

Sustainability Management

Over vision and the policy for achieving a sustainable society.

Fujitsu Way	11
Transforming Our Corporate Culture	13
Value Creation Model	16
Materiality	19
GRB (Global Responsible Business) Goals and Achievements	24
Non-Financial Indicators	30
Non-Financial Indicators (From FY2026 Onward)	35
Understanding the relationship between financial and non-financial indicators	39
Intellectual Property Strategy to Support Fujitsu's Purpose	41
Sustainability Management in the Fujitsu group	48

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 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 understand the Fujitsu Way and make it uniquely their own.



Sample pages from the Fujitsu Way booklet

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.

Employee Engagement

We conduct an engagement survey throughout the company each year to gauge the level of employee understanding of, and connection with, Our Purpose. The results show a 4-point increase overseas and a 5-point increase within Japan (compared with FY2024).
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 over 84,000 employees worldwide having completed the program as of May 2026, the combination of their purpose together with Fujitsu's corporate purpose provides the driving force for transformation.

Materiality Contribution Awards

In FY2025, we built on our existing Sustainability Contribution Awards to develop the Materiality Contribution Awards as an internal program that focuses on contributions to materiality. This new program 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 managers involved in Materiality and the CSSO(*1) participate in the Awards program as judges, basing their decisions on criteria such as the Materiality items being contributed to, the degree of contribution to the business, and the promise shown by the initiatives.

In FY2025, the program attracted as many as 216 applications from Fujitsu and the Fujitsu Group companies in Japan and internationally. From those applications, 12 were selected for the “Impact Category” for the significant impact they had on initiatives promoting Materiality, and 30 were selected in the “Culture Leader Category” for their contributions to realizing Our Values central to the Fujitsu Way and fostering a culture of activity. See below for examples of the applications received in FY2025, categorized by area of contribution to Materiality.

- (*1) : Chief Sustainability & Supply Chain Officer

Award-winning Projects from FY2025 Materiality Contribution Awards

- Solving global environmental issues: Advances in the analysis of battery and semiconductor materials, greater efficiency in the logistics sector, and sustainable FGC operation through optimized supply chains, adoption of renewable energy, and decreased waste
- Developing a digital society: Promoting DX for more advanced decision making, greater operational efficiency and data utilization in the manufacturing, logistics and retail sectors, and initiatives to resolve societal problems such as labor shortages
- Improving people's well-being: Integrated management of cancer genome and treatment data, and its utilization in treatment and research, etc.
- Technology: Adoption of EVs to reduce CO_2 emissions, energy transitions to drive decarbonization; etc.
- Management foundation: DX-oriented practices aimed at business transformation; etc.
- Human capital: Training personnel capable of using data to transform work practices, using digital approaches to improve engagement among retail employees; 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 together with our customers and for society. To achieve this, and taking a long-term perspective towards the world we envision for 2035 (*1), Fujitsu will balance solving societal challenges with business growth by realizing our Vision for 2030.

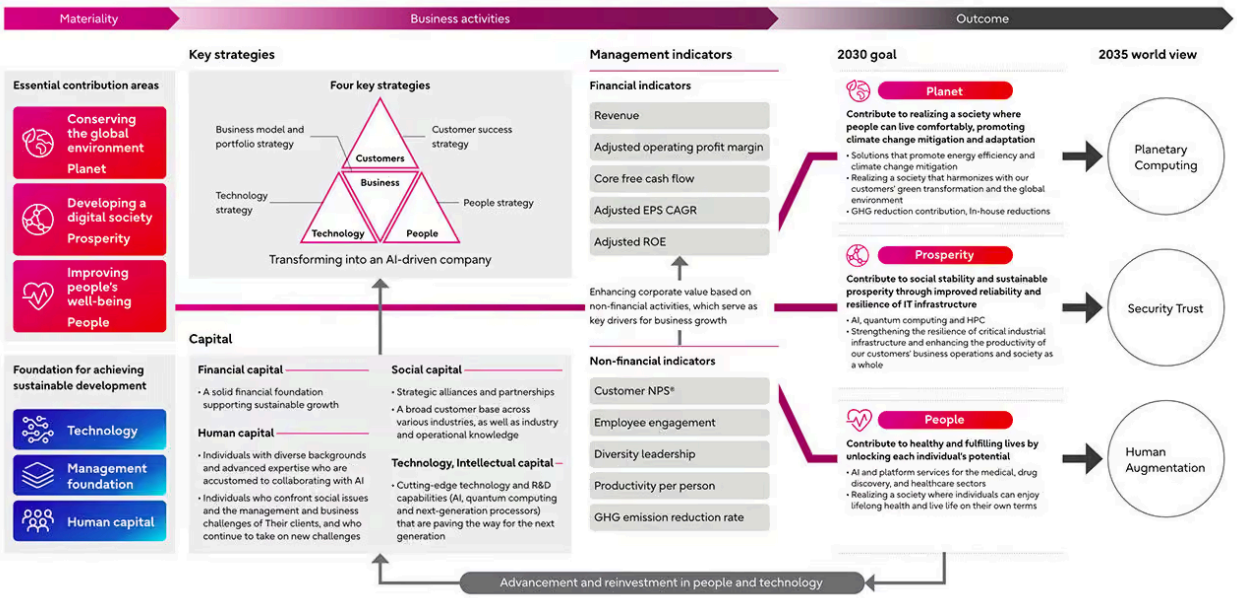
Under the Fujitsu Value Creation Model, the starting point for our business activities is to identify as Materiality, the societal challenges to which we should contribute solutions, the challenges that are essential for our own sustainable growth, and the challenges faced by our customers. Building on Fujitsu's unique strengths, including a robust financial foundation that supports sustainable growth, a diverse and highly specialized workforce, an extensive customer base and partner ecosystem, and advanced technology and R&D capabilities, we are driving our key strategies - our Business model and portfolio strategy, Technology strategy, Customer success strategy, and People strategy. At the same time, we are enhancing our business operations and strengthening our competitiveness by transforming all aspects of our corporate activities through an AI-driven approach. We also position non-financial indicators as important drivers of business growth. By improving these indicators, we aim to improve our financial performance and thus enhance our corporate value in a sustainable way.
As a result, outcomes are created for our customers and society in the areas of Planet (solving global environmental issues), Prosperity (developing a digital society), and People (improving people's well-being).
The value created in this way will become the driving force for further value creation through reinvestment in the development of our people and advancements in our technology. By continuously strengthening this cycle of value creation, Fujitsu will steadily advance toward its 2030 Vision while creating sustainable value together with customers and society in pursuit of the world it envisions for 2035.

- (*1) : World we envision for 2035 :
  The world Fujitsu envisages in the year 2035 is based on the key themes of Human Augmentation, the extension of human abilities and potential; Planetary Computing, the simulation of all activities on Earth using high-performance, energy-efficient computing; and Security Trust, ensuring information security based on data sovereignty and advanced security. By providing technologies and services towards the realization of these themes, Fujitsu will contribute to the development of a sustainable society.

- Uvance
- Sustainability Management in the Fujitsu Group

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

Fujitsu aims to create social value through its approach to Materiality, in the areas of Planet (solving global environmental issues), Prosperity (developing a digital society), and People (improving people's well-being). These three areas of contribution link to the achievement of Planetary Computing, Security Trust, and Human Augmentation, that make up the world Fujitsu envisages for the year 2035.

Planet (Preserving the global environment)
Based on a world view that envisions Planetary Computing in 2035, Fujitsu will contribute to climate change mitigation and adaptation, improvements in energy efficiency, and resource circulation with the aim of realizing a society where people can live with confidence. In addition to reducing its own greenhouse gas (GHG) emissions and expanding the use of renewable energy, Fujitsu will help reduce environmental impacts across customers and society through the power of AI, computing, and data utilization.

Prosperity (Developing a digital society)
Under the vision of Security Trust for 2035, Fujitsu is working to enhance the reliability and resilience of the digital infrastructure that supports social stability and sustainable prosperity. Through initiatives such as cybersecurity, economic security, and supply chain transparency and optimization, we support the continuity and growth of vital industries including finance, public infrastructure, mobility, manufacturing, and distribution. In addition, we will contribute to improved customer productivity and innovation through the use of advanced technologies such as AI, quantum computing, high-performance computing (HPC), and Physical AI.

People (Improving people's well-being)

Under the vision of Human Augmentation for 2035, Fujitsu aims to extend individual potential and help create healthy and fulfilling lives. Through initiatives such as AI-powered drug discovery, preventive healthcare platforms and digital hospitals, we will contribute to the advancement of healthcare and medical services. At the same time, through contributions to local communities, engagement through sport, and the provision of diverse learning opportunities, Fujitsu will support greater social inclusion and the expansion of individual potential.

Materiality

Materiality in the Fujitsu Group

The Fujitsu Group has revised its approach to Materiality. Since specifying Materiality in 2018 under the Basic CSR Policy, we have regularly updated it in line with business environment changes and stakeholder expectations. In 2023 the revision encompassed Materiality in Management, with a greater focus on the perspective of delivering value to customers and society through our business activities. We have conducted annual periodic reviews since; in 2024 some items were updated. In 2025, in response to sustainability disclosure standards such as CSRD (*1), we again revised Materiality with the aim of aligning with both the new Mid-term Management Vision that starts from FY2026 and adapting to changes in the external environment.

With a medium to long-term perspective to 2035, we evaluated Materiality more specifically in terms of the financial effect of sustainability issues on the company's performance, cash flow and financial status, and the impact of our business activities on the environment and society. As a result, the configuration of six themes in two categories identified in 2023 remains unchanged, and only the name was revised from "Solving global environmental issues" to "Conservation of the global environment".

The Fujitsu Group has identified two categories of Materiality issues that must be resolved in order to achieve sustainable growth. The first category is 'Essential Contribution Areas' and the second is 'Fundamentals for achieving sustainable development.' In the first category of Essential Contributions, we will leverage the development of Uvance and other businesses to provide customers and society with value that contributes to "Planet: Conservation of the global environment", "Prosperity: Developing a digital society", and "People: Improving people's well-being". Furthermore, we will strengthen our technology, management foundation, and human resources to create a 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 update, on the basis of these categories, we identified three themes under Essential Contribution Areas, and three themes under Foundation for Achieving Sustainable Development.

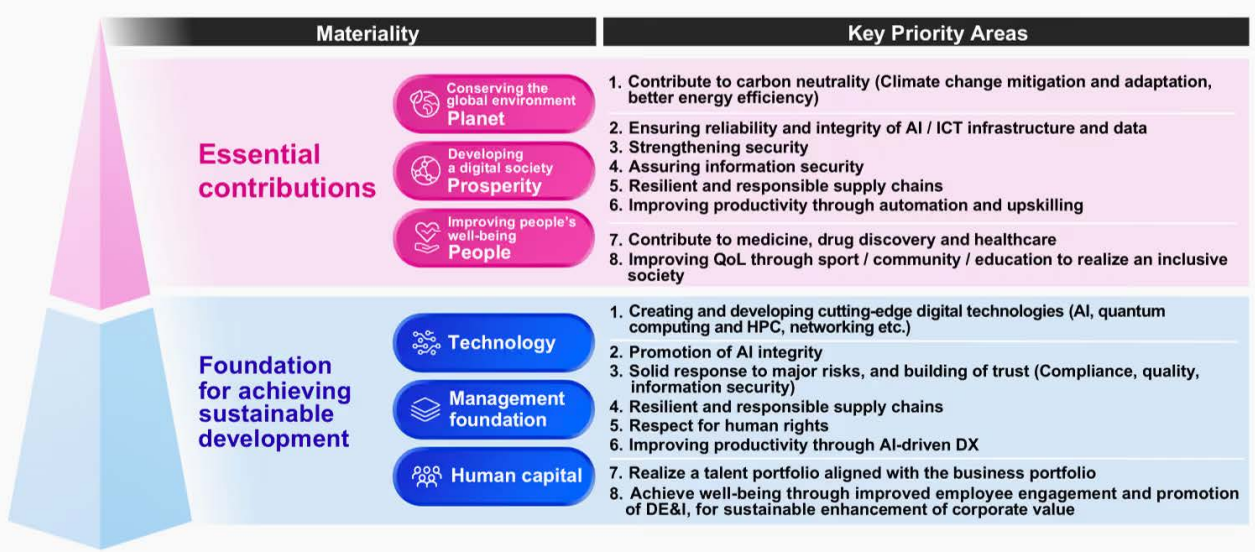
The materiality assessment process makes use of the results of a Fujitsu Group-wide potential risk assessment to ensure alignment with company-wide risk management. Issues such as climate change, human rights, and security identified through materiality analysis are linked as important sources of risk in potential risk assessments conducted throughout the Fujitsu Group. Some of these are disclosed as "Business Risks."

In addition, 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 Group-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 preservation of the global environment, the digital society, and people's well-being.

- (*1) : Abbreviation for Corporate Sustainability Reporting Directive

Materiality



Concept diagram of materiality

Materiality Identification Process

The Fujitsu Group identified Materiality with reference to the concept of double materiality of CSRD (ESRS (*2)), whereby the mutual impacts of corporations and the environment and society are assessed. In addition, this Materiality identification process is subject to third-party assurance to verify that it has been prepared and presented in accordance with the process implemented by the Fujitsu Group.

- (*2) : Abbreviation of European Sustainability Reporting Standards

Step 1 Study the environment surrounding Fujitsu

- Based on internal and external information, identify the main stakeholders and the scope and granularity of the value chain, and as well assess the current status and potential future business available by adjusting our business model

Step 2 Organize and identify sustainability topics

- Create a comprehensive long list of various social issues (280 issues) that will flow from the future megatrends anticipated in 2035 and global ESG information disclosure standards, based on the following:
  - SDGs
  - International ESG reporting guidelines (ESRS, GRI Standards, SASB Standards)
  - ESG stock indices evaluation criteria from international ESG rating organizations (FTSE, MSCI and Dow Jones Best-in-Class Indices)
  - External ESG assessments and codes of conduct (CDP, EcoVadis, Responsible Business Alliance (RBA) Code of Conduct)
  - World Economic Forum (WEF) Global Risk Reports, Frontiers “Beyond 2030”
  - Documentation from the World Business Council for Sustainable Development (WBCSD) and the Global Enabling Sustainability Initiative (GeSI)
- Identify 38 social issues by integrating similar items and deleting items with minimal business relevance

Step 3 Analysis and assessment of Impact-Risk-Opportunities (IRO)

- Conduct desktop research among internal and external sources based on identified social issues, and create a draft IRO evaluation.
- Looking ahead to the future in 2035, for each issue identified in the IRO analysis, outline the risks and opportunities arising from those impacts, whilst also analyzing and identifying risks and opportunities that do not stem from those impacts.
- Then create a draft materiality matrix that prioritizes 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 risks and opportunities from the perspective of both positive and negative Financial Materiality (*3) (financial impact of sustainability issues on Fujitsu's financial status, performance, cash flow etc. in the short-, medium- and long-term), and positive and negative Impact Materiality (*4) (impact of Fujitsu business activities on society and the environment in the short-, medium- and long-term).
- Leverage personal interviews with the main internal and external stakeholders, including internal subject specialists, to gather feedback on the draft assessment from the perspectives of business direction, stronger organizational capabilities, societal trends, and social and environmental impacts. Based on this feedback, adjust the assessment scores and discuss the importance thresholds. Define both financial materiality and impact materiality as important materiality thresholds in materiality identification.
- Then classify materiality into 2 categories and 6 areas and arrive at the final concept.

◦ (*3) : Financial Materiality
・ Risks and opportunities: Calculate assessment values by multiplying impact, based on the financial impact (including reputational risk), by the probability and timing (short-, medium-, or long-term) of occurrence.

◦ (*4) : Impact Materiality
・ Positive and negative impacts: Calculate assessment values by multiplying severity level, based on scale and scope (including the possibility of recovery for negative impacts), by probability and timing (short-, medium-, or long-term) of occurrence. For negative impacts on human rights, assessment should prioritize severity over probability of occurrence.

Fujitsu Group and Stakeholder Assessment

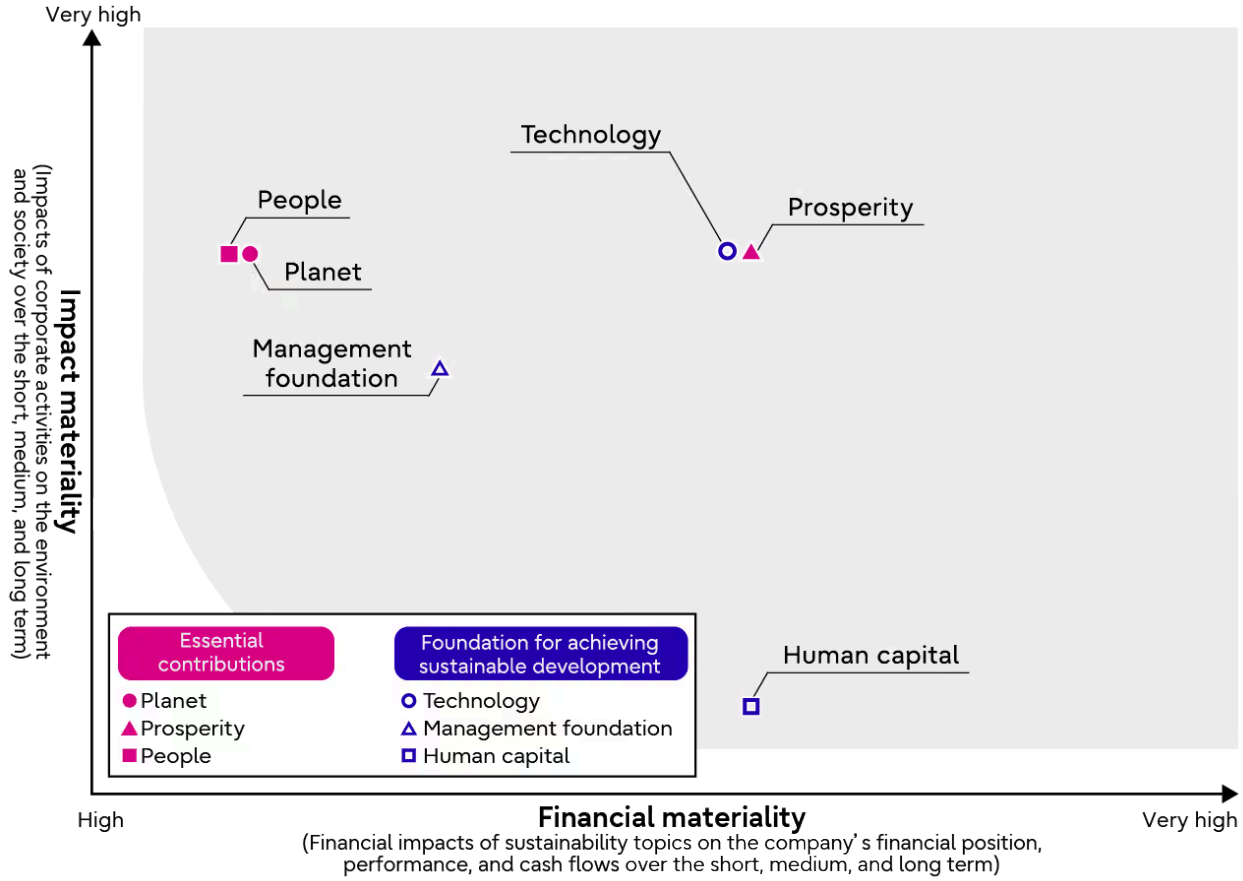
Surveys, interviews

Subject	Details
Chairman of the Board, CEO	Conduct interviews to gather opinions on the proposed Materiality matrix and concepts
Corporate Executive Officers	Conduct interviews with 24 Executive Officers responsible for relevant business areas to gather their opinions on the analysis and evaluation of topics and the proposed Materiality matrix
Independent Director and Audit and Supervisory Board Member (External)	Conduct interviews with a total of 10 individuals, 5 External Directors and 5 Auditors, to gather their views on the analysis and evaluation of topics, and the Materiality matrix and concept proposals, from the viewpoint of management and a governance/risk perspective
Labor unions	Conduct interviews, as employee representatives, to gather opinions on the analysis and evaluation of topics, focused on negative impacts and risks
Investors	Conduct interviews with five major shareholder corporate investors, both Japanese and non-Japanese, to gather their opinions on both impact and financial aspects, taking into account their expectations of Fujitsu as a company and external environment trends

Desktop research

Assessment method	Details
Impact	Quantitatively and qualitatively assess the environmental and social impacts of Fujitsu's business activities, using internal and external information such as internal information on business activities and TCFD and CDP results, and survey forms used by representative ESG rating organizations and various other external documents and reports.
Risks and opportunities	Quantitatively and qualitatively assess the financial impact of social issues on Fujitsu, using internal and external information such as survey forms used by representative ESG rating agencies and various other external references and reports, as well as information from internal discussions of market size and sales in primarily the Uvance business, and results of potential risk assessment.

Materiality Matrix



Materiality Matrix

Step 4 Decision on Materiality

- Go through the Sustainability Management Committee to finalize the Materiality matrix and concept
- The Medium-Term Management Plan, including Materiality, is discussed and approved by the Board of Directors.

Step 5 Review

- Confirm the ongoing validity of Materiality through an annual review.
- Review Materiality as necessary when formulating or revising the Medium-Term Management Plan.
- In years when a Materiality review is conducted, that review is positioned as the annual review.

GRB (Global Responsible Business) Goals and Achievements

GRB Goals and Achievements in FY2025

Human Rights and DE&I

Human Rights

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	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> • 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
Major Achievements in FY2025	• Conducted e-learning on "Business and Human Rights" for new employees and career hires Attendance rate: 96% • Held a dialogue with external experts on Fujitsu Group's Business and Human Rights initiatives (December 2025)

Diversity, Equity & Inclusion (DE&I)

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	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> • Ensure all employees feel supported and respected at Fujitsu regardless of age, gender, culture, ethnicity, sexual orientation, identity, and ability ・Employee engagement survey: Improve the average employee engagement score for the question on "Respect for individuals" by 7 points (to 80) • Build an inclusive and equitable culture where everyone belongs and can be completely themselves ・Employee engagement survey: Improve the average employee engagement score for the question on "Equal opportunity" by 4 points (to 74) • Have equal representation of women in Fujitsu with an additional focus on leadership roles ・Increase the ratio of women in leadership level roles to 20% • Reflect the societies we work in, from executive level downwards and promote respect and tolerance to achieve a culturally aware and unbiased work environment ・Build and deliver an integrated, holistic strategy for Culture and Ethnicity which is globally relevant and incorporates local initiatives • Drive LGBTI+ inclusion best practice to support employees and their families across all Fujitsu locations ・Implement FWEI (Fujitsu Workplace Equality Index) Standards to deliver equal opportunity and belonging for LGBTI+ colleagues • Ensure that all employees, customers, and social stakeholders can use our solutions, products, services, and systems and can understand our communications ・Advocate and improve digital accessibility as part of corporate strategy which covers brand communication, customer experience and workplace

Major Achievements in FY2025	• Employee engagement "Respect for individuals" improved by 77 points (+4 YoY) "Equal opportunity" improved by 75 points (+3 YoY) • Increased the ratio of women in leadership level roles to 17.5% (March 2026) • Conducted events that meet the needs of each country and region, taking into account cultural and ethnic backgrounds • Shared messages from top management to create an accommodating workplace environment for LGBTI+ employees; held "Pride Month" in each of our global regions • Developed an "Accessibility Statement" that covers brand communication, customer experience, and the workplace

Well-being

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life. <Goals> • Each employee takes concrete actions toward the realization of their own well-being ・Well-being: ・Share messages about well-being to promote greater understanding ・Internal communications to encourage individuals to take action on well-being ・External release of our well-being practices and insights ・Development of well-being indicators ・Use of survey results to develop well-being indicators for each region and country and to inform policies ・Occupational Health and Safety ・Zero occurrences of serious accidents
Major Achievements in FY2025	• Shared messages to promote widespread understanding of well-being globally : Twice • Developed well-being indicators: Conducted a well-being survey in November-December 2025 (Voluntary survey of all Fujitsu Group employees, domestic and overseas: 72,393 valid responses) • No. of serious accidents: 0

Environment

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	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> • Fulfill our social responsibilities and help to resolve environmental challenges ・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 ・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)
Major Achievements in FY2025	• Greenhouse gas emissions reduction rate: ・Actual 71.5% reduction exceeding the target of at least a 50% reduction (approx. 10.0% annual reduction against the FY2020 baseline) ・Renewable energy usage ratio: Achieved 67.5%, exceeding a target of at least 50% • Avoided risks and minimized our impact on the environment: ・Water usage: Actual reduction of 110,000 m^3 exceeding a target reduction of at least 57,000 m^3 ・Development of products and services that contribute to a Circular Economy (CE) business model: Embedded Circular Economy (CE) as a common development theme in all our Product Business Divisions by promoting the transformation to a Circular Economy (CE) business model <Supply Chain> ・CO_2 emissions from electricity consumption attributable to product use: Actual 46.0% reduction compared to a target 12.5% reduction (against the FY2020 baseline) ・Promotion of GHG emissions reductions in the supply chain: Emissions reduction targets (SBT WB2° C pathway-aligned) set for key suppliers: Using FY2022 total supplier emissions as the baseline, 100% of suppliers have set their emissions reduction targets. ・CO_2 emissions reductions and water resource conservation in the upstream supply chain: 100% completion of call to action for our key suppliers Helped to resolve environmental challenges for customers and society through • our business operations. ・Formulated an indicator for the level of contribution to GHG emissions reductions under the environmental contribution indicator for SX solutions. Provided visualization using a logical construct for formulation based around international standards. ・Conducted interviews with external stakeholders to obtain objective assessments from SX leaders Published reports to improve our recognition as SX leaders

Compliance

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	To be a trusted corporate group that is chosen by stakeholders for investment, business transactions, and employment, while fulfilling its role as a model for society by ensuring that officers and employees within the Fujitsu Group all conduct their business activities with a high level of compliance awareness <Goals> • To ensure that the entire organization is familiar with the Fujitsu Way "Code of Conduct," 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 of Zero Tolerance where employee misconduct will not be permitted. We will expand our corporate activities in accordance with the GCP and also seek the understanding of all stakeholders involved in our business. ・In the Ethics survey, increase the percentage of employees in the 'low risk' category by at least 10% from its current level ・Prevent bribery and cartel from occurring
Major Achievements in FY2025	• Conducted the initial survey of four companies in Japan and provided the results in dashboard format. While the overall trend was generally positive, some specific issues were identified. We will work to correct the issues and monitor progress through regular surveys. • Confirmed cases of bribery and/or cartel activity: 0 (Total penalty charges: JPY 0)

Supply Chain

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	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. <Goals> • Prevent and reduce human rights risks in the supply chain ・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 • Promote GHG emission reductions in the supply chain ・Request key suppliers to set numerical targets in line with international standards in order to jointly promote GHG emission reductions ・(The goal is for key suppliers to set SBT WB2° C-aligned emissions reduction targets) • Ensure supply chain diversity ・Establish diversity indicators and activities based on the social needs in each region and country ・Create a system to measure the status of supplier initiatives, with activities in Japan defined as women's empowerment

Major Achievements in FY2025	• Prevented and reduced human rights risks in the supply chain ・Obtained written consent to the content of our Sustainable Procurement Policy from 692 suppliers • Promoted GHG emission reductions in the supply chain ・Suppliers who account for 80% of our FY2022 emissions have set emissions reduction targets ・Started working with 45 global suppliers in a project to decarbonize through inter-company data linkage using primary CO_2 emissions data • Ensured supply chain diversity ・Achieved procurement KPIs in the UK, Americas region and Oceania from companies with a diverse set of attributes (e.g. SMEs, women-owned/led businesses, minority-owned businesses) ・Achieved a 100% rate of registration in the Ministry of Health, Labor and Welfare's "Database on Promotion of Women's Participation and Advancement in the Workplace" (333 companies registered)

Community

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	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> • Transform our employees' mindset towards community activities(*1), nurture our corporate culture, and make an impact on society ・Employees participate in community activities (20% of employees)
Major Achievements in FY2025	• Employees participated in community activities (28.8% of employees)

- (*1) Community activities: Activities aimed at creating value by resolving challenges faced by society through global cooperation with local communities, which are important stakeholders

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

- **GRB (Global Responsible Business) Goals and Achievements in FY2022**

Non-Financial Indicators

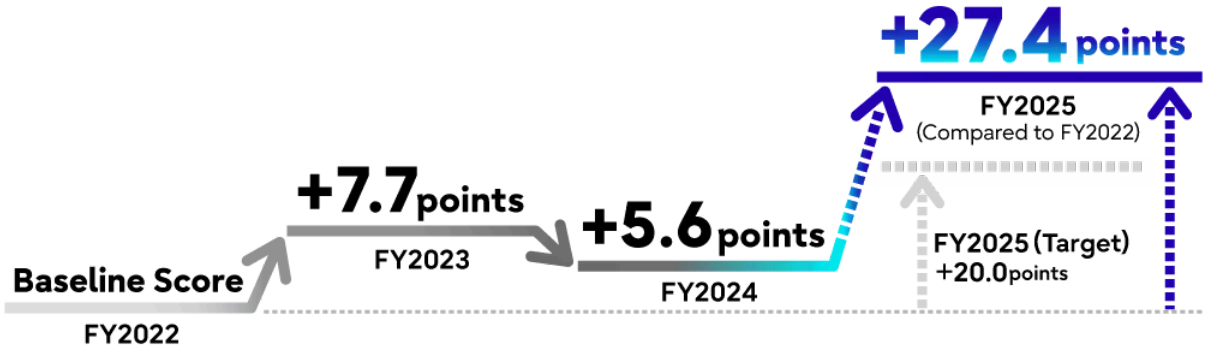
Approach

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 female in leadership roles), Productivity Index, and Greenhouse Gas (GHG) Emissions Reduction Rate. We are continuously monitoring the progress of these KPIs.

- (*1) : Net Promoter®, NPS®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

Net Promoter Score (NPS®)

Global Net Promoter Score (NPS®) Survey (Global NPS® Survey) 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 Global NPS® Survey 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 Global NPS® Survey 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（NPS®）

To promote these initiatives, the Medium-Term Management Plan for FY2023-2025 set a company-wide NPS® target of a 20-point improvement on FY2022 levels. As a result, the NPS® for the most recent fiscal year (FY2025) achieved a level 7.4% above the target for that year (up 27.4% on FY2022).
This gain was achieved by analyzing the customer feedback returned in annual surveys and then applying those suggestions to make ongoing improvements to our everyday business activities as well as our products and services. The full-scale rollout of Fujitsu's key Uvance business model and the launch of the consulting business make up another program that has grown out of our responsiveness to customer expectations. We also believe that continued enhancements in our communication with customer management in recent years have helped to improve the quality of our interactions and build more trusting relationships, which has in turn led to us being seen in a better light.
However, the rapid pace of change in society and the economic environment make it all the more important for us to more fully understand our customers' management issues and business problems so that we can continue to provide value. To achieve this, we think it is vital that we adopt the approach of strengthening our capacity to promote integrated AI-based solutions and offering consulting that employs technology platforms. This will enable us to address complex customer problems in a seamless process from implementing innovative ideas through to generating results.
Based on this level of problem recognition, as of FY2026 the Fujitsu Group as a whole will be promoting further initiatives aimed at HR reform and boosting our capacity to provide practical outcomes.
We will also be using the customer feedback from Global NPS® surveys to modify the behavior of Fujitsu employees.
Through these measures we aim to improve the customer experience and the quality of the value we provide so that we become their growth partner of choice.

Employee Engagement (EE)

The Fujitsu Group's greatest management resource is its employees, who are the source of the value we provide 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 sense of achievement with relation 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 flagged Employee Engagement as one of the non-financial indicators used to measure the sustainable growth of the Fujitsu Group. Fujitsu defines Employee Engagement as "an indicator showing the degree of employees' motivation and attachment to work and their willingness to contribute independently in harmony with the company's direction and purpose." Employee Engagement can also be seen as an indicator of the extent to which the Fujitsu Group has the necessary human resources and other capabilities, including the right organizational culture, to gain the trust of customers as a DX partner. We have set a target value for employee engagement of 75, benchmarked against other companies around the world. To reach this target, twice a year we run globally standardized surveys of employee engagement that enable us to promptly gauge our organizational culture and identify changes in our employee's work styles, opinions and awareness. The survey outcomes are then quickly applied to our management practices. The company-wide score for FY2025 was 71, a 3-point improvement on the previous year. We saw a particularly strong 5-point rise for the

score within Japan as we have stepped up our efforts to achieve our targets, aiming to rank favorably amongst other global companies. Underlying these improvements in our scores is a recognition of the outcomes achieved through independent programs run by different organizations. These outcomes stem from the employee feedback returned by surveys and include a heightened appetite for personal growth and ownership among individual employees, more trusting relationships between workers and their superiors, and improvements in the quality of information distribution by management.
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. We have been working for some time to establish platforms for improved engagement built around interaction and trust across the entire company. Specific measures include running Town Hall meetings and the use of the "Open Talk" communication tool to provide ample opportunities for organization leaders and their members to openly exchange views. This has been supplemented since the last fiscal year by a deeper focus on initiatives, built on these platforms, to visualize organization-specific issues based on the analysis of survey results and to provide support tailored to the organization's circumstances. Specifically, these initiatives use issue visualization tools that employ Fujitsu Laboratories' technology and AI to clearly reveal the fundamental structures of issues, something not achievable using correlation analysis alone. This helps us to formulate data-driven improvements that are not dependent on experiences or intuition. In addition to improvements coming out of workplaces, we have also initiated an approach aimed at management-level issues that involve systems and structures that are difficult to resolve at the individual workplace level.
Our aim going forward is to continue promoting even more data-driven cycles of improvement using technology and AI by collecting and disseminating the knowledge and successful case studies that emerge from these initiatives. We also intend to continue working to further improve employee engagement by resolving issues relating to the working environment, including the systems and structures common to the entire company.



Employee Engagement
FY2023 results



Employee Engagement
FY2024 results



Employee Engagement
FY2025 results



Employee Engagement
FY2025 target

Diversity Leadership (Ratio of female 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."
With this in mind, our goal is to create innovation, enhance our corporate value, and contribute to a trusted society. We aim to achieve this by recruiting the human resources that are indispensable for Fujitsu's continued growth due to the multi-faceted individualism, capability and potential of each and every employee, as well as their diversity and specific expertise, and making the best possible use of the value they bring to the company.



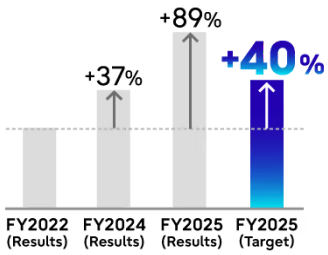
Ratio of female in leadership roles

Gender-related programs are an important management issue and one of the non-financial indicator KPIs when it comes to drawing the greatest possible value from our human resources. This is why we have programs aimed at achieving a ratio of 30% of women at the leadership level by FY2030. That figure stood at 18% at the end of FY2025.

The Fujitsu Group will continue to implement multi-layered initiatives such as workshops encouraging career ownership, training programs that promote changes in the thinking of managers at all levels, programs that provide opportunities for employees to shadow senior managers, and an enhanced mentoring system. Based on our proposed Work Life Shift framework, we are also working to improve our employees' well-being by promoting diverse and flexible work styles. While recognizing the innovative work styles premised on the use of AI, we also want to ensure that our staff receive all the support they need both to develop their careers and cope with life events. Through these initiatives, Fujitsu supports all its employees to grow and meet the challenges they face, bringing together their diverse perspectives and strengths within the organization so that we generate a virtuous cycle of maximized human resource value and well-being. In this way, we are continually working to promote the formation of a corporate culture in which these things can be achieved.

Per capita productivity

In FY2023, the Fujitsu Group adopted "per capita operating income" as a productivity indicator, setting an increase of 40% on FY2022 levels as our target for the end of FY2025. To this end, we promoted innovation on two fronts: reinforcing existing business models, and creating new value.
Within Fujitsu, particularly in recent years, we have seen an acceleration in initiatives founded on creating results and practical outcomes. In the business sector, AI-driven transformation of development processes is underway, and the active use of generative AI and development support tools is leading to improved development productivity, primarily in the area of delivery. These innovations deliver improvements in both quality and speed and also help to boost profitability.
Within Fujitsu, we are deploying AI agents across functions such as sales and management to redesign internal processes, driving both productivity gains and higher-quality decision-making. These advances are not limited to specific sectors, but are permeating the company. The combination of increased business efficiency and the creation of added value is producing consistent results.



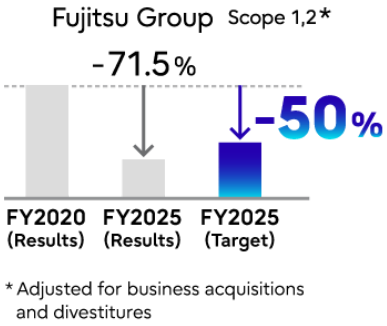
Per capita productivity in service solutions

In addition, the knowledge gained through these practical applications within Fujitsu are systematically captured and codified as " best-practice frameworks", enabling their reuse and continuous refinement across the organization. At the same time, these frameworks also serve as the foundation for data and AI-driven offerings and consulting services, allowing us to translate internal transformation experience into tangible value for our customers.
As AI-driven business transformation continues to accelerate, we expect to see quick wins drive broader adoption while generating strategic use cases with long-term business impact. These trends will establish a virtuous cycle in which best-practice frameworks, technology, and human capital continuously reinforce one another, driving sustainable productivity gains and enabling scalable, repeatable models for value creation.

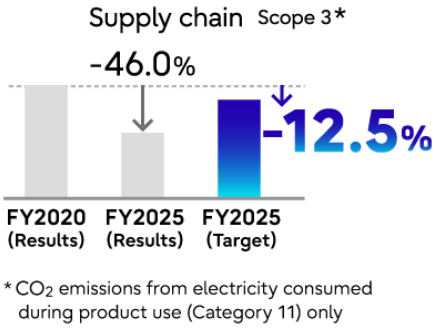
Reduction of GHG Emissions

The Paris Agreement (COP21) adopted in 2015 set out a long-term, shared global goal to hold the rise in average global temperature to well below 2℃ above pre-industrial levels and pursue efforts to limit it to 1.5℃. It also set the goal of carbon neutrality by the second half of this century. Subsequently, following a review of climate change impacts (loss, damage, etc.) based on the latest scientific evidence, the Glasgow Climate Pact adopted at COP26 effectively positioned the 1.5°C goal as the global target and confirmed the need to achieve net-zero emissions around mid-century (around 2050). In response to these rapid changes, the Fujitsu Group announced a target to achieve net-zero for GHG emissions across its supply chain by FY2040, with an interim target of net-zero equivalent for GHG emissions in Fujitsu's own business activities by FY2030. To

achieve our carbon neutrality goals, we have formulated and are progressively implementing our Environmental Action Plan Stage XII which sets out specific targets for the five years period from FY2026 to FY2030.



* Adjusted for business acquisitions and divestitures



* CO_2 emissions from electricity consumed during product use (Category 11) only

Looking ahead to 2030 from a medium- to long-term perspective, the Fujitsu Group's materiality identifies two categories of key issues that must be addressed in order to achieve sustainable growth: "Essential contributions" and "Fundamental for achieving sustainable development". In the area of "Essential contributions", Fujitsu, centered on its Uvance business, is committed to provide customers and society with value that contributes to "Planet: Conservation of the global environment", "Prosperity: Developing a digital society", and "People: Improving people's well-being". With regard to "Planet: Conservation of the global environment", we have identified "Climate change (Carbon neutrality)", "Resource circulation (Circular economy)", and "Living in harmony with nature (Conservation of biodiversity)" as key challenges. Fujitsu has also established indicators to specifically measure and track its contribution to solving these challenges, including climate change mitigation and achieving a carbon-neutral society, and is actively addressing them as part of its non-financial indicators.

Non-Financial Indicators (From FY2026 Onward)

Introduction

The Fujitsu Group has established Customer NPS®, Employee Engagement, and Diversity in Leadership as indicators that support business growth. Fujitsu has also established the GHG Emissions Reduction Rate as an indicator of its corporate social responsibility. In addition, Fujitsu has positioned Per Capita Productivity as an outcome indicator of highly efficient management enabled through AI-driven transformation. The targets for FY2026 are described below.

Customer NPS® (*1)

Indicator description	Customer Net Promoter Score (Customer NPS®) (*1) is an indicator used to objectively evaluate customer loyalty, the trust-based relationship between Fujitsu and its customers. Unlike temporary satisfaction with a product or service, customer loyalty provides a useful measure of customers' affinity for Fujitsu and their intention to make repeat purchases. Fujitsu has identified Customer NPS® as one of its key non-financial indicators in order to realize customer-centric management. By listening carefully to customer feedback and providing services and solutions that exceed expectations, Fujitsu seeks to enhance the value of the customer experience. We believe that this positive cycle contributes directly to the sustainable enhancement of Fujitsu's corporate value. Through its transformation into a technology partner that continuously delivers value to customers, and taking the competitive environment into account, Fujitsu intends to further strengthen its trust-based relationships with customers.
FY2026 Target	+5 points compared with FY2025
FY2030～35 Target Level	Targets for FY2030～2035 are under ongoing review

- (*1) NPS®: Net Promoter, Net Promoter System, Net Promoter Score, NPS, and the emoticons used in connection with NPS are registered trademarks or service marks of Bain & Company, Fred Reichheld, and NICE Systems, Inc.

Employee Engagement (EE)

Indicator description	The Fujitsu Group's most important management resource is its employees, who are the source of the value delivered to customers. Highly engaged employees provide high-quality services to customers, while positive customer feedback enhances employees' sense of accomplishment. Fujitsu therefore believes that improving the engagement of every employee contributes to the growth of both individuals and the Fujitsu Group. Based on this belief, Fujitsu has established Employee Engagement as one of the indicators used to measure sustainable growth. Fujitsu defines Employee Engagement as "An indicator representing employees' motivation and attachment to work and their willingness to contribute independently in harmony with the company's direction and purpose". Going forward, Fujitsu will continue to accumulate and share knowledge and successful practices derived from these initiatives, while further advancing data-driven improvement cycles through the use of technology and AI. At the same time, Fujitsu will continue addressing workplace-related issues involving company-wide systems, frameworks, and processes in order to further improve employee engagement.
FY2026 Target	75
FY2030～35 Target Level	A level referenced against relevant global benchmark indicators from engagement surveys

Diversity in leadership

Indicator description	Based on the Fujitsu Way, the Fujitsu Group aims to foster a corporate culture powered by diversity and inclusion. At the heart of this vision is the realization of: "An equitable and inclusive organization where everyone can contribute as their authentic selves while feeling a sense of belonging". In today's environment, where values are becoming increasingly diverse and social issues are growing more complex, sustainable innovation and value creation require decision-making and collaboration among leaders with diverse perspectives, experiences, and working styles. Recognizing this, Fujitsu has established the Ratio of women in leadership roles as one of its non-financial indicators.
FY2026 Target	Ratio of women in leadership roles 20%
FY2030–2035 Target Level	Ratio of women in leadership roles 30%

Greenhouse gas (GHG) emissions reduction rate

Indicator description	Since the adoption of the Paris Agreement in 2015, the objective of limiting global temperature rise to 1.5°C became the de facto global target through the COP26 Glasgow Climate Pact, and achieving net-zero emissions around 2050 has become a shared international goal. In response, Fujitsu has established a target of achieving net-zero greenhouse gas emissions across its entire value chain by the end of FY2040, while also setting a target of achieving net-zero emissions from its own business operations by the end of FY2030. The GHG emissions reduction rate is a key indicator used to measure progress toward these objectives. Through this indicator, Fujitsu is contributing to the realization of carbon neutrality and actively supporting the creation of a sustainable society.
FY2026 Target	• Scope 1 and Scope 2：Reduction of 60% or more compared with FY2020 levels • Scope 3 (all categories): Reduction of 25.2% or more compared with FY2020 levels
FY2030～40 Target Level	• Scope 1 and Scope 2: Net-zero GHG emissions from business operations by the end of FY2030. • Scope 3: Net-zero GHG emissions across the entire value chain by the end of FY2040. Fujitsu's target has obtained SBTi (*2) Net-Zero Standard validation. Interim targets for FY2030 and FY2035 have also been established by backcasting from the FY2040 net-zero target and are aligned with the Paris Agreement's 1.5°C pathway. 【Science Based Targets】 Reduce GHG emissions from business sites (Scope 1 and Scope 2) and across the entire value chain (Scope 3) by more than 90% compared with FY2020 levels by FY2040 (*3).

- (*2) SBTi (Science Based Targets initiative): An initiative jointly established in 2015 by organizations including the United Nations Global Compact and the World Resources Institute (WRI).
- (*3) The remaining 10% or less of residual emissions will be removed and stored through measures such as Direct Air Capture (DAC) technologies and carbon sequestration through afforestation.

Per capita productivity

Indicator description	Per capita productivity is an indicator that measures how each employee's contributions translate into the company's overall profitability. It thus reflects the Fujitsu Group's ability to create value for customers. The indicator is calculated using actual results for adjusted operating profit per employee. Improvement in this indicator reflects a state in which company-wide business transformation enabled by AI, together with employee capability development initiatives, contributes to profitability. By enabling employees to generate greater added value, Fujitsu aims to maximize the value delivered to customers while achieving sustainable corporate growth. Looking toward FY2026, Fujitsu will further accelerate AI-driven business transformation and strongly promote productivity improvements. The company will rapidly implement Quick-Win initiatives through the application of AI to existing operations and expand successful practices across the organization to generate tangible results at an early stage. Through these efforts, Fujitsu will enable employees to adopt new AI-enabled ways of working and establish a framework in which practical knowledge, technology, and talent continuously circulate and reinforce one another. This will strengthen highly repeatable value-creation models and support sustainable productivity improvement, contributing to achievement of the FY2026 target.
FY2026 Target	Calculated from actual results as an outcome indicator. The target level will be linked to the review of financial indicators.

Related link:

- Non-Financial Indicators

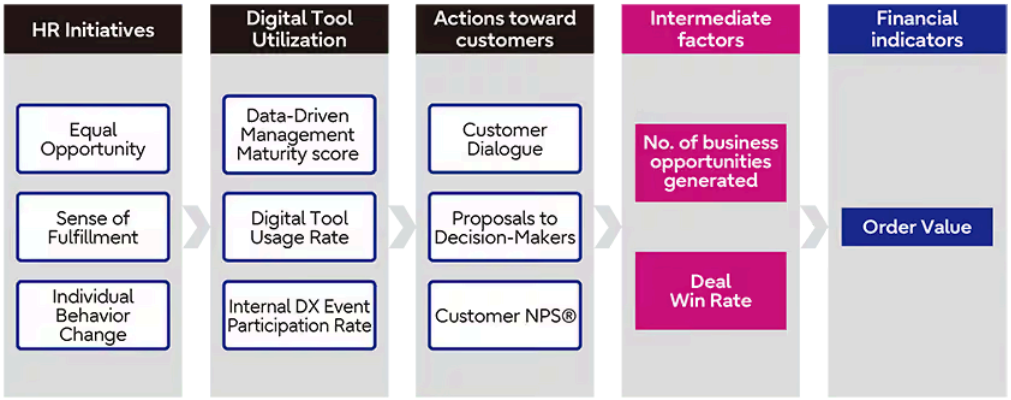
Understanding the relationship between financial and non-financial indicators

The Fujitsu Group positions non-financial activities as important drivers of medium- to long-term corporate value enhancement, based on its corporate value creation story. To increase the effectiveness of these activities, Fujitsu is conducting analyses of the relationship between financial and non-financial indicators with the aim of understanding the pathways through which non-financial activities contribute to financial outcomes and utilizing these insights in management initiatives and organizational operations.
In this analysis, corporate functions such as the market-facing organization, each of the corporate functions such as Human Resources and Finance, and Fujitsu Research, and other related departments collaborate to develop hypotheses describing the pathways from non-financial activities to financial outcomes and validate them using causal inference methodologies. In particular, the analysis examines how factors such as improvements in employee engagement resulting from personnel initiatives, and the use of digital tools influence financial results through customer-facing activities and interactions.

Results of causal analysis of financial and non-financial indicators

In the FY2025 analysis, we confirmed that non-financial factors such as digital tool usage and changes in employee behavior, as well as customer dialogue and proposal activities, relate to value of orders through intermediate factors, or financial leading indicators, such as the number of new business opportunities created and opportunity conversion rates.
Specifically, employees' perceptions of equal opportunity and a sense of fulfillment encouraged autonomous behavioral change and promoted use of digital tools, demonstrating the relationship between increased opportunities for customer dialogue and more advanced proposal activity.
It further indicated that these activities and Customer NPS® (*1) may contribute to increased orders through the number of new leads created and higher deal win rates.
Note that this analysis was carried out based on certain hypotheses, using financial and non-financial data from certain Fujitsu business operations. These results may not be equally applicable to all business fields and there is no guarantee that the same results can be obtained in future. However, the analysis provided important insights into the mechanisms linking non-financial activities with financial performance.

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Results of the Causal Relationship Analysis (FY2025 Actual Results)

Future enhancement and use in initiatives

The Fujitsu Group aims to apply these analysis results in management and frontline decision-making. Currently we are expanding existing data to include indicators that provide an understanding of specific employee behavior and sales activities, such as customer touchpoints and AI usage, learning opportunities, and participation in major events. By accumulating this data and expanding the scope of analysis, we will seek to identify which behavioral indicators contribute to an uplift in financial results, and then reflect them in future initiatives.
Insights gained through this analysis will also be reflected in talent development, AI and digital tool use, and improved customer approaches, and the effectiveness of such initiatives will be continuously reviewed.

Cross-Talk with Project Members

Members of the Financial and Non-Financial Analysis Project discuss the connections between financial and non-financial indicators and share new insights into value creation revealed through their analysis.

- Uncovering a New Equation for Enhancing Corporate Value

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 2 main aspects. One aspect is contributing to value creation through the development and utilization of an intellectual property portfolio, including the acquisition of intellectual property rights for the Fujitsu Group's intellectual capital.
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.

Reduction of Risk of Damage to Value

One important way to reduce the risk of losing corporate value is by protecting intellectual property. Other parties' infringements 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 possible infringement 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 reduction of risk of damage to value

Intellectual Property Organization Structure

The Intellectual Property Organization (the Intellectual Property Division) forms part of the Legal and Intellectual Property Unit and reports to the General Counsel. It comprises the Intellectual Property Management Department, which oversees and manages the company's intellectual property activities 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.

Collaboration between the Intellectual Property Division and Business Divisions

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 where international standardization should be actively utilized. Furthermore, to enhance the added value of 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.



Intellectual Property Organization Structure



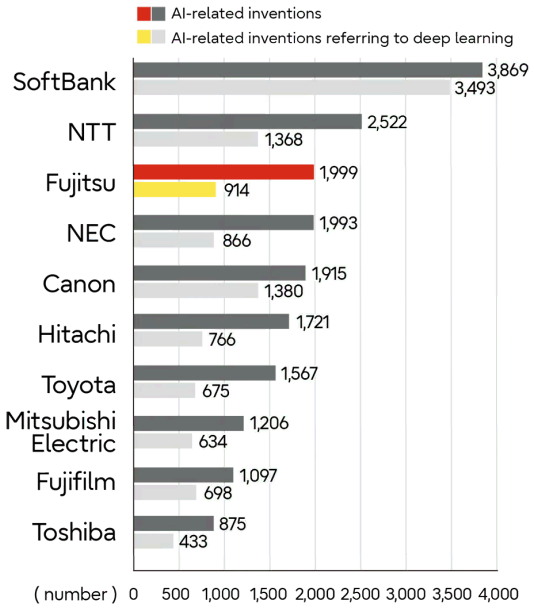
Fujitsu Group Global Collaboration

IP activities

Fujitsu's key strategies are sustainability-driven, as set out in the Medium-Term Management Plan launched in May 2023. As part of its investment in intellectual property, Fujitsu has focused on its 5 Key Technology Areas (5KTAs). Under the Long-Term Vision 2035 announced in May 2026, the company is further advancing these efforts. In addition to continuing its focus on the 5KTAs, particularly AI and Computing (Quantum), Fujitsu manages patents and other intellectual property rights with future utilization in mind and while taking competitors' activities into account, thereby securing the competitive advantage of its technologies. Fujitsu also acquires trademark rights aligned with the 5KTAs and its product portfolio to enhance brand value, while monitoring trademark applications, company names, and domain names around the world and taking measures to protect the Fujitsu brand from infringement and other forms of misuse.
The following section introduces the objectives of Fujitsu's intellectual property activities—including building its intellectual property portfolio, contributing to global standards and rulemaking, and promoting open innovation—as well as examples of how these activities contribute to addressing a wide range of sustainability challenges.

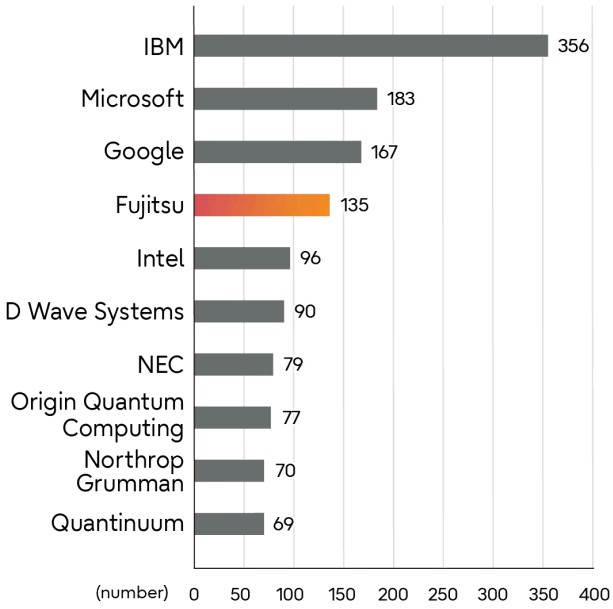
Developing an intellectual property portfolio

Fujitsu has expanded the proportion of its intellectual property portfolio dedicated to its 5 Key Technology Areas (5KTAs) by focusing on these areas, particularly AI and Computing (Quantum). As a result, Fujitsu ranked third in Japan for AI-related patent applications in the Japan Patent Office's Survey of AI Patent Application Trends (published in October 2025), and ranked first among Japanese companies (fourth globally) in the European Patent Office's ranking of applicants by the number of International Patent Families in the Computing (Quantum) field. Under the Long-Term Vision 2035, Fujitsu is further optimizing and restructuring its patent portfolio in line with changes to its business portfolio. In addition to continuing to focus on the 5KTAs, particularly AI and Computing (Quantum), the company is developing its patent portfolio with future utilization in mind while taking competitors' activities into account. We will continue to support the implementation of sustainability-driven key strategies within the Fujitsu Group through an intellectual property portfolio designed with future business utilization in mind.



Number of patents filed for AI-related inventions by applicants (application years: 2014–2023)

Source: Created by Fujitsu based on data published in the Japan Patent Office (JPO) report, "Survey on the Filing Status of AI-related Inventions".



Leading Applicants by Number of International Patent Families (IPFs) in Quantum Computing (Publication Years: 2005–2024)

Source: Created by Fujitsu based on data published in the European Patent Office (EPO) report, "Mapping the Global Quantum Ecosystem, 2025".

- **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-voltage technologies. In order to build sustainable AI and HPC infrastructure, Fujitsu is developing an IP portfolio that features Fujitsu's 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. In addition, an invention relating to arithmetic processing technology that helped enhance the performance of the K computer and the Fugaku supercomputer received the Prime Minister's Award at the National Commendation for Invention.

- **FUJITSU-MONAKA: Fujitsu**
- **An invention relating to arithmetic processing technology that contributed to improving the performance of the K computer and the Fugaku supercomputer received the Prime Minister's Award at the National Commendation for invention**

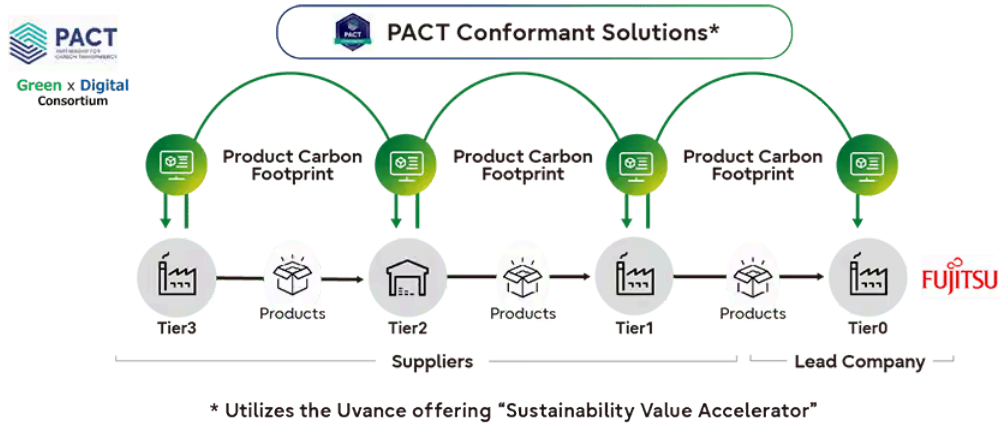
Global standardization activities and rulemaking

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 net zero across the value chain

Activities:
Fujitsu participates in the WBCSD/PACT (Partnership for Carbon Transparency) initiative and serves in a leadership role in the Green x Digital Consortium. In addition, as a Platinum Member of The Open Group, Fujitsu actively participates in the OPEN FOOTPRINT™ Forum (OFP)(*1). Through these activities, Fujitsu is leading international and domestic rulemaking for intercompany data sharing and visualization of greenhouse gas (GHG) emissions across the global supply chain. By driving the global implementation of intercompany data sharing, Fujitsu aims to achieve net zero across the value chain.
Achievements:
Fujitsu is leading global efforts toward achieving net zero across the value chain by 2040 through intercompany data sharing of Product Carbon Footprint (PCF) information using primary data from suppliers. In 2024, Fujitsu collaborated across borders with 45 global suppliers in Japan, the United States, France, Taiwan, South Korea, and other countries. Through the Uvance offering Sustainability Value Accelerator, a PACT-compliant solution, the company enabled the exchange of PCF digital data based on internationally recognized de facto standards, accelerating initiatives toward achieving net zero by 2040. Today, this solution is being adopted by customers across a wide range of industries. It enables companies to accurately evaluate suppliers' carbon neutrality efforts, improve the accuracy of PCF calculations, and support the realization of a sustainable society by advancing from GHG emissions visualization to emissions reduction.
In addition, the OPEN FOOTPRINT™ Forum (OFP) has established the world's first open data model standard to support integrated GHG emissions management across industries and throughout the value chain. In September 2025, Fujitsu led the publication of the Business Guide for the GHG emissions data model (*2). Following the signing of a memorandum of understanding (MOU) between WBCSD/PACT and OFP in November 2024 to ensure interoperability, Fujitsu—through its participation in both initiatives—will continue to promote sustainability transformation (SX) and contribute to carbon neutrality and broader societal transformation through collaboration with suppliers.

- (*1) : OPEN FOOTPRINT is a trademark of The Open Group.
- **(*2) : The OPEN FOOTPRINT™ Business Guide #G259**



Fujitsu PACT Implementation Program

Open innovation

To help address societal challenges, the Fujitsu Group is promoting open innovation by introducing new licensing schemes, as well as the FUJITSU Technology Licensing Program™ for SDGs, an initiative that enables companies and academic institutions to leverage intellectual property, including patents and know-how, that contributes to achieving the Sustainable Development Goals (SDGs).

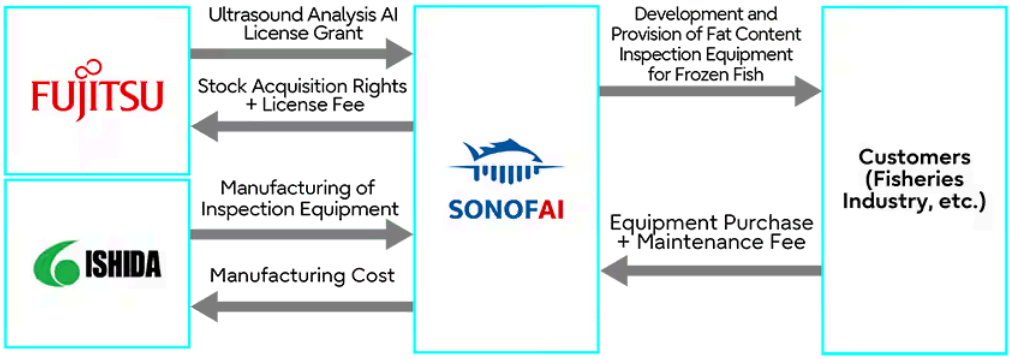
Open innovation through the use of intellectual property

The Fujitsu Group is promoting open innovation through the use of intellectual property. In addition to supporting partners in identifying the intellectual property best suited to their needs, Fujitsu proposes licensing schemes tailored to each partner to facilitate the utilization of its technologies.

World's first frozen albacore fat content inspection system equipped with ultrasonic analysis AI technology

Sonofai Inc., a Shizuoka-based startup that develops equipment for passing on the skills of master craftspeople through digital technologies, began domestic sales in June 2025 of Sonofai T-01, an automated inspection system equipped with AI that determines the fat content of frozen albacore tuna. The system was jointly developed by Sonofai Inc., Fujitsu, Ishida Tech Co., Ltd., a manufacturer and distributor of food processing equipment, and Tokai University (Shizuoka Campus) for use by seafood processors, fisheries cooperatives, and other customers. Under the licensing arrangement, Fujitsu adopted a licensing scheme that includes the acquisition of stock acquisition rights, enabling Sonofai to promote its business utilizing Fujitsu's ultrasonic analysis AI technology.

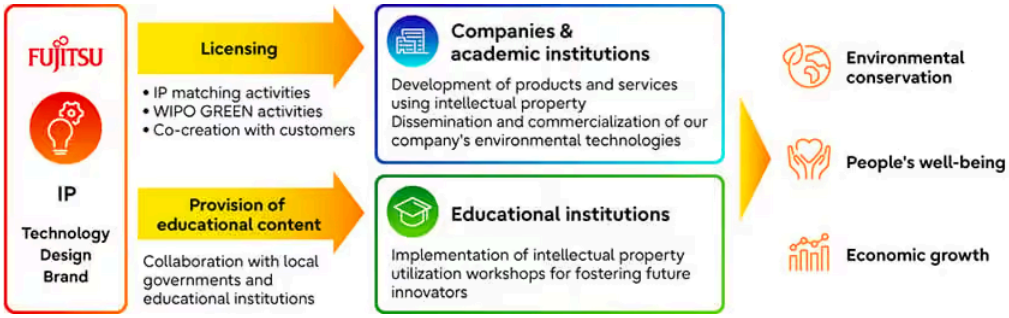
- **Sonofai launches the world's first device powered by Fujitsu's Ultrasound Analysis AI technology for inspecting the fat content of frozen albacore tuna: Fujitsu**



Business scheme

FUJITSU Technology Licensing Program™ for SDGs

Through collaborations under WIPO GREEN, a framework for technology transfer in environmental technologies, intellectual property matching activities with national and local governments, financial institutions, and universities, intellectual property creation education initiatives in partnership with educational institutions, and the use of brand and design to promote an inclusive society, the Fujitsu Group is expanding opportunities for its technologies to be utilized throughout society while contributing to environmental conservation, well-being, and economic growth. Fujitsu believes that continuing these initiatives also contributes to the creation of a wide range of intangible assets, including enhancing the Fujitsu Group's reputation in the global community and strengthening employees' incentives to innovate.

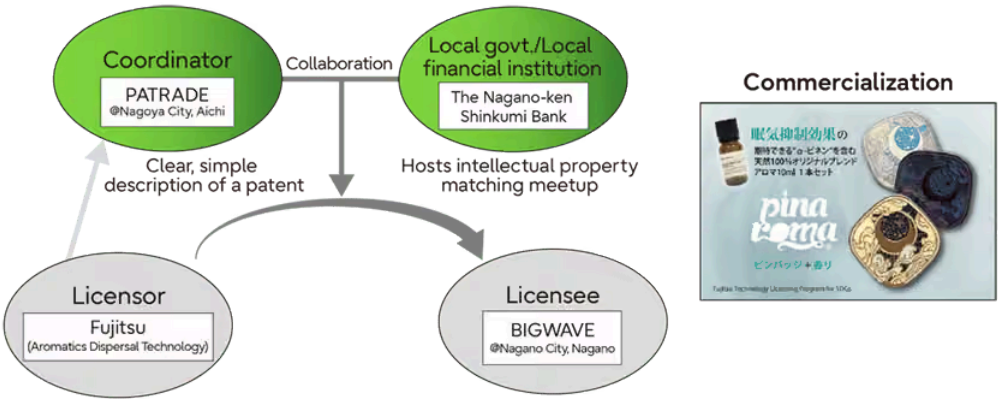


FUJITSU Technology Licensing Program™ for SDGs

Specifically, by introducing Fujitsu's patented technologies at intellectual property matching events organized by local governments and financial institutions, the Fujitsu Group licenses its technologies to a wide range of companies and universities, enabling them to create new products and services that help address societal challenges. In addition, Fujitsu conducts intellectual property workshops for students using its technologies as teaching materials, as part of its efforts to foster the next generation of innovators.

Example of technology licensing to another company: "Fragrance Diffusion Technology"

"Pinaroma" Fragrance Pin Badge (BIGWAVE Co., Ltd.)
BIGWAVE Co., Ltd., a badge manufacturer based in Nagano City, has launched pinaroma, a fragrance pin badge incorporating a fragrance chip infused with essential oils. The product originated through a collaboration between PATRADE Co., Ltd. and the Nagano-ken Shinkumi Bank, and incorporates Fujitsu's open patent Fragrance Diffusion Technology into the badge's structure.



Example of collaboration with PATRADE and the Nagano-ken Shinkumi Bank

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, the BANI era(*1) is here, bringing sweeping changes that challenge conventional thinking. It is therefore incumbent upon us, as a member of the global community, to generate positive impacts for society by engaging in business activities aimed at resolving environmental, societal and economic problems, under the initiative of senior management. 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 2026, the committee comprises corporate executives and SVPs appointed by the Fujitsu CEO, and is chaired by the CEO with the Corporate Vice President acting as Vice Chairperson. (As of May 2026, the committee has 19 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 Fujitsu Way, and will include boosting our efforts in non-financial areas. These include respect for human rights, acceptance of diversity and equality, 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 2026. To date, the meetings have been characterized by lively discussions on topics such as non-financial indicators and future operational methods as we aim to implement materiality in order to contribute to the realization of a net positive society by 2030, where technology and innovation create a positive impact on society as a whole. In fiscal 2026, the committee reviewed and discussed revisions to materiality to comply with sustainability disclosure standards, align with the new Medium-term Management Vision, and to adapt to changes in the external environment. Based on these discussions, the newly identified materiality was reported to the Independent Board of Directors through the Management Council. The status of sustainability management was shared with External Directors and Auditors. In addition, interviews and exchanges of views were conducted with them during the review of the new materiality, and the results of the review were subsequently reported. As described above, the Board of Directors oversees the progress of sustainability management, further strengthening the overall supervision framework.



System Chart

- (*1) BANI : Acronym for Brittle, Anxious, Nonlinear, Incomprehensible coined by Jamai Cascio from the Institute for the Future (IFTF) as a keyword to characterize the current world
- (*2) The Fujitsu Group 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 (international and regional society).

Main topics of discussion in the Sustainability Management Committee (Fiscal 2025)

- Revision of materiality and “Business = Sustainability” transformation
- Simplification of materiality and its integration into the Fujitsu-wide strategy
- Enhancement of non-financial KPIs (re-design of long-term goals and indicator system)
- Validation of financial and non-financial cause analysis and establishment of management activities
- ESG Assessments and Summary Report findings and identification of challenges
- Summary of Global Responsible Business and integration into the new materiality

Reference :

- **Materiality**