

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](#)



Our Purpose	Our purpose is to make the world more sustainable by building trust in society through innovation.
Our Values	Aspiration - Set ambitious targets and act with agility. - Embrace diversity and create original ideas. - Stay curious and learn from failures and experiences. - Deliver positive impact through human centric innovation.
	Trust - Honor promises and exceed expectations. - Act with ethics, transparency and integrity. - Work autonomously and unite for common goals. - Contribute to a trusted society using technology.
	Empathy - Strive for customers' success and their sustainable growth. - Listen to all people and act for the needs of our planet. - Work together to solve global challenges. - Generate shared value for our people, customers, partners, community and shareholders.
Code of Conduct	- We respect human rights. - We comply with all laws and regulations. - We act with fairness in our business dealings. - We protect and respect intellectual property. - We maintain confidentiality. - We do not use our position in our organization for personal gain.

Transforming Our Corporate Culture

The Fujitsu Way

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

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



Our Purpose

Activities to Promote the Fujitsu Way

Internal Communication Initiatives

We are developing internal communication initiatives to foster greater connection with the Fujitsu Way. We believe that for all employees of a global, large-scale organization like ours to understand and empathize with a single direction and set of values, it is necessary for senior management to first deepen their understanding of the Fujitsu Way and accept responsibility for promoting it in the workplace. We have therefore appointed the heads of each unit and the presidents of group companies as Fujitsu Way Promotion Leaders. Fujitsu Way Meetings are held once or twice a year, led by the Fujitsu CEO and Fujitsu Way Promotion Leaders who take responsibility for implementing the Fujitsu Way and motivating employees. We have also produced a Fujitsu Way booklet and shared it with employees worldwide to ensure that they all



Sample pages from the Fujitsu Way booklet

understand the Fujitsu Way and make it uniquely 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 the company's purpose.

Employee Engagement

We conduct an engagement survey throughout the company each year to gauge the level of employee understanding of, and connection with, the company's purpose. We commenced the survey in 2021. Prompted by the finding that the Understanding phase had changed within the company, we updated the question and after a three-year program of initiatives, we saw a 6-point increase overseas and a 9-point increase in Japan.

Also, seeing a need to achieve Our Purpose by mobilizing the aspirations of each and every employee and generating greater synergy, in 2020 we started rolling out the Purpose Carving® program, an initiative to shape and inform each individual's own purpose (My Purpose). Purpose Carving® is an interactive program that enables participants to reflect on their personal journeys and the values they uphold, clarifying their own purpose as they contemplate the future. With 83,000 employees worldwide having completed the program as of May 2025, the combination of their purpose together with Fujitsu's corporate purpose provides the driving force for transformation.

Materiality Contribution Awards

The Materiality Contribution Awards program is a new internal program launched in FY2025. It promotes Materiality initiatives aimed at achieving Our Purpose, and recognizes business activities and the organizational activities that support them.

By bringing together individual project activities in each area of Materiality, we aim to make a significant impact on solving the issues defined by Materiality.

Fujitsu Way Promotion Leaders and the CSSO(*1) participate in the Awards program as judges, basing their decisions on such criteria as the extent to which the entries contribute to the Fujitsu Way values, the Materiality items being contributed to, and the degree of contribution to the business.

The Sustainability Contribution Awards program ran for four years up until FY2024 with the aim of contributing to a sustainable society through business.

In FY2024, as many as 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, categorized by area of contribution to Materiality.

*1: Chief Sustainability & Supply Chain Officer

Award-winning Projects from FY2024 Sustainability Contribution Awards

- Solving global environmental problems: Energy-efficient technologies and efficiency improvements to help transition to a decarbonized society; shift to recycling 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 community; 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; etc.
- Talent development: Implementing a global donation platform; gender equality and inclusion training; promoting diverse work styles; etc.

Value Creation Model

Fujitsu's Purpose-driven Value Creation Model

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.

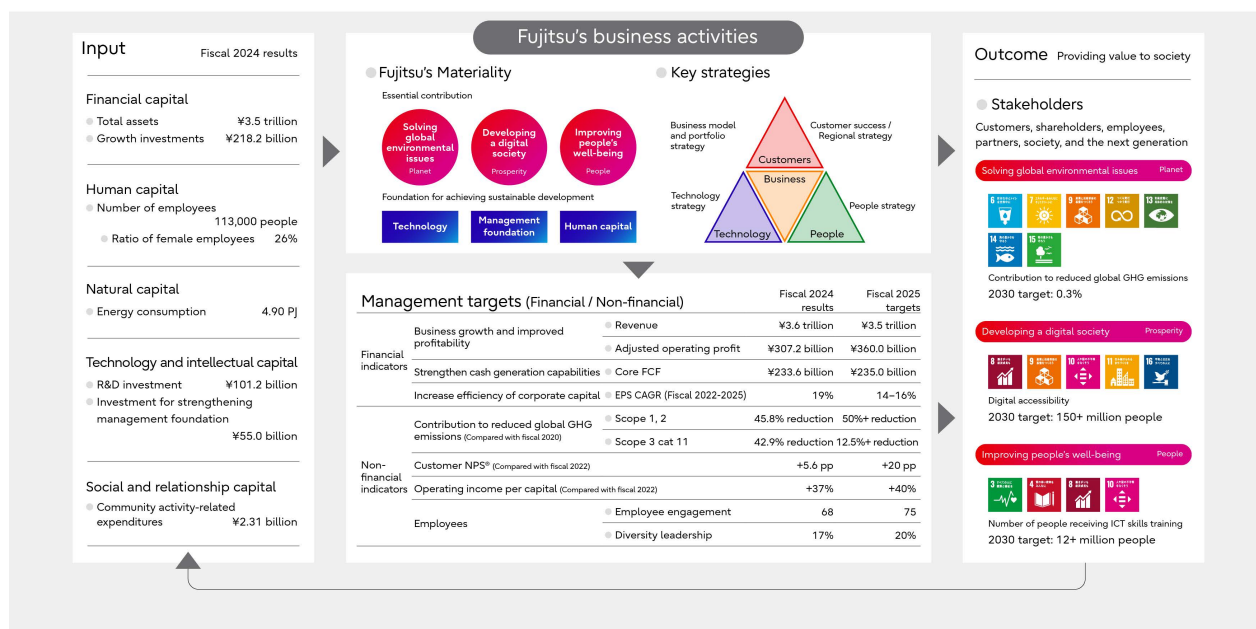
Reflecting the newly established materiality, our vision for 2030 is to be “a technology company that realizes net positive(*1) through digital services”. Under our value creation model, the input of capital is directed toward supporting sustainable growth, with emphasis placed on developing key strategies and expanding business as a means to solve key issues (Materiality). As a result, the model generates outputs, consisting of both financial and non-financial indicators, and outcomes, represented by impact indicators for the delivery of social value. By continually reinvesting these outputs and outcomes as new inputs, we at Fujitsu seek to further enhance the value we provide to our stakeholders.

- *1: Fujitsu defines net positive as follows: “In addition to maximizing financial returns, we are committed to solving global environmental problems, advancing the digital society and enhancing people's well-being. Through technology and innovation, we seek to generate a positive impact on society as a whole.”
- [Fujitsu Uvance](#)
- [Sustainability Management in the Fujitsu Group](#)

Value Creation Model

Value creation model

Our Purpose	To make the world more sustainable by building trust in society through innovation
Vision for 2030	Being a technology company that realizes net positive through digital services



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.

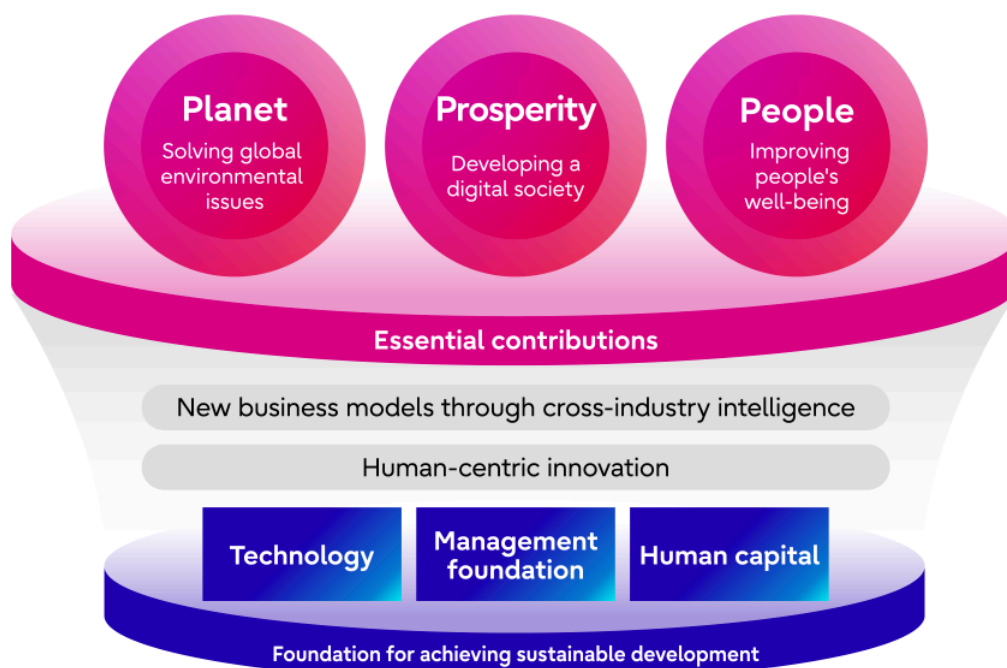
In the fiscal year 2025, we reviewed some items of materiality from the perspectives of "Fujitsu-ness" and "value proposition," changing from 18 issues to 25 issues.

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



Concept diagram of materiality

Essential contributions (3 global imperatives, with 13 issues where we will contribute in)

Planet: Solving global environmental issues Contribute to creating a future earth where both people and nature can thrive	Prosperity: Developing a digital society Contribute to creating a trusted digital society where global prosperity and stability are compatible	People: Improving people's well-being Contribute to improving quality of life and opportunities across society to support the well-being of people
Climate change (Carbon neutral)	Maintaining security of information	Career & Growth Well-being
Resource circulation (Circular economy)	Eliminating the digital divide	Social Well-being
Living in harmony with nature (Protection and restoration of biodiversity)	Addressing labor shortages	Health Well-being
	Assuring responsible supply chains	Financial Well-being
	Improving customer/consumer experience	Sports

Foundation for achieving Sustainable Development (12 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 Protect corporate and social order with responsible actions and conduct Data-driven management with highly-efficient and rapid decision making Governance and compliance Leading ethical AI and IT Risk management Economic security management Digital transformation	Human Capital Creating innovation throughout society by dynamically combining the talents of versatile people from inside and outside the Company DE&I Career & Growth Well-being Social Well-being Health Well-being Financial Well-being Human rights
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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

- 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

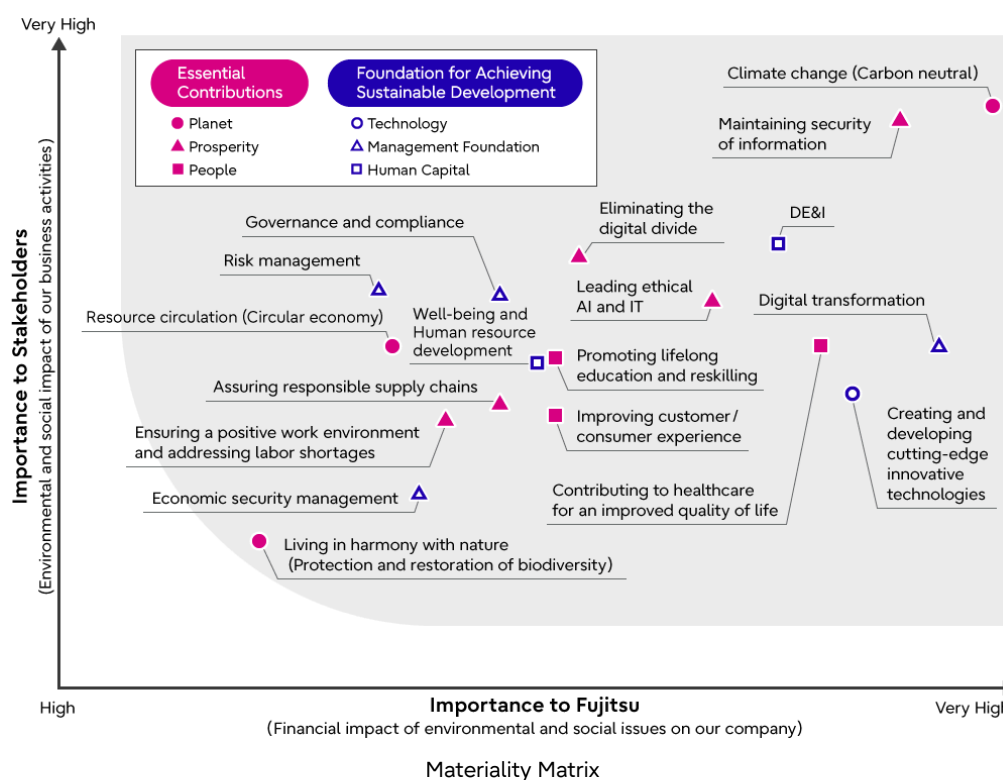
- Conduct surveys, interviews and desktop research with a wide range of internal and external stakeholders based on the identified social issues. In anticipation of future circumstances in 2030, create a draft materiality matrix that prioritizes 25 social issues from 40 social issues in terms of the 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 43 executives, including the Sustainability Management Committee, Executive Directors, and other executives.
		Fujitsu Way promotion leaders	• Survey 94 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 1,160 employees in total.
		Market (customers and suppliers) *1	• Survey and/or interview company management and middle management working in Fujitsu customer and supplier industries globally (9 countries, 14 industries)
		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 (*2)



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 (*3)
- Discussions to be held at the time of mid-term management plan formulation.

*2: The names in this table are listed as determined in FY2023.

*3: A review was conducted by the Sustainability Management Committee in FY2024, resulting in a revision of some materiality items.

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

Common indicators for essential contributions	FY2025 Targets Customer NPS: +20 (Against a baseline of FY2022)
Common initiatives for essential contributions: Contribute to global and regional communities	- Promote ongoing participation in community activities to boost employees' level of engagement and improve their experience and perspective by helping to resolve social problems - 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 - Promote initiatives involving activities that make appropriate social contributions, through monitoring of impacts and the number of beneficiaries to identify the outcomes of activities

Planet: Solving global environmental issues -- Contribute to creating a future earth where both people and nature can thrive

SDGs related to Planet



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 CO₂ reduction impact of Service Solutions business)
Please also refer to the Environmental Action Plan

 [Environmental Action Plan Stage XI \[FY2023-2025\]](#)

Climate change (Carbon neutral)

Recognition of risks & opportunities (*4)	Risks • Higher costs of coping with more stringent energy savings and GHG emissions regulations • Higher operating costs due to the increasing severity of natural disasters Opportunities • Increased demand for the adoption of renewable energy, energy savings and visualization of GHG emissions, including in supply chains • 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
Approaches for FY2025 (main initiatives)	Internal initiatives • Reduce GHG emissions at business sites (promote energy savings and increase renewable energy use) • Promote energy-saving product design and reduce GHG emissions in the supply chain Business growth for customers and society • Visualize/reduce GHG emissions in the supply chain • Visualize energy usage at factories and other facilities (automate primary data collection) • Identify a broad spectrum of supply chain risks, including disasters, pandemics, and international political risks • Develop and make effective use of new energy sources and materials, such as clean ammonia, and improve traceability • Optimize and integrate natural energy into social infrastructure systems • Enhance resilience against emergencies in cities • More accurate weather forecasts and disaster prevention simulations

Resource circulation (Circular economy)

Recognition of risks & opportunities (*4)	Risks • 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 Opportunities • 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
Approaches for FY2025 (main initiatives)	Internal initiatives • Reduce water usage at business facilities and raise awareness of water source security upstream of the supply chain • Promote greater resource savings in products and improved resource circulation • Get involved in activities to standardize business models and circular economy indicators, and measure social impacts Business growth for customers and society • Reduce losses and enhance traceability through the use of blockchain • Promote the effective use of materials through the visualization of product quality, etc. • Enhance resource traceability with the aim of creating environmental value through recycling • Establish recycling schemes and assure a stable supply of recycled resources through business-to-business data sharing

Living in harmony with nature (Protection and restoration of biodiversity)

Recognition of risks & opportunities (*4)	Risks • 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 Opportunities • Increased demand for assessing, visualizing, monitoring, and reducing impact on the environment and biodiversity, and urban development that co-exists with nature
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Approaches for FY2025 (main initiatives)	Internal initiatives • Reduce negative impacts and increase positive impacts on biodiversity in areas of business activities, including the supply chain Business growth for customers and society • In business activities that take biodiversity into account, use business planning simulations to visualize environment conservation and impact severity • Protect water and forestry resources and limit excessive consumption by developing new materials and adopting new production methods
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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

[> TCFD Information Disclosure](#)

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

SDGs related to Prosperity



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.)

Maintaining security of information

Recognition of risks & opportunities (*4)	Risks • 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 Opportunities • 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
Approaches for FY2025 (main initiatives)	Internal initiatives • Stronger governance: Implement countermeasures more quickly and effectively by bolstering on-site security systems and active intervention by management • Stronger responses to cyber threats: Use more rigorous information management and responses, and security risk visualization that includes prediction • Stronger supply chain security: Consolidate data in secure development environments and data management environments, and develop training to achieve more mature security Business growth for customers and society • Ensure that customer systems and businesses are trusted by providing secure Hybrid IT platforms • Provide resilient Hybrid IT platforms along with more rigorous IT and security governance for mission-critical areas such as public-sector and financial institutions • Enable security management that is capable of responding quickly to stricter and more sweeping regulations, such as the Data Protection Directive • 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

Eliminating the digital divide

Recognition of risks & opportunities (*4)	Opportunities 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
Approaches for FY2025 (main initiatives)	Business growth for customers and society - Optimization tailored to patients and the democratization of advanced healthcare - Enable more advanced decision-making and problem solving for the traceability and verification of raw materials - Promote the adoption of integration and corporate IT consulting through co-creation with financial institutions - Build broadband networks for local governments (US)

Addressing labor shortages

Recognition of risks & opportunities (*4)	Opportunities Increased demand for productivity and quality improvements, automation and streamlining to address labor shortages
Approaches for FY2025 (main initiatives)	Business growth for customers and society - Provide ways to make work (production, distribution, shipping, sales, etc.) both safer and more efficient by using automation technology, AR/VR, and remote communication - Make operations more efficient and advanced using digital technology, and plan the optimal workspace for customers' business transformation - Provide high-usability services by using more advanced digital touchpoints with automated technology, multilingual support, and AIOps

Assuring responsible supply chains

Recognition of risks & opportunities (*4)	Risks • 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 Opportunities • 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)
Approaches for FY2025 (main initiatives)	Internal initiatives (approach to the supply chain) • Prevent and reduce human rights risks in the supply chain • Promote reduction of GHG emissions in the supply chain • Ensure supply chain diversity Business growth for customers and society • Provide stronger management through improved supply chain traceability • Enable detection of a broad spectrum of supply chain risks, including disasters, pandemics, and international political risks • Enable digitalization and resilience in supply chains that are shared by multiple corporations on a global scale • Enable sustainable consumption and waste reduction through end-to-end value chain optimization • Offer logistics optimization and retail (OMO) management • Enable digital tracking of products along the supply chain • Enable new value creation/conversion using secure platforms that support expanded ethical purchasing

Improving customer/consumer experience

Recognition of risks & opportunities (*4)	Opportunities • 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.
Approaches for FY2025 (main initiatives)	Business growth for customers and society • Personalize marketing and promotion, and enable new online and offline purchasing • 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. • Provide efficient monitoring, operation, and maintenance for retail systems • Enable sophisticated promotions that target consumers by predicting their behavior

Business Impacts

- While issues such as inadequate information security measures and human rights violations in supply chains can lead to loss of customer and public trust as well as escalation in the cost of dealing with such issues, these risks can be minimized by establishing 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

SDGs related to 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.)

Career & Growth Well-being

Recognition of risks & opportunities (*4)	Opportunities • 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
Approaches for FY2025 (main initiatives)	Business growth for customers and society • Provide micro-learning environments that use AI to provide personally optimized education, regardless of time or location • Enable strategic reskilling by defining the ideal candidate personas for DX implementation, supporting the establishment of talent resource strategies and talent development plans, and providing education and training programs

Social Well-being

Recognition of risks & opportunities (*4)	Opportunities • Creation of a comfortable, safe, and secure work environment that results in higher employee motivation
Approaches for FY2025 (main initiatives)	Business growth for customers and society • Plan and execute strategies in response to changes in the work environment by visualizing business conditions and analyzing employee opinions in order to effect reform of work styles and improve engagement, with emphasis on workers

Health Well-being

Recognition of risks & opportunities (*4)	Opportunities • 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
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Approaches for FY2025 (main initiatives)	Business growth for customers and society • Connect medical institutions with external institutions and services to enable the mutual exchange of consumers' and patients' treatment and lifestyle information • Individualize and optimize a patient's end-to-end healthcare journey, from prevention through to treatment and recuperation (effective personal healthcare)
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Financial Well-being

Recognition of risks & opportunities (*4)	Opportunities • Greater employee engagement and economic stability through appropriate and fair remuneration
Approaches for FY2025 (main initiatives)	Business growth for customers and society -

Sports

Recognition of risks & opportunities (*4)	Opportunities • In addition to collaborating with local communities, increasing employee engagement, and elevating our corporate image through sport (an area that sets Fujitsu apart), we are also contributing to business by creating opportunities for collaboration with customers
Approaches for FY2025 (main initiatives)	Business growth for customers and society • Provide a data analysis platform that digitizes human movement using high-precision skeleton analysis technology

Business Impacts

- As core values shift from material wealth to spiritual richness, people will demand more advanced medical treatments, healthcare, and education. This will give rise to human-centric businesses that support safe, secure, high-quality lifestyles, which will in turn lead to greater 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"

FY2025 Targets

- Per capita productivity: +40% (against a baseline of FY2022)

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

SDGs related to Technology



Creating and developing cutting-edge innovative technologies

Recognition of risks & opportunities (*4)	Risks • R&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 • Digital innovation that supports DX/SX is essential for business transformation and a sustainable society
Approaches for FY2025 (main initiatives)	Internal initiatives • 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 • Computing: Enhance computing workload broker technology, develop frameworks that will accelerate graph AI and expand HPC into new areas such as digital twins • 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. • Data & 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 • 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

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: Protect corporate and social order with responsible actions and conduct
Data-driven management with highly efficient and rapid decision-making**

SDGs related to Management Foundation



Governance and compliance

Recognition of risks & opportunities (*4)	Risks • 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 • Situations that violate national or international laws or regulations risk exposure to surcharges or financial compensation, and erode public trust
Approaches for FY2025 (main initiatives)	Internal initiatives • Corporate governance: • Undertake continual reviews of corporate governance • Fully disclose corporate information that is conducive to cooperative relations with all stakeholders, including shareholders • Promote constructive interaction with shareholders • Compliance: • Promote the Global Compliance Program to raise awareness of compliance • Provide compliance training to suppliers

Leading ethical AI and IT

Recognition of risks & opportunities (*4)	Risks • 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 • If employees and customers lack understanding of or experience in implementing AI ethics, this could pose the risk of eroding trust in AI and inhibiting the innovation and progress that is possible using AI Opportunities • 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
Approaches for FY2025 (main initiatives)	Internal initiatives • 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 • Provide technology and ecosystems that simplify the identification of AI ethics risk by AI developers and customers themselves, and present solutions Business growth for customers and society • 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 • 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

Risk management

Recognition of risks & opportunities (*4)	Risks • The absence of a strong risk management can have an impact on the company's business continuity
Approaches for FY2025 (main initiatives)	Internal initiatives • 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 • Build data-driven risk management systems • Build a global solutions network to ensure that overseas risk information is reported to and acted upon by the Head Office promptly

Economic security management

Recognition of risks & opportunities (*4)	Risks 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
Approaches for FY2025 (main initiatives)	Internal initiatives - 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) - Strengthen Companywide management across all departments for technologies that include important cutting-edge fields - Respond to the economic security countermeasures in each country and region

Digital transformation (DX)

Recognition of risks & opportunities (*4)	Risks Failure to achieve digital transformation risks declines in productivity and delayed responses to the external environment, which can adversely affect our competitiveness
Approaches for FY2025 (main initiatives)	Internal initiatives - Expand data-driven management and operational excellence by promoting the OneFujitsu Program: - Real-time management to support speedy and practical decision-making - End-to-end management resource visualization and conversion to digital data - Global standardization of business processes

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

SDGs related to Human Capital



FY2025 Targets

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

DE&I

Recognition of risks & opportunities (*4)	Risks • 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
	Internal initiatives Diversity: • Build an inclusive and egalitarian corporate culture that makes everyone feel included and free to express themselves • Boost the participation of women in leadership positions • Develop a comprehensive strategy for cultures and ethnicities that operates globally Approaches for FY2025 (main initiatives) • Introduce the FWEI (Fujitsu Workplace Equality Index) • Promote and advocate for digital accessibility as one corporate strategy, including in-brand communication, customer experience, and the workplace • Ensure supply chain diversity through: • Activities to determine diversity indicators based on the societal requirements in each country or region • 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

Career & Growth Well-being

Recognition of risks & opportunities (*4)	Risks • Failure to provide opportunities for employees to achieve personal growth poses risks including losing key talent and eroding the brand value
Approaches for FY2025 (main initiatives)	Internal initiatives • Develop an environment that encourages each individual to proactively take on challenges and grow • Raise career awareness and provide opportunities for individuals to focus attention on their careers whenever a turning point presents itself in life or career • Support growth through daily communication with management and team members

Social Well-Being

Recognition of risks & opportunities (*4)	Risks • Failure to provide a satisfying work environment by building and maintaining good, trusting relationships between employees poses risks including losing key talent and eroding the brand value
Approaches for FY2025 (main initiatives)	Internal initiatives • Improve productivity and creativity and create new value by implementing hybrid work that combines real and virtual working arrangements according to business objectives • Create an organizational environment where employees are connected by mutual trust and are able to take on new challenges • Establish an environment that facilitates communication across the organization and beyond

Health Well-Being

Recognition of risks & opportunities (*4)	Risks • Failure to provide an environment where employees can work safely and energetically while staying healthy physically and mentally poses risks including losing key talent and eroding brand value
Approaches for FY2025 (main initiatives)	Internal initiatives • Increase awareness among employees to take responsibility for managing their own health • Promote behavioral change by increasing health literacy among individuals and throughout the organization via a wide range of health education, health events, and health apps • Establish an in-house system whereby occupational health staff provide meticulous physical and mental health support for employees, from disease prevention to promotion of good health, through individual consultations and referrals to specialists • Analyze health data and share whole-of-organization health issues, using this to propose and implement health programs to support workplace improvements at senior management level and thereby improve the overall health of the organization • Provide thorough health and safety compliance measures and safeguards • Provide educational opportunities and occupational safety and health information to raise awareness of preventing workplace accidents and achieving zero serious workplace accidents

Financial Well-being

Recognition of risks & opportunities (*4)	Risks • Failure to provide appropriate and fair remuneration to employees to boost their engagement and provide economic stability poses risks including losing key talent and eroding brand value
Approaches for FY2025 (main initiatives)	Internal initiatives • Set appropriate remuneration levels based on market standards (global). For some highly specialized job types, introduce and implement a flexible and attractive system for handling these individually. • Raise employee awareness of asset building through remuneration systems and wealth accumulation policies • Expand learning environments with the aim of improving financial literacy

Human rights

Recognition of risks & opportunities (*4)	Risks Human rights violations among employees, supply chains and other stakeholders poses multiple risks, including loss of business opportunities, erosion of public trust in a company if administrative penalties are imposed, and loss of key talent
Approaches for FY2025 (main initiatives)	Internal initiatives - Implement ongoing human rights education - Hold Stakeholder Dialogue sessions - Work with our partners, customers and NGOs, using Fujitsu's expertise and technologies to help promote and protect respect for human rights

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

*4: 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.

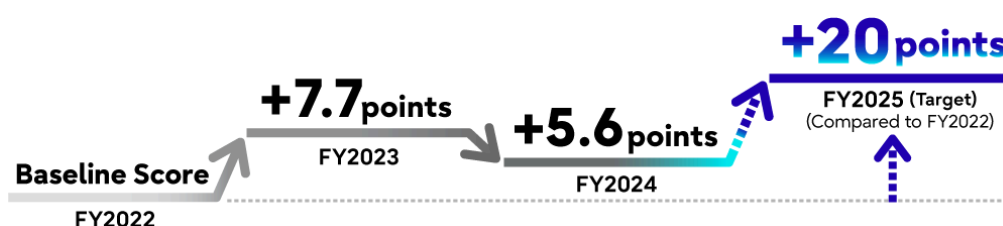
To measure and verify our positive impact on customers and society, and to strengthen the Foundation for Achieving Sustainable Development, we set non-financial targets in the Medium-Term Management Plan announced in FY2023. These targets include key performance indicators (KPIs) such as: Customer Net Promoter Score (NPS®)(*1), 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 (SM) (NPS®)

Customer Net Promoter ScoreSM (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.



Customer Net Promoter Score (SM) (NPS®)

Against this backdrop, the NPS for FY2024 saw a slight decrease of 2.1 points year-on-year. Notwithstanding, the evaluation from existing customers has steadily increased by 5.6 points compared to the FY2022 target, so this latest result could be explained by the fact that there were not many evaluations from customers newly surveyed after expanding their business.

Fujitsu continues to be highly rated, including by existing customers, as an IT solutions vendor with comprehensive capabilities for technology and quality in particular. This is seen as a result of the technological expertise the company has accumulated over many years and its sincere commitment to addressing the problems customers are facing.

Meanwhile, when it comes to responding to the rapid changes in the social and economic landscape in recent years, we recognize that our consulting capabilities in regard to our clients' management and business challenges, our ability to propose innovative and cutting-edge transformation, and our ability to execute with agility are areas that need to be improved on in the future.

We will respond to these challenges by continuing to build on the reskilling programs commenced Group-wide in FY2024.

We will also continue to gather DX business model validations as a way of enhancing the company's ability to comprehensively support customer business growth. We will focus in particular on strengthening our industry knowledge and business consulting skills, expediting the acquisition of state-of-the-art technologies, and developing human resources to accelerate customer transformation. In FY2025, the final year of our Medium-Term Management Plan, we will continue to enhance the strengths that have received praise over the past few years, at the same time focusing on improving areas that require attention in an endeavor to boost our NPS score by 20 points against a baseline of FY2022. We will achieve sustainable growth by providing value that exceeds customer expectations and building stronger trust relationships.

Employee Engagement

The Fujitsu Group's greatest management resource is its employees, who are the source of the value provided to customers. We believe that highly engaged employees are better able to provide high-quality services to our customers, that positive customer feedback increases an employee's responsiveness to their work, and that improving the engagement of each employee therefore leads to the growth of both the individual and the Fujitsu Group. Based on this belief, we established Employee Engagement as a non-financial indicator to measure the sustainable growth of the Fujitsu Group. At Fujitsu, we define Employee Engagement 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. We have set a target of 75 by benchmarking against global companies. While this 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. As part of this initiative, we are conducting a semiannual, global survey to measure employee engagement, the objective being to gauge in a timely manner changes in organizational culture, employee workstyles, opinions, and awareness, and to swiftly reflect the outcomes back to management. The survey includes questions about the employee's sense of fulfillment in working for Fujitsu Group, the connection between the Fujitsu Purpose and the employee's own work, and the degree to which employees are able to demonstrate their own strengths. 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. The HR department is working with relevant departments to introduce improvements to resolve issues identified in the survey in relation to the management foundation.

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, and that strong relationships built on trust between managers and employees are vital. Meanwhile, there are also issues with the quality and quantity of communication,

including a one-sided approach to everyday communication of information.

Going forward, we plan to establish a data-driven cycle to improve organizational performance and individual well-being, leveraging the valuable insights gained from analyzing engagement data. Specifically, we will go beyond using surveys to simply assess the current situation, instead analyzing, visualizing, and organizing the elements necessary for improving organizational performance and individual well-being. This will give us a deeper understanding of the state of the organization and its individuals. Additionally, we will implement AI-driven tools on a trial basis with a view to visualizing problems and identifying and addressing organizational challenges promptly and appropriately. We will also work to enhance management quality by having all management, including the executive team, demonstrate leadership by reviving two-way, cross-hierarchy communication. Thus, by taking various approaches to probing the root cause of factors influencing engagement and employing concrete measures like these, we aim to improve employee engagement, achieve sustainable growth, and contribute to society.



Diversity in Leadership (Ratio of women in leadership roles)

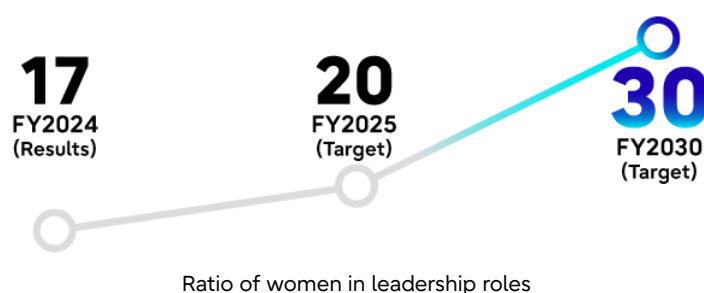
The Fujitsu Group aims to build a corporate culture driven by diversity and inclusion, based on the Fujitsu Way. The core vision guiding this is to "Build an inclusive and equitable culture where everyone belongs and can be completely themselves."

Today's world is shaped by diverse values and increasingly complex social issues. Decision-making and collaboration by a diversity of leaders with different perspectives, experiences, and styles is therefore vital to Fujitsu remaining a globally preferred company that innovates and engages in sustainable value creation.

Recognizing this, Fujitsu ranks the ratio of female executives as one of its non-financial indicators. This is not just a target, but a symbolic and practical indicator aimed at enhancing diversity among the organization's decision-makers to foster a corporate culture where diverse talents are embraced and activated.

Aiming for a 30% ratio of female executives by 2030, we have adopted a multi-layered approach including workshops to promote career ownership, training programs to encourage attitudinal change in management, opportunities to shadow executives, and enhancements to inform the company's mentoring system. We are also continuing to focus on creating an environment where everyone can work flexibly according to their stage of life, including through initiatives such as "Work Life Shift 2.0" and enhanced measures to support work-life balance.

Fujitsu views its efforts to increase the ratio of female executives as part of a broader organizational transformation, and will use the initiatives to strengthen the company's basis for enhancing both innovation and the quality of decision-making.

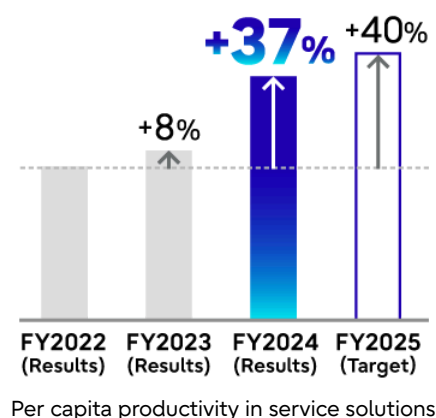


Per capita productivity

Up until FY2022, the Fujitsu Group was using DX Promotion Indices to measure the level of DX maturity(*2), implementing a whole spectrum of measures to promote DX and lay the groundwork for further change based on its corporate strategies. In FY2023, in order to move into the next transformation phase, the company established a new 'productivity indicator' for operating income per capita (which is an indicator for measuring the productivity of business activities), setting the target for the end of FY2025 at +40% against a baseline of FY2022. Throughout FY2024, we have been further promoting business model transformation centered on Fujitsu Uvance, improving productivity the more we leverage AI and digital technologies in our daily operations. Causal analysis shows that AI and digital technologies help improve work efficiency, which we count among the ways DX contributes to business transformation, boosts competitiveness, and is a driver for generating greater corporate value.

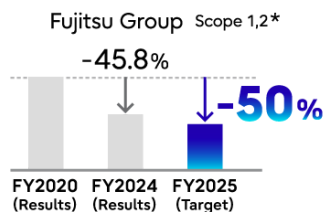
Because becoming a true DX company means utilizing data, AI and digital technologies to streamline business processes, and basing more sophisticated IT investments on those processes, the Fujitsu Group will continue to push ahead with productivity improvements, partnering and engaging with a range of initiatives rather than adhering to traditional or established approaches.

*2: 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 therefore", and two "Indicators related to the development of platform IT systems for enabling DX."

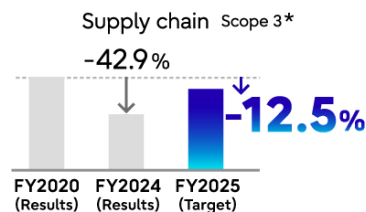


Reduction of GHG Emissions

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.



* Adjusted for business acquisitions and divestitures



* Category11: CO2 emissions due to product power consumption only

Looking ahead to 2030, Fujitsu's materiality identifies two categories of key issues that must be addressed in order to achieve sustainable growth in the medium- to long-term: "Essential contribution" and "Foundation for achieving sustainable development." In the area of "Essential contribution," Fujitsu commits to leverage the development of primarily Fujitsu Uvance business to provide customers and society with value that contributes to "Solving global environmental issues," "Developing a digital society," and "Improving people's well-being". With regard to "Solving global environmental issues," we have identified "Climate change (Carbon neutrality)," "Resource circulation (Circular economy)," and "Living in harmony with nature (Conservation of biodiversity)" as key challenges. Having established indicators to specifically contribute to mitigating climate change and achieving a carbon-neutral society, we are approaching GHG emissions as a non-financial indicator.

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 encompasses two main aspects. 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 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

The Fujitsu Group secures the rights to the technologies it has developed and to the brands and designs created through deployment of those technologies in society. Appropriate management of those rights allows us to differentiate our offerings from the technologies and services provided by our competitors, and maintain and strengthen the competitive advantage of our own technologies and services.

To support the search for new growth opportunities, the Fujitsu Group conducts thorough research and analysis of global technology trends, sharing information such as the status of patent applications in strategically important areas. Through its commitment to materiality, the Group must also build broad-based, industry-agnostic partnerships to address a range of sustainability issues. The Group's commitment to open innovation as well as standardization and rulemaking puts it in a position of active industry leadership, and by pursuing initiatives geared to deployment in society, the Group is also helping to build a value co-creation ecosystem and an environment that fosters innovation. In this way, we are adopting a variety of approaches to contribute to value creation, including through technology, brand and design rights, license management in the area of open innovation, and the establishment of global standards and rules.

Reducing the Risk of Value Loss

One important way to reduce the risk of losing corporate value is by protecting intellectual property. Other party 'infringement 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 infringements, and where a proposal is discovered that could potentially cause a rights violation, we immediately execute 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 have established Rules for Handling Intellectual Property Rights that link this Code of Conduct to specific actions; these rules are being applied to Fujitsu and Group

companies in Japan that undertake actions involving intellectual property. We are also striving to reduce the risk of infringement of the rights held by other parties. This entails intellectual property checks such as conducting patent infringement surveys and checking trademarks and design rights throughout the commercialization and development of a product or service. It also involves responding to internal requests for advice concerning the terms and conditions of IP 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) forms part of the Legal and Intellectual Property Unit and reports to the General Counsel. It comprises the Intellectual Property Strategy Office, which develops and promotes the company's intellectual property strategy in consultation with management, and the Intellectual Property Center, responsible for building the company's IP portfolio. In addition to collaboration within the division, the Intellectual Property Division manages intellectual property in collaboration with Fujitsu Techno Research Ltd., which provides IP-related services.

The Intellectual Property Division also collaborates with the Technology Unit headed by the Chief Technology Officer (CTO) to implement IP activities that support corporate value creation, rapidly incorporating the Technology, Management, and Business Portfolio strategies, and their progress, into IP strategies and the action plans of the Intellectual Property Division. In addition, at meetings such as the Independent Directors & Auditors Council attended by external directors and auditors, the Head of the Legal and Intellectual Property Unit reports on these IP management strategies and their progress, providing opportunities for discussion with management.

Group-wide Global Collaboration

Fujitsu has developed an intellectual property governance framework to make optimal 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. We provide IP support (including using reporting lines) for research facilities in 7 countries around the world to ensure that IP management is tailored to the realities of global business.

Linkage with Technology Strategy and Business Portfolio Strategy

One of the key strategies for the Intellectual Property Division is the Technology strategy. The Division is helping to maintain and strengthen the company's competitive advantage and acquire new business opportunities for the Fujitsu Group by strengthening such core technologies as AI and Computing that lead to service differentiation, and by systematically implementing IP activities linked to the Technology and Business Portfolio strategies. We are promoting intellectual property activities in order to gain a competitive advantage. These include strengthening collaboration between the Intellectual Property and Research Divisions, and using IP information to analyze the strengths that technologies under development would have in the market (with the Intellectual Property Division providing feedback on the results to the Research Division). We are also identifying and addressing areas in global standardization and Open Source Software (OSS) that where international standardization and Open Source Software(OSS) should be actively utilized.. Furthermore, to enhance the added value of Fujitsu Uvance offerings, we will continue to deepen the ties between the Intellectual Property and Business divisions to further strengthen our R&D technology-based offerings.



Organization of the Intellectual Property Division



Fujitsu Group Global Collaboration

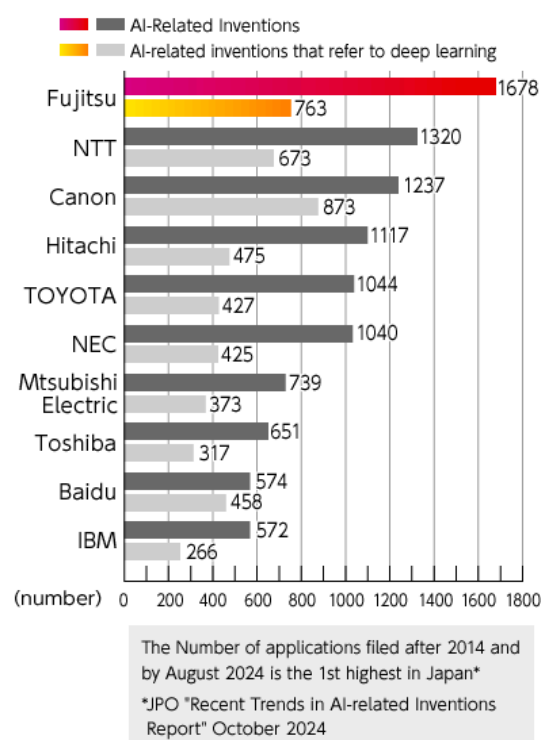
IP Activities

Fujitsu's key strategies are sustainability-driven, as set out in the Medium-Term Management Plan launched in May 2023. One of those strategies is the Technology strategy, a key component of which is investment in intellectual property. In so doing, Fujitsu is engaging in various IP activities to help drive Fujitsu Group business and address a range of sustainability challenges. These activities include building an IP portfolio with a focus on business application, contributing to global standardization and rulemaking, and promoting the use of IP, at the same time strengthening AI, Computing and other core technologies that differentiate our services, and implementing strategic partnerships. The following section provides examples that illustrate the purpose of these IP activities and their contribution to addressing a range of sustainability challenges.

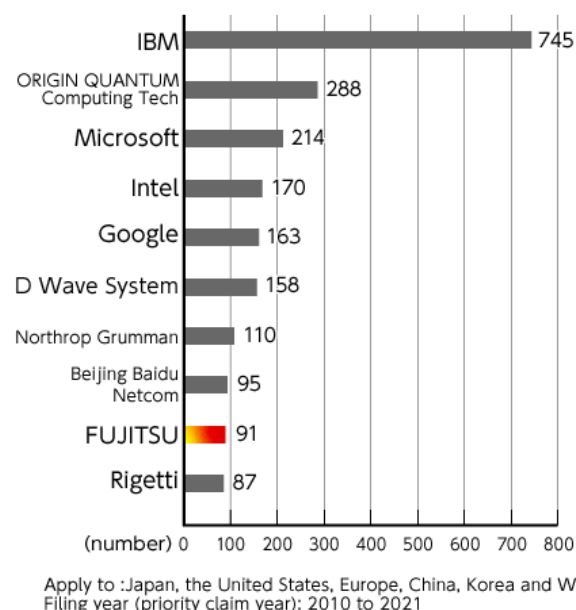
Developing an Intellectual Property Portfolio with a Focus on Business Application

The Technology strategy channels the Fujitsu Group's R&D resources into five Key Technologies (KTs), all centered on AI and all essential for digital services like Fujitsu Uvance. The objective is to strengthen AI, Computing and other core technologies that lead to service differentiation, and implement strategic partnerships. Strategic investment in intellectual property is fundamental to executing the Technology strategy. The Fujitsu Group is increasing the ratio held by the five KT's in the IP portfolio. Our AI technologies have been benefiting from a base of R&D technologies accumulated since the 1980s, so that Fujitsu now ranks highest in terms of the number of patent applications published in Japan between 2014 and August 2024. In addition to the rights the company already holds in its traditionally strong core technologies, we are currently focused on securing rights to applied AI technologies. 'Applied technologies' refers to those that combine core technologies with knowledge specific to certain industries or applications—technologies that are implemented in Fujitsu Uvance offerings, and

also to technologies that integrate AI with the other four KT. Securing rights to applied technologies is aligned with our Business strategy to accelerate the integration of the five KTs, centered on AI, into Fujitsu Uvance. We are working to develop an IP portfolio that includes patents for applied technologies, in line with our Business strategy to offer Fujitsu Kozuchi, the AI platform announced in March 2024, as part of Fujitsu Uvance. We have also established a foothold in quantum computer development. In the 2023 Patent Application Technology Trends Survey Report entitled "Quantum Computer-Related Technologies" issued by the Japan Patent Office, we are ranked 1st in Japan (and 9th in the world) in terms of the highest number of patent family applicants. We will continue to support the implementation of sustainability-driven key strategies within the Fujitsu Group with a view to leveraging our IP portfolio in support of our Business strategy.



Number of patents filed for AI-related inventions by applicants (applications filed since 2014 and published by August 2024)



"Quantum Computer-related Technology," the 2023 Patent Application Technology Trend Survey Report Ranking of top patent family applicants

- Intellectual Property Strategy to Support Fujitsu's Purpose

High-performance, energy-efficient, general-purpose processor FUJITSU-MONAKA

FUJITSU-MONAKA is a general-purpose processor that reduces the power consumed by data centers and other social infrastructure and contributes to the development of a carbon-neutral society. It delivers high energy efficiency by leveraging such unique Fujitsu technologies as Fujitsu-designed microarchitecture, high-speed data processing to provide robust support of a wide range of AI workloads, and low-power-consuming technologies. In order to build sustainable AI and HPC infrastructures, Fujitsu is developing an IP portfolio that features Fujitsu proprietary technologies and is based on consideration of the areas that will be made open to underpin the technologies that contribute to strategic collaboration with partners.

- FUJITSU-MONAKA

Global Standardization Activities and Rulemaking

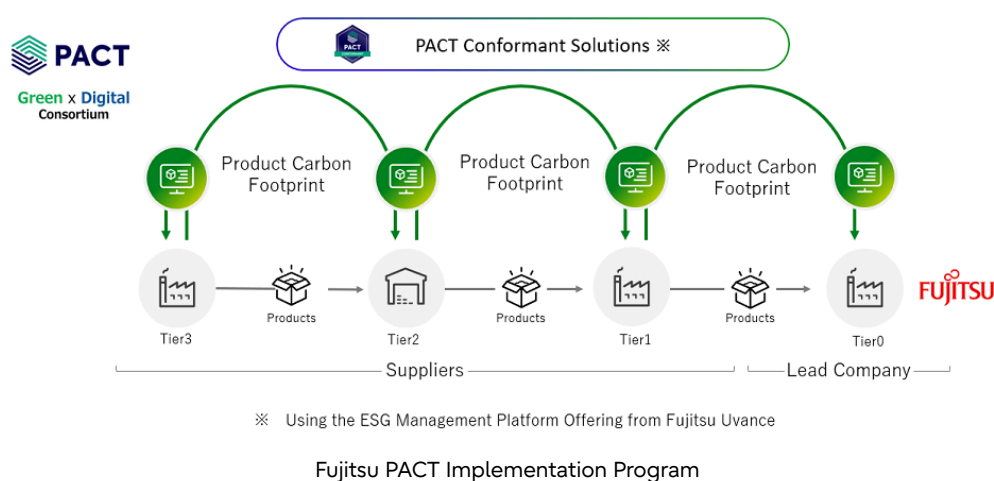
Cutting-edge technologies do not immediately come into widespread use simply by virtue of their potential, but must be implemented in society and function to open up global markets. They are key to engaging in collaborative efforts and building industry-agnostic ecosystems designed to solve societal challenges. The Fujitsu Group is therefore actively leading the industry through global standardization activities and rulemaking, pursuing initiatives aimed at the social implementation of these technologies. Some examples of those initiatives are given below.

Achieving Supply Chain Decarbonization

Even as achieving a decarbonized society requires the visualization and reduction of CO₂ emissions across the entire supply chain, Fujitsu will contribute to achieving a sustainable society by sharing with customers and society both the knowledge it has cultivated through global standardization activities and rulemaking, and the expertise it has gained through decarbonization practices implemented together with global suppliers.

Specifically, Fujitsu will contribute to PCF (product carbon footprint) calculation and the development of specifications for intercompany data exchange through the World Business Council for Sustainable Development (WBCSD)'s Partnership for Carbon Transparency (PACT) Implementation program and the GreenxDigital Consortium. Fujitsu will also lead efforts to share CO₂ emissions data based on these specifications. As part of efforts toward decarbonization, the company will utilize its ESG Management Platform to support the sustainability business decisions of its customers.

- **Fujitsu collaborates with 12 global suppliers in decarbonization initiative to exchange primary data on CO₂ emissions: Fujitsu**



Promoting Use of Intellectual Property

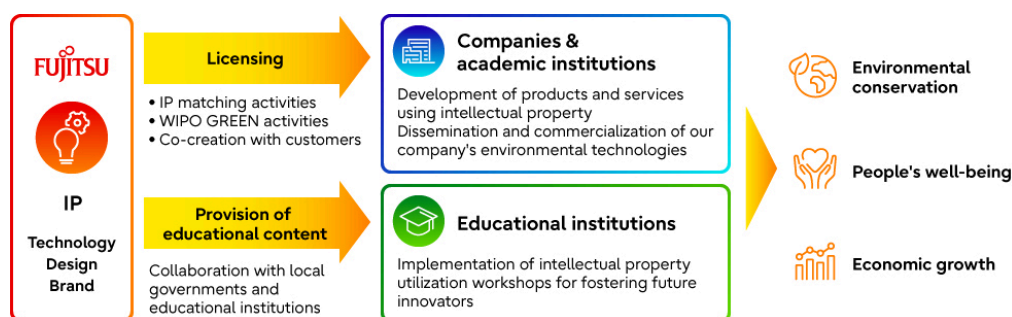
The Fujitsu Group is helping implement solutions to societal problems by promoting the use of intellectual property, including proposing new licensing schemes for partners and implementing the FUJITSU Technology Licensing Program™ for SDGs, which is an initiative that encourages enterprises and academic institutions to use intellectual property including patents and expertise to contribute to achieving SDGs.

FUJITSU Technology Licensing Program™ for SDGs

The Fujitsu Group 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.

The Fujitsu Group is committed to making its technologies widely available in society and to contributing to environmental conservation, well-being, and economic growth through collaboration via the WIPO GREEN network (a platform for transfer of environmental technologies), through intellectual property matching activities among national and local governments, financial institutions and universities, through education on intellectual property creation in collaboration with educational institutions, and through the use of socially inclusive brands and designs. We consider that continuing such initiatives will contribute to the formation of a range of intangible assets, including global recognition of the Fujitsu Group, employee innovation incentive and so on.



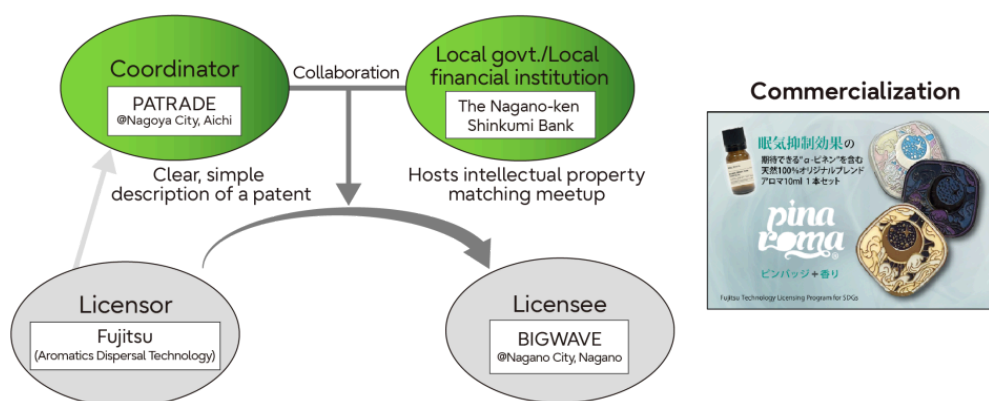
FUJITSU Technology Licensing Program™ for SDGs

Notably, introducing patented Fujitsu technologies at IP matching events hosted by local governments and financial institutions in Japan allows us to license our technology to many companies and universities and so create an array of new products and services to solve societal problems. We also organize IP workshops and other activities that feature our technologies, inspiring students to become future innovators.

Case Study: Licensing Fragrance Diffusion Technology to Another Company

Pinaroma: Scented pin badge (BIGWAVE Inc.)

Badge manufacturer BIGWAVE (Nagano, Japan) has launched pinaroma, a scented oil-infused pin badge containing a fragrance chip. Collaboration between Patrade and the Nagano-Ken Shinkumi Bank led to the deployment of Fujitsu's open patent "Fragrance Diffusion Technology" in the development of the badge.



Collaboration between Patrade and the Nagano-Ken Shinkumi Bank

Intellectual Property with Open Innovation

The Fujitsu Group is engaged in open innovation through the utilization of intellectual property. We propose licensing schemes suited to our partners, along with support such as identifying applicable intellectual property, to encourage the utilization of our technology.

World-first device powered by Fujitsu's Ultrasound Analysis AI technology for inspecting the fat content of frozen albacore tuna

Sonofai Inc. is a startup from Shizuoka engaged in developing devices that combine master craftsmanship with digital technology. In June 2025, the company commenced domestic sales of "Sonofai T-01", an automated inspection device powered by AI to determine the fat content of frozen albacore tuna. Co-developed with Fujitsu, Ishida Tec Co., Ltd. (food processing equipment manufacturer and seller) and Tokai University (Shizuoka Campus), the device is aimed at the seafood processing industry and fisheries cooperatives. In terms of our licensing arrangements, we have a licensing scheme whereby we acquire share options and Sonofai is licensed to implement business projects using our Ultrasound Analysis AI technology.

- **Sonofai launches the world's first device powered by Fujitsu's Ultrasound Analysis AI technology for inspecting the fat content of frozen albacore tuna: Fujitsu**

