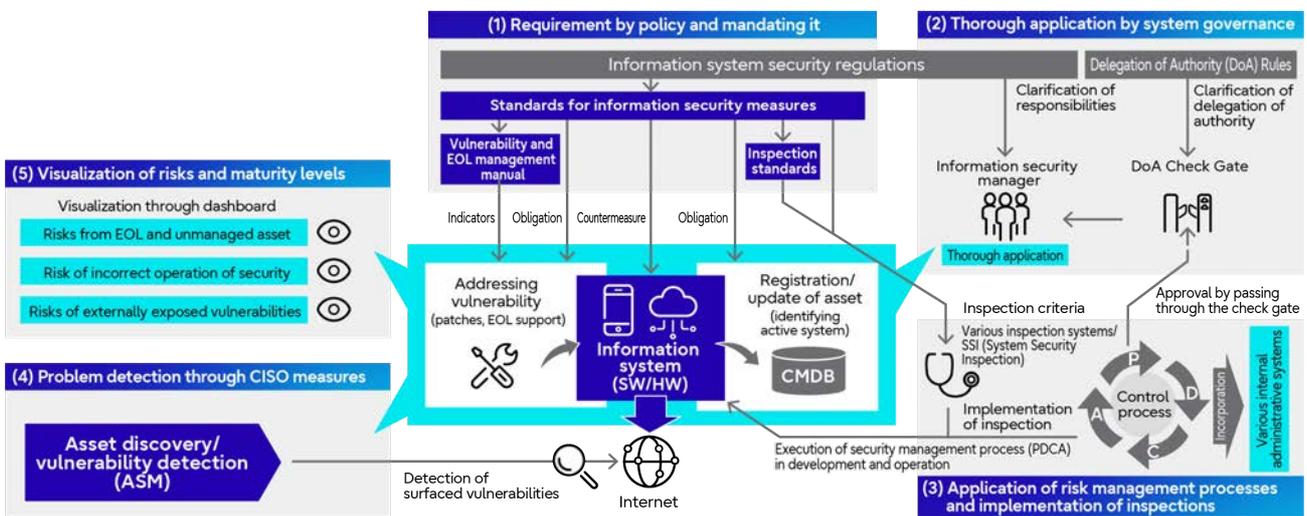
- [Third-party evaluation/certification audit results \(link\)](#) 

# Governance Enhancement

We are working to minimize security risks through a multifaceted approach to enhance global security governance.

To ensure common governance in the global group, we clarify what must be done by “(1) making policy requirements mandatory,” and make sure “(2) thorough governance” under the Information Security Management Structure. By organically combining these with “(3) execution of inspections and audits,” mentioned earlier, and “(4) issue detection through ASM,” we realize reliable security measures that each department can carry out autonomously.

In addition, by “(5) visualizing risks and maturity levels” along with metering of security maturity levels, we foster a culture of taking security measures autonomously and thus promote self-improvement effect of cyber-security measures.



Overall Picture of Governance Enhancement Measures

## Metering of Security Maturity Levels

Fujitsu leverages the Security Risk and Maturity Monitor to monitor the status of various security measures as a method to facilitate smooth promotion of strengthening organizational governance (common interface of the dual-loop) through the Company-wide Security Risk Management Scheme. Two functions of the monitor are; a Risk Monitor to visualize risks, and a Maturity Monitor to visualize maturity levels. This enables both management and each department to identify risks and check maturity levels using the same yardstick.

### <Risk Monitor>

The Risk Monitor provides a comprehensive view of each department at Fujitsu headquarters and Group companies and visualizes numerical values of risks. For risks detected by the aforementioned vulnerability scanning, the number of cases still requiring remediation is displayed on a heat map and graph according to their criticality, allowing for prioritizing and mitigating risks with high severity.

### <Maturity Monitor>

The Maturity Monitor digitally scores factors such as the occurrence of vulnerabilities and the speed with which vulnerabilities are remediated. By visualizing the maturity level of each department at Fujitsu headquarters and Group companies on a monthly basis, we foster a culture of autonomous implementation of specific solutions and corrective actions based on an understanding of current circumstances and gaps from targets, and promote self-improvement for cybersecurity practices in each department.

Inspired by the C2M2<sup>\*11</sup>, or Cybersecurity Capability Maturity Model, and SIM3<sup>\*12</sup>, or Security Incident Management Maturity Model, both of which have been proven globally, our security maturity level evaluation indicators incorporate a unique method of scoring maturity mechanically from data taken from our security measures. The maturity levels are scored on six axes: governance, human security risk management, system security risk management, information asset risk management, incident detection and response capabilities, and organizational culture and mindset.

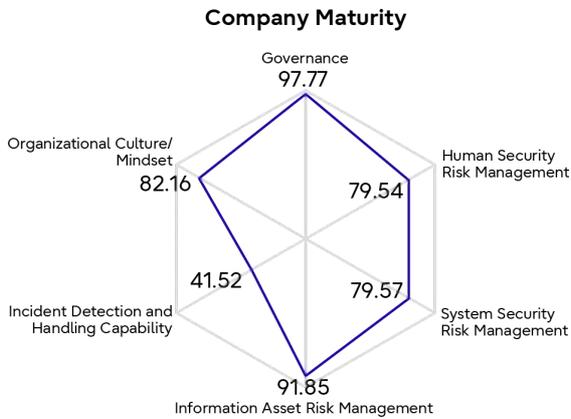
In addition to Fujitsu's internal metering described above, we aim to strengthen our cybersecurity incident response capabilities by using external security rating services to continuously check Fujitsu's security scoring, which is highly objective from a third-party perspective.

\*11 C2M2 : Cybersecurity Capability Maturity Model

\*12 SIM3 : Security Incident Management Maturity Model

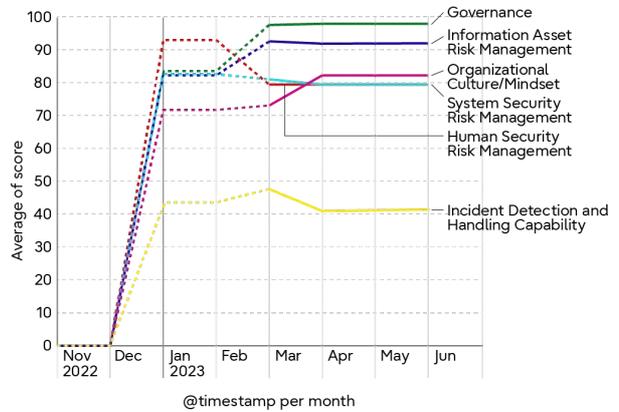
The following is an example image from the Maturity Monitor.

**Visualized Security Maturity Level**



Company Maturity

**Maturity Score Trends (Entire Company)**



Maturity Score Trends (Entire Company)

Visualized Graph of Security Maturity Levels (sample)

## Ensuring Awareness and Understanding of Frameworks, Rules and Processes

Fujitsu is implementing mainly two initiatives to unify and raise the level of information security measures on a global basis.

### <Fujitsu Group Standards for Information Security Measures>

The first is the formulation of “Fujitsu Group Standards for Information Security Measures” which set the standard security measures in the group. Consisting of 165 management measures based on the global standards NIST’s 13 CSF 14, SP800-53 15 and ISO/IEC27002, the application of management measures according to the importance of information systems and other factors is standardized. Materials such as manuals and guidelines to support the application of such management measures are also available.

## <Risk Management Framework>

The second is the development of "Risk Management Framework," a framework for security risk management in the group. Based on the global standards NIST's SP800-37\*<sup>16</sup>, the framework defines a set of processes to identify and manage security risks of each organization and information system in a systematic and appropriate manner. Within this set of processes, periodic risk management in each organization and risk management in the development and operation phases of each information system are being standardized. We incorporate these set of processes into the Fujitsu Group's various business processes to ensure that they are well understood and widely accepted. In Japan, this "Risk Management Framework" has been in operation since FY2023, and we plan to expand its operation to international regions in FY2024.

By sharing these two initiatives within the Fujitsu Group and executing a series of processes of "Risk Management Framework," management measures based on the "Fujitsu Group Standards for Information Security Measures" are applied to each organization and information system, while running a continuous improvement process. This contribute with our pursuit for effective implementation of security measures and realization of "security by design."

\*13 NIST : National Institute of Standards and Technology

\*14 CSF : Cybersecurity Framework

\*15 SP800-53 : NIST SP800-53 Rev.5 Security and Privacy Controls for Information Systems and Organizations

\*16 SP800-37 : NIST SP800-37 Rev.2 Risk Management Framework

## Security Training, Development of Mindset, Human Resource Development and Maturity of Responsible Personnel

As one of the measures to support the improvement of security maturity levels, mentioned above, we are engaged in promoting security education and training. Particularly, we focus on preventing the recurrence of recent incidents. For example, our company-wide mandatory information security education program shares the latest trends of security threats and incident cases and informs trainees of the lessons learned from the past incident responses and the measures that were supposed to be taken, in order to develop a security mindset and strengthen skills of each employee.

## <Security Education and Training>

In addition to providing basic education on information management and cyber-security, we thoroughly disseminate the lessons learned from the latest trends and incident responses. We also work to improve the skills of our professional personnel by issuing guidelines on system monitoring for system managers. As incidents cannot be 100% prevented, we have shifted our approach from "efforts to prevent contingencies", to "efforts based on the premise that contingencies will occur", thereby strengthening our company-wide incident response capabilities. As part of this effort, the Fujitsu Group conducts company-wide training for executives and employees every six months. Specifically, with the aim of responding quickly and minimizing the impact of incidents that have a social impact, we conduct incident drills in which executives and personnel from various departments participate. We also provide practical training scenarios for SEs and business producers who are involved in external business and internal operations. Insights gained from these training sessions are reflected as appropriate in the Incident Response Handbook & Guidelines described in the "Incident Response" section, and are shared with each department. In addition, targeted e-mail drills are conducted on an ongoing basis to foster a security mindset among each employee.

\*Number of training sessions conducted in FY2023: 2 times company-wide training sessions, 1 time targeted e-mail training session

## <Strengthening Information Security Structure and Human Resource Development>

In an effort to change employees' mindsets and behavior regarding information security within the Fujitsu Group, the CISO and the CISO organization regularly disseminate information internally, and security measures are taken through security managers assigned to each department.

In 2023, we revised the Professional Certification System to redefine our image of the ideal security personnel, especially security managers assigned in each department. After clarifying security managers' roles and responsibilities and revising their compensation and other aspects, we have been reinforcing security structures in organizations in Japan ahead of international regions since January 2023.

In addition to sharing the actual status of each organization through visualization using the aforementioned "security maturity metering," we are working with each department to improve their security maturity level through regular communication within the security managers' community and through security managers' meetings and subcommittee meetings.

# Quality Initiatives

## Our Policy

The Fujitsu Group has the important responsibility of supporting businesses and lifestyles of our diverse customer base, beyond developing better society, through providing a wide range of products and services. In order to contribute to the creation of a trusted society, the entire Fujitsu Group utilizes technology to ensure stable operation and improve the quality of our customers' systems.

To that end, the Fujitsu Group has established the Fujitsu Global Quality Policy to put the Fujitsu Way's cherished value of trust into practice. This policy recognizes quality as a foundational part of our business and shows how we will continue to provide safe and secure products/services worldwide.



In line with the Fujitsu Way and the Fujitsu Global

Fujitsu Global Quality Policy / Quality Standards System

Quality Policy, we have established Quality Policy (Standard Policy for Quality Management) and Global Quality Rules under the Fujitsu Group Global Policy which outlines the rules that the entire group adheres to. Under the Fujitsu Group Global Policy, we have established regulations and standards tailored to the characteristics of the countries where we do business, our products/services, customer requests, and applicable laws and restrictions.

For example, in Japan, we have established the Fujitsu Group Quality Charter and .ive Quality Assurance Regulations (including Shipment, Registration, Release, and Safety Promotion Regulations).

All of our measures, from planning to design to verification, production, sales, and even follow-up support, are based on this charter and these regulations. This ensures that we continue to provide products/services that stay one step ahead of our customers and any changes in their business landscapes.

## Implementation Policy for the Safety of Our Products and Services

The Fujitsu Group recognizes its social responsibility to contribute to building 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.

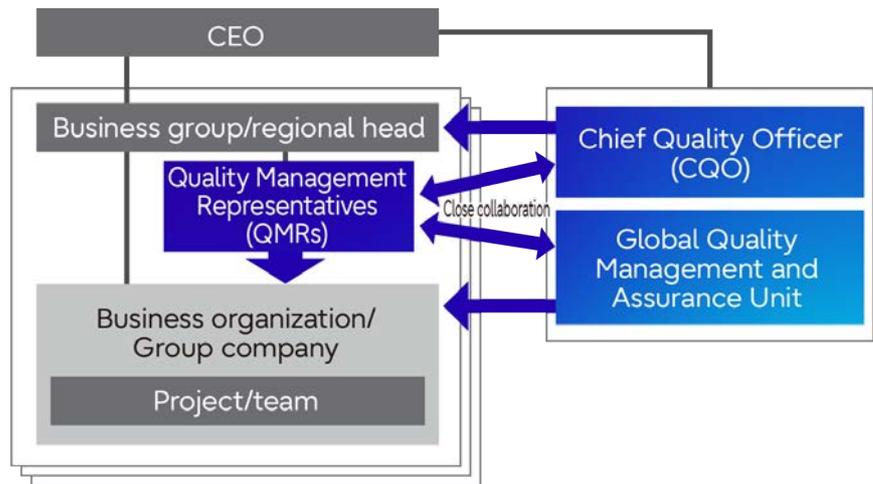
We actively collect safety-related information from customers, including information on product and service incidents and what might lead to such an incident.

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.

## Our Quality Management Structure

The Fujitsu Group appointed a Chief Quality Officer (CQO) in June 2023 in an effort to enhance the quality of our products/services across the entire Group. Furthermore, Fujitsu established Quality Management



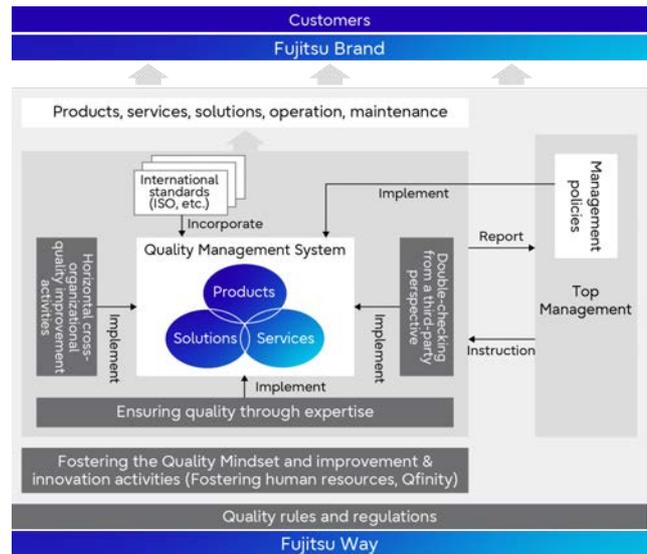
Management Representatives (QMRs) in

Our Quality Management Structure

each business group and Group company to govern Groupwide quality management under the leadership of the CQO. Following the decision and direction of the CQO, the Global Quality Management & Assurance Unit formulates common policies, standardization, and quality improvement measures as the headquarters of quality. By deploying these common measures through QMRs with close collaboration, we strive toward more field-oriented implementation and application, and perform quality management in an effort to provide products/services with consistent and optimal quality for our customers.

# Our Quality Support Framework

In order to provide a level of quality for our products and services which meets the needs and expectations of our customers in a consistent way, it is essential for us to coordinate with various organizations inside and outside Fujitsu—including business units, common business units, and business partners—from planning and design through development, manufacturing, testing, sales, operations, and up until maintenance. Frameworks and mechanisms to integrate these organizations are essential as a foundation for our efforts.



Our Quality Support Framework

This is why we built our Quality Management System (QMS): to coordinate among these business units as appropriate for the product or service. Our QMS periodically verifies the progress in light of international certification standards such as the ISO in the aim of achieving process improvements to realize even higher quality.

## Companywide Quality Improvement Cycle

The Fujitsu Group’s quality improvement efforts consist of activities based on the Quality Policy by our Companywide Quality Department (Companywide Quality Department Quality Improvement Efforts in the diagram below) and activities to develop and implement quality management systems for each business group (Business Group Quality Improvement Efforts sections of the Companywide Quality Improvement Cycle diagram). These elements turn the cycle, with the entire Group working collaboratively and strategically to improve quality.



Companywide Quality Improvement Cycle

#### A. Quality policy planning

Quality objectives are set and reviewed, and quality strategies and policies for achieving them are planned and rolled out across the entire Fujitsu Group. In addition, we monitor and manage activities to ensure they are conducted in accordance with our Quality Policy.

#### B. Quality process regulation/standardization/control

Based on our Quality Policy, we are making progress with the standardization of specific processes and techniques in key areas targeted for improvement. We implement and control these standards at the locations where we operate. Additionally, also in line with our Quality Policy, we promote activities to improve quality across our business groups.

Furthermore, in addition to developing and disseminating quality-related standards, we also share best practices derived from successful projects, so that they can be widely utilized.

Further, we promote the sharing of knowledge and project standardization through lessons learned from unsuccessful projects in a manner readily accessible to anyone.

#### C. Monitoring/independent audits

We monitor the projects of each business group, identify risks to quality at an early stage, escalate issues found, and implement countermeasures as needed. Any concerns regarding quality are addressed by a third party, who audits / conducts an inspection of the items involved, whereby we carry out corrections and improvements.

<In the event of a serious quality issue with any product/service we provide our customers>

Following the Risk Management Regulations, the matter is immediately reported from the field to the Risk Management & Compliance Committee at the Fujitsu Headquarters. Under the direction of the Committee, the relevant departments address the incident jointly and consider ways to prevent recurrence. The recurrence prevention measures are shared with other departments through QMR in an effort to prevent the same incident from occurring at other Fujitsu Group companies.

#### D. Evaluation/improvement

We regularly examine and analyze our approach to quality and consider additional measures if necessary, directing the QMR to make improvements based on the business characteristics of each organization.

After reporting updates to executive management on a regular basis, action is taken following their decision making and instructions.

Additionally, through Qfinity ([Note 1](#)) activity, good/best practices are commended and shared across the entire Fujitsu Group to increase the level of quality throughout the Group.

Note 1: Qfinity

Qfinity, an internal branding term which combines the words “quality” and “infinity,” represents the DNA of the Fujitsu Group: the “infinite pursuit of quality by each and every employee.” Qfinity is an improvement and innovation activity launched throughout the Fujitsu Group in FY 2001 to continuously improve the quality of products and services, with each and every employee taking a central role. Through Qfinity, we promote quality improvement activities in each workplace and engage in quality improvement of products and services.

## Quality Governance

Under the CQO, we are working to strengthen quality governance across the Fujitsu Group as well as prevent major incidents from reoccurring and enhancing the quality of products/services.

The process of strengthening quality governance involves rolling out a common platform to assess quality risk and the quality assurance process that supports service delivery within the Fujitsu Group to correctly assess risks and take thorough action against it.

As the number of challenges in new area of business increases and information systems become more complex, we use these mechanisms as a base to make swift and appropriate decisions and prepare for a variety of risks.

## Strengthening the Design/Operation Platform Supporting Quality Governance and Risk Monitoring

We will consolidate quality-related information that we obtain in the development field, such as progress of development projects, test density, and defect detection rate, onto our common platform, Fujitsu Developers Platform. By combining this information with Earned Value Management (EVM) and quality indicators and conducting timely analysis, we will build a mechanism for assessing the quality and delivery decisions in the development field in a more objective manner.



Mechanism for Objectively Assessing Field Decisions

## Quality Assurance Processes That Support Service Delivery

To provide customers with higher value than ever before and ensure stable system operation, we are moving to the “One Delivery” project structure—a new type of service delivery that is not organization-dependent. One Delivery manages projects in accordance with the shared “One Delivery Quality Assurance Process” to enable centralized risk management.

Value creation for customers and stable system operation



One Delivery Quality Assurance Process

The One Delivery Quality Assurance Process embodies four key steps based on past quality issue trends. First, “Resource management” aims to prevent skills mismatch and similar problems. Next, the “GOGI Approval system” determines the promotion of business opportunities and projects from an objective and multifaceted perspective. “Technology control” then aims to improve technological appropriateness and feasibility. Finally, through “business opportunity and quality monitoring”, we detect at an early stage those projects with potential troubles.

We are working to apply and improve the One Delivery Quality Assurance Process, enabling the entire Group to provide higher-quality, more stable services.

## FY 2023 Performance

### Violation of Laws and Regulations Concerning Product Safety

- Violation of laws and regulations concerning product safety: 1 incident (Electrical Appliance and Material Safety Law: Non-compliance with safety design requirements (corrected))

## Disclosure of Information Related to Product Safety

- Number of disclosed issues: 0 major product incidents

- Important notices concerning product safety

- Prevention Measures for Laptop Battery Ignition Incidents

On three previous occasions, Fujitsu has asked customers to exchange and return battery packs in order to prevent the spread of ignition incidents due to the possibility that foreign matter had contaminated the interior of the battery during the battery pack manufacturing process.

At the same time, however, although extremely rare, there have been cases of ignition occurring in battery packs outside those covered by the returns and exchanges.

It has been found that limiting the phenomena that increase the internal pressure of batteries is an effective measure in preventing these types of ignition incidents.

Since February 9, 2017, Fujitsu has been offering a "Battery Charging Control Update Tool" through its website for its laptop PCs launched between 2010 and 2016. In addition, since November 2018, Fujitsu has been distributing the Battery Charging Control Update Tool via Microsoft's Windows Update service to the laptop PCs of all those affected in order to ensure all customers using the affected laptop PCs apply the update.

## Non-legal compliance violations related to product safety and information/labeling violations

- Product information and labeling violations: 0

- Violation of the Foreign Exchange and Foreign Trade Act: 1 incident (Documentation errors at the time of compliance evaluation (corrected))

## ISO9001 / ISO20000 Certification Status

Fujitsu is continuously working to improve processes under the QMS (items below as of September 2023).

- ISO9001: 21 divisions certified
- ISO20000: 5 divisions certified

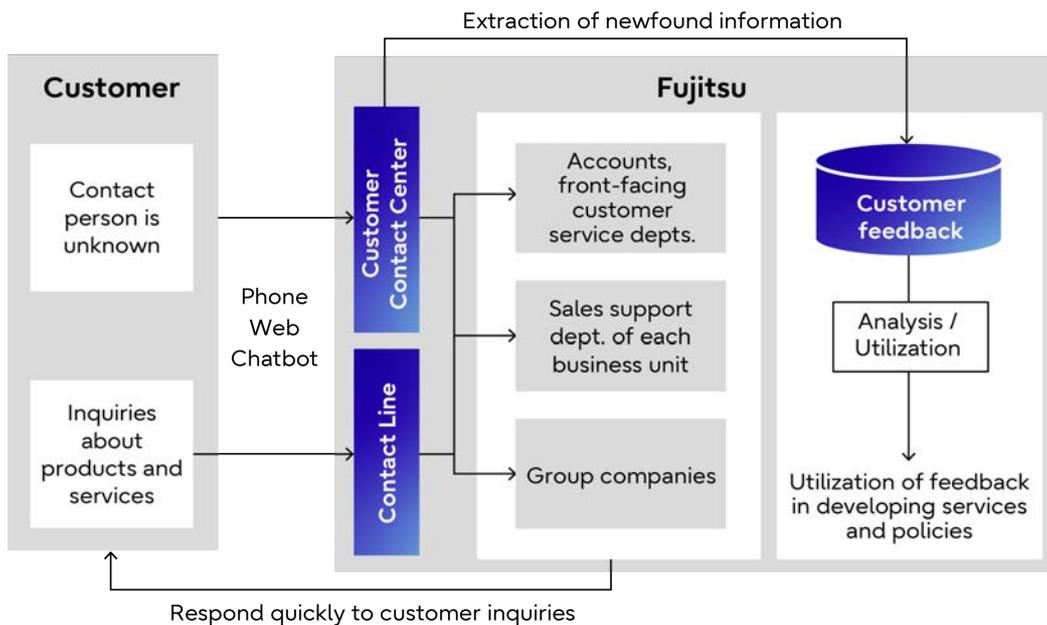
# Working With Our Customers

## Improving Customer Satisfaction

Our current era is characterized by dizzying levels of social and economic change, and it seems impossible to predict what will come about in the future. In this kind of landscape, it is vital that we maintain an accurate understanding of our customers' various needs and adapt quickly to changes as they arise. In order to accomplish this, we must think and behave from the customer perspective, and engage continuously in reform.

### The Fujitsu Customer Contact Center and Fujitsu Contact Line

To be able to address customer inquiries quickly and accurately, the Fujitsu Customer Contact Center and the Fujitsu Contact Line collaborate with multiple departments and utilize AI and chatbots to respond. Furthermore, they also act as a form of surveillance, helping prevent missed and late responses. Not only do they increase customer satisfaction by facilitating quick answers, but they also allow us to analyze information about customer inquiries so that we can improve the development and quality of our products and services.



Operating Framework

- Customer Contact Center / Fujitsu Contact Line (Japanese only)  
<https://www.fujitsu.com/jp/about/resources/contact/others/customer/>

## Advertising and Promotion Policy

At Fujitsu, we work to make sure that our advertising makes use of fair and appropriate language and symbols, and are in adherence to laws and internal regulations. In FY 2024, we will engender the trust of society through innovation, and promote our initiatives to make the world a more sustainable place, so that those efforts will be more widely recognized. We also set goals (KPIs) and monitor these indices via the PDCA cycle to see if they have been achieved, in order to determine whether our advertising policies have been effective and cost-effective.

Due to changes in the Fujitsu business model, we have also not had products and/or services that would fall under the regulation of the Act Against Unjustifiable Premiums and Misleading Representations.

Fujitsu offer contact lines where the general public can voice their opinions about our advertisements. We take all of these opinions to heart, respond in a measured way with regard to matters that require a response, and do our best to engage in further communication.

- Advertising and Promotion (Japanese only)  
<https://jad.fujitsu.com/>

# Social and Governance Data

## Employees in Fujitsu group

★ Indicators assured by third party

		FY2021	FY2022	FY2023	GRI
Number of employees by region (person) (*1).	Total	124,216	124,055	123,527 ★	G102-7,8
	Japan	76,845	72,641	72,049	
	East Asia (*2).	18,842	4,966	4,655	
	Asia Pacific (*2).	2,575	20,440	20,888	
	The Americas	3,942	3,891	3,851	
	Europe (*2).	22,012	22,117	22,084	
Number of Employees by Type of Contract (person)	Full-time	124,216	124,055	123,527	
	Non Full-time (*3).	12,324	12,005	13,288	

\*1 The number of employees as of end of the fiscal year (March 20)

\*2 The number for "East Asia" in fiscal 2021 represent the total for all of Asia, and the number for "Asia Pacific" include Oceania. We have been reviewing regional classifications since fiscal 2022. NWE (Nordic and Western Europe), CEE (Central and Eastern Europe), Europe other than NWE and CEE are added together to "Europe," China, Taiwan and South Korea included in Asia are added together to "East Asia," and countries other than China, Taiwan and South Korea and Oceania included in Asia are added together to "Asia Pacific."

\*3 Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

## Board of Directors (As of June 26, 2023)

		End of June, 2022	End of June, 2023	End of June, 2024	GRI
Directors (person)	Total	9	9	9	G405-1
	Male	7	7	7	
	Female	2	2	2	
External directors (person)		5	5	5	
Non-Japanese directors (person)		1	1	1	

# Diversity (Fujitsu group)

★ Indicators assured by third party

		FY2021	FY2022	FY2023	GRI
Ratio of female employees (%)	Fujitsu group	-	24.8	25.2	G405-1
	Fujitsu	18.7	19.5	20.5	
Ratio of female executives and managers (%)	Fujitsu group	-	15.01	15.8	
	Fujitsu	8.03	9.12	10.3 ★	
Ratio of female in junior management positions (%)	Fujitsu group	-	17.79	18.2	
Ratio of female in top management positions (%)	Fujitsu group	-	13.8	15.6	
Ratio of female in management positions in revenue-generating functions (%)	Fujitsu group	-	15.5	17.5	
Ratio (*5) of female in STEM-related positions (%)	Fujitsu group	-	20.4	19.5	

\*4 The number of employees as of end of the fiscal year (March 20)

\*5 STEM-related Departments: Departments related to Science, Technology, Engineering and Mathematics

★ Indicators assured by third party

			Male	Female	GRI
Average salary for FY2023 by gender (Fujitsu group) [yen]	Executive level	Base salary only	31,711,111 ★	31,320,000 ★	G405-2
		Base salary + Other incentive	93,396,213 ★	89,962,256 ★	
	Management level	Base salary only	9,051,684 ★	8,450,216 ★	
		Base salary + Other incentive	13,873,488 ★	12,989,180 ★	
	Non-management level	Base salary + Bonus	5,809,881 ★	4,556,370 ★	

\*6 Average salary for FY2023 by gender covers domestic Group companies with 300 or more employees.

\*7 Base salary includes basic salary and various allowances (Commuting allowance and retirement allowance are excluded.).

\*8 Incentives include bonuses and stock compensation, and theoretical values are used for some executives. As for stock compensation, the amount based on the estimated amount of grant under the 2023 Plan < Grant amount fixed for 3 years of 2023~2025 > is used instead of the amount based on the fixed amount of grant in fiscal 2023.

# Diversity (Fujitsu Limited)

★ Indicators assured by third party

		FY2021	FY2022	FY2023	GRI
Number of employees (*9). Total (person)		34,430	35,092	35,924 ★	G405-1
Average age (year) (*10).		43.6	43.7	43.6 ★	
Number of employees by age group (person)	Under 30	5,063	5,126	5,252 ★	
	30-49	16,240	16,523	17,093 ★	
	50 and over	13,127	13,443	13,579 ★	
Number of employees by gender (person)	Male	27,995	28,248	28,549	
	Female	6,435	6,844	7,375	
Gender salary gap(%) (Female to male ratio) (*11).	All employee	-	76.9	76.8	G405-2
	Full-time employee	-	76.5	76.7	
	Fixed-term employee	-	84.5	81.3	
Ratio of newly appointed female managers (%) (qualified personnel)		18.2	25.8	28.6	G405-1
Number of non-Japanese employees (person)		585	674	774	
Employment ratio of people with disabilities (%) (*12). (counted in every June)		2.38	2.45	2.35 ★	

\*9 The number of employees as of the end of the fiscal year (March 20) includes executive officers and does not include non-regular employees.

\*10 At the end of the fiscal year (March 31)

\*11 Period covered: April 1, 2023 to March 31, 2024. Salary is the amounts paid to employees, including basic salaries, bonuses, and other benefits. (Excluding retirement allowance and commuting allowance.)

\*12 Fiscal 2021 data covers Fujitsu, Fujitsu Harmony, Fujitsu Laboratories, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, Fujitsu Techno Research, Fujitsu SSL Powered Services, and Fujitsu SSL Harmony, fiscal 2022 data covers Fujitsu, Fujitsu Harmony, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, and Fujitsu Techno Research, fiscal 2023 data covers Fujitsu, Fujitsu Harmony, Fujitsu IS Service, Fujitsu Advanced Accounting Service, Fujitsu Home & Office Service, Fujitsu Techno Research and Fujitsu Japan.

## Employment (Fujitsu Limited)

★ Indicators assured by third party

		FY2020	FY2021	FY2022	FY2023	GRI
Average year of service (year) (*13)	Total	19.6	19.2	19.1	18.8 ★	
	Male	20.4	20.0	20.0	19.8	
	Female	16.1	15.8	15.5	15.2	
Total number of new employee hires (person)		1,165	1,220	1,583	2,120	G401-1
Ratio of new hires (%)		71.2	67.2	48.3	48.9	
Percentage of open positions filled by internal candidates (%)		81.7	87.1	79.3	68.9	

\*13 At the end of the fiscal year (March 31)

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

★ Indicators assured by third party

		FY2021	FY2022	FY2023	GRI
Number of employees using child care leave (person) <sup>(*14)</sup> , <sup>(*15)</sup> , <sup>(*17)</sup> .	Total	300	518	525 ★	G401-3
	Male	139	286	303	
	Female	161	232	222	
Return to work rate after child care leave (%)	Total	100	100	100	
	Male	100	100	100	
	Female	100	100	100	
Continuous work rate after child care leave (%)	Total	99.2	96.6	98.9	
	Male	95.9	95.8	99.1	
	Female	100	96.9	98.7	
Number of employees using family care leave (person) <sup>(*14)</sup> .	Total	7	18	24 ★	
	Male	7	10	11	
	Female	0	8	13	
Return to work rate after family care leave (%)		100	100	100	
Continuous work rate after family care leave (%)		90.0	85.7	93.3	

★ Indicators assured by third party

		FY2021	FY2022	FY2023	GRI
Number of employees using Short working hours (child care) (person) (*14).	Total	703	670	674 ★	
	Male	20	21	15	
	Female	683	649	659	
Number of employees using Short working hours (family care) (person) (*14).	Total	10	11	14 ★	
	Male	5	8	7	
	Female	5	3	7	
Paternity leave (person) (*14)(*16).		497	549	592 ★	
Percentage of male employees taking childcare leave (%) (*18).		-	85.1	86.2	

\*14 Data applies to regular employees enrolled as of the end of the fiscal year (March 20).

\*15 Only in fiscal year 2021, short-term childcare leave taken within 8 weeks after childbirth and subsequent reacquisition (so-called papa vacation) are counted as 1 person each.

\*16 In FY 2020 and FY 2022, the number of employees who gave birth within the fiscal year and obtained the relevant benefits within the fiscal year (including the use of childcare leave), and in FY 2021, the number of employees who obtained benefits has been revised in line with the approach in other fiscal years

\*17 "Employees who have given birth within the year and have taken childcare leave" in FY 2021; "Employees who have taken parental leave for the first time for a subject child, regardless of whether the child was born within the current year (in accordance with the calculation method accompanying the disclosure of the status of parental leave)" in FY 2022 (including combined use with childcare leave)

\*18 Percentage of male employees who took childcare leave, etc. and leave for childcare purposes (based on the Childcare and Nursing Care Leave Act)

# Occupational Safety and Health (Fujitsu Limited)

★ Indicators assured by third party

	FY2021	FY2022	FY2023	GRI
Lost time injury frequency rate (*19).	0.04	0.03	0.09 ★	G403-2
Severity (rate)(*20).	0.00	0.00	0.00	

\*19 Number of work-related absences per 1 million working hours

\*20 Number of lost working days/Total working hours ×1,000

# Human Resource Development (Fujitsu group)

	FY2020 (*21)	FY2021 (*22)	FY2022 (*22)	FY2023 (*22)	GRI
Average Annual Hours Spent Learning [hour /year /person]	39.0	42.0	46.5	37.4	G404-1
Annual Cost of Learning [1000yen /year /person]	118.4	81.7	75.4	73.9	
Human Capital Return on Investment (ROI) (*23).	1.20	1.21	1.24	1.20	

\*21 Scope: Fujitsu and domestic group companies

\*22 Scope : Fujitsu Group

\*23 Human Capital Return on Investment (ROI): Calculated by [net sales - (operating expenses - employee-related expenses)]/employee-related expenses

## Breakdown of learning hours in FY 2023

Age group	20s and younger	30s	40s	50s and older	GRI
Average Annual Hours Spent Learning [hour /year /person]	94.2	30.7	24.9	18.9	G404-1

Level	Managers and above	Non-managers	GRI
Average Annual Hours Spent Learning [hour /year /person]	26.7	39.8	

## Political contributions and other spending (\*24)

Category	FY2020	FY2021	FY2022	FY2023
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns / organizations /candidates	17.2	17.1	20.2	20.4
Trade associations or tax-exempt groups	102.5	134.9	130.4	216.9
Others	0	0	0	0
Total	119.7	152.0	150.6	237.3

[million yen]

## Expenditure on major political organization (\*24)

Organization	FY2022
National Political Association	18.0

[million yen]

\*24 Fujitsu conducts political donations properly in accordance with the Political Funds Control Act.

## Large expenditure by sustainability topics

Topics	Description of engagement	FY2023
Recommendations for IT and other industrial policies	Our company provides advice on IT and other industrial policies by participating in various committees and workshops of electronics, electricity, and information and communications organizations in legal entity and economic organizations, such as the Japan Electronics and Information Technology Industries Association.	127.3
Sustainable development on a global scale	Our company works through organizations such as the World Economic Forum (*25), for the purpose of sustainable development of industry and humankind.	70.1
Responding to environmental issues such as climate change	With the aim of responding to climate change through industry, we are participating in environmental projects such as the World Business Council (*25) for Sustainable Development.	15.8
Others		3.7

[million yen]

\*25 For more information on WEF and WBCSD, please visit [this site](#).

# Employee Engagement

The employee engagement survey includes questions about the sense of fulfillment from working for the Fujitsu Group, the connection between Fujitsu's purpose and one's own work, and the utilization of one's individual strengths. We also use various data from regular well-being surveys and stress checks to improve employee engagement.

Topics	FY2020	FY2021	FY2022	FY2023	Target for FY2025
Engagement score (%) (*26)	68	67	69	69	75

\*26 The Positive response rate is as follows.

FY2020: 66% FY2021: 64% FY2022: 66% FY2023: 64% Target for FY2023: 71% Target for FY2025: 74%

# Fujitsu Group Profile

## (as of March 31, 2024)

<p><b>Company Name</b> Fujitsu Limited</p> <p><b>Address</b></p> <ul style="list-style-type: none"> <li>• Kawasaki Main Office 4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa 211-8588, Japan</li> </ul> <p><b>Representative Director</b> President Takahito Tokita</p> <p><b>Established</b> June 20, 1935</p> <p><b>Main Business Activities</b></p> <ul style="list-style-type: none"> <li>• Manufacture and sale of communications systems, information processing systems, and electronic devices, and the provision of services related to those products</li> </ul>	<p><b>Capital</b> ¥325.6 billion</p> <p><b>Total Assets</b> ¥3,514.8 billion (Liabilities: ¥1,595.9 billion, Net assets: ¥1,918.8 billion)</p> <p><b>Fiscal Year-end</b> March 31</p> <p><b>Employees Consolidated</b> 123,527</p> <p><b>Non-consolidated:</b> 35,924</p> <p><b>Directors</b> 9 (incl. 2 female directors and 5 outside directors, as of June 24, 2024)</p> <p><b>Consolidated Subsidiaries</b> 291 companies</p> <p><b>Equity-method Affiliates</b> 15 companies</p> <p><b>Stock Exchange Listings</b> Tokyo, Nagoya</p>
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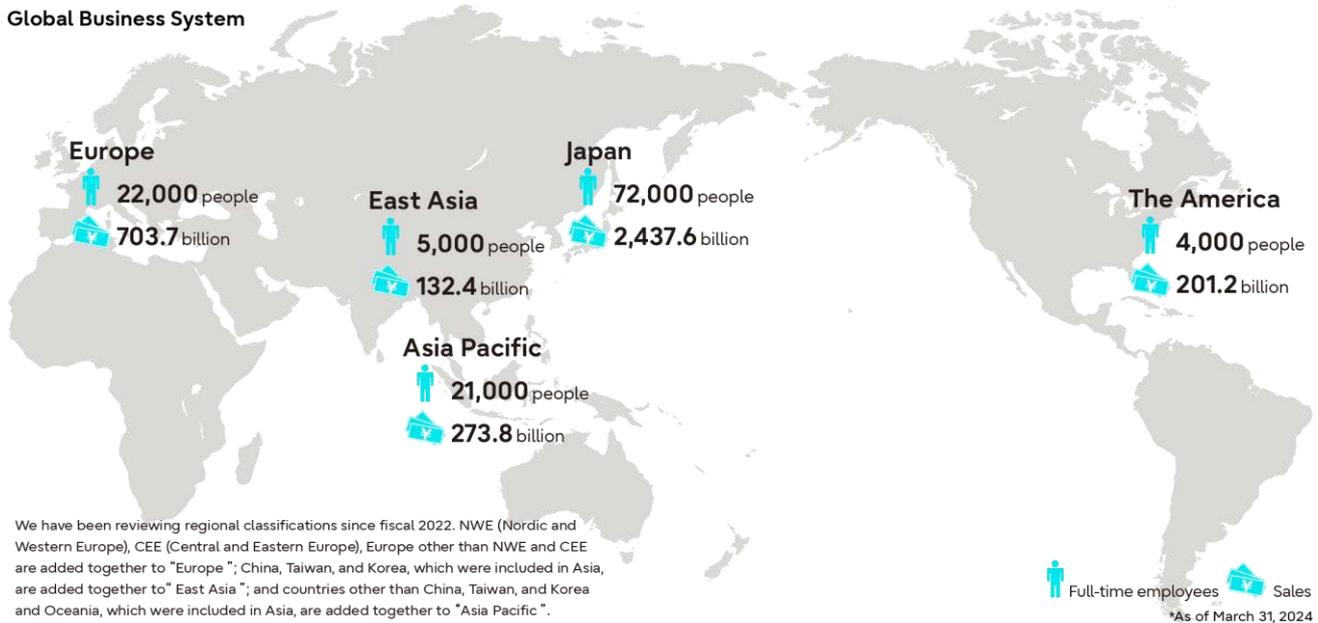
### Regarding Our Business Segments

The Fujitsu Group have continued to demonstrate our technological prowess and persistent pursuit of innovation. As a world-leading digital transformation partner, our business structure is aligned with the modern digital world.

<p><b>Break down of Revenue by Business Segment</b></p> <table border="1"> <caption>Revenue Breakdown Data</caption> <thead> <tr> <th>Segment</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Service Solutions</td> <td>56.2%</td> </tr> <tr> <td>Hardware Solutions</td> <td>29.1%</td> </tr> <tr> <td>Ubiquitous Solutions</td> <td>7.2%</td> </tr> <tr> <td>Device Solutions</td> <td>7.5%</td> </tr> </tbody> </table> <p><b>Note:</b> Revenue include intersegment sales</p> <p><b>Service Solutions</b></p> <ul style="list-style-type: none"> <li>• Consulting Services (Business Consulting and Technology Consulting)</li> </ul>	Segment	Percentage	Service Solutions	56.2%	Hardware Solutions	29.1%	Ubiquitous Solutions	7.2%	Device Solutions	7.5%	<ul style="list-style-type: none"> <li>• Cloud Services (IaaS, PaaS, SaaS, etc.)</li> <li>• Systems Integration (System Implementation, Modernization, etc.)</li> <li>• Software (Business Applications and Middleware)</li> <li>• Software Support Services</li> <li>• Business Process Outsourcing</li> <li>• IT Services (Data Center, Network Services, Security Services, In-Vehicle Information Systems, etc.)</li> <li>• Managed Services (Systems Operations Management, Application Operations Management, Service Desk, etc.)</li> </ul> <p><b>Hardware Solutions</b></p> <ul style="list-style-type: none"> <li>• System Products (UNIX Servers, Mission Critical IA Servers, PC Servers, OS, Storage System, Mainframe, Front End Technology, etc.)</li> </ul>
Segment	Percentage										
Service Solutions	56.2%										
Hardware Solutions	29.1%										
Ubiquitous Solutions	7.2%										
Device Solutions	7.5%										

<ul style="list-style-type: none"> <li>● <b>Network Products (Mobile Systems, Photonics Systems, IP Network Equipment, etc.)</b></li> <li>● <b>Hardware Support Services (Support for System Products and Network Products)</b></li> <li>● <b>System Support Services (ICT System and Network Maintenance and Monitoring Services, etc.)</b></li> </ul> <p><b>Ubiquitous Solutions</b></p> <ul style="list-style-type: none"> <li>● <b>PCs</b></li> </ul> <p><b>Device Solutions</b></p> <ul style="list-style-type: none"> <li>● <b>Electronic Components (Semiconductor Packages, Batteries, etc.)</b></li> </ul>	
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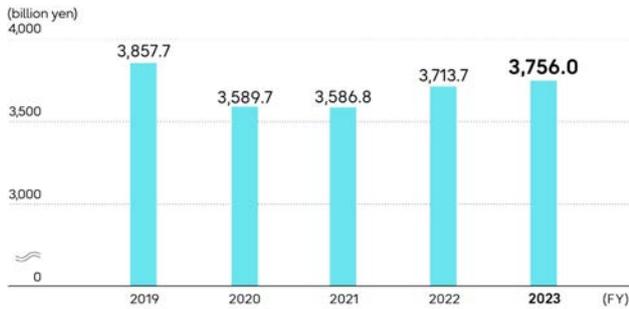
**Global Business System**



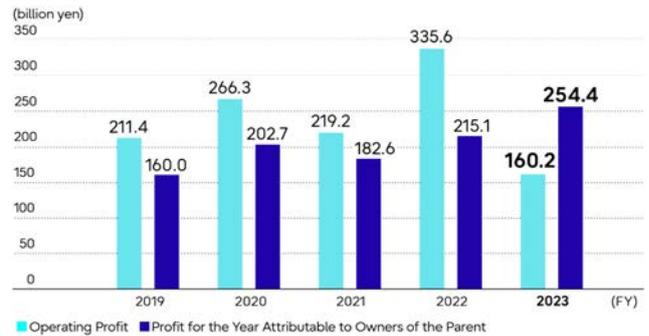
# Financial & Non-Financial Highlights

★ Indicators assured by third party

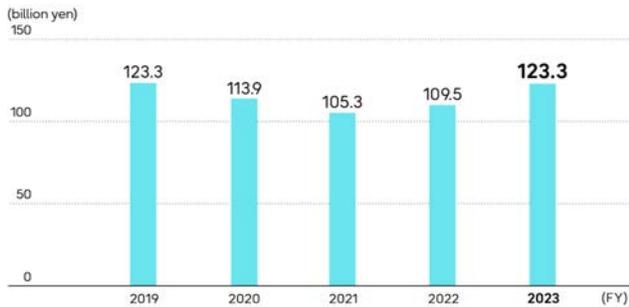
## Revenue



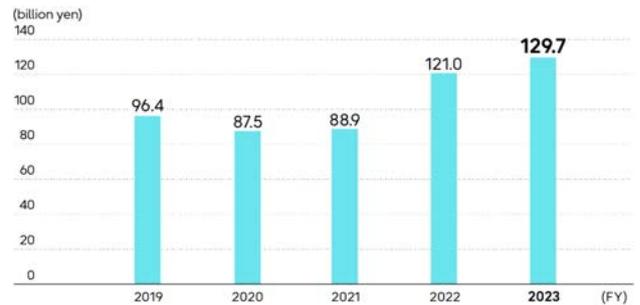
## Operating Profit / Profit for the Attributable to Owners of the Parent



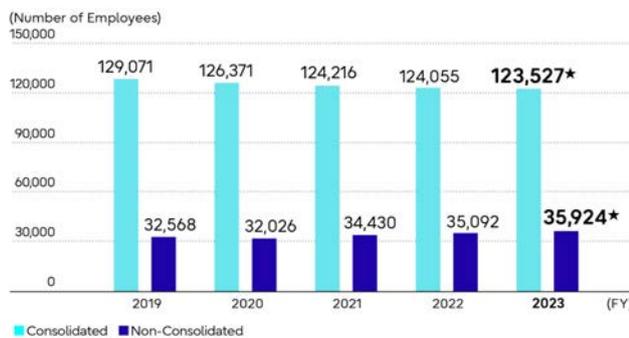
## R&D Expense



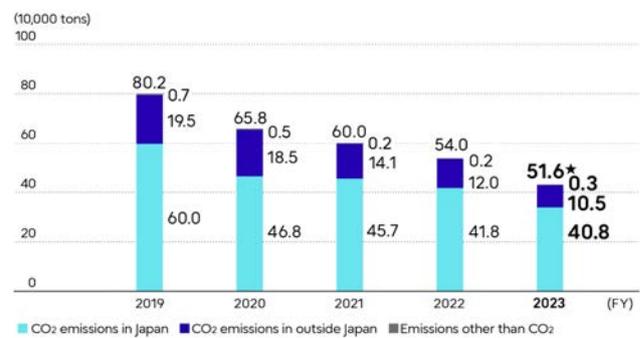
## Capital Expenditure



## The Number of Employees



## Total Greenhouse Gas Emissions

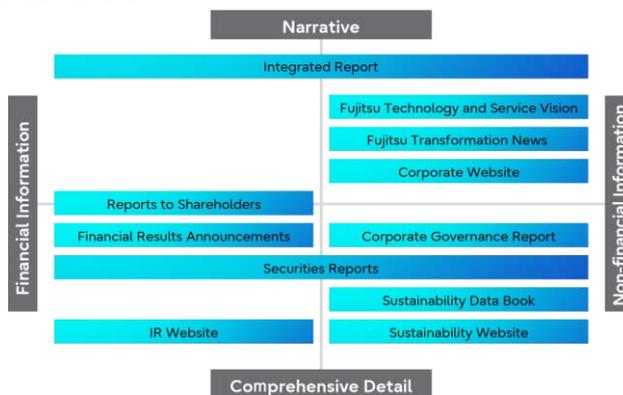


# Sustainability Information Disclosure Framework

## Our Sustainability Website and Data Book

Fujitsu established a sustainability website in FY 2019 in order to disclose non-financial information from the “Fujitsu Group Integrated Report” in more detail. Through this website, we are able to update our sustainability information in a more timely manner.

We will also begin release of our “Sustainability Data Book,” a PDF that contains the information on our website, every October, in order to leave a record of the information that has been disclosed.



Information Disclosure System at Fujitsu

## Guidelines Referenced

- GRI Standards
- SASB Standards
- Environmental Reporting Guidelines (2012/2018 versions / Ministry of the Environment)
- UN Global Compact
- ISO26000

### Comparison Table of Guidelines Referenced

- [GRI Standards / United Nations Global Compact \(UNGC\) principles Comparison Table](#)
- [SASB Standards Comparison Table](#)

## Reporting Period

This website focuses on activities in FY 2023, from April 1, 2023 to March 31, 2024, and the data presented is actual performance data from that period.

## Target Readership

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

## Scope

Unless otherwise stated, this report covers Fujitsu Limited and its consolidated subsidiaries.

“Fujitsu” in the text refers to Fujitsu, Ltd, “Fujitsu Group” refers to Fujitsu, Ltd. and its consolidated subsidiaries inside and outside of Japan, and “Fujitsu and its domestic Group companies” refers to Fujitsu, Ltd. and its consolidated subsidiaries in Japan.

## About Third Party Assurance

The Fujitsu Group Sustainability Data Book 2024 receives a third-party assurance from KPMG AZSA Sustainability Co., Ltd. to ensure the reliability of disclosure information.

- [Independent Assurance Report](#)

## Contact

- Sustainability Div., CEO Office, Fujitsu Ltd.  
<https://www.fujitsu.com/global/about/csr/contact/>

# Independent Assurance Report

The Fujitsu Group Sustainability Data Book 2024 receives third-party assurance from KPMG AZSA Sustainability Co., Ltd. for fiscal 2023 performance of specific environmental and social performance indicators in order to ensure the reliability of disclosure information.

## Independent Assurance Report

To the Representative Director CEO of Fujitsu Limited

We were engaged by Fujitsu Limited (the "Company") to undertake a limited assurance engagement of the environmental and social performance indicators marked with ★ (the "Indicators") for the period from April 1, 2023 to March 31, 2024 included in its Sustainability Data Book 2024 (the "Report") for the fiscal year ended March 31, 2024.

### The Company's Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the "Company's reporting criteria"), as described in the Report.

### Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the 'International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information' and the 'ISAE 3410, Assurance Engagements on Greenhouse Gas Statements' issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company's responsible personnel to obtain an understanding of its policy for preparing the Report and reviewing the Company's reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company's reporting criteria, and recalculating the Indicators.
- Visiting FDK Corporation's Tottori Plant selected on the basis of a risk analysis.
- Evaluating the overall presentation of the Indicators.

### Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Report are not prepared, in all material respects, in accordance with the Company's reporting criteria as described in the Report.

### **Our Independence and Quality Management**

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Management 1, we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

/s/ Kazuhiko Saito

Kazuhiko Saito, Partner, Representative Director

KPMG AZSA Sustainability Co., Ltd.

Tokyo, Japan

October 8, 2024

Notes to the Reader of Independent Assurance Report:

This is a copy of the Independent Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

# GRI Standards / United Nations Global Compact (UNGC) principles Comparison Table

- Please refer to the following URL for the SASB Standards Comparison Table.

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

<b>Statement of use;</b>	Fujitsu Ltd. has reported in accordance with the GRI Standards for the period from 1 April 2023 to 31 March 2024.
<b>GRI 1 used;</b>	GRI 1: Foundation 2021

GRI Standards Indicator (*: Core performance indicator)		References	UNGC principle
<b>GRI 2 : General Disclosures 2021</b>			
1. The organization and its reporting practices			
2-1	Organizational details a. report its legal name; b. report its nature of ownership and legal form; c. report the location of its headquarters; d. report its countries of operation.	<ul style="list-style-type: none"> <li>◆ <a href="#">Corporate Governance</a></li> <li>◆ <a href="#">Fujitsu Group Profile [Reference] WEB (Worldwide)</a></li> </ul>	
2-2	Entities included in the organization's sustainability reporting a. list all its entities included in its sustainability reporting; b. if the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting; c. if the organization consists of multiple entities, explain the approach used for consolidating the information, including: i. whether the approach involves adjustments to information for minority interests; ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; iii. whether and how the approach differs across the disclosures in this Standard and across material topics.	<ul style="list-style-type: none"> <li>◆ <a href="#">Sustainability Data Book Framework</a></li> </ul>	
2-3	Reporting period, frequency and contact point a. specify the reporting period for, and the frequency of, its sustainability reporting; b. specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this; c. report the publication date of the report or	<ul style="list-style-type: none"> <li>◆ <a href="#">Sustainability Data Book Framework</a></li> </ul>	

	<p>reported information;</p> <p>d. specify the contact point for questions about the report or reported information.</p>		
2-4	<p>Restatements of information</p> <p>a. report restatements of information made from previous reporting periods and explain:</p> <p>i. the reasons for the restatements;</p> <p>ii. the effect of the restatements.</p>	<p>◆ <a href="#">Social and Governance Data</a></p> <p>◆ <a href="#">Sustainability Data Book Framework</a></p>	—
2-5	<p>External assurance</p> <p>a. describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved;</p> <p>b. if the organization's sustainability reporting has been externally assured:</p> <p>i. provide a link or reference to the external assurance report(s) or assurance statement(s);</p> <p>ii. describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;</p> <p>iii. describe the relationship between the organization and the assurance provider.</p>	<p>◆ <a href="#">Independent Assurance Report</a></p>	
2. Activities and workers			
2-6	<p>Activities, value chain and other business relationships</p> <p>a. report the sector(s) in which it is active;</p> <p>b. describe its value chain, including:</p> <p>i. the organization's activities, products, services, and markets served;</p> <p>ii. the organization's supply chain;</p> <p>iii. the entities downstream from the organization and their activities;</p> <p>c. report other relevant business relationships;</p> <p>d. describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.</p>	<p>◆ <a href="#">Fujitsu Group Profile</a></p>	
2-7	<p>Employees</p> <p>a. report the total number of employees, and a breakdown of this total by gender and by region;</p> <p>b. report the total number of:</p> <p>i. permanent employees, and a breakdown by gender and by region;</p> <p>ii. temporary employees, and a breakdown by gender and by region;</p> <p>iii. non-guaranteed hours employees, and a breakdown by gender and by region;</p> <p>iv. full-time employees, and a breakdown by gender and by region;</p> <p>v. part-time employees, and a breakdown by gender and by region;</p> <p>c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported:</p> <p>i. in head count, full-time equivalent (FTE), or using another methodology;</p> <p>ii. at the end of the reporting period, as an</p>	<p>◆ <a href="#">Social and Governance Data</a></p>	

	<p>average across the reporting period, or using another methodology;</p> <p>d. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b;</p> <p>e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.</p>		
2-8	<p>Workers who are not employees</p> <p>a. report the total number of workers who are not employees and whose work is controlled by the organization and describe:</p> <p>i. the most common types of worker and their contractual relationship with the organization;</p> <p>ii. the type of work they perform;</p> <p>b. describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported:</p> <p>i. in head count, full-time equivalent (FTE), or using another methodology;</p> <p>ii. at the end of the reporting period, as an average across the reporting period, or using another methodology;</p> <p>c. describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.</p>	◆ <a href="#">Social and Governance Data</a>	
3. Governance			
2-9	<p>Governance structure and composition</p> <p>a. describe its governance structure, including committees of the highest governance body;</p> <p>b. list the committees of the highest governance body that are responsible for decision making on and overseeing the management of the organization's impacts on the economy, environment, and people;</p> <p>c. describe the composition of the highest governance body and its committees by:</p> <p>i. executive and non-executive members;</p> <p>ii. independence;</p> <p>iii. tenure of members on the governance body;</p> <p>iv. number of other significant positions and commitments held by each member, and the nature of the commitments;</p> <p>v. gender;</p> <p>vi. under-represented social groups;</p> <p>vii. competencies relevant to the impacts of the organization;</p> <p>viii. stakeholder representation.</p>	◆ <a href="#">Corporate Governance Report</a>	
2-10	<p>Nomination and selection of the highest governance body</p> <p>a. describe the nomination and selection processes for the highest governance body and its committees;</p> <p>b. describe the criteria used for nominating and selecting highest governance body members,</p>	◆ <a href="#">Corporate Governance Report</a>	

	<p>including whether and how the following are taken into consideration:</p> <ul style="list-style-type: none"> <li>i. views of stakeholders (including shareholders);</li> <li>ii. diversity;</li> <li>iii. independence;</li> <li>iv. competencies relevant to the impacts of the organization.</li> </ul>		
2-11	<p>Chair of the highest governance body</p> <ul style="list-style-type: none"> <li>a. report whether the chair of the highest governance body is also a senior executive in the organization;</li> <li>b. if the chair is also a senior executive, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.</li> </ul>	<p>◆ <a href="#">Corporate Governance Report</a></p>	
2-12	<p>Role of the highest governance body in overseeing the management of impacts</p> <ul style="list-style-type: none"> <li>a. describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development;</li> <li>b. describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people, including: <ul style="list-style-type: none"> <li>i. whether and how the highest governance body engages with stakeholders to support these processes;</li> <li>ii. how the highest governance body considers the outcomes of these processes;</li> </ul> </li> <li>c. describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b, and report the frequency of this review.</li> </ul>	<p>◆ <a href="#">Corporate Governance Report</a></p>	
2-13	<p>Delegation of responsibility for managing impacts</p> <ul style="list-style-type: none"> <li>a. describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including: <ul style="list-style-type: none"> <li>i. whether it has appointed any senior executives with responsibility for the management of impacts;</li> <li>ii. whether it has delegated responsibility for the management of impacts to other employees;</li> </ul> </li> <li>b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people.</li> </ul>	<p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p>	
2-14	<p>Role of the highest governance body in sustainability reporting</p> <ul style="list-style-type: none"> <li>a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information;</li> </ul>	<p>◆ <a href="#">Corporate Governance Report</a></p> <p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p>	

	<p>b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material topics, explain the reason for this.</p>		
2-15	<p>Conflicts of interest</p> <p>a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated;</p> <p>b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to:</p> <ul style="list-style-type: none"> <li>i. cross-board membership;</li> <li>ii. cross-shareholding with suppliers and other stakeholders;</li> <li>iii. existence of controlling shareholders;</li> <li>iv. related parties, their relationships, transactions, and outstanding balances.</li> </ul>	<p>◆ <a href="#">Corporate Governance Report</a></p>	
2-16	<p>Communication of critical concerns</p> <p>a. describe whether and how critical concerns are communicated to the highest governance body;</p> <p>b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.</p>	<p>◆ <a href="#">Corporate Governance Report</a></p>	
2-17	<p>Collective knowledge of the highest governance body</p> <p>a. report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.</p>	<p>◆ <a href="#">Corporate Governance Report</a></p>	
2-18	<p>Evaluation of the performance of the highest governance body</p> <p>a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people;</p> <p>b. report whether the evaluations are independent or not, and the frequency of the evaluations;</p> <p>c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices.</p>	<p>◆ <a href="#">Corporate Governance Report</a></p>	
2-19	<p>Remuneration policies</p> <p>a. describe the remuneration policies for members of the highest governance body and senior executives, including:</p> <ul style="list-style-type: none"> <li>i. fixed pay and variable pay;</li> <li>ii. sign-on bonuses or recruitment incentive payments;</li> <li>iii. termination payments;</li> <li>iv. clawbacks;</li> <li>v. retirement benefits;</li> </ul> <p>b. describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people.</p>	<p>◆ <a href="#">Corporate Governance Report</a></p>	

2-20	<p>Process to determine remuneration</p> <ol style="list-style-type: none"> <li>a. describe the process for designing its remuneration policies and for determining remuneration, including:                             <ol style="list-style-type: none"> <li>i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration;</li> <li>ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration;</li> <li>iii. whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organization, its highest governance body and senior executives;</li> </ol> </li> <li>b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.</li> </ol>	<p>◆ <a href="#">Corporate Governance Report</a></p>	
2-21	<p>Annual total compensation ratio</p> <ol style="list-style-type: none"> <li>a. report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual);</li> <li>b. report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual);</li> <li>c. report contextual information necessary to understand the data and how the data has been compiled.</li> </ol>	-	
4. Strategy, policies and practices			
2-22	<p>Statement on sustainable development strategy</p> <ol style="list-style-type: none"> <li>a. report a statement from the highest governance body or most senior executive of the</li> <li>b. organization about the relevance of sustainable development to the organization and its</li> <li>c. strategy for contributing to sustainable development.</li> </ol>	<p>◆ <a href="#">Message from the CEO</a>                  ◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p>	
2-23	<p>Policy commitments</p> <ol style="list-style-type: none"> <li>a. describe its policy commitments for responsible business conduct, including:                             <ol style="list-style-type: none"> <li>i. the authoritative intergovernmental instruments that the commitments reference;</li> <li>ii. whether the commitments stipulate conducting due diligence;</li> <li>iii. whether the commitments stipulate applying the precautionary principle;</li> <li>iv. whether the commitments stipulate respecting human rights;</li> </ol> </li> <li>b. describe its specific policy commitment to respect human rights, including:                             <ol style="list-style-type: none"> <li>i. the internationally recognized human rights that the commitment covers;</li> <li>ii. the categories of stakeholders, including at-risk</li> </ol> </li> </ol>	<p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a>                  ◆ <a href="#">Fujitsu Group Human Rights Statement</a></p>	

	<p>or vulnerable groups, that the organization gives particular attention to in the commitment;</p> <p>c. provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this;</p> <p>d. report the level at which each of the policy commitments was approved within the organization, including whether this is the most senior level;</p> <p>e. report the extent to which the policy commitments apply to the organization's activities and to its business relationships;</p> <p>f. describe how the policy commitments are communicated to workers, business partners, and other relevant parties.</p>		
2-24	<p>Embedding policy commitments</p> <p>a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including:</p> <p>i. how it allocates responsibility to implement the commitments across different levels within the organization;</p> <p>ii. how it integrates the commitments into organizational strategies, operational policies, and operational procedures;</p> <p>iii. how it implements its commitments with and through its business relationships;</p> <p>iv. training that the organization provides on implementing the commitments.</p>	◆ <a href="#">Supply Chain</a>	
2-25	<p>Processes to remediate negative impacts</p> <p>a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to;</p> <p>b. describe its approach to identify and address grievances, including the grievance mechanisms that the organization has established or participates in;</p> <p>c. describe other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to;</p> <p>d. describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms;</p> <p>e. describe how the organization tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.</p>	◆ <a href="#">Compliance</a>	
2-26	<p>Mechanisms for seeking advice and raising concerns</p> <p>a. describe the mechanisms for individuals to:</p> <p>i. seek advice on implementing the organization's policies and practices for responsible business</p>	◆ <a href="#">Compliance</a>	

	<p>conduct;</p> <p>ii. raise concerns about the organization's business conduct.</p>		
2-27	<p>Compliance with laws and regulations</p> <p>a. report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by:</p> <p>i. instances for which fines were incurred;</p> <p>ii. instances for which non-monetary sanctions were incurred;</p> <p>b. report the total number and the monetary value of fines for instances of noncompliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by:</p> <p>i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period;</p> <p>ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods;</p> <p>c. describe the significant instances of non-compliance;</p> <p>d. describe how it has determined significant instances of non-compliance.</p>	◆ <a href="#">Compliance</a>	
2-28	<p>Membership associations</p> <p>a. report industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role.</p>	◆ <a href="#">United Nations Global Compact</a>	
<b>5. Stakeholder engagement</b>			
2-29	<p>Approach to stakeholder engagement</p> <p>a. describe its approach to engaging with stakeholders, including:</p> <p>i. the categories of stakeholders it engages with, and how they are identified;</p> <p>ii. the purpose of the stakeholder engagement;</p> <p>iii. how the organization seeks to ensure meaningful engagement with stakeholders.</p>	<p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p> <p>◆ <a href="#">Stakeholder Engagement</a></p> <p>◆ <a href="#">Diversity, Equity &amp; Inclusion</a></p> <p>◆ <a href="#">Supply Chain</a></p>	1~10
2-30	<p>Collective bargaining agreements</p> <p>a. report the percentage of total employees covered by collective bargaining agreements;</p> <p>b. for employees not covered by collective bargaining agreements, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.</p>	◆ <a href="#">Social Well-being</a>	1,9
<b>GRI 3: Material Topics 2021</b>			
3-1	<p>Process to determine material topics</p> <p>a. describe the process it has followed to determine its material topics, including:</p> <p>i. how it has identified actual and potential,</p>	◆ <a href="#">Materiality</a>	

	<p>negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships;</p> <p>ii. how it has prioritized the impacts for reporting based on their significance;</p> <p>b. specify the stakeholders and experts whose views have informed the process of determining its material topics.</p>		
3-2	<p>List of material topics</p> <p>a. list its material topics;</p> <p>b. report changes to the list of material topics compared to the previous reporting period.</p>	◆ <a href="#">Materiality</a>	
3-3	<p>Management of material topics</p> <p>a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</p> <p>b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</p> <p>c. describe its policies or commitments regarding the material topic;</p> <p>d. describe actions taken to manage the topic and related impacts, including:</p> <p>i. actions to prevent or mitigate potential negative impacts;</p> <p>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</p> <p>iii. actions to manage actual and potential positive impacts;</p> <p>e. report the following information about tracking the effectiveness of the actions taken:</p> <p>i. processes used to track the effectiveness of the actions;</p> <p>ii. goals, targets, and indicators used to evaluate progress;</p> <p>iii. the effectiveness of the actions, including progress toward the goals and targets;</p> <p>iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures;</p> <p>f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	◆ <a href="#">Materiality</a>	

GRI 101 : Biodiversity 2024			
101-1	<p>Policies to halt and reverse biodiversity loss.</p> <p>a. describe its policies or commitments to halt and reverse biodiversity loss, and how these are informed by the 2050 Goals and 2030 Targets in the Kunming-Montreal Global Biodiversity Framework;</p> <p>b. report the extent to which these policies or</p>	<p>◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a></p> <p>◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a></p>	—

	<p>commitments apply to the organization's activities and to its business relationships;</p> <p>c. report the goals and targets to halt and reverse biodiversity loss, whether they are informed by scientific consensus, the base year, and the indicators used to evaluate progress.</p>	<p>◆ <a href="#">Response to Environmental Risks</a></p>	
101-2	<p>Management of biodiversity impacts</p> <p>a. report how it applies the mitigation hierarchy by describing:</p> <ul style="list-style-type: none"> <li>i. actions taken to avoid negative impacts on biodiversity;</li> <li>ii. actions taken to minimize negative impacts on biodiversity that were not avoided;</li> <li>iii. actions taken to restore and rehabilitate affected ecosystems, including the goals of the restoration and rehabilitation, and how stakeholders are engaged throughout the restoration and rehabilitation actions;</li> <li>iv. actions taken to offset residual negative impacts on biodiversity;</li> <li>v. transformative actions taken and additional conservation actions taken;</li> </ul> <p>b. with reference to 101-2-a-iii, report for each site with the most significant impacts on biodiversity:</p> <ul style="list-style-type: none"> <li>i. the size in hectares of the area under restoration or rehabilitation;</li> <li>ii. the size in hectares of the area restored or rehabilitated;</li> </ul> <p>c. with reference to 101-2-a-iv, report for each offset:</p> <ul style="list-style-type: none"> <li>i. the goals;;</li> <li>ii. the geographic location;</li> <li>iii. whether and how principles of good offset practices are met;</li> <li>iv. whether and how the offset is certified or verified by a third party;</li> </ul> <p>d. list which of its sites with the most significant impacts on biodiversity have a biodiversity management plan and explain why the other sites do not have a management plan;</p> <p>e. describe how it enhances synergies and reduces trade-offs between actions taken to manage its biodiversity and climate change impacts;</p> <p>f. describe how it ensures that the actions taken to manage its impacts on biodiversity avoid and minimize negative impacts and maximize positive impacts for stakeholders.</p>	<p>◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a></p> <p>◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a></p>	
101-3	<p>Access and benefit-sharing</p> <p>a. describe the process to ensure compliance with access and benefit-sharing regulations and measures;</p> <p>b. describe voluntary actions taken to advance access and benefit-sharing that are additional to legal obligations or when there are no regulations and measures.</p>	—	

101-4	<p>Identification of biodiversity impacts</p> <p>a. explain how it has determined which of its sites and which products and services in its supply chain have the most significant actual and potential impacts on biodiversity.</p>	<p>◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a></p>	
101-5	<p>Locations with biodiversity impacts</p> <p>a. report the location and size in hectares of its sites with the most significant impacts on biodiversity;</p> <p>b. for each site reported under 101-5-a, report whether it is in or near an ecologically sensitive area, the distance to these areas, and whether these are:</p> <ul style="list-style-type: none"> <li>i. areas of biodiversity importance;</li> <li>ii. areas of high ecosystem integrity;</li> <li>iii. areas of rapid decline in ecosystem integrity;</li> <li>iv. areas of high physical water risks;</li> <li>v. areas important for the delivery of ecosystem service benefits to Indigenous Peoples, local communities, and other stakeholders;</li> </ul> <p>c. report the activities that take place in each site reported under 101-5-a;</p> <p>d. report the products and services in its supply chain with the most significant impacts on biodiversity and the countries or jurisdictions where the activities associated with these products and services take place.</p>	<p>◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a></p> <p>◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a></p>	
101-6	<p>Direct drivers of biodiversity loss</p> <p>a. for each site reported under 101-5-a where its activities lead or could lead to land and sea use change, report:</p> <ul style="list-style-type: none"> <li>i. the size in hectares of natural ecosystem converted since a cut-off or reference date, the cut-off date or reference date, and the type of ecosystem before and after conversion;</li> <li>ii. the size in hectares of land and sea converted from one intensively used or modified ecosystem to another during the reporting period, and the type of ecosystem before and after conversion;</li> </ul> <p>b. for each site reported under 101-5-a where its activities lead or could lead to the exploitation of natural resources, report:</p> <ul style="list-style-type: none"> <li>i. for each wild species harvested, the quantity, the type, and extinction risk;</li> <li>ii. water withdrawal and water consumption in megaliters;</li> </ul> <p>c. for each site reported under 101-5-a where its activities lead or could lead to pollution, report the quantity and the type of each pollutant generated;</p> <p>d. for each site reported under 101-5-a where its activities lead or could lead to the introduction of invasive alien species, describe how invasive alien species are or may be introduced;</p> <p>e. for each product and service in its supply chain reported under 101-5-d, report the information required under 101-6-a, 101-6-b, 101-6-c, and 101-6-d, with a breakdown by country or jurisdiction;</p> <p>f. report contextual information necessary to</p>	<p>◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a></p>	

	understand how the data has been compiled, including standards, methodologies, and assumptions used.		
101-7	<p>Changes to the state of biodiversity</p> <p>a. for each site reported under 101-5-a, report the following information on affected or potentially affected ecosystems:</p> <ul style="list-style-type: none"> <li>i. the ecosystem type for the base year;</li> <li>ii. the ecosystem size in hectares for the base year;</li> <li>iii. the ecosystem condition for the base year and the current reporting period;</li> </ul> <p>b. report contextual information necessary to understand how the data has been compiled, including standards, methodologies, and assumptions used.</p>	◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a>	
101-8	<p>Ecosystem services</p> <p>a. for each site reported under 101-5-a, list the ecosystem services and beneficiaries affected or potentially affected by the organization's activities;</p> <p>b. explain how the ecosystem services and beneficiaries are or could be affected by the organization's activities.</p>	—	
GRI 201 : Economic Performance			
201-1	Direct economic value generated and distributed.	—	—
201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	<ul style="list-style-type: none"> <li>◆ <a href="#">Response to Environmental Risks</a></li> <li>◆ <a href="#">TCFD-Based Information Disclosure</a></li> </ul>	7, 8, 9
201-3	Coverage of the organization's defined benefit plan obligations.	<a href="#">[Reference] Integrated Report Financial Section</a>	—
201-4	Financial assistance received from government.	—	—
GRI 202 : Market Presence			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	—	—
202-2	Proportion of senior management hired from the local community at significant locations of operation.	—	—
GRI 203 : Indirect Economic Impacts			
203-1	Development and impact of infrastructure investments and services supported.	<ul style="list-style-type: none"> <li>◆ <a href="#">SDG-related Activities in Fujitsu</a></li> <li>◆ <a href="#">Community</a></li> </ul>	8, 9
203-2	Significant indirect economic impacts, including the extent of impacts.	—	—
GRI 204 : Procurement Practices			
204-1	Proportion of spending on local suppliers at significant locations of operation.	—	—
GRI 205 : Anti-corruption			

205-1	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	—	10
205-2	Communication and training on anti-corruption policies and procedures.	◆ <a href="#">Transforming Our Corporate Culture</a> ◆ <a href="#">Compliance</a>	10
205-3	Total number and nature of confirmed cases of corruption and measures taken.	◆ <a href="#">Compliance</a>	—
GRI 206 : Anti-competitive Behavior			
206-1	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	—	—
GRI 207 : Tax			
207-1	Approach to tax	◆ <a href="#">Compliance</a>	—
207-2	Tax governance, control, and risk management	◆ <a href="#">Compliance</a>	—
207-3	Stakeholder engagement and management of concerns related to tax	◆ <a href="#">Compliance</a>	—
207-4	Country-by-country reporting	◆ <a href="#">Compliance</a>	—
GRI 301 : Materials			
301-1	Materials used by weight or volume	◆ <a href="#">Material Balance</a>	—
301-2	Recycled input materials used	◆ <a href="#">Material Balance</a>	—
301-3	reclaimed products and their packaging materials	◆ <a href="#">Material Balance</a>	—
GRI 302 : Energy			
302-1	Energy consumption within the organization	◆ <a href="#">Material Balance</a>	—
302-2	Energy consumption outside of the organization	◆ <a href="#">Material Balance</a>	—
302-3	Energy intensity	◆ <a href="#">Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites</a>	—
302-4	Reduction of energy consumption	◆ <a href="#">Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites</a> ◆ <a href="#">Environmental Performance Data Calculation Standards</a>	—
302-5	Reductions in energy requirements of products and services	◆ <a href="#">Reduction of CO<sub>2</sub> Emissions by Reducing Power Consumption When Using Products</a> ◆ <a href="#">Environmental Performance Data Calculation Standards</a>	9
GRI 303 : Water and Effluents			
303-1	Interactions with water as a shared resource	◆ <a href="#">Material Balance</a> ◆ <a href="#">Reducing the Amount of Water Used</a>	—
303-2	Management of water discharge-related impacts	—	—

303-3	Water withdrawal	◆ <u>Material Balance</u> ◆ <u>Reducing the Amount of Water Used</u>	—
303-4	Water discharge	—	—
303-5	Water consumption	◆ <u>Material Balance</u>	—
GRI 305 : Emissions			
305-1	Direct (Scope 1) GHG emissions	◆ <u>Global Warming Prevention</u>	—
305-2	Energy indirect (Scope 2) GHG emissions	◆ <u>Global Warming Prevention</u>	—
305-3	Other indirect (Scope 3) GHG emissions	◆ <u>Global Warming Prevention</u>	—
305-4	GHG emissions intensity	◆ <u>Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites</u>	—
305-5	Reduction of GHG emissions	◆ <u>Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites</u>	—
305-6	Emissions of ozone-depleting substances (ODS)	—	—
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	◆ <u>Material Balance</u>	—
GRI 306 : Effluents and Waste			
306-1	Waste generation and significant waste-related impacts	◆ <u>Material Balance</u>	—
306-2	Management of significant waste-related impacts	◆ <u>Waste</u> ◆ <u>Material Balance</u>	—
306-3	Waste generated	◆ <u>Waste</u>	—
306-4	Waste diverted from disposal	◆ <u>Waste</u>	—
306-5	Waste directed to disposal	◆ <u>Waste</u>	—
GRI 307 : Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations	◆ <u>Response to Environmental Risks</u> ◆ <u>Environmental Management Initiatives (Case Studies)</u>	—
GRI 308 : Supplier Environmental Assessment			
308-1	New suppliers that were screened using environmental criteria	—	—
308-2	Negative environmental impacts in the supply chain and actions taken	◆ <u>Activities to Reduce CO<sub>2</sub> Emissions in the Upstream Portion of the Supply Chain</u>	—
GRI 401 : Employment			
401-1	New employee hires and employee turnover	◆ <u>Social and Governance Data</u> ◆ <u>Social Well-being</u>	—
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	◆ <u>Financial Well-being</u>	—

401-3	Parental leave.	◆ <u>Social and Governance Data</u>	6
GRI 402 : Labor/Management Relations			
402-1	Minimum notice periods regarding operational changes	—	—
GRI 403 : Occupational Health and Safety			
403-1	Occupational health and safety management system	◆ <u>Occupational Health and Safety</u>	1
403-2	Hazard identification, risk assessment, and incident investigation	◆ <u>Social and Governance Data</u>	—
403-3	Occupational health services	◆ <u>Occupational Health and Safety</u> ◆ <u>Risk Management</u>	1
403-4	Worker participation, consultation, and communication on occupational health and safety	◆ <u>Occupational Health and Safety</u>	—
403-5	Worker training on occupational health and safety	◆ <u>Occupational Health and Safety</u>	—
403-6	Promotion of worker health	◆ <u>Health Well-being</u>	—
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		—
403-8	Workers covered by an occupational health and safety management system		—
403-9	Work-related injuries	◆ <u>Occupational Health and Safety</u> ◆ <u>Health Well-being</u> ◆ <u>Social and Governance Data</u>	—
403-10	Work-related ill health	◆ <u>Occupational Health and Safety</u> ◆ <u>Health Well-being</u> ◆ <u>Social and Governance Data</u>	—
GRI 404 : Training and Education			
404-1	Average hours of training per year per employee	◆ <u>Career &amp; Growth Well-being</u>	—
404-2	Programs for upgrading employee skills and transition assistance programs	◆ <u>Career &amp; Growth Well-being</u>	6
404-3	Percentage of employees receiving regular performance and career development reviews	—	—
GRI 405 : Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employee.	◆ <u>Social and Governance Data</u>	1, 6
405-2	Ratio of basic salary and remuneration of women to men	◆ <u>Social and Governance Data</u>	—
GRI 406 : Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	—	—
GRI 407 : Freedom of Association and Collective Bargaining			
407-1	Operations and suppliers in which the freedom of association and collective bargaining may be at risk	◆ <u>Supply Chain</u> ◆ <u>Compliance</u>	—
GRI 408 : Child Labor			

408-1	Operations and suppliers at significant risk for incidents of child labor	◆ <u>Supply Chain</u> ◆ <u>Compliance</u>	—
GRI 409 : Forced or Compulsory Labor			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	◆ <u>Supply Chain</u> ◆ <u>Compliance</u>	—
GRI 410 : Security Practices			
410-1	Security personnel trained in human rights policies or procedures	—	—
GRI 411 : Rights of Indigenous Peoples			
411-1	Incidents of violations involving rights of indigenous peoples	—	—
GRI 412 : Human Rights Assessment			
412-1	Operations that have been subject to human rights reviews or impact assessments	◆ <u>Human Rights</u>	—
412-2	Employee training on human rights policies or procedures	◆ <u>Transforming Our Corporate Culture</u> ◆ <u>Human Rights</u>	1
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—	—
GRI 413 : Local Communities			
413-1	Operations with local community engagement, impact assessments, and development programs	—	8
413-2	Operations with significant actual and potential negative impacts on local communities	—	7, 8
GRI 414 : Supplier Social Assessment			
414-1	New suppliers that were screened using social criteria	◆ <u>Supply Chain</u>	—
414-2	Negative social impacts in the supply chain and actions taken	—	—
GRI 415 : Public Policy			
415-1	Political contributions	◆ <u>Social and Governance Data</u>	—
GRI 416 : Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories.	◆ <u>Quality Initiatives</u> ◆ <u>Supply Chain</u>	9
416-2	Incidents of non-compliance concerning product and service information and labeling	◆ <u>Quality Initiatives</u>	—
GRI 417 : Marketing and Labeling			
417-1	Requirements for product and service information and labeling	—	—
417-2	Incidents of non-compliance concerning product and service information and labeling	◆ <u>Quality Initiatives</u>	—
417-3	Incidents of non-compliance concerning marketing communications	◆ <u>Working With Our Customers</u>	—
GRI 418 : Customer Privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	◆ <u>Information Security</u>	—

GRI 419 : Socioeconomic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	◆ <u>Compliance</u>	—

# SASB Standards Comparison Table

## Sustainability Disclosure Topics and Accounting Metrics

Topic	Code	Accounting Metric	Reference
Environmental Footprint of Hardware Infrastructure			
	TC-SI-130 a.1	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	<ul style="list-style-type: none"> <li>• <a href="#">Material Balance</a></li> <li>• <a href="#">Global Warming Prevention</a></li> </ul>
	TC-SI-130 a.2	(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	<ul style="list-style-type: none"> <li>• <a href="#">Material Balance</a></li> <li>• <a href="#">Water</a></li> </ul>
	TC-SI-130 a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	<ul style="list-style-type: none"> <li>• <a href="#">Climate Change</a></li> <li>• <a href="#">Improve Power Usage Effectiveness (PUE) at Our Data Centers</a></li> </ul>
Data Privacy & Freedom of Expression			
	TC-SI-220 a.1	Description of policies and practices relating to behavioral advertising and user privacy	<ul style="list-style-type: none"> <li>• <a href="#">Privacy Policy</a></li> <li>• <a href="#">Information Security</a></li> </ul>

Topic	Code	Accounting Metric	Reference
	TC-SI-220 a.2	Number of users whose information is used for secondary purposes	–
	TC-SI-220 a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	–
	TC-SI-220 a.4	(1) Number of law enforcement requests for user information, (2) Number of users whose information was requested, (3) Percentage resulting in disclosure	<ul style="list-style-type: none"> <li>• <a href="#">Information Security</a></li> </ul>
	TC-SI-220 a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	–
Data Security			
	TC-SI-230 a.1	(1) Number of data breaches, (2) Percentage involving personally identifiable information (PII), (3) Number of users affected	<ul style="list-style-type: none"> <li>• <a href="#">Update Regarding Unauthorized Access to Project Information Sharing Tool</a></li> </ul>
	TC-SI-230 a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<ul style="list-style-type: none"> <li>• <a href="#">Information Security</a></li> <li>• <a href="#">Fujitsu Group Information Security Report</a> </li> </ul>
Recruiting & Managing a Global, Diverse & Skilled Workforce			
	TC-SI-330 a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	<ul style="list-style-type: none"> <li>• <a href="#">Social and Governance Data</a></li> </ul>

Topic	Code	Accounting Metric	Reference
	TC-SI-330 a.2	Employee engagement as a percentage	<ul style="list-style-type: none"> <li>• <a href="#">Non-Financial Indicators</a></li> <li>• <a href="#">Social and Governance Data</a></li> </ul>
	TC-SI-330 a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	<ul style="list-style-type: none"> <li>• <a href="#">Social and Governance Data</a></li> </ul>
Intellectual Property Protection & Competitive Behavior			
	TC-SI-520 a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	-
Managing System Risks from Technology Disruption			
	TC-SI-550 a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	-
	TC-SI-550 a.2	Description of business continuity risks related to disruptions of operations	<ul style="list-style-type: none"> <li>• <a href="#">Risk Management</a></li> </ul>

# Activity Metrics

Activity Metric	Reference
(1) Number of licenses or subscriptions, (2) Percentage cloud based	—
(1) Data processing capacity, (2) Percentage outsourced	—
(1) Amount of data storage, (2) Percentage outsourced	—



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Oct. 2024