

Social

Respecting human rights, fostering an environment where diverse talent can thrive, and providing trusted technologies and services to help realize a society where people can live with peace of mind and prosperity.

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Human Rights

Our Approach

Code of conduct

The values shared across the Fujitsu Group are set out in the Fujitsu Way, and the very first principle in its Code of Conduct is "We respect human rights". This demonstrates Fujitsu's clear commitment to making respect for human rights a fundamental principle underpinning all our corporate activities. By ensuring that all Fujitsu Group employees demonstrate this commitment through their day-to-day actions, we can be confident that our management is founded on respect for human rights.

Human Rights Statement

In 2014, the Fujitsu Group released the "Fujitsu Group Human Rights Statement" and revised it in 2022. It states that senior management is committed to upholding international norms on human rights, complying with laws and regulations, conducting ongoing human rights due diligence, and engaging in dialogue with stakeholders. We are disseminating the Human Rights Statement throughout Fujitsu Group companies, and we also request our major suppliers to understand and comply with it. Fujitsu Group has publicly expressed its support for the 10 principles of the United Nations Global Compact(*1) which are based on universal principles regarding human rights and rights at work, such as United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. We have also made public announcements regarding the Modern Slavery Acts passed in the UK and Australia.

- (*1) Ten principles of the United Nations Global Compact :
  The compact identifies 10 principles that corporations should uphold in four areas: human rights, labor practices, the environment and anti-corruption.

- **[PDF] Fujitsu Group Human Rights Statement**
- **Modern Slavery Statement (UK)**
- **Modern Slavery Policy (Australia)**

Organizational Structure and Regular Reviews

A Division dedicated to Human Rights has been established within the CEO Office, which reports directly to the President. This group promotes activities that address human rights issues across the value chain in collaboration with corporate and business divisions. The group has established a system of regular meetings with human rights personnel in each region to promote global initiatives.
Activities are reported to and discussed by the Sustainability Management Committee (chaired by the CEO), and the results are then shared with the Executive Management Council and the Board of Directors.



Structure for Promoting Activities Aimed at Resolving Human Rights Issues

Conducting Human Rights Due Diligence

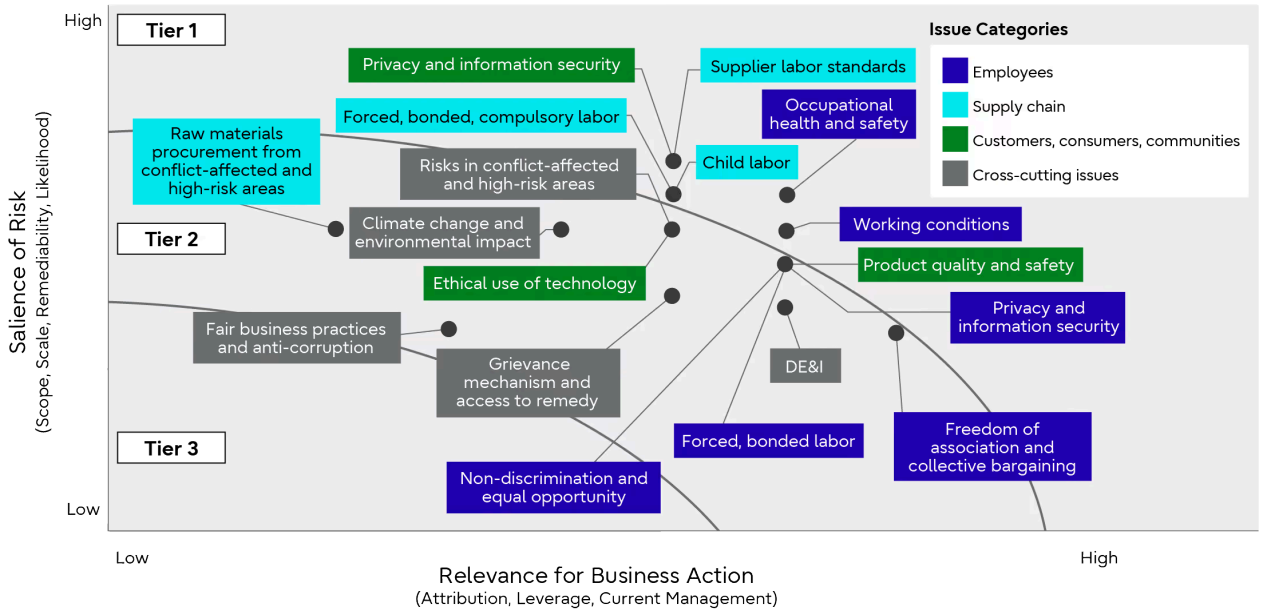
In accordance with the "Fujitsu Group Human Rights Statement," the Fujitsu Group promotes human rights due diligence across its global value chain to identify actual and potential adverse human rights impacts associated with our business activities, implement measures to prevent and mitigate such impacts, and regularly monitor the effectiveness of these measures. Information on these activities is disclosed through our Integrated Report, Sustainability Data Book, and other public disclosures.
In addition, when undertaking a new corporate acquisition, we carry out due diligence from a sustainability perspective, including human rights considerations. We also work to mitigate any risk of human rights violations and ensure that the Fujitsu Group's human rights initiatives are effectively implemented throughout the acquired organization.



Human Rights Respect Promotion Framework

Assessment of Human Rights Impacts

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



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

Initiatives to Prevent or Mitigate Negative Human Rights Impacts

Supply Chain

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

- Supply Chain

Supply chain work environment

Risks	• Risks associated with services procurement for IT services: Risk of difficulty in achieving improvements in working conditions due to long work hours and lack of freedom of association for contractors to whom IT services are outsourced • Risks associated with hardware procurement: Long working hours for migrant workers in global supply chains, underpayment of wages, inadequate occupational health and safety provision, restrictions on freedom of association, and limited job security
Initiatives	• To develop and announce the "Fujitsu Group Sustainable Procurement Policy," and request that suppliers absorb and comply with the contents. To conduct regular, annual Sustainability Surveys of our major suppliers both in Japan and overseas to verify the status of initiatives
Achievements in FY2025	• Conducted a Sustainability Survey and received responses from 1,240 suppliers

Forced labor and child labor

Risks	• Forced labor risk for foreign workers in Japan's Technical Intern Trainee Program: Risk of restriction on freedom of movement and on communication with the outside world, nonpayment of wages, long work hours, and debt bondage • Child labor risk: Risk that young workers hired through apprenticeships and internship programs are working under abusive labor practices, including long hours, low wages, and inadequate health and safety practices
Initiatives	• The Fujitsu Group prohibits forced and child labor and, as part of the Fujitsu Group Sustainable Procurement Policy, requires suppliers to eliminate forced labor and child labor • We confirmed the status of this initiative through a written survey
Achievements in FY2025	• Conducted a Sustainability Survey and received responses from 1,240 suppliers • Confirmed that there is no forced labor or child labor

Dealing with high-risk minerals

Risks	• Risk of procuring raw materials (copper, cobalt, tin, tungsten, tantalum, gold, etc.) from conflict-affected or high-risk areas • Risk of Fujitsu directly or indirectly supporting conflict and abuse perpetrated by non-state militia groups and private and public security forces as a result of procuring such raw materials • Risks associated with human rights violations, including forced labor and child labor

Initiatives	• Fujitsu Group policy is to eliminate high-risk minerals that fuel conflict, or are associated with forced labor or human rights violations, from Fujitsu Group products, components, and supply chains. The Fujitsu Group conducts regular surveys of high-risk minerals
Achievements in FY2025	• Fujitsu received responses from 61.1% of the suppliers surveyed • Smelters operated by 804 companies were checked, of which 338 were compliant with the RMI-certified Responsible Minerals Assurance Process (RMAP)

Employees

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

Work environment

Risk	• Risk of excessive working hours: The risk that employees may be unable to work in an environment that enables them to grow autonomously and fully utilize their strengths, resulting in imbalanced workloads and chronic excessive working hours. • Risk of harassment: The risk that a weakened foundation of collaboration, mutual understanding and respect for others may reduce psychological safety and hinder communication, giving rise to an increasing likelihood of harassment
Initiatives	• Promote flexible work styles that are not constrained on time or location. Through systems such as tele-work and measures to reduce excessive working hours, improve employee well-being while maintaining high productivity. • Fujitsu is undertaking projects focused on fostering psychological safety with the aim of creating an organization in which employees trust one another and feel comfortable taking on challenges. • To enable a diverse workforce to thrive, we encourage open communication through enhanced labor-management dialogue and internal social networking tools. At the same time, provide more comprehensive employee support programs tailored to major life events and initiatives that assist with employees' work-life balance. • **Social Well-being**

Non-discrimination and equal opportunity

Risk	• The risk that unfair discrimination or unequal opportunities in recruitment, career development, performance evaluation, promotion, compensation, benefits, and other employment practices may arise on the basis of gender, age, nationality, cultural or ethnic background, sexual orientation, gender identity, disability, or other personal characteristics, leading to diminished individual dignity or the loss of fair employment opportunities.
Initiatives	• **Diversity, Equity & Inclusion**

Human Rights Education and Awareness-Building

Education

Fujitsu will continue to provide comprehensive human rights education to all employees and will conduct human rights training that factors in the specific challenges faced by each region.

＜e-Learning on Business and Human Rights＞

- Purpose：To develop an understanding of how to conduct business in a way that respects human rights, and to learn the basics of recognizing and acting on the risks of human rights violations
- Target audience：All employees of the Fujitsu Global group of companies
- Attendance rate：96% (FY2025)

＜e-Learning on AI Ethics＞

- Purpose: To understand the basic principles of AI Ethics, as well as Fujitsu's initiatives and internal rules relating to AI, and to gain an understanding of the risks inherent in AI-driven business and the countermeasures for those risks.
- Target audience：All employees of Fujitsu's group companies within Japan
- Attendance rate：94% (FY2025)

＜e-Learning on Workplace Management＞

- Purpose：Learn the knowledge and mindset essential for workplace management to create a comfortable working environment (information security, harassment prevention, mental health, working time management, etc.)
- Target audience：Employees in leadership roles of Fujitsu Japan's group companies
- Attendance Rate: 98% (FY2024). Following a review of the program content in FY2025, the training was divided into two parts, with the first half only delivered in FY2025. The second half is scheduled for FY2026.

Awareness-raising

Fujitsu and its Group companies in Japan hold human rights training and awareness-raising activities at various times. Specifically, these include training for new hires and staff promotions (including new recruits, career hires, newly appointed executives, and new directors), as well as management training for management staff. We also organize human rights awareness initiatives such as calling for and commending human rights awareness slogans during Human Rights Week and on Human Rights Day. Fujitsu also participates in the Industrial Federation for Human Rights, Tokyo, a voluntary organization through which the many member companies work together to deepen their understanding of human rights issues. Through this participation, we aim to embed respect for human rights as part of our corporate culture and engage in activities that help to raise societal awareness from a corporate perspective.

Human Rights Day 2025	To commemorate Human Rights Day, Fujitsu implemented a range of internal initiatives globally, including distributing a message from the Chief Sustainability and Supply Chain Officer (CSSO) and launching a dedicated web page. These initiatives allowed employees to deepen their understanding of the human rights issues that arise from climate change, technological advancement, and global value chains, and reaffirmed the importance of everyone conducting responsible business activities that help to build a society in which human rights are respected.

Customers and End Users

The Fujitsu Group is committed to fulfilling its responsibilities as a developer and supplier of AI and other digital technologies by appropriately managing and mitigating potential human rights risks, including those related to privacy and data security. To this end, we conduct our business with due consideration for ethical issues and strive for business activities that respect human rights throughout our value chain.

Privacy and Data Security

Risk	• The risk that personal privacy and data protection rights may be adversely affected if appropriate consent is not obtained • The requirement to comply with laws and regulations protecting personal information in different countries and regions, and to strengthen data protection across the entire supply chain • The risk of ending up in a situation where customer and/or end-user data and information is exposed to cyber attacks, unauthorized access, or information leakage • The data security risks arising from vulnerabilities in products and services

Initiatives	• Fujitsu established a global personal information protection framework and promotes compliance with applicable laws and regulations worldwide, including the EU's General Data Protection Regulation (GDPR). • Ongoing implementation of operation based on the Plan-Do-Check-Act (PDCA) principle, along with audits, inspections, and training based on our information protection management system • The use of tools such as information management dashboards to visualize vulnerabilities and information management risks, enabling corrections and early-stage improvements based on the severity level. • To protect customers who use Fujitsu products and services, we are progressing the centralized management of vulnerability and other data, and working to strengthen our incident response systems. • **Information security**

Initiatives on AI Ethics

In recent years, there have been rapid developments in artificial intelligence (AI), including generative AI, AI agents, and physical AI. These developments have the potential both to bring significant changes to people's lives and to society, and could also offer new ways of resolving societal and environmental issues. At the same time, as AI becomes more widely used, it is likely that we will need to put considerable thought into ways of reducing its negative impacts.
The Fujitsu Group has long advocated a 'human-centric' approach, which argues that information technology should fundamentally be used to focus on, and to benefit, people. Consistent with this stance, we believe that companies involved in the research, development, provision and operation of AI have a responsibility not only to pursue convenience, but also to strive to make the use of AI safe, secure and trustworthy.
As part of this effort, the Fujitsu Group has established and publicly released the "Fujitsu Group AI Commitment". The Fujitsu Group, which carries out AI related businesses such as research, development, provision and operation activities, prioritizes the communication with a wide range of stakeholders in the community, including users and consumers, so that we distribute the enormous value of AI to society. Based on this commitment, the Fujitsu Group continues to undertake ongoing AI Ethics initiatives.

- **[PDF] Fujitsu Group AI Commitment**

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

Emerging Risks
The Ethical Risks of Utilizing AI

Description	The Fujitsu Group has been engaged in AI research, development, provision, and operation since before the 1980s, and has long advocated that information technology should be used in a human-centric way. At the same time, the Fujitsu Group recognizes that the deployment of AI has led to increased technological complexity, including behavior that is difficult to predict and performance variability due to factors such as post-installation retraining. There is also an increasing number of instances where various different stakeholders are involved in the process from the planning and development of AI through to its eventual use. This means that when problems arise, the allocation of responsibility may become more complex. In addition, the rapid pace of technological innovation means that ethical issues and regulatory requirements require ongoing review and reassessment in response to evolving societal demands and environmental changes.
Impact	Factors such as the widespread adoption of generative AI and the emergence of AI agents have also increased the potential for unforeseen AI behavior and inappropriate outputs that could infringe the human rights of users and consumers. Such incidents could in turn pose risks not only of legal liability but also of damage to the Fujitsu Group's reputation. Moreover, if issues such as defects or human rights violations occur when the allocation of responsibilities is unclear, this could increase the risk of disputes and conflicts among those involved. Such incidents could both disrupt business operations and degrade trust in our customers and the broader community, inflicting medium- to long-term impacts on our business. In addition, the EU AI Act of 2024 requires developers, users, and other stakeholders to take strict action based on the level of risk that their AI systems could pose to the enjoyment of human rights. Violations could result in penalties, including fines of up to 7% of total global sales. It is therefore crucial to implement appropriate risk management in the development and operation of AI systems. (As at June 2026)

Mitigating actions	To ensure appropriate handling of AI Ethics risks across all the companies in the Fujitsu Group, we conduct AI Ethics Check for all our AI-related businesses. AI Ethics Check work by categorizing the level of risk and then applying a mechanism for an independent secondary review to products or customer engagements that exceed specified risk thresholds. As well as organizations specifically tasked with AI Ethics, these reviews involve departments that specialize in areas such as human rights and legal functions, so that AI's potential impacts on society are assessed from a range of perspectives. Since FY2025, the Fujitsu Group has been working to establish and strengthen a framework where risk responses are integrated and centrally managed at a system level from three perspectives: AI Ethics Check, Compliance with AI regulations in each country (including compliance with the EU AI Act and other applicable regulations), and AI Safety Assessment. To enable all employees to promptly identify AI ethical risks, the Fujitsu Group is implementing various group-wide initiatives, including avenues such as education and the provision of theme-based learning materials to deepen understanding of the importance and key aspects of AI Ethics. To support the safe, secure and trustworthy deployment of AI in society, the Fujitsu Group has also established the Fujitsu Group External Advisory Committee on AI Ethics. This committee includes external experts and meets regularly to facilitate ongoing dialogue with community stakeholders. As part of efforts to mitigate AI ethical risks in society as a whole, the Fujitsu Group has also been using its membership of AI4People and meetings with government advisory panels to research and review guidelines for the development and use of AI as proposed by the Japanese government and governments of other countries. These risk mitigating initiatives enable the Fujitsu Group management and employees to better recognize AI Ethics risks and appropriately consider the interests of a wide range of stakeholders, including users and consumers. In doing so, we believe we can preserve trustworthiness in AI while practicing sustainable business operations. As a company engaged in AI research, development, provision, and operation, the Fujitsu Group will continue to prioritize engagement with the community and strive to ensure that the enormous potential benefits of AI are shared throughout society.

Promotion and Practical Application of AI Ethics

Based on the Fujitsu Group AI Commitment, the Fujitsu Group conducts ongoing company-wide training and awareness-raising activities to embed and operationalize AI Ethics throughout its business activities. To ensure that AI Ethics practices within the Fujitsu Group are evaluated objectively, the Fujitsu Group has established the Fujitsu Group External Advisory Committee on AI Ethics, composed of external experts. The Fujitsu Group has also put in place a mechanism for sharing discussions and recommendations from the Committee with the Board of Directors, which ensures that AI Ethics initiatives have an integral role as part of corporate governance and undergo ongoing review and improvement. This stems from a recognition that leadership by management is essential to embedding AI Ethics founded on respect for human rights into the Fujitsu Group's corporate culture. Furthermore, we have identified AI Ethics as one of the key topics in the management foundation for the Fujitsu Group's Materiality and regard AI Ethics as a key management issue.

- Fujitsu's AI Ethics Governance
- Fujitsu AI Ethics Karuta (Japanese text only)
- AI Ethics Research - Toward AI safety and its trustworthy materialization
- Fujitsu delivers new resource toolkit to offer guidance on ethical impact of AI systems
- Fujitsu AI Ethics for Fairness
- Fujitsu and Carnegie Mellon University launch joint center for Physical AI

Achievements in FY2025

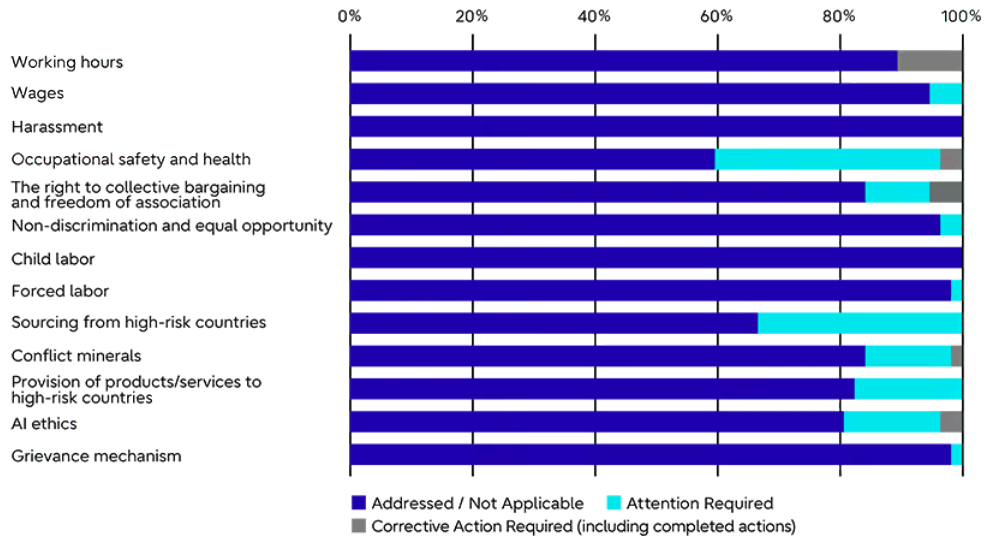
Corporate initiatives focused on AI Ethics, with management's involvement	• The Fujitsu Group held two meetings of the "Fujitsu Group External Advisory Committee on AI Ethics" to receive objective feedback on the Fujitsu Group's AI Ethics initiatives, including human rights initiatives, from external experts. • We share the activities for FY2025 and the minutes and recommendations of the above mentioned External Advisory Committee at meetings of the Board of Directors.
Integration of AI Ethics within the Group through AI Ethics training and practice	• The Fujitsu Group conducted an e-learning course on "AI Ethics" for the Fujitsu Group employees in Japan; 94% of all domestic employees took part. • To prevent discrimination or injustice that may be caused by AI, specialized departments within the Fujitsu Group conduct ethical screening on all AI business project opportunities presented to customers and implement risk mitigation measures according to the type of AI and its application.
Fostering AI Ethics in Society by Sharing The Fujitsu Group's Advanced AI Ethics Initiatives	• As a global company, we are participating in the Reporting Framework for compliance with the International Code of Conduct, which is a direct outcome of the G7 Hiroshima AI Process. • Through the Cabinet Office's "AI Institutional Study Group", we are taking part in discussions on the future of AI regulation as AI technology is adopted in Japan, and we are also participants in the Ministry of Internal Affairs and Communications' "The Conference toward AI Network Society", which debates various issues surrounding AI. • Based on "AI Guidelines for Business" issued by the Ministry of Internal Affairs and Communications and the Ministry of Economy, Trade and Industry, the Fujitsu Group developed "Fujitsu AI Ethics Karuta(*2)", an educational tool designed to make AI Ethics easy to learn and understand. We have since made this tool available to the public for free. We have also conducted a number of workshops aimed at customers and schools.

- (*2) Fujitsu AI Ethics Karuta (Japanese text only)

Tracking the effectiveness of measures

Human Rights Surveys at Group Companies

The Fujitsu Group continuously monitors the progress of initiatives related to respect for human rights at all its Japanese and overseas Group companies. In FY2025, we conducted human rights surveys at 57 Group companies worldwide as part of an initiative targeting all the Group companies. The surveys covered each company's responses to human rights issues affecting employees and the value chain, as well as the operational effectiveness of complaints handling mechanisms. Fujitsu undertakes measures to address any human rights risks identified in these surveys, and also provides human rights education to all employees throughout the Group as one plank of its risk prevention efforts.
We will continue to support the development of preventive and mitigation measures for human rights risks, assist with corrective actions where necessary, and work to strengthen human rights risk governance throughout the Group.



Results of FY2025 Group company human rights surveys

RBA Auditing

The RBA (Responsible Business Alliance) is an international industry body that promotes responsible business conduct across global supply chains in areas such as labor, health and safety, environment, and ethics. The RBA Code of Conduct is a set of standards for responsible behavior that companies must observe, and includes respect for human rights.
Since joining the RBA in 2017, the Fujitsu Group has been working both internally and with suppliers to promote responsible business practices and build responsible supply chains. This includes incorporating the RBA Code of Conduct into the Fujitsu Group Sustainable Procurement Policy.
The RBA Validated Audit Process (VAP) audit is an assessment by third-party auditors to determine whether a workplace is being properly managed in accordance with the RBA Code of Conduct. Fujitsu Group's Kasashima(*3) and Date(*4) server and storage manufacturing factories underwent a VAP audit in FY2025. Both factories attained Gold Status, certifying that they have a safe and secure working environment with high levels of respect for the human rights of their workers. The audit did identify a few exceptions, such as “Inadequate description of the method used for calculating payroll deductions (taxes,

social insurance premiums, etc) in the Notification of Conditions of Employment" (Kasashima factory) and "Minor inconsistencies in compliance and due diligence processes" (Date factory). However, they have all since been rectified and the improvements made currently ensure full compliance with the RBA Code of Conduct.

- (*3) Kasashima factory: located in Kahoku City in Ishikawa Prefecture
- (*4) Date factory: located in Date City in Fukushima Prefecture



Kasashima factory



Date factory

Dialogue with Stakeholders

As part of its human rights due diligence, the Fujitsu Group is engaged in dialogue with internal and external stakeholders, including with external experts.

- **[PDF] Record of FY 2025 Stakeholder Dialogue**
- **[PDF] Record of FY 2024 Stakeholder Dialogue**

Framework for Reporting and Consulting on Human Rights Issues

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

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

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

In FY2025, we undertook the following mitigation and remediation measures for instances of harassment:

- We conducted investigations into the relevant facts while giving due consideration to the privacy of the affected individuals. Where human rights violations were identified based on the Code of Conduct, the Global Business Standards (GBS), and other internal regulations, appropriate remedial measures were provided to the affected individuals, and appropriate personnel actions, including disciplinary measures, were taken with respect to the individuals concerned.
- Human rights education, including harassment prevention training, was provided to all employees across the Fujitsu Group.

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

Since November 2023, the Fujitsu Group has been participating in the Engagement and Remedy Platform, operated and provided by Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), to receive complaints and reports on human rights from a wide range of stakeholders(*5). JaCER aims to provide a non-judicial platform for grievance redress and to act in a professional capacity to support and promote redress of grievances by member companies based on the United Nations Guiding Principles on Business and Human Rights. By accepting complaints through third-party contact points, we aim to promote fairness and transparency in the handling of complaints and promote dialogue and redress more than ever before.

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

- **JaCER "Engagement and Remedy Platform Contact Desk"**

Community Human Rights Initiatives

The Fujitsu Group undertakes community engagement activities worldwide in recognition of the role regional communities play as important stakeholders. By interacting and collaborating with people from a wide range of diverse backgrounds, Fujitsu helps to address social issues and build a sustainable society, while also respecting human rights and the dignity of all individuals and fostering a deeper understanding of diverse values.

- **Community**

Diversity, Equity & Inclusion

Policy

Here at the Fujitsu Group, we have engaged in efforts to advance diversity, equity and inclusion (DE&I), based on the idea that "We respect fairness and equality, and promote diversity and inclusion," as described in the Purpose Statement of the Fujitsu Way.
In 2022, we revamped the Global DE&I Vision & Inclusion Wheel to create an equitable and more inclusive culture where everyone has a greater feeling of belonging and can be completely themselves. Equity, as expressed in this vision, is intended to recognize and respond to the fact that all people are in different circumstances and will require a variety of resources and opportunities depending on their circumstances, as opposed to equality, which provides the same things equally to everyone. Through this more inclusive and holistic approach to DE&I, we aim to achieve a sustainable society, looking at the positive impact Fujitsu's technologies and solutions have on society.





Global DE&I Vision & Inclusion Wheel

Promotion framework for DE&I

The Sustainability Management Committee, chaired by the President and CEO, meets twice yearly to review progress in DE&I activities and DE&I target achievements, and to discuss proposals for new activities. The results are reported to the Executive Management Council and the Board of Directors. For Fujitsu, the materiality of Human Capital in terms of DE&I serves as a foundation that enables our sustainable development, and the Chief Human Resource Officer is charged with this responsibility.
DE&I promoters from each region advance DE&I by sharing the issues and measures taken in their own regions and pursuing global collaboration.
Additionally, we carry out an annual global engagement survey that includes questions related to DE&I issues, such as "equal opportunity" and "respect for the individual," in order to grasp the overall situation and confirm the progress of initiatives from employee opinions.

Furthermore, we have established measures to more proactively promote inclusion through collaboration with each organization.

Initiatives for fostering corporate culture

Inclusive Leader Session

In order to foster a corporate culture at Fujitsu where "anyone can play an active role in their own way," we annually hold a global Inclusive Leader Session with the aim of raising awareness of DE&I and inducing behavioral change.
The theme of the 2025 session was "Discussing the Idea of Inclusive Leaders and Bringing about Behavioral Change in Each and Every Executive and Employee." At this event, we welcomed outside lecturers for lectures and held a panel discussion with executives, garnering enthusiastic participation from many employees across the globe.
*This event was held under the name "DE&I Session" up until 2024.



Inclusive Leader Session2025

In addition, each region is actively working to instill DE&I corporate culture.

Understanding unconscious bias

Fujitsu has created and distributes internally e-learning courses on unconscious bias in collaboration with external experts, with the aim of improving communication. The courses aim to help employees acquire basic knowledge about unconscious bias and learn how to manage their own unconscious biases, thereby contributing to the creation of an inclusive workplace that embraces diversity. Employees who join Fujitsu are required to take the courses, which are also made available to all employees so that they can review the subject matter at any time.

Regional initiatives

- Global Delivery Business Group (cross-regional organization)
  Under the theme, "Ethics in AI: Navigating the Future of Responsible Innovation," we held a discussion on ethical AI development, focusing on fairness, bias mitigation, and inclusive innovation.
  We held a session aimed at building fair AI & empowering the next generation in STEM. At this session, we emphasized that inclusive practices will fulfill the roles of shaping equitable technologies and opportunities for the next generation.
- Europe
  We held an Inclusion Week for all DE&I matters and contributed to further growth of our corporate culture of embodying DE&I by providing various programs in the countries of this region, such as a panel discussion with executives and the DX team, and communication utilizing the company's internal media.
  At Fujitsu Germany, we implemented the required e-learning regarding The General Act on Equal Treatment (Allgemeines

Gleichbehandlungsgesetz – AGG). Also, we celebrated German Diversity Day, inviting DE&I experts for our webinar themed on a formula for success for diversity and sustainable solutions to create an inclusive corporate culture, leverage diversity, master future challenges.

Endorsement of international standards and initiative participation

In FY2017, the Fujitsu Group issued a CEO Statement of Support for the Women's Empowerment Principles, which were created by the UN Global Compact and UN Women. In doing so, we pledged our support of the principles. In FY2018, we also became the first Japanese company to pledge our support to the UN's LGBTI Standards of Conduct for business, and have been proactive overall in our adaptation to global trends in diversity.
We are also a member of G20 EMPOWER, a private sector alliance to increase and empower women in key roles in the economy and business, as well as the 30% Club Japan, which aims to achieve a healthy gender balance in corporate decision-making bodies.

Gender

International Women's Day initiatives

In honor of International Women's Day, March 8 of each year, Fujitsu sends out messages from top management and through social media. We are also accelerating our corporate culture transformation through various events such as webinars in each region while also creating a sense of unity and belonging within the Group through the use of the color green which is the Fujitsu Group's theme color for gender.
In FY2025, we globally shared not only messages from top management and CHRO but also stories of exemplary female employees and employees acting to draw out the capabilities of female employees.

G20 EMPOWER Playbook 2025

We broadcast information about female empowerment strategies at Fujitsu not only within the company, but internationally as well. As an example, the female leaders networking strategies and career support program initiatives for female employees were listed in G20 EMPOWER's Best Practices. G20 EMPOWER is an international framework formed through the collaboration of governmental bodies and private corporations primarily from G20 countries for the purpose of economically empowering women and fostering women leaders. The fact that G20 EMPOWER presented Fujitsu's initiatives as exemplary demonstrates that Fujitsu's female empowerment strategies can be utilized even in international contexts.

- **G20 EMPOWER Playbook 2025**

Career Workshop for female employees

This program is made available to female employees at Fujitsu and domestic Group companies in order to provide them an opportunity to consider what careers would suit them and what actions would lead to those careers, as well as encouragement to challenge themselves in new roles.
In FY2025, we held three programs divided by level. General employees were given the opportunity to learn about various workstyles and ideal executive profiles through lectures by outside lecturers and dialogue with multiple role models. Female executives had the opportunity to craft their own vision of the ideal leader they could embody and received encouragement in daring to make decisions amid diverse perspectives, thereby offering them an expansion of career options.
FY2025 participants: approximately 1,000 (from Fujitsu and domestic Group companies)

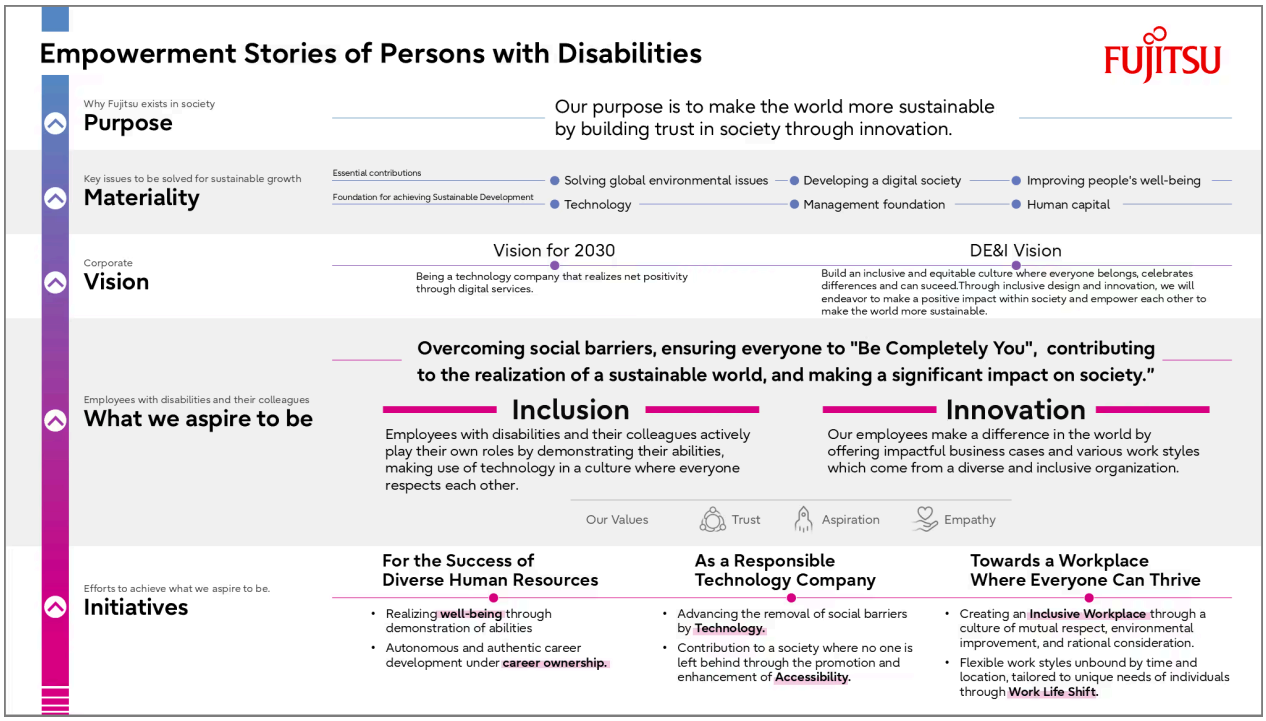
Regional initiatives

- Global Delivery Business Group (cross-regional organization)
  During the series of events celebrating International Women's Day, Global Delivery Business Group put the focus on advancing gender equality, addressing with bias, supporting women's health, and empowering women and girls to thrive in all aspects of life.
  In the virtual learning webinar series "Building an Equitable Future with Vital Voices," we held 8 webinars on individual themes such as "The Reality of Women in the World." Under the theme "Women Rising: The Unseen Barriers," we held an online panel discussion that focused on the hidden challenges that women encounter as they grow in leadership and in their careers.
  As part of our "Women in Business" series, we held a leadership development and mentoring session, hosted an online panel discussion, and implemented internal communication and online networking events through internal social media spotlighting on emerging women leaders.
  Additionally, we made efforts to increase awareness of men's mental health, suicide prevention, and other health issues like prostate cancer and testicular cancer.
- Americas
  On International Women's Day in the Americas, our employee network group "Women's Innovative Network (WIN)" participated in the celebration held by an external organization for empowering girls and women across the world through education and employment, that the Americas sponsors, on the anniversary gala, reinforcing Fujitsu's commitment to social responsibilities.
- Europe
  On International Women's Day at Fujitsu Germany, we held lectures on the theme of "Keep on advancing."
  At Fujitsu Portugal and Fujitsu Spain, the theme was "International Day of Women and Girls in Science," with Portugal having celebrated this day by using company communication media to publish tips on how employees can foster and promote an interest in science in their daughters and Spain having provided a documentary video introducing key Spanish women of science and presented the "Fujitsu Alumnae" program, where female employees gave speeches to students at schools, providing a more open view of careers in STEM fields.
  Fujitsu UK celebrated International Women's Day over the entire month of March as "FuturHer Festival 2026" by hosting webinars and the like regarding challenged women and girls face in life.
- Oceania
  On International Women's Day, "The Fujitsu Tech Experts Circle Program" was held in Fujitsu Australia and Fujitsu New Zealand. A good gender balance in the participants was achieved, with the event aiming to improve self-awareness, and coaching and mentoring skills, collaboration, problem-solving, as well as strategic communication abilities.

Health, disability and accessibility

Initiatives to promote the Empowerment of Persons with Disabilities

In response to growing social demand for the employment of persons with disabilities, especially in Japan, Fujitsu has formulated the "Empowerment Stories for Persons with Disabilities" to address the inclusion of persons with disabilities as a responsible technology company. We are working to create a more comfortable working environment for employees with disabilities and to contribute to the elimination of social barriers through technology, aiming to achieve inclusion and innovation.



The Empowerment Stories of Persons with Disabilities

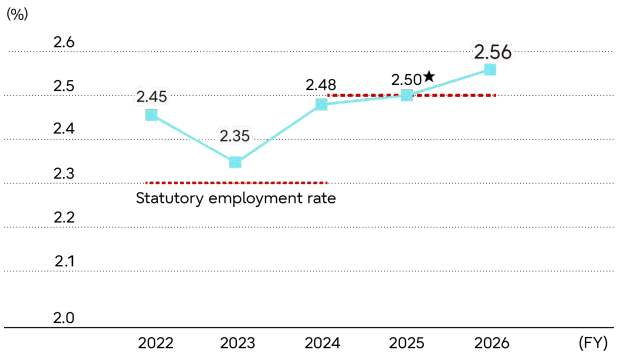
Initiatives on the International Day of Persons with Disabilities

Each year on December 3, the International Day of Persons with Disabilities, we use the color purple, which is the Fujitsu Group's theme color for accessibility, health, and disability, to create a sense of unity within the Group, and provide information in the form of messages from top management and social media posts. One of our primary initiatives is the declaration of Fujitsu Group's commitment to promotion of inclusion of persons with disabilities, with President and CEO Takahito Tokita signing the international initiative "Valuable 500" in May 2025. Additionally, Fujitsu implemented hands-on workshops with the aim of deepening everyone's understanding of DE&I and reasonable accommodation. Furthermore, in each region, we conduct various initiatives such as offering programs related to inclusion of persons with disabilities and boosting employee awareness of disabilities, primarily through DE&I promotion teams and employee network groups.

Creating an inclusive workplace

At Fujitsu, we do not impose restrictions on the types of jobs available to people with disabilities. As such, there are people with disabilities who work in a wide range of jobs, from sales staff to SEs, R&D staff, corporate staff, and more. For the hiring process, we publish pamphlets and websites aimed at job seekers with disabilities, which include employee interviews, our stance on the employment of people with disabilities, and describe how employees work after joining the company. This information communicates how we provide an affirming and individually oriented workplace for all, with or without a disability. We also conduct long-term follow-up after joining the company, from training until getting settled in their jobs, to ensure performance to the best of their abilities. Examples of this include special training programs when they enter the company, and workplace-oriented consultations so that each employee is able to perform to the best of their abilities. Based on the concept of Work Life Shift, Fujitsu pursues a synergy of work and life through a workstyle that does not restrict time or place, as we aim for the well-being of each individual. Even from employees with disabilities, we have received positive feedback for our workstyles that match the employee's characteristics, such as enabling work in comfortable settings where the worries of a commute are lessened.

★ Indicators assured by third party



Employment Ratio of People with Disabilities (Fujitsu)

Note: This graph is based on data as of June 1, 2026. The statutory employment rate may be revised during the fiscal year in accordance with applicable laws and regulations.

We also created a manual for workplaces, called the Work Style Guideline. It lists the things that employees should consider when working with employees with disabilities, according to each type of disability, to help understanding in the workplace. In addition, we support smooth communication and efficient operations, including for employees with hard-of-hearing or difficulty seeing, through screen readers, screen magnification software, and communication tools which use chat tools or voice recognition. We are implementing strategic measures such as hiring, accessibility improvements, and employee network activities in other regions as well, according to the situation of the region or country.

Special subsidiaries to promote the employment of people with disabilities

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

Fsas Technologies & Sun Inc. (as of April 2026)

- Year established: 1995
- No. of employees with disabilities: 37
- Main work tasks: ATM, printer-related and personal computer repair, various services related to maintenance services for Fujitsu products, and system service operations
- Business office (s) : Beppu City, Oita Prefecture

Fujitsu Harmony Limited (as of April 2026)

- Year established: 2013
- No. of employees with disabilities: 326
- Main work tasks: Health keeping services, office environment support, Documents Act compliance, health checkup support, creation of novelty goods, convenience store management, and café/bakery management
- Business office (s): *Head office (Kawasaki City, Kanagawa Prefecture), 23 other locations

Accessibility

The Fujitsu Group strives for communication that is open and accessible to all people with diverse characteristics. Related departments collaborate to achieve accessibility across brand communications, product services, and work environments. The new corporate brand applies a diversity-conscious design and emphasizes accessibility by developing a unique corporate font that is easy to read. As a result, we received the "iF Design Award" in 2022. Moving forward, we will continue to promote initiatives that emphasize accessibility.

From September 22 to 26 in 2025, Fujitsu held its "Accessibility Week." Initiatives included two international days, namely "International Day of Sign Languages" on September 23 and "International Day for Universal Access to Information" on September 28, as well as lining up with the Deaflympics, held in Tokyo the same year. During this period, we provided an opportunity to consider "accessibility" from various perspectives, by ensuring information was available for persons with disabilities and foreign language speakers, and improving accessibility in the city and in the workplace. In addition to posting lecture videos on information accessibility by outside experts, holding internal sessions on the theme of "AI x accessibility," and broadcasting animations and information related to web accessibility, we implemented hands-on accessibility events (walking through a barrier-free city, touring sensory rooms, playing American football with Fujitsu Paralympians, etc.) in collaboration with Fujitsu's American Football Team. These initiatives have led to continued increased awareness of accessibility and implementation in daily tasks and business.
During this Accessibility Week in the Americas, we held a participatory online event called "Accessibility Challenge," raising awareness of accessibility needs, fostering empathy, and promoting inclusive workplace behavior throughout the entire organization.

In November 2024, we established the Fujitsu Accessibility Site, where we publish our "Accessibility Approach," which is our commitment to accessibility initiatives, and offer examples of these initiatives in action.

- **Fujitsu Accessibility**



NPO Information Gap Buster Chairman Yoshihiro Ito giving a lecture



A hands-on event (wheelchair experience) held in collaboration with Fujitsu's American Football Team.

Contributing to elimination of social barriers as a responsible technology company

Fujitsu has signed the sponsorship agreement Tokyo 2025 Deaflympics (*1).
Up to this point, we worked on spreading DE&I and promoting a social understanding of "disability - barriers in society" through "Ontenna" and "Ekimatopeia" developed through co-creation and collaboration with deaf and hard-of-hearing persons.

- **(*1) Tokyo 2025 Deaflympics**



Executed a field trial of "Ekimatopeia" at Ueno Station. (filmed March 2025)

- **"Ontenna"—an interface for feeling sounds with the body**
- **"Ekimatopeia"—a device for visualizing sounds at a train station**

Regional initiatives

- Global Delivery Business Group　(cross-regional organization)
  On the International Day of Persons with Disabilities, we held a series of sessions focusing on neurodiversity and invisible disabilities, raising awareness, promoting inclusive workplaces, and developing better support systems for employees. Under the theme of "Neurodiversity Awareness for Managers," we provided 10-part webinar modules and related materials as a training series for managers, introducing inclusive practices that take diverse cognitive styles into consideration. As the digital accessibility training series, we provided interactive virtual training on the theme of inclusive digital design and e-learning materials.
- Americas
  On the International Day of Persons with Disabilities, an employee inclusion network, ABLe, hosted an online event called “Positively Purple,” featuring guest speakers to expand leadership on issues concerning persons with disabilities. Additionally, we held Neurodiversity Awareness Month, Mental Health Awareness Month, and the Mental Health Leadership Certification Program.



Logo of ABLe, an employee network for persons with disabilities in the Americas

- Europe
  In conjunction with International Day of Persons with Disabilities, Fujitsu Spain, together with external organizations, held a webinar for its employees on the topic of "Integrating Work with People on the Autism Spectrum."
  Fujitsu Germany held webinars during Neurodiversity Week to raise awareness of neurodiversity both inside and outside the company.
  For Down Syndrome Day, Fujitsu Spain used internal social media and videos to raise awareness that persons with Down syndrome have the same needs as everyone else.
  Fujitsu UK utilizes its unique "Be Completely You Passport" to provide necessary support in the workplace, and together with its employee network group, has created a system that ensures reasonable accommodations are continuously available even when job duties change.
- ASEAN+I
  Fujitsu Thailand sponsored an inclusive charity run to support underprivileged children and their families, with employees participating. This event contributed to promoting employee health, improving community well-being, and strengthening social connections among participants.
  Fujitsu Philippines, as a sponsor of an external organization, supported the health and wellness of athletes, children, persons with intellectual disabilities, and their families through vision screening and physical fitness assessments.
  Fujitsu Vietnam promoted employee camaraderie and health through running and team sports such as pickleball.

Culture and ethnicity

The Fujitsu Group is moving forward with efforts, both regionally and worldwide, to create a corporate culture which respects people from diverse cultures and ethnic groups.
To cultivate cultural intelligence and a global mindset and enhance inclusion among Fujitsu Group employees, we publish a series of articles called "Expand Your World", written by management and employees with experience in different cultures. These articles aim to encourage, inspire, and celebrate cultural challenges among employees.

In Japan, the English Club, an employee network group in which employees communicate in English, has seen increased participation from various regions. It is becoming a lively hub for employees to exchange information and opinions on a wide range of themes and to gain insight into different cultures.
Each region carries out employee network group activities to understand diverse cultures and ethnic groups, events to understand regional cultures, activities to provide a deeper understanding of specific ethnic groups, and activities to support ethnic minorities.

Regional initiatives

- Global Delivery Business Group (cross-regional organization)
  Under the guidance of experts, Global Delivery Business Group held discussions on responsible AI, focusing on aspects such as cultural diversity, ethics, and the role of inclusive innovation in protecting human rights in the digital age. It also offered a hybrid online and in-person session called "Connecting Teams in a Hybrid World," and an online session called "Culture Cafe Hour: Bridging the Generation Gap – A New Cultural Dialogue Series," to foster an inclusive culture.
- Americas
  BEING, an employee network group dedicated to supporting African American inclusion, invited an external expert to lead coaching sessions on creating a people-first culture. Employees learned not only practical strategies but also how to confidently and clearly embrace African American culture.



[Logo of BEING, an employee network group supporting African American inclusion in the Americas Region]

  LatinX Link, a Hispanic employee inclusion network group, celebrates Hispanic Heritage Month every year, gathering offline in person to enjoy Latin American culture through food and games.



[Logo of LatinX Link, a Hispanic employee inclusion network group in the Americas Region]

- Oceania
  Fujitsu Australia launched the 2025–2028 Reconciliation Action Plan (RAP) as a guideline for promoting Indigenous engagement, inclusion, and truth-sharing in Australia. Fujitsu Australia has also renewed its partnership with the Indigenous Defence and Infrastructure Consortium (iDiC) to facilitate the participation of Indigenous Australian suppliers in key projects. In addition, Fujitsu Australia supported the 2025 Indigenous Australian Datathon as a Silver Sponsor, providing Fujitsu employees with the opportunity to collaborate with Indigenous communities to develop sustainable, community-driven solutions.

  Fujitsu New Zealand launched initiatives under a new " Maori Inclusion Strategy." Fujitsu New Zealand also celebrated Te Wiki o te Reo Māori (Maori Language Week) through participatory competitions, language immersion events, and self-study resources.



The Fujitsu Australia team at the 2025 Indigenous Australian Datathon in Gimuy (Cairns), Australia.



The Fujitsu Australia team at the 2025 Indigenous Australian Datathon in Gimuy (Cairns), Australia.

LGBTI+

Fujitsu became the first Japanese company to express its support for the UN's LGBTI Standards of Conduct for Business. To create an environment where everyone can work comfortably and fully demonstrate their abilities, we are promoting efforts to deepen understanding of gender diversity by continuously communicating messages and information to Fujitsu Group employees.
We are also expanding the scope of application of our internal systems, such as congratulatory and condolence payments, vacation days, and leaves of absence, to include same-sex partners. We also take into consideration the use of preferred names based on gender identity, individualized treatment during health checkups and other various efforts in order to create a supportive work environment.

Logo for activities involving the LGBTI+ community

We are raising awareness across the entire company by providing training, hosting lectures, and sending out messages through the intranet, in order to expand the network of LGBTI+ allies. We are also providing materials, such as virtual backgrounds for online meetings that demonstrate understanding of LGBTI+, which is naturally encouraging employees to make "ally statements". In each region, Fujitsu Group companies and employee network groups continue to engage in various activities.

We endorse the Business for Marriage Equality (*2) corporate campaign and are also are a partner in Pride House Tokyo (*3), which aims to create a permanent place where the next generation of LGBTI+ youth can gather in safety and security, and where organizations, individuals, and businesses across different sectors work together to disseminate information about sexual minorities. In recognition of these efforts, the company has received the highest "Gold" rating in the PRIDE Index by the voluntary organization "work with Pride" since fiscal 2016.

PRIDE Index 2025

- **(*2) Business for Marriage Equality (Please select English language.)**
- **(*3) Pride House Tokyo**

Regional initiatives

- Global Delivery Business Group (cross-regional organization)
  Global Delivery Business Group held the Pride Month 2025 campaign, featuring events such as a panel discussion, a storytelling session by employees of the Global Delivery Business Group, a leadership roundtable, and publicity and communication on internal social media.
- Americas
  Pride Month 2025 featured live virtual entertainment sessions designed to enhance a sense of unity among employees while having fun, through guest speaker presentations and interactive games, while also celebrating diversity and strengthening bonds. Additionally, on National Coming Out Day, we interviewed an author of prominent books on the topic.

Intergenerational initiatives

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

Regional initiatives

- Global Delivery Business Group (cross-regional organization)
  Global Delivery Business Group held a session on learning about generational diversity in the workplace under the theme “Age is Just a Number – Leveraging Generational Differences.” It also held an interactive online session as part of a new series of cultural dialogues, entitled "Culture Café Hour – Bridging the Age Gap."
- Hong Kong
  Fujitsu Hong Kong established the Age-Friendly Employer program to recognize, celebrate, and widely publicize the efforts of company that are actively working to recruit and support employees aged 50 and over. Fujitsu Hong Kong respects diversity and is committed to creating a workplace that supports the "young old" generation aged 50 and over.

Support for balancing with childcare / nursing care responsibilities

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

Childbirth and childcare

Fujitsu has established an Action Plan (*4) in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, and has also prepared and operates a system that subsidizes childcare-relevant menu choices available at the cafeteria with double points.
Additionally, we are developing tools for trouble-free childcare leave, such as the intranet-based “Guidelines for Childbirth and Childcare” and the “Childcare Memo” for planning for the future in regards to childcare. Furthermore, we comprehensively support work-childcare balance by publishing the “Handbook for Work-Childcare Balance,” which acts as a

reference for considering workstyle and career from the time of parental leave to returning to work and onward, and by arranging an environment where employees can consult with other parents in the workplace through SNS.



Handbook for Work-Childcare Balance



Guidelines for Childbirth and Childcare

- **Number of employees using the childcare/nursing care system and return-to-work and retention rates after childcare/nursing care leave (Fujitsu)**

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

Caregiving

We implement training for all company employees to gain basic knowledge about caregiving and learn about internal and external services and provide tools for supporting work and caregiving balance. Additionally, we do caregiving surveys alongside training to ascertain the number of employees with caregiving situations and the feasibility of long-term employment with Fujitsu if faced with caregiving. We also make available a “Handbook on Managing the Balance Between Work and Caregiving “which compiles company policies with knowledge and actions necessary for each stage of caregiving. In collaboration with Fujitsu Group Caregiving Consultation Center, we are aiming to realize employee wellbeing by addressing the caregiving worries of each employee.



Handbook for Work-Nursing Care Balance

External awards / certifications

<Awards/Recognitions in FY2025>(Each Region)

- Global Delivery Business Group (cross-regional organization)
  Fujitsu Poland was recognized as a top company in diversity management by the Responsible Business Forum (Forum Odpowiedzialnego Biznesu).
  Fujitsu India received Platinum Award in the DE&I category at the Infhra Awards presented by the Indian Federation of Green Energy (INFHRA).
- Americas
  Fujitsu America won the Human Rights Campaign (“HRC”) Award: Equality 100 Leader in LGBTQ+ Workplace Inclusion 2025/2026
- Europe
  Fujitsu Austria was certified by Audit Beruf und Familie of Familie & Beruf Management GmbH as a company that supports employees in managing families, caregiving, and careers.
  Fujitsu Germany was certified in the FKI (Career and Inclusion Index) by FKi Inclusion for Excellence.
  Fujitsu Spain's Fujitsu Talent Academy project received the Diversity & Inclusion Award in the Generational category for the first time, from Intrama. Fujitsu Spain also received the Top Diversity Company award in DE&I of Spain for the fifth consecutive year, from Intrama.
  Fujitsu UK was certified as a Menopause Friendly Employer by Henpicked.

- Oceania
  Fujitsu Australia received the Gold Level Award in the Australian Workplace Equality Index (for LGBTI+ inclusion).
  Fujitsu Australia was also recognized as a "Veteran Friendly Employer" by the Australian government's The Veteran Employment Program.

Logo of Top Diversity Company 2025 presented by Intrama

Logo of FKi Inclusion for Excellence



Menopause Friendly Employer certification by Henpicked

Logo of Australian Workplace Equality Index

FY2025 performance

Employee engagement

- Respect for individuals: 77 points (+4 over previous year)
- Equal opportunity: 75 points (+3 over previous year)

Diversity Leadership（Ratio of female executives and managers ）

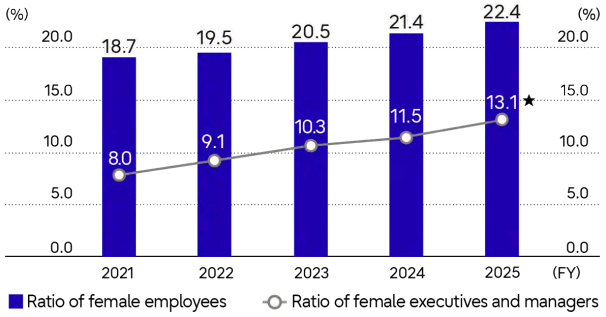
Fujitsu Group

- Ratio of female in leadership roles 17.5%
  (globally as of March 2026)

Fujitsu

- Ratio of female employees: 22.4%
- Ratio of female executives and managers: 13.1% ★
- Ratio of newly appointed female managers: 25.7%

★ Indicators assured by third party



Ratio of Female Employees・Ratio of female executives and managers (Fujitsu)

Well-being

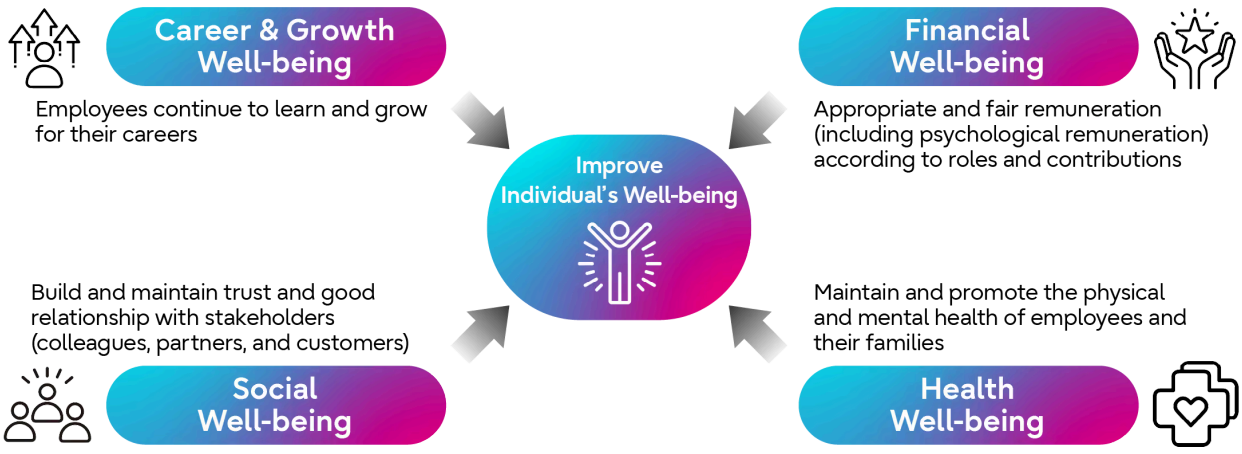
Fujitsu Group's vision of well-being

As society and how people work undergo significant changes, the well-being of each individual is becoming ever more important as a source of sustainable growth for companies.

Fujitsu has identified "Improving people's well-being" as a materiality (a key issue that the organization prioritizes working on). We provide solutions and services that contribute to improving the well-being of all members of society, while also actively promoting initiatives to enhance the well-being of our employees so that every individual can maximize their potential in delivering these solutions and services. As the core of these efforts, Fujitsu views human resources as a critical foundation of its materiality framework. In addition to creating a talent portfolio aligned with our business portfolio, we are enabling sustainable growth by enhancing employee engagement, promoting DE&I, and fostering well-being.

Through our ongoing initiatives, we re-examined the ideal form of well-being that we should strive for as a company and redefined Fujitsu Group's vision of well-being in FY2025. This vision is "a state where every individual is guided by their aspirations, embraces challenges, and contributes to a better future for all." We believe that holding an aspiration—the driving force behind a sense of happiness and fulfillment in one's personal life—and continuously taking on challenges through both life and work leads to the improvement of individual well-being. When it resonates with many others and spreads to teams and organizations, each individual's journey becomes the driving force behind Fujitsu's sustainable growth and our continued ability to build trust in society through innovation.

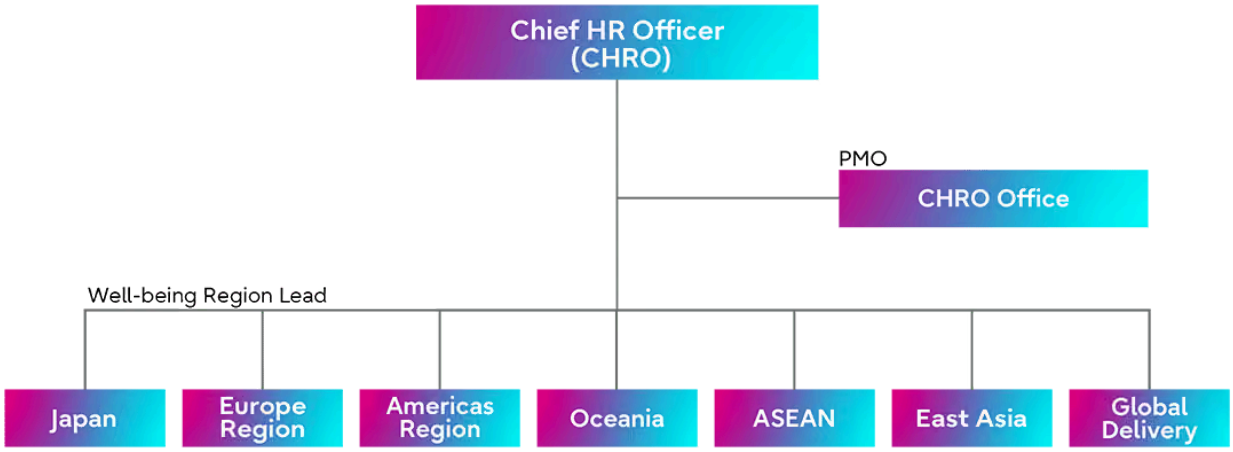
The Fujitsu Group places importance on four categories that constitute well-being: growth toward career fulfillment (Career & Growth Well-being), appropriate and fair compensation (Financial Well-being), connections with others and society (Social Well-being), and physical and mental health (Health Well-being). The well-being we aim for is a state in which these elements mutually influence and complete one another, enabling each employee to grow autonomously and continue creating value through challenges.



Fujitsu Group's vision of well-being

Promotion system

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

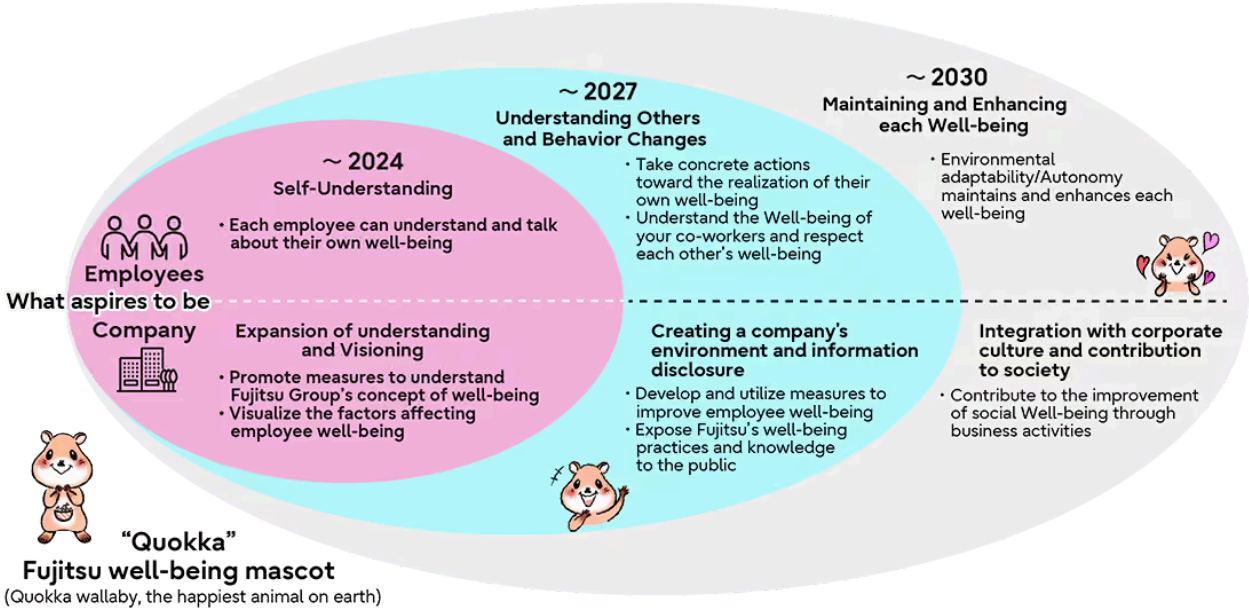


Fujitsu Well-being committee

Goals and results

Well-being story by 2030

The Fujitsu Group has defined three steps to achieving well-being for its vision for 2030 “Integration with Corporate Culture and Contribution to Society.” Our vision for 2030 is a state where every Fujitsu employee can have a sense of well-being as their activities contribute to improving well-being across society. This will lead to the realization of the Fujitsu Group’s purpose of making the world more sustainable by building trust in society through innovation.
As part of this process, we are currently aiming for a state in which each employee deepens their self-awareness, leverages their strengths, and collaborates with others through mutual understanding.



Well-being Story by 2030

Major initiatives in FY2025 (results)

1.Promote understanding of well-being

Well-being session (November 2025)



The Fujitsu Group holds regular internal sessions to deepen each individual employee's understanding of well-being.
In November 2025, we held an online session called "Well-being Session: Quit, Conform, or Transform? Navigate your path, empower your leap!" (attended online by around 210 employees, with the archived video watched by around 180 employees). Through dialogue with members of internal employee-led groups, participants shared their choices and experiences at turning points in their career and life. Together, they reaffirmed that well-being is something we build for ourselves and recognized the importance of relationships as the foundation for that well-being.

Roundtable discussion | Well-Being in the Age of AI

As advancements in AI are bringing about significant changes in business operations and how we work, in November 2025, Hiroki Hiramatsu, CHRO, and Seishi Okamoto, Head of Fujitsu Research, held a discussion to convey to approximately 110,000 employees around the world the importance of pursuing human creativity, learning, and growth while utilizing AI as a "buddy." Guided by a human-centric philosophy, the Fujitsu Group is committed to promoting well-being that supports each employee's challenges and value creation, with the goal of building a society where AI and humans evolve together.



Global message for the International Day of Happiness

On March 20, 2026, in observance of International Day of Happiness, CHRO Hiroki Hiramatsu delivered a message to approximately 110,000 employees worldwide. In this message, he redefined our vision for well-being based on insights from the well-being survey, which indicated that we should aim for a state where both perceived well-being and motivation for growth are high.



2.Data-driven visualization and analysis

Implementation of the well-being survey

We have been conducting an annual well-being survey every year since 2023.

Purpose	• Ascertain the extent to which employees feel their well-being. • Design and execute policies for the enhancement of well-being based on the survey results.
Target	• Volunteer survey of Fujitsu Group employees, including employees abroad (valid respondents: 72,393)
Period	• November and December 2025

The results of the company-wide survey showed that employees with a high level of motivation for growth tended to have higher average perceived well-being scores. At the same time, it was confirmed that even among employees with high perceived well-being scores, levels of motivation for growth varied. Based on these results, the Fujitsu Group believes it is important to strive for a state in which both motivation for growth and perceived well-being are high.

Activities in each category

Career & Growth Well-being
Financial Well-being
Social Well-being
Health Well-being
Occupational health and safety

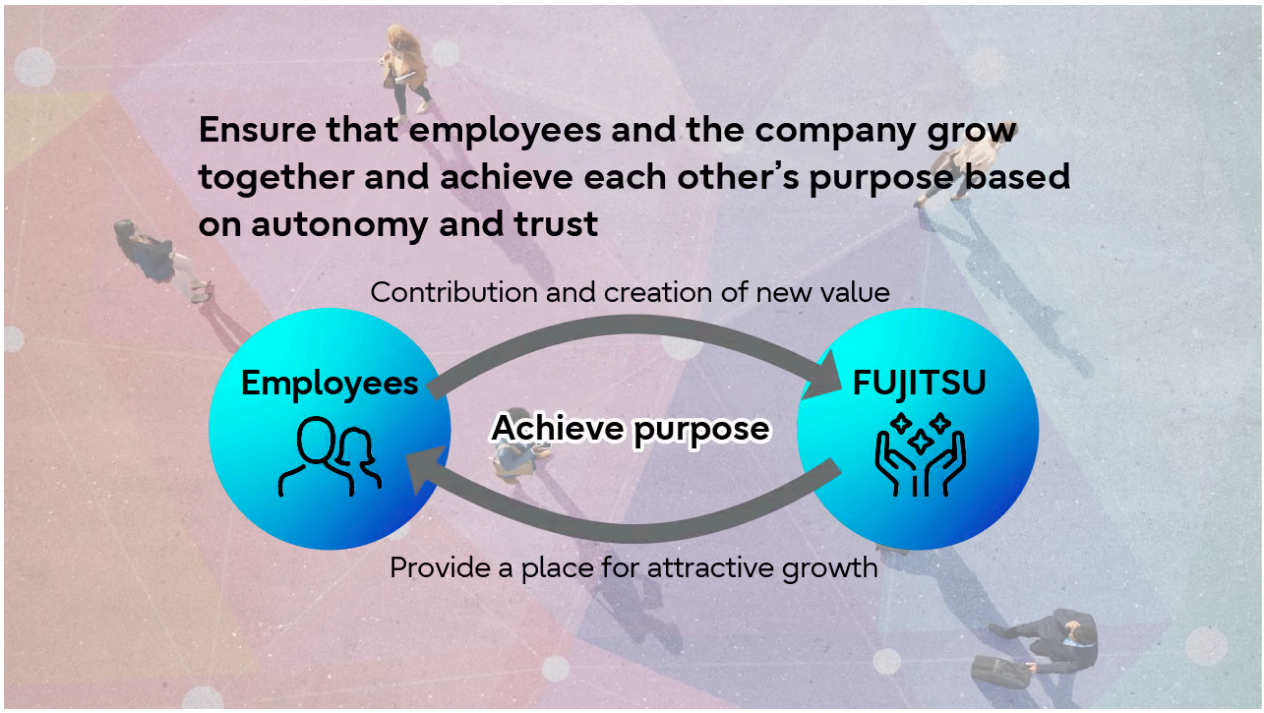
Career & Growth Well-being

Policy

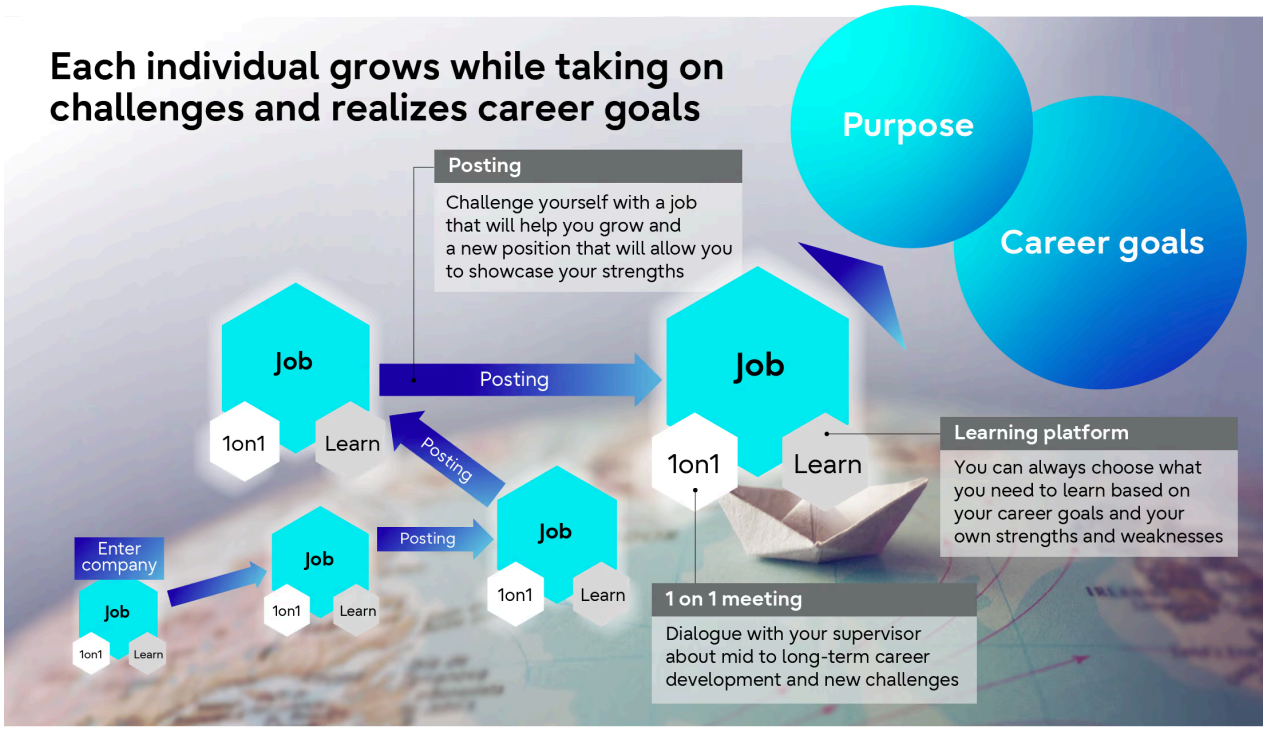
We are working to expand growth opportunities for our employees, aiming to become a company that creates innovation in every corner of society by bringing together a diverse range of internal and external human resources with agility, in order to realize Fujitsu's purpose to make the world more sustainable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

To achieve career ownership

We introduced a new personnel system at our domestic group companies in April 2022 based on the concept of "job-based human resource management" that encourages each employee to take on challenges and grow as an individual. To realize Fujitsu's purpose and the personal purpose that each employee articulates through "Purpose Carving," we fully overhauled our human resource and training systems so that both the company and employees will be able to grow together based on a relationship that fosters autonomy and trust.
Under this job-based human resource management system, we offer the Fujitsu Career Ownership Program (FCOP), a set of programs that cultivate career ownership in individual employees and support growth and the tackling of new challenges.



Relationship between employees and the company



Framework for supporting the career realization of each and every employee

FUJITSU Career Ownership Program (FCOP)

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

As one example of FCOP in action, we have implemented Career Cafe, a place for peers of the same generation to share ideas and receive new career inspiration, which has attracted a total of 29,000 participants since 2021. We also introduced a Career Ownership Assessment in FY2022 to determine the current level of an employee's career ownership. One out of every three employees now utilizes this assessment.
We also introduced Udemy Business as a global learning platform in April 2026 with the goal of expanding learning opportunities aimed at growth. We intend to have all employees use this platform to foster a culture of self-directed learning.
Additionally, about 3,000 employees in Japan annually have been transferred through our in-house posting system as part of their own efforts in working toward desired positions (FY2022 to FY2025). The introduction of in-house internships and internal side jobs also provides support for employees taking on new challenges, while offering opportunities to gain various experiences that extend beyond our organization.
Over about 1,000 employees annually use our counselling system with in-house career counsellors, as we support employees' activities inside and outside the company for their career achievement. To further encourage career dialogue, we also provide mentoring opportunities with senior employees from other departments and have expanded training programs for supervisors to facilitate their skills for one-on-one career dialogues with employees. In these ways, the various FCOP programs have steadily increased employees' awareness, understanding, and practice of career ownership.

Initiatives supporting Uvance

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

Expansion of Uvance Wayfinders

Building on the expansion of its existing consulting services, Uvance Wayfinders is evolving in FY2026 into a role that leads transformation for both Fujitsu and its clients in an AI era. By combining Fujitsu's cutting-edge technologies—including AI, computing, networking, and security—with deep industry and business expertise, the company is working to resolve customers' business challenges and address societal issues.
As the challenges associated with the full-scale adoption of AI become increasingly diverse and complex, Uvance Wayfinders takes a holistic view that encompasses data, existing systems, business processes, organizational structures, and governance to design the optimal architecture for each client. Furthermore, it comprehensively designs and drives initiatives in modernization, AI adoption, security, and change management to deliver tangible business results.
By bringing together Fujitsu Group's expertise in R&D, cutting-edge technologies, solutions, and delivery across various industries, while leveraging Fujitsu's own experience in company-wide transformation, Uvance Wayfinders is committed to working with customers to see projects through to completion. The responsible use of AI and cross-industry value creation ensure that the company contributes to the realization of a sustainable society.

Fujitsu Innovation Circuit



Started in November 2021, the Fujitsu Innovation Circuit is a program that seeks to foster an organizational culture where all employees, including full-time, contract and part-time workers, can rise to a challenge, where learning from challenges is a practical attitude, and where supporting those who are taking on challenges is a natural thing, all with the goal of creating “intrapreneurs” (in-house entrepreneurs) who will lead Fujitsu into the future and create the world we envision with Uvance.
This program supports the proactive challenges of participants from diverse backgrounds through coaching and mentoring, encouraging the development of leadership skills and decision-making abilities.
The Academy, overseen by and featuring lectures from Associate Professor Yasuhiro Yamakawa—who teaches entrepreneurship at Babson College in the United States—has seen 1,375 participants learn the entrepreneurial mindset through its first nine sessions. Additionally, under “Challenge,” a practical platform for new business creation, we accepted 37 ideas through the fifth cohort, and under “Mission Challenge,” which launched in FY2025, we accepted 22 ideas in its first cohort. When including those commercialized by Fujitsu Launchpad Co., Ltd., a company established in July 2022 to incubate and launch new businesses, a total of 13 projects have been successfully commercialized to date.

Global Fujitsu Distinguished Engineer

Global Fujitsu Distinguished Engineers (below, "Global FDEs") are the technological face of Fujitsu, spearheading solutions to our customers' business challenges by leveraging their superior technological capabilities. Recognized as the pinnacle of Fujitsu Group engineers by common global standards, they participate in the formulation of our business and technology strategies. The Fujitsu Group has established five certification areas representing the future of technology; namely, network, cybersecurity, data & AI, computing, and hybrid IT. By FY2025, the Group had certified 26 Global FDEs worldwide. This initiative is integrated with the company’s job-based personnel system, placing these engineers in key roles that contribute to technology strategy and the creation of value for customers.

Reskilling

We are promoting skills development to expand the Business Application business, which is the technology foundation supporting cross-industry solutions at Uvance. In FY2026, we are reorganizing our approach to reskilling and upskilling, and are moving towards a frontline-led approach focusing on the 3S (SAP, ServiceNow, and Salesforce). Here, we are focusing on upskilling from a business strategy perspective to clarify skills directly related to the business and organize the skill system and learning approach. We have already completed the relevant response (reskilling in line with the shift of personnel to business priority areas: role transformation type [delivery]) for the reskilling measures for developing delivery personnel implemented since FY2024.

Regarding the program’s quantitative business impact,
3S reskilling program: rapid deployment in high-demand 3S (especially SAP) areas, several hundred people
Reskilling program for delivery roles: undergird and strengthen delivery resources in connection with our plan to shift roles from delivery to technology consulting, several hundred people

DataPractice



"DataPractice" is the general name for a collection of programs encouraging behavioral change in individuals and organizations toward the realization of the AI & data-driven management sought by Fujitsu.
One of our key programs, we have held the "AI & DDM Award," which encourages initiatives and recognizes outstanding internal best practices in AI and data-driven transformation, annually since FY2022. By the fourth iteration of the Data Analysis Competition category in FY2025, a total of approximately 1,500 participants had taken part.
Starting in FY2024, we began welcoming external participants, leading to a surge in active collaboration that transcends corporate and organizational boundaries. In FY2025, we established the AI Award to further strengthen and accelerate AI-driven initiatives. The Grand Prize pitch and awards ceremony, held in a hybrid online/offline format, attracted approximately 4,600 participants from both inside and outside the company, more than double the 2024 event. Looking ahead to FY2026, we are currently planning and designing the program with the goal of further expanding participation and maximizing the value we provide. Additionally, the "data-driven management experiential program (Insight Carving)," one of the main programs, aims to foster shared awareness and enable employees to speak on their own data-driven value, by giving them virtual experience with data-driven management that uses real-time data. It commenced at the end of FY2023 under the leadership of upper-level management, with roughly 2,000 participants from up to middle management by the end of FY2025. Furthermore, we are pushing for continual initiatives in reform, by offering a program (exLens) to monitor the progress of organizational maturity and behavioral change, and to define a concrete action plan for the goals. We are also exploring opportunities to offer these programs and insights developed through our internal practices to customers as well. In response to positive feedback from internal participants, we began offering Insight Carving to customers in FY2025. Looking ahead, in addition to internal transformation, we can support AI and data utilization in our customers' businesses, and even contribute to the creation of new value.

Promotion structure

We are building a system to promote human resource development measures in a globally integrated manner in order to realize our purpose. The Engagement & Growth Division is in charge of human resource development in line with company-wide management policies, while the Human Resources Development division in each business unit is responsible for human resource development in line with divisional strategies and business needs, and clarifies human resources and skills to be strengthened and plans training measures. In October 2022, the Skill Ownership Office (SOO) was established as an organization dedicated to employees' skill development. The office consolidates the reskilling and upskilling opportunities across the company to promote human resources capable of leading Fujitsu's business globally, with the aim of achieving Uvance.
In addition, we are promoting knowledge sharing on a global basis in cooperation with the human resource development departments in each region, and supporting all employees to learn and grow through a combination of region-specific and local measures.
The execution of highly specialized training and education is handled by Fujitsu Learning Media Limited, a Group company that provides human resource development services.

Key initiatives in regions outside Japan

Workshop on strengthening leadership and improving well-being in Oceania

The Oceania held in-person "Leading with Purpose" workshops to enhance leaders' knowledge and capabilities, as well as to support improvements in team members' productivity, sense of contribution, and retention. Topics included purpose carving and storytelling, along with sessions led by experts on practical skills related to mental health, well-being, and psychosocial safety. More than 250 leaders, representing over 70% of the region's leaders, attended the workshops. Following the sessions, participants reported an average two-point increase in confidence in the topics covered, based on a five-point scale.



Promoting comprehensive employee support by combining EAP and career development in Global Delivery Business Group

Global Delivery Business Group supports employees through a combination of Employee Assistance Program (EAP) and career development initiatives designed to support employee growth and well-being. Employees have access to confidential coaching, counselling, and well-being support, alongside learning, mentoring, and other career development opportunities. This integrated approach promotes employee growth, resilience, engagement, and continuous skill development, while encouraging employees to proactively seek support when needed.



FY2025 Performance

Average annual training hours per employee and annual training budget (Fujitsu and its domestic and international Group companies)

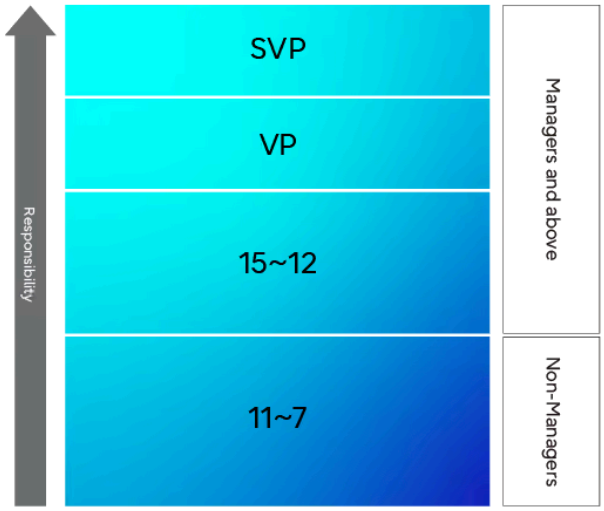
	Total average
Average annual hours spent learning	41.9 hours
Annual cost of learning	95,800 yen

Financial Well-being

Performance Evaluation and Compensation

Personnel Handling based on Position-based HR Management

To achieve our purpose, the Fujitsu Group aims to be an organization that fosters innovation throughout society. We strive to quickly and agilely assemble our talented individuals from across the Group, united by a shared goal: to solve the challenges faced by our customers and society at large.
To foster "career ownership," where employees take on challenges and grow with their own motivation, and to achieve an organizational design and personnel placement system that aligns the right talent with the right positions based on our vision and strategy, the Fujitsu Group promotes Position-based HR Management as a global human resource platform. This initiative supports the growth and actions of each employee.
Within the HR System based on Position-based HR Management, we have established the "FUJITSU Levels". This framework clearly defines the duties and staffing requirements of each job, classifying them based on their occupation and responsibility levels.



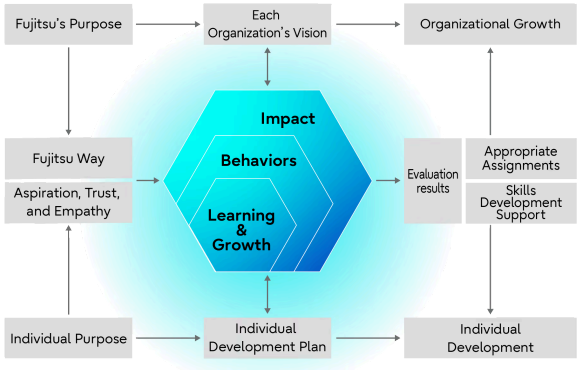
FUJITSU Level

The FUJITSU Level framework determines the corresponding levels of remuneration. Bonuses are awarded based on performance and evaluations for FUJITSU Level 15 positions and below.
For executive positions of FUJITSU Level VP and above, we are implementing an STI (*1)/LTI (*2) scheme that is more closely aligned with performance outcomes. This scheme is also apply to executives both in Japan and overseas.
Remuneration levels are set with the goal of attracting and retaining a diverse and talented workforce. These levels were reviewed in April 2023 against competitive levels in both Japanese and overseas markets, and future remuneration levels will be set as appropriate based on fluctuations in the market levels.
We are also focused on implementing a flexible yet attractive compensation system, where for some occupations and key areas of the business, we have introduced sales incentives and a compensation system for high-level specialist positions.

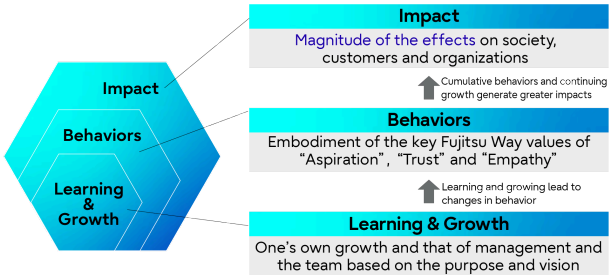
- (*1) Short Term Incentive : Remuneration set based on the level of achievement of one-year performance targets, etc.
- (*2) Long Term Incentive : Remuneration set based on the level of achievement of medium-to-long-term performance targets, etc.

"Connect" as the Basic HR Management Concept Driving Employees' Proactive Challenges and Growth

"Connect" is the basic concept that underlies HR management at Fujitsu. It begins with Fujitsu's purpose and the purpose and vision of the organization and individuals, linking each of these together to form a structure that promotes autonomous growth and presents challenges for each and every employee. Its aim is to generate ongoing impacts for society as well as Fujitsu's customers through the growth of both individuals and the organization. Our evaluation system comprehensively assesses the magnitude of the impacts generated through employees' learning & growth and behaviors.
"Connect" features the three key elements below.
The second element, in particular, involves frequent one-on-one meetings and quarterly Connect Conversations between managers and team members. These meetings focus on providing feedback on individual performance as well as engaging in dialogue for future growth.



Connect Concept



Connect evaluation items

(1) Creating focus area
"Focus area" represents the strategic policies and goals for each business period, aligning with Fujitsu's Medium-term Management Plan and organizational vision.
Team's focus areas are established based on the team's goals, and shared with all team members to maximize team performance.
Each individual's focus areas are created as challenging goals, mutually agreed upon in the Connect Conversation between a team member and a manager.

(2) Frequent one-on-one meetings and quarterly Connect Conversations
At least once per month, one-on-one meetings are held between managers and team members. Individuals may select the topics of discussion, including reviews of their recent performance and other matters that may not be readily discussed as a part of routine work. Additionally, there are also quarterly one-on-one meetings referred to as "Connect Conversations," in which the individual's performance, future growth, and career development are discussed from a mid- to long-term perspective.
Fujitsu highly values the realization of "Aspiration", "Trust" and "Empathy" as the key values of the Fujitsu Way, which underpins Fujitsu's medium- and long-term value structure. Accordingly, within the "Connect" system, employees are assessed on their "Impact", "Behaviors", and "Learning & Growth" relative to achieving each organization's vision and Fujitsu's purpose. (See figure at right.) Further, feedback on an individual's performance may be gathered from project leaders and related departments to understand a range of factors and assist final evaluation decisions. This allows a manager to gain a multifaceted understanding of workplace relationship factors such as leadership and ability to collaborate, aspects that may be difficult to reflect in a manager-only evaluation. These form comprehensive feedback to the individual employee on their performance and strengths, plus areas for improvement. Managers are subject to an engagement survey in which their team members indicate their trust in the manager. Additionally, "people discussions" are conducted within each organizational unit to discuss measures aimed at the future growth of each employee and to validate the evaluations.

(3) Using evaluations for remuneration and career development supports
Using the evaluation results in considerations of remuneration and career development support enables us to create mechanisms that ensure consistent personnel management and maximize the growth both of individuals and the organization. This, in turn, can have a significant impact on the organization, customers and society at large.

Employee Benefits Program

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

- (*3) Cafeteria plan:
  A system under which employees select the employee benefits they want or need from a diverse menu prepared by the company, taking advantage of the chosen options by using "employee benefits points" awarded by the company.

"FKABU"

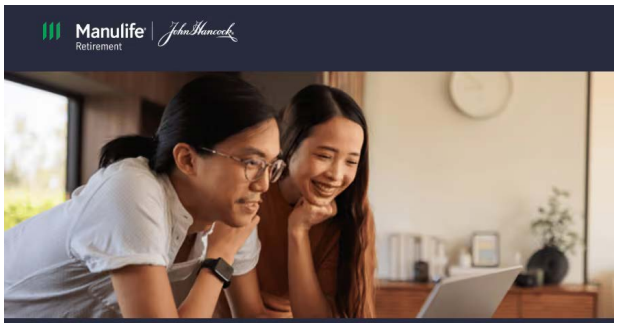


Fujitsu's "FKABU" scheme enables employees to purchase Fujitsu shares through contributions of 1,000yen or more deducted from their salary or bonuses. FKABU is more than just an employee benefit; it serves as a mechanism that enables each employee, as a Fujitsu shareholder, to develop a stronger stake in the company by aligning their individual challenges and growth with the organization's growth. In this way, the scheme contributes to Fujitsu's growth and creates value for society and customers, fostering a virtuous cycle where the benefits are shared. As a long-term incentive to employees, Fujitsu provides up to 15% of the monthly contribution value, depending on the amount contributed by the employee. Through this system, employees can look to build assets over the long term. Furthermore, with the aim of making this a scheme jointly fostered by employees and management, the name of the FKABU was chosen by a vote among employees, and the character "FKABU-kun" was created to promote greater financial well-being.

Key Initiatives in Regions

Webinars to Boost Financial Literacy in the Americas Region

Fujitsu Americas conducted a series of webinars with the title “Financial Webinars”, aimed at improving the participants’ financial literacy. One of the webinars focused on the topic of post-retirement life planning, helping participants determine how much money they would need to support their lifestyle after retiring, and identify any potential funding gaps that could affect the achievement of their financial goals.



Promoting Financial Well-being in the Global Delivery Business Group by Integrating the Global with the Local

With the aim of improving employees’ financial literacy and helping to ensure their long-term financial security, the Global Delivery Business Group held a worldwide series of educational seminars under the title “Financial Well-being – Global and Local Learning Series”, which incorporated locally tailored initiatives to address specific circumstances in each region. These activities included guidance on pensions, taxes, and managing the household budget, as well as webinars covering the responsible use of credit, investment and financial planning. The program was delivered in conjunction with local awareness-raising campaigns supported by financial experts and partner banks. Employees also had access to additional on-demand support through Employee Assistance Program (EAP) services and other well-being resources.



Social Well-being

Work Environment

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

In these uncertain times, Fujitsu is promoting Work Life Shift as the New Normal to generate higher employee productivity than ever before, while ensuring that creativity and innovation continue to grow. Work Life Shift is a concept that achieves employee Well-being by not only focusing on 'work', but by completely shifting the 'job' and the 'lifestyle'. We are implementing various initiatives, both in terms of personnel systems and workplace environment changes, that will allow us to create and deliver value for our customers regardless of location or time and that will enable the ongoing transformation of Fujitsu itself. The Work Life Shift offering consists of three key categories: Smart Working, Borderless Office, and Culture Change.

Smart Working

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

Borderless Office

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

Culture Change

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

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

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

1. Practical Hybrid Work and the Evolution to “Experience Place”
   As we look towards a post-COVID future, the office is evolving from the workplace of the past to an “experience place” that offers experiences only available at the office. New ways of using the office provide greater collaboration through real communication as we transition to a true hybrid work style that combines the real with the virtual.
2. Evolution of Work Styles for a DX Corporation
   At Fujitsu, we are making the value of the various experiences gained from putting hybrid work into practice visible as data as we move towards a work style that boosts productivity while allowing for greater creativity. We are also further stepping up our collaborations with other corporations and local governments who support the Work Life Shift concept and contributing to the resolution of problems for our customers and the community more broadly.
3. Enabling Work-Life Synergies
   By leveraging flexible work styles to make workers’ home lives more fulfilling, we are generating synergies and promoting new value creation, as well as achieving greater engagement and improving the well-being of all our employees.

Fujitsu Telework System

In April 2017, Fujitsu formally introduced a telework system that allows for flexible ways of working that are not tied to a specific location. This system is available to all Fujitsu parent company employees in Japan and includes working from home or a satellite office as well as working during business trips.
The telework system facilitates business continuity in emergency situations such as the spread of infectious diseases and during natural disasters, providing for work innovations such as holding online meetings and digitizing written materials. It also provides an environment that makes it easier for employees with other commitments, such as raising children or caring for relatives, to continue working, helping Fujitsu to support and retain and attract valuable personnel.

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

Initiatives Aimed at Reducing Long Working Hours

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

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

Support for a Healthy Work-Life Balance

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

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

2. Caregiving
- Caregiving and care preparation leave (up to 1 year in total per family)
- Family care leave (up to 20 days (4 weeks) available)
- Reduced working hours for caregiving (until the issue requiring care is resolved)
- Remote work (family caregiving/nursing)
- Training in basic knowledge for working while caregiving, and deployment of tools that support balancing work and caregiving
- Release of Handbook on Managing the Balance Between Work and Caregiving Responsibilities
- Establishment of a contact point for advice

VOICE Program

The Fujitsu Group launched the VOICE Program in October 2020, as a project to "not only listen indirectly to customers' 'voices', but also listen more directly and more often" as well as to "directly link the opinions of all Fujitsu Group employees to management". The concept of VOICE is symbolized by the slogan "change one's voice into a force and create a wind of change". This is an activity that aims to heighten corporate competitiveness by collecting the 'voices' of customers and employees and – by using them to speed up decision-making in business activities – thereby change behavior, raise awareness, and generate encounters.
As part of efforts to enhance the workplace environment, we periodically conduct surveys related to Work Life Shift and the results are reflected in a range of measures that leverage the VOICE program, such as business process reforms and the review of systems and operations. This leads to improvements in employee experience and employee engagement.

Measures to Enhance Communication

Labor Relations

Fujitsu has a union shop agreement with the Fujitsu Labor Union. Based on this, we hold discussions on various conditions of employment conditions and explain management policies and business conditions, along with business reorganization and other matters, to employees through regular and ad hoc meetings such as the Labor Council or Productivity Council. These agreements also stipulate the collective bargaining rights of the union.
In Europe, the Fujitsu European Labor Relations Council Annual General Meeting has taken place every year since 2000, with the overall financial conditions of the Fujitsu Group and other issues shared with employee representatives from Fujitsu Group companies.
Fujitsu has established a contact point to direct inquiries to a dedicated service desk. This is part of a structure that is designed to make it easy for employees to seek guidance on human resource and administrative operations.

In-house Social Media Network

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

Initiative to Boost Psychological Safety

Fujitsu Design Initiative for Psychological Safety : A Project to Design Psychological Safety

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



Overview of the Fujitsu Design Initiative for Psychological Safety

1. Promoting the project through design thinking

This project poses the question of how we can boost the psychological safety of both individuals and teams and then maintain that state to promote innovation. It also promotes the investigation of the project design and communication solutions in terms of their design thinking. Promoting the project through design thinking leverages the diversity of the project members so that problems can be solved creatively from the perspective of employees.

2. Release of the free "Fujitsu Psychological Safety Playbook"

In June 2024, we released the "Fujitsu Psychological Safety Playbook" within the company as a resource to provide a basic understanding of psychological safety and Fujitsu's proprietary improvement model. As of May 2026, the Playbook had been viewed 23,600 times in all. The Playbook is freely available and provides practical tips for organizations engaged in human capital management and cultural transformation.



Fujitsu Psychological Safety Playbook

- **Fujitsu Psychological Safety Playbook Download (*Japanese Only)**

3. Development and delivery of Psychological Safety Improvement Programs
Psychological Safety Improvement Programs have been developed for each part of the organization and have been delivered to at least 4,500 people so far. In organizations where these programs have been implemented, scores returned by employee engagement surveys have improved and substantial changes in behavior are being observed.

4. GOLD RING award received at the Psychological Safety Awards 2024
At the Psychological Safety Awards 2024, sponsored by ZENTech, Fujitsu received the GOLD RING award.

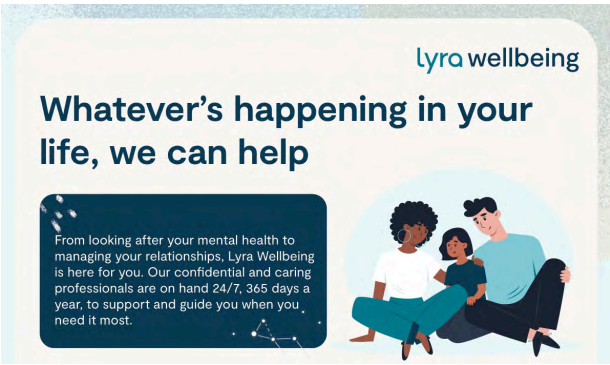


GOLD RING Award at the Psychological Safety Awards 2024

Key Initiatives in Regions Outside Japan

Promoting Employee Assistance Programs (EAP) in ASEAN

We are rolling out a range of services for employees and their families through the Lyra Employee Assistance Program (EAP). This program caters to a wide range of concerns, offering services such as year-round 24-hour counseling to address issues such as stress management, financial and legal advice, and workplace concerns. In addition, the Lyra Wellbeing Hub provides a library of videos and articles compiled by international experts, together with multilingual webinars on health and well-being.



Beach Cleanup Campaigns in East Asia

As part of its sustainability activities, Fujitsu Taiwan runs yearly beach cleanup campaigns. This activity is one of the events that commemorates the founding of the company, and aims to increase people's awareness of environmental protection. In FY2025, Fujitsu Client Computing Limited (FCCL) also participated in this event, drawing even greater attention to this important cause. Approximately 180 kg of waste was collected during this event.



FY2025 Performance

Initiatives Aimed at Reducing Long Working Hours

The discretionary working system applies to 20% of employees, while the flex time system applies to 77% of employees (Fujitsu Limited)

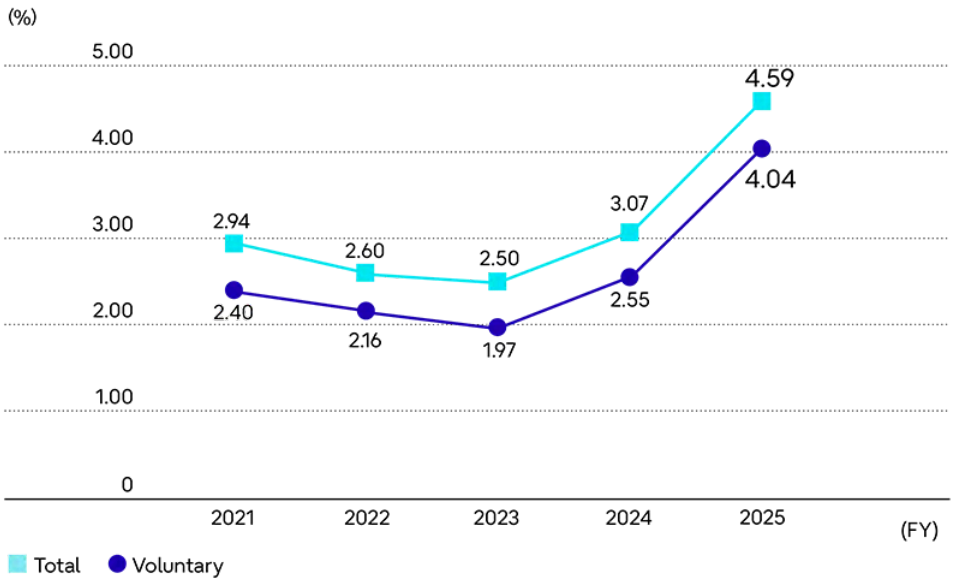
Telework Rate

The telework rate is around 70%.

Unionization Rate

The unionization rate is 77.0% (Fujitsu Limited) *Calculation basis includes managers and non-regular employees who are not union members.

Turnover Rate



Turnover Rate (Fujitsu)

Health Well-being

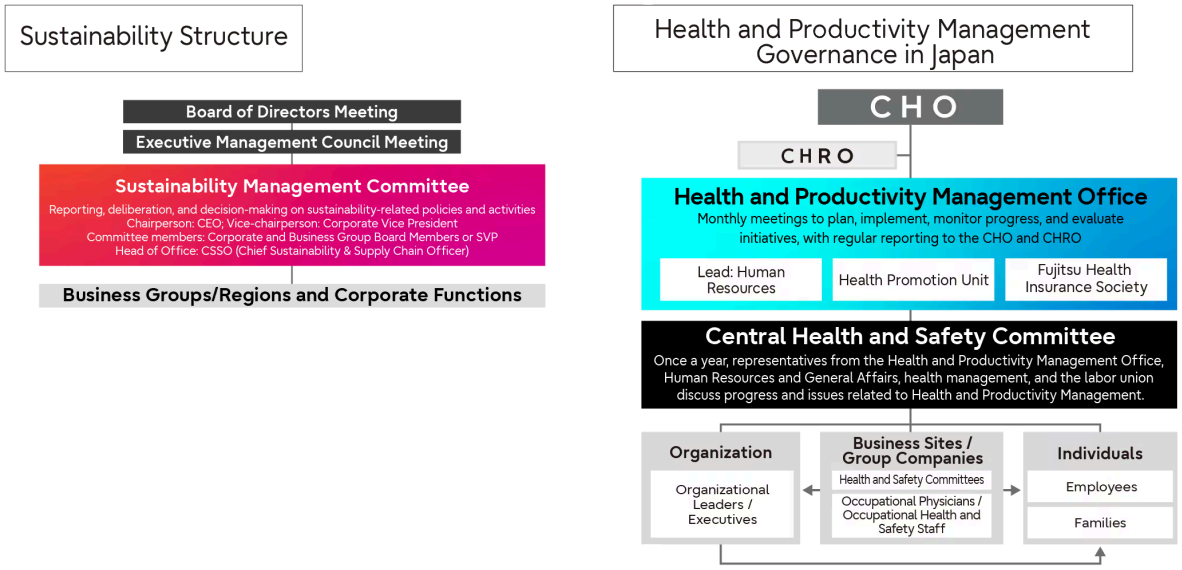
Health and Productivity Management at the Fujitsu Group

The Fujitsu Group's basic policy on Health and Productivity Management is to protect the mental and physical health and safety of employees across all business activities and to contribute to the realization of a sustainable future.
Health and Productivity Management is an initiative in the area of Health Well-being that supports the realization of "Improving people's well-being," one of the Fujitsu Group's materialities. It also provides a foundation for the growth and success of people, an important form of management capital that underpins sustainable value creation.We seek to maintain and improve employees' mental and physical health by supporting each employee's voluntary health promotion and proactive health management and by creating a healthy and supportive workplace environment.
Through initiatives that support the health of employees and their families, we are also creating an environment in which every employee can perform to the best of their ability with peace of mind.
We will further connect the maintenance and improvement of health to higher work engagement and stronger organizational capabilities, thereby contributing to sustainable business growth.
Through Health and Productivity Management, the Fujitsu Group aims to create a state in which every employee works in good health and with vitality, continues to grow toward the realization of their Personal Purpose, contributes to the Fujitsu Group's business activities, and creates value for society.
We will also apply the insights gained through the practice of Health and Productivity Management to our business activities and contribute to improving the well-being of customers and society.

- **Link: Fujitsu Group Occupational Health and Safety Global Master Policy**

Governance and Review

As part of its sustainability management, the Fujitsu Group has identified "Improving people's well-being" as one of its materialities.
To support the growth and success of every employee and sustainable value creation, we work to improve well-being and position Health Well-being as one of its key elements.
Health Well-being is the area that supports employees' mental and physical health and safety. Each region and Group company promotes initiatives in accordance with local laws and circumstances.
In Japan, we promote Health and Productivity Management as a specific initiative to realize Health Well-being.
The top executive serves as the Chief Health Officer (CHO), with the Health and Productivity Management Office established under the CHO. Human Resources, the Health Promotion Unit, and the Fujitsu Health Insurance Society work together to analyze health-related data and health issues, set goals and indicators, formulate plans, implement measures, manage progress, and conduct evaluation and improvement.

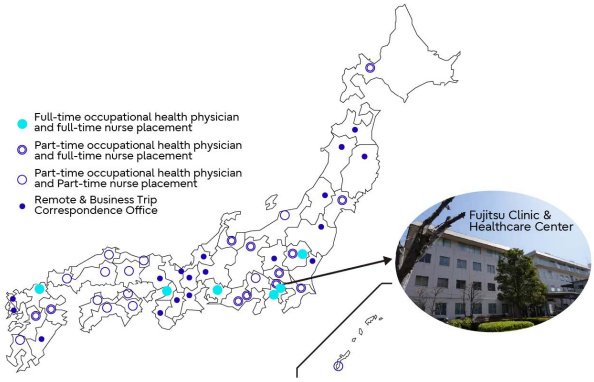


Sustainability / Health and Productivity Management Governance Structure

Office information

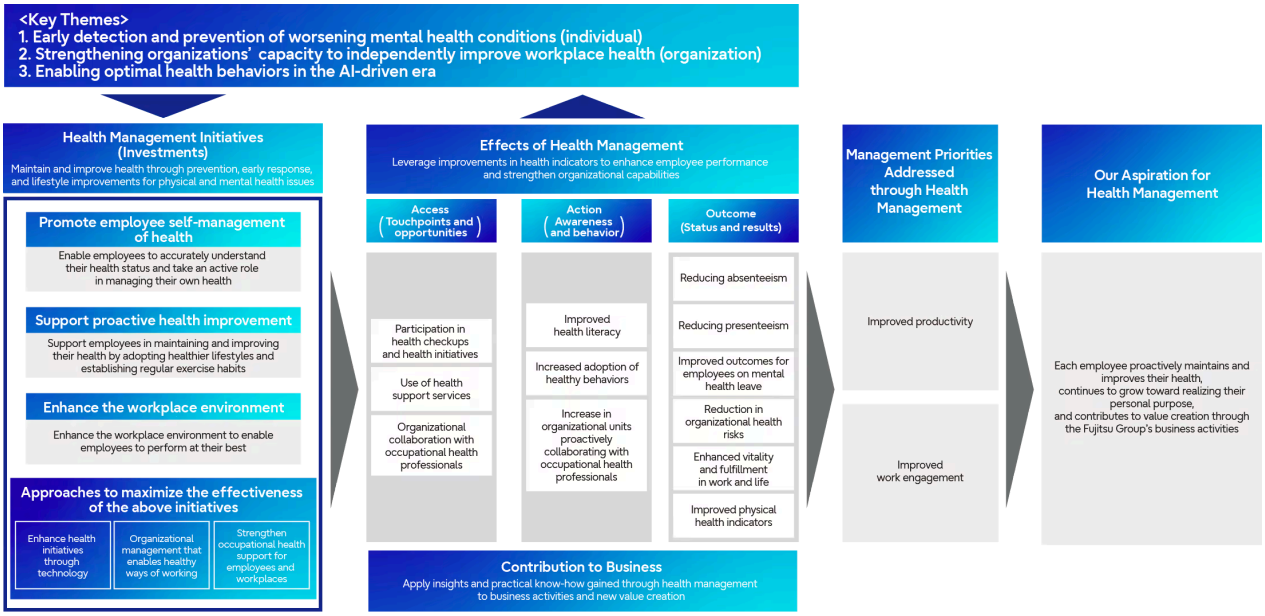
Assignment of Occupational Health Staff in Japan

Health Promotion Unit	Full-time
Occupational health physicians	Full-time 14, Part-time 79, Total 93
Clinician, etc.	Full-time 2, Part-time 37, Total 39
Public health nurses	Full-time 87, Part-time 23, Total 110
Nurses	Full-time 22, Part-time 3, Total 25
Psychologists	Full-time 6, Part-time 0, Total 6
Other healthcare professionals	Full-time 0, Part-time 0, Total 0
Administrative staff	Full-time 42, Part-time 0, Total 42
Total	Full-time 173, Part-time 142, Total 315



Our Vision for Health and Productivity Management

The Fujitsu Group aims to support the sustainable growth and success of its people by maintaining and improving the health of every employee, thereby contributing to sustainable business growth.
The Health and Productivity Management Strategy Map organizes the relationships among priority themes, initiatives, and the effects they are expected to have on employees and the organization.
Fujitsu promotes Health and Productivity Management with a view not only to maintaining and improving health, but also to enhancing productivity and work engagement, strengthening organizational capabilities, and contributing to value creation.



Health and Productivity Management Strategy Map

Approach to Indicators for Health and Productivity Management

Fujitsu sets Key Goal Indicators (KGIs) to show final outcomes and Key Performance Indicators (KPIs) to monitor progress toward those outcomes, thereby assessing progress toward the vision pursued through Health and Productivity Management.
In addition to outcome indicators such as absenteeism, presenteeism, and work engagement, we organize indicators into three stages: Access, which shows whether employees and organizations are provided with opportunities and touchpoints related to health; Action, which shows changes in health awareness and behavior; and Outcome, which shows changes in employee health and organizational conditions.
By continuously monitoring indicators at each stage, we verify the process from initiatives to outcomes, identify health issues, review initiatives, and reflect the findings in plans for the following fiscal year.

Health and Productivity Management Indicators and Results

Main Indicators in our Health and Productivity Management Strategy Map	
Improve absenteeism (*1) [KGI]	FY2023 1.32% / FY2024 1.33% / FY2025 1.33% / Target: 1.00%
Improve presenteeism (*2) [KGI]	FY2023 1.48% / FY2024 1.73% / FY2025 1.70% / Target: 1.33%
Improve work engagement (*3) [KGI]	FY2023 2.49 / FY2024 2.49 / FY2025 2.51 / Target: 2.60
Improve overall health risks	FY2023 94 / FY2024 90 / FY2025 89 / Target: 85
Percentage of absentees/persons on leave for mental health reasons (*4)	FY2023 2.22% / FY2024 2.12% / FY2025 2.12% / Target: 1.70%
Work and lifestyle satisfaction	FY2023 24.9% / FY2024 26.8% / FY2025 28.0% / Target: 30.0%
Healthy behavior implementation rate (stages of behavioral change)	FY2023 45.4% / FY2024 47.4% / FY2025 51.0% / Target: 75.0%
Communicative and Critical Health Literacy (CCHL)	FY2023 3.77 / FY2024 3.82 / FY2025 3.87 / Target: 4.00

- (*1) Absenteeism: (number of days of absence or days off taken due to illness or external injury /total number of prescribed working days for full-time workers) × 100 [Employees counted: 34,909 (employees as of the end of the fiscal year)]
- (*2) Presenteeism: the loss percentage for a year calculated from the number of days in the past three months where the employee attended work but was unable to perform up to their usual standard due to an illness or symptom as stated in a survey, and from an investigation of the resulting loss percentage Employees counted: 34,909; response rate: 95.1%
- (*3) Work engagement: the average score of answers to “I feel energized when I work” and “I feel proud of my work” in the New Work Stress Simple Survey. [Employees counted: 34,909; response rate: 95.1%]
- (*4) Ratio of employees who took absences or leave for one month or more for mental health reasons, divided by the number of employees at the end of the fiscal year.

- **[PDF]Health Management Results Outcome Indicators**

Health management investment

In accordance with the health management strategy, the cost of initiatives aimed at maintaining and improving the health of employees is 1,442 million yen. This amount not only covers external expenditures such as costs of medical examinations but also includes the cost of personnel for the Health Promotion Unit, which is the organization that implements various health measures, equipment-related costs, and indirect costs.

Cost category

Expense item	Amount （million yen）
A: Outsourcing cost	207
B: Personnel cost	1,020
C: Equipment-related cost	157
D: Indirect cost	58
Total	1,442

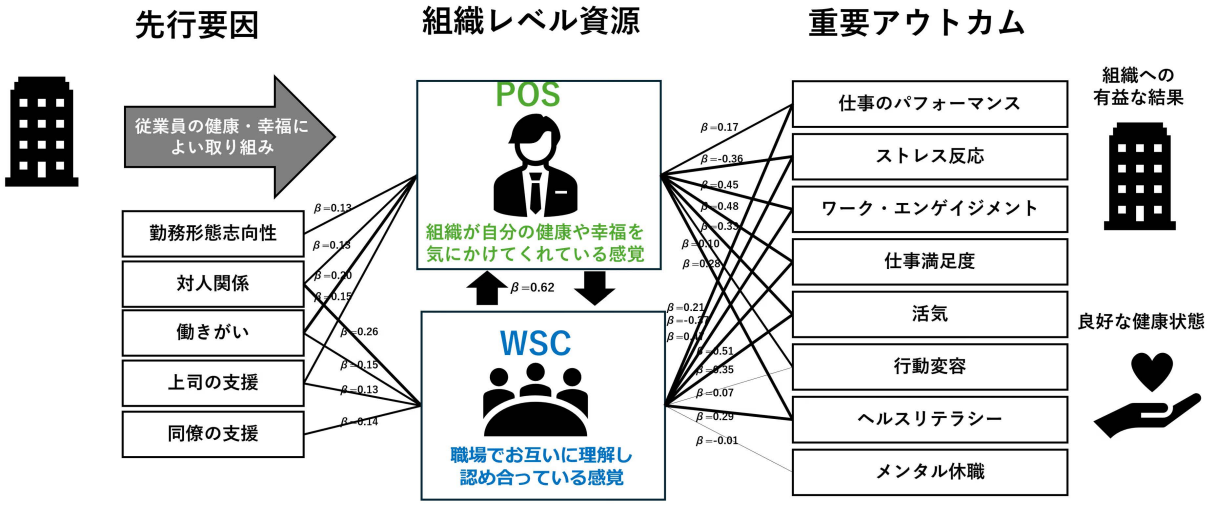
Expenses of main measures

- Cost of medical examinations 334 million yen
- Cost of stress check 9 million yen
- Cost of e-learning 7 million yen
- Cost of Companywide seminar 1 million yen

Indicator verification examples

- Analysis of POS (Perceived Organizational Support)

Perceived Organizational Support (POS) is a concept that indicates the extent to which employees feel that their organization fairly evaluates their contributions and cares for and supports their well-being and health. The Fujitsu Group believes that improving POS can be one of the important elements in promoting Health Well-being. In FY2025, after analyzing POS trends and the current state of POS at Fujitsu, we conducted an analysis to clarify the factors related to POS. In this analysis, we used the question, "My company (organization) actively supports employees so that they can work with enthusiasm and lead healthy lives," as a POS indicator, and quantitatively examined what positive impacts improving POS has and what specific actions should be taken to improve POS. The results showed that Fujitsu employees with higher POS scores tended to have higher job satisfaction and work engagement, lower stress levels, and better work performance and health awareness. Furthermore, the analysis suggested that initiatives such as "improving job satisfaction," "support from supervisors and colleagues," "building good interpersonal relationships," and "flexibility in work arrangements" are effective in increasing POS scores. Moving forward, we will reflect these findings in our policies and systems to make further improvements.



βは、先行要因などの関連性を示す回帰係数を指します。
βが大きいほど、その要因が強く影響していることを意味します。

Figure 1: Practical Implications of POS Utilization

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

Key initiatives in regions outside Japan

Transfer of services in Europe to Health Partners Group

To enhance employee support in the UK and Ireland (UK&I), we transferred employee occupational health services to Health Partners Group. This helps prevent work-related health problems, supports employees in achieving good health by providing health advice and support, and assists with rehabilitation upon returning to work after illness or health-related conditions. Health Partners Group also conducts health surveillance for employees engaged in safety-critical work activities, such as those working in operational environments.

Major domestic initiatives

Countermeasures for lifestyle-related diseases

Fujitsu and its domestic Group companies provide support for independent health management by carrying out health checkups in accordance with legally mandated health examination items, with additional items by age group, as well as offering checkup results via online systems and providing information such as health risks and changes over time. In addition, with regard to employees who have abnormal findings after receiving checkups, we aim to improve their lifestyle habits, and encourage follow-up examinations and medical consultations, through health



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

guidance and medical examination recommendations supplied by occupational health physicians and occupational health staff. For employees who have been identified as requiring treatment based on their health checkup results, the Fujitsu Health Insurance Society reviews their medical claims for three months after the health checkup as part of its disease progression prevention program. Employees who have not yet received treatment are then encouraged to seek medical care, helping ensure that they receive appropriate treatment. In addition, family members of employees (spouses of those enrolled in the Fujitsu Health Insurance Society, and family members 40 years of age and older) are able to undergo the same health checkups as employees (including cancer screenings).

- **[PDF] Project to Prevent Diseases from Becoming Severe**

Cancer Countermeasures

Taking steps against cancer involves engaging in prevention through improvement of lifestyle habits, as well as early detection through health checkups and treatment. We promote regular additional screenings for stomach cancer, colorectal cancer, and prostate cancer when employees undergo legally prescribed health checkups, based on age group. In collaboration with the Fujitsu Health Insurance Society, we conduct and support the expenses for gynecological examinations (cervical cancer and breast cancer) for all female employees. In addition, to screen for stomach cancer, the Fujitsu Health Insurance Society runs tests for Helicobacter pylori for 35-year-olds and conducts in-depth examinations on those who test positive.
Additionally, we hold “Cancer Prevention and Support for Balancing Work and Treatment” e-learning seminars for all Group employees in order to equip them with accurate knowledge about cancer, and to lead to prevention through improvement of lifestyle habits, as well as early detection and treatment through health checkups. We also provide e-learning materials to employees’ families in cooperation with the Fujitsu Health Insurance Society.

Mental health countermeasures

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



Illustration of the events taking place on Mental Health Day

Starting in FY2024, to coincide with World Mental Health Day on October 10th as promoted by the World Federation for Mental Health, we will be sending out messages from the president and sharing methods for relieving one's own stress and for conducting self-care for one's mental health, with the aim of promoting an awareness of mental health

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

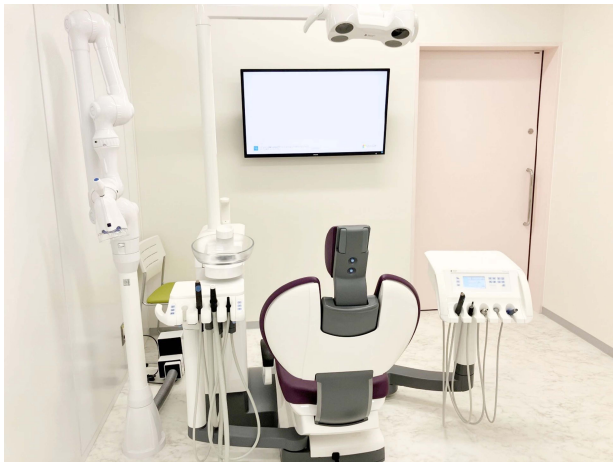
- **Work life shift**
- **Fujitsu Public Relations Note(Japanese text only): A joint project with World Mental Health Day! Psychiatrists and psychologists on staff! Introducing Fujitsu's efforts regarding mental health**

Oral and dental health countermeasures

Oral and dental health plays an important role in maintaining and improving health for the whole body while also greatly affecting QOL (quality of life) across a lifetime. We have therefore set it as an important health issue and hold activities such as dental examinations and preventive dentistry seminars to promote oral and dental health. The dental department at the Fujitsu Clinic, which had traditionally focused on treating dental caries and other conditions, shifted its focus to preventive dentistry by assessing the causes and risk factors for dental caries and periodontal disease and helping prevent their onset while supporting long-term oral health management. To support this shift, the clinic's facilities and services were reviewed, and in September 2023 the clinic was renovated into a prevention-focused dental clinic. Information on oral and dental health is given via oral health education within our clinical practice.

- Dental examinations
  - We provide tooth checks (caries and fractures), periodontal pocket measurement and brushing guidance for employees aged 25, 30, 35, 40, 45, 50, 55, and 60 to prompt them to take an interest in oral and dental health from an early age and encourage early treatment and prevention.
- Preventive Dentistry Seminars
  - We hold preventive dentistry seminars to share knowledge on issues such as the etiology of cavities and periodontal disease, how to seek dental care, and self-care methods with the aim of KEEP28 (*5).

◦ (*5) KEEP28: A preventive dentistry initiative promoted by JOF that aims to help people retain all of their natural teeth throughout their lives, from the time their permanent teeth erupt, and continue living with their own teeth for life.



Dental operatory

Health literacy and health awareness improvement

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

Programs to improve health literacy and awareness for employees of all ages

Fujitsu is committed to improving health literacy and awareness among young people. Post-employment training always includes content related to personal health management, which is later followed by an interview with a medical professional. Our goal is to improve health literacy by encouraging people to be conscious of their health from the day they start their new life with Fujitsu. We also provide detailed health support tailored to each life stage, which includes having all employees undergo interviews with medical professionals at age 30, a time when their professional and personal environments change significantly, as well as interviews with specialists by appointment at age 35.

Health education

- Companywide e-learning: Once a year all employees at Fujitsu and its Group companies in Japan are given e-learning on important health topics to provide knowledge and increase their health awareness. In FY2025, e-learning was conducted on the topic of "A Guide to Maintaining Healthy Eyes" with 33,375 employees in Japan participating. In the post-learning survey, 93% of participants who responded said that the learning was helpful.
- Managers: Receive education about their subordinates' mental healthcare when appointed as managers and once a year thereafter as part of their people management education.
- Companywide seminars: Seminars are broadcast to all Group company employees in Japan about topics such as exercise, rest, diet, smoking cessation, and women's health. In FY2025, an average of 750 employees participated in live seminars, with 95% of participants who responded to the post-seminar survey said that it was helpful.
- Office seminars: Seminars are held on themes such as mental health and health promotion, based on the issues faced by each office.

◦ **(*) Refer to FY2025 performance: health education for more details**

Initiatives post-health education

Based on the content of the FY2023 e-learning program “Health Improvement Starting with Teeth and Mouth,” which focuses on future-oriented health management, we have expanded the age range for which dental checkups are subsidized by the Fujitsu Health Insurance Society in order to encourage employees to take personal responsibility for acting on what they learn. In addition to increasing opportunities for dental checkups, we are encouraging behavioral change by offering a comprehensive range of services at dental checkup venues, including showing dental seminars, measuring body composition and bone density, and screening for locomotor syndrome. We offer a variety of programs to help individuals adopt healthy behaviors that are right for them.

Health events

Health events

- A Companywide walking event, “Let's Walk Together”
  To cultivate a habit of exercising in daily life and increase health awareness, Fujitsu and all Group companies in Japan hold a Companywide walking event called “Let's Walk Together” twice a year in spring and fall. Participants compete on an individual and team basis with the average number of steps walked in a month using a smartphone app. There are individual and team incentives for the employees with the highest average number of steps, teams that achieve 6,000 average steps in a day, teams that achieve 8,000 steps daily and other metrics.
- Projects associated with Companywide walking events
  Fujitsu runs a number of related events throughout walking event application periods, as well as during, before, and after these events. A walking class led by Fujitsu's track and field team race walkers will be live-streamed as a “5-minute a day short training challenge.” The class can be done in one's spare time and is provided in collaboration with Fujitsu Sports athletes and RIZAP. As a support event during the walking campaign, Tipness will hold the “Live Indoor Walking Class - Do 2,000 Steps in 20 Minutes!” Every Fujitsu office also hosts unique walking events, which include public viewing of live streams
- A nutrition education event, “Let’s Learn About Food Together Day”
  We have declared the 19th of every month to be Food Education Day. In addition to introducing healthy recipes using seasonal ingredients and information about health effects via email newsletters, we prepare special menu items using those ingredients at the employee cafeterias all over Japan, and work to improve employee awareness of what they eat.
- Seminar on Improving Health Checkup Results
  For employees who understand that they should work to improve their health but have not yet taken action, RIZAP instructors teach specific ways to improve health based on the results of employees' wellness exams. Employees then practice these techniques and review their results.

◦ **(*) Refer to FY2025 performance: health events for more details**



Work environment development and organizational support structure

By promoting Work Life Shift, the Fujitsu Group is enhancing structures that support diverse work styles, taking teleworking as the primary work style and actively utilizing flexible working arrangements such as flex time and discretionary work systems. With these work styles as the norm, Fujitsu and its Group companies in Japan have assigned occupational health physicians, occupational health nurses, and mental health professionals to each organization as workplace liaisons, and are conducting occupational health activities tailored to the specific needs of each workplace. By adopting this workplace-liaison system, we are deepening our understanding of business operations and workplace characteristics, thereby improving our support, which includes not only health consultations for individual employees but also support for middle management. Additionally, we prepare a “Health Report Card” that collates data about the status of employee health on a division and company basis and the status of health improvement initiatives compared to the Group as a whole. This card is provided to management as feedback along with employee engagement surveys and stress check group analysis results, so that management works together with the workplace to develop the working environment while visualizing and sharing employee health-related issues.



Work environment development and organizational support structure

Smoking prevention measures

Starting from October 2020, Fujitsu and its domestic Group companies have completely banned smoking at all offices to protect employees from the harmful effects of secondhand smoke, and in an attempt to reduce the health risks of smokers. Furthermore, to support efforts by smokers to quit smoking, we also hold seminars so that employees will accurately understand the health effects of smoking, and provide support and subsidies for treatment to quit smoking. In addition, information on smoking is aggregated on the intranet, and a consultation desk for treatment and other matters has been established. On World No Tobacco Day in May, we send out messages from occupational health physicians to raise awareness of smoking cessation throughout the Group.
Additionally, we are hosting a smoking cessation challenge where challengers and supporters form a team using the app. The app utilizes gamification, turning challengers into adventurers and supporters into companions, creating an experience that boosts awareness for successful smoking cessation through a journey to quit smoking.

Health initiatives for female employees

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

- A women's health portal site has been set up on the intranet to disseminate information on different themes about women's health (such as hormones, life planning, menopause, and cancer), seminars held, archives of past seminars and a women's health consultation window.
- We stream online seminars on women's health to all Group employees to coincide with Women's Health Week in March every year. By targeting all employees and not just female employees, we help all employees to take an interest in and have correct knowledge about women's health issues. This encourages the development of a workplace where women can work comfortably and supports the active participation of female employees.



Women's health portal site

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

Support for balancing work with medical treatment

The fundamental idea at Fujitsu and its domestic Group companies is that employees should undergo proper treatment, then return to work after recovery. We have established various leave systems and income support mechanisms so that employees can have peace of mind and devote themselves to medical treatment. We provide support from medical staff while an employee is on leave, so that they can make a smooth return to work. When they return, we conduct joint discussions with the occupational health physician (occupational health staff), HR, the employee's department head, and the employee themselves, and review their post-return work duties and employment considerations.
In order to provide support for employee treatment while they are on leave and for their return to work, we offer a guidebook aimed at the employee and their supporting department head and family members. Fujitsu provides the Return to Work Guide for employees to consult as well as for occupational health physicians at other companies who provide return to work support (occupational healthcare staff), HR departments, and department heads.



Return to Work Guide

- This guidebook is not intended to mandate the uniformity of occupational health activities. Health services provided to employees should be determined based on a holistic judgement including individual factors and the rules of each company. The information appearing in this guidebook is intended only as a point of reference. This guidebook was prepared for use by primary care physicians, occupational health staff, and the employee on leave when determining eligibility for returning to work and offering assistance. The contents of this guidebook are subject to revision or change in case of high quality research outcomes in the future.
- The authors have made every effort to confirm the information contained in this guidebook, but offer no warranty regarding its accuracy or authenticity after distribution. Users are responsible for the interpretation and use of the content found in this guidebook. The authors cannot be held liable whatsoever for any damages that arise from the use of this guidebook.
- **[PDF] Click here to download the Return to Work Guide (Japanese text only)**

Infectious disease countermeasures

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

Headache countermeasures

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



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

Assessments from outside the company

Certified as a 2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category)

As a company which considers the health management of employees from a management perspective and tackles strategic initiatives to deal with it, Fujitsu was certified as one of the White 500 Health and Productivity Management Outstanding Organizations by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking its ninth consecutive certification. We regard the health and safety of our employees and their families as one of our key management issues and to that end, we take care to establish robust systems with medical professionals at our offices nationwide, provide health guidance for lifestyle-related diseases, and set up mental health and smoking prevention programs, and these awards are recognition of our results.
Among domestic Fujitsu Group companies, four domestic group companies were certified in the White 500 (top 500 enterprises), seven companies were certified in the Large Enterprise Category, and six companies were certified in the Small and Medium-sized Enterprise Category.

- (*) Company names are as of the time of certification (as of April 1, 2026).

- Large Enterprise (White 500): Fujitsu Network Solutions Ltd., Shimane Fujitsu Limited, PERSOL COMMUNICATION SERVICES LIMITED, FDK CORPORATION
- Large Enterprise Category: Fujitsu Japan Ltd., Fsas Technologies Inc., Fujitsu Learning Media Limited, Shinko Electric Industries Co. Ltd., Fujitsu Frontech Limited, G-Search Limited, Ridgelinez Limited
- Small and Medium-sized Enterprise Category: FTIS, Inc., Best Life Promotion Ltd., 1FINITY Mobile Techno, Inc., Fsas Technologies CS Inc., Fsas Technologies & Sun Inc., TWO-ONE Limited



- Reference: About the Sports Yell Company certification program

Received Outstanding Corporation Award for Promoting cancer countermeasures in March 2026

Fujitsu received an “outstanding corporation award” for the sixth year in a row from the Cancer Countermeasures Corporate Action Project (*6), which is conducted by the Ministry of Health, Labour and Welfare.

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

Awards in 2024 and earlier —

- March 2024 - Selected as Awarded the Women's Body Conference® Grand Prize at Women's Health Friendly Company 2024
- Received the National Physical Fitness Council Chair's Award at the 2022 Physical Fitness Excellent Organization Awards organized by the Japan Sports Agency in December 2022
- Recognized as a world leader in Migraine Workplace Awareness, Education, and Employee Support Programs in March 2022
- March 2021 - Selected as a 2021 Health & Productivity Stock Selection
- October 2021 - Nominated for the Grand Prize at the Women's Body Forum Awards 2020 and received Merit Award
- March 2020 - Received Cancer Countermeasures Partner Award (Information Provision Category), awarded to companies that promote cancer countermeasures

Health Management Promotion Initiatives and Social Contributions

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

- Providing exercise programs through employee athletes
- As part of a program to prevent the progression of diabetes in Kamoenai Village, Hokkaido, Fujitsu Japan implements medical-dental collaboration focused on periodontal disease prevention and runs an exercise program that utilizes the expertise of former company-sponsored athletes. Through individualized exercise coaching tailored to each person's needs and group exercise events where everyone can enjoy physical activity together, the program contributes to maintaining and improving the health of local residents.
- **Fujitsu Japan: Medical-Dental Collaboration Program in Kamoenai Village, Hokkaido, Preventing the Progression of Diabetes and Periodontal Disease | Fujitsu Public Relations note (Japanese text only)**
- **Fujitsu Japan: Insiders Speak! What is the Significance of the Medical-Dental Collaboration Program in Kamoenai Village, Hokkaido? | Fujitsu Public Relations note (Japanese text only)**
- Providing cancer e-learning materials to external parties
  In FY2019, Fujitsu conducted an e-learning course called "Cancer Prevention and Support for Balancing Work and Treatment" for employees of Fujitsu and its Group companies in Japan. The materials used in that course are now being provided to partner companies and organizations of the "The Corporate Action Program for Promoting Cancer Prevention" project (run by the Ministry of Health, Labour and Welfare).



Providing exercise programs through employee athletes

- **(*) Refer to FY2025 Performance: Health Management Promotion and Social Contributions for other public announcements.**

Health management-related services

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

- **Healthcare Solution**

FY2025 performance

Health education

Table 1. Training and education

Companywide e-learning	• Topic: "A Guide to Maintaining Healthy Eyes" • Implementation method: e-learning • Target: All employees in Japan • Attendees: 33,375
Regular employee education	• Topic: "Health Education for New Employees" • Implementation method: e-learning • Target: All new employees in Japan • Attendees: —
Selective education	• Topic: "Self-Care Training Following the Stress Check" • Implementation method: e-learning • Target: All employees in Japan • Attendees: 3,000

Table 2. Companywide seminars

June 17, 2025	Seminar Name: "Don't Let Stress Get the Better of You! A 30-Minute Introduction to Mindfulness" • Lecturer: Dr. Soshi Saito, Health Promotion Unit, Fujitsu Limited • Participants (live): 812 • Viewers (archive): 800
November 10, 2025	Seminar Name: "Food Education Seminar: Protecting the Brains of Working Adults! A Dietary Course for the Future — Dementia Risks Lurking in the Working Age! Preventive Measures Through Diet —" • Lecturer: Dr. Rei Otsuka, National Center for Geriatrics and Gerontology • Participants (live): 660 • Viewers (archive): 1,848
March 11, 2026	Seminar Name: "Women's Health Habits Seminar: How to Protect Your Mind and Body During Disasters — Difficulties Women Face and Tips for Overcoming Them: Learning from the Past and Preparing for the Future —" • Lecturer: Dr. Honami Yoshida, Graduate School of Kanagawa University of Health Services • Participants (live): 766 • Viewers (archive): 244

Health events

Table 3. “Let’s Walk together” Companywide walking event

Dates	
Fall 2025	Participants: 30,913 / Participation rate: 38.3%
Spring 2025	Participants: 32,081 / Participation rate: 37.9%
Fall 2024	Participants: 32,370 / Participation rate: 38.3%
Spring 2024	Participants: 32,081 / Participation rate: 37.4%
Fall 2023	Participants: 31,813 / Participation rate: 36.7%
Spring 2023	Participants: 31,928 / Participation rate: 34.7%

Live Broadcast of Fujitsu’s Walking Event

May 1, 2025	• Theme: Live Indoor Walking Lesson – Spring • Participants (Live): 1,080 • Viewers (Archive): -
November 1, 2025	• Theme: Live Indoor Walking Lesson • Participants (Live): 1,430 • Viewers (Archive): 2,457
February 1, 2026	• Theme: Change Your Behavior! Seminar for Improving Your Health Measures and Health Level Through Micro-Training • Participants (Live): 695 • Viewers (Archive): -

Health Management Promotion and Social Contribution

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

Format / Dates	Lecture, Conference, Publication Name / Title
Lecture May 1, 2025	98th Annual Meeting of the Japan Society for Occupational Health / Considering the impact of headaches on productivity and how to address it
Lecture June 1, 2025	Headache Master School Japan 2025 Spring Semester Kanazawa / Considering headache treatment from the perspective of health management: the significance of the Fujitsu Headache Project
Lecture November 1, 2025 (1)	School-Based Headache Education Project to Protect Children’s Present and Future (Shizuoka Futaba Junior and Senior High Schools) / Learning about headaches
Lecture November 1, 2025 (2)	53rd Annual Meeting of The Japanese Headache Society (Yokohama) / Headaches treated in the emergency room (and one other lecture)

Format / Dates	Lecture, Conference, Publication Name / Title
Lecture February 1, 2026	Japan Medical Association-Certified Practical Training: Tokyo Medical Association and Keio Medical Association Occupational Physician Training Seminar / Case study: dealing with individuals experiencing mental health issues—supporting return to work
Conference presentation October 1, 2025	84th Annual Meeting of the Japanese Society of Public Health / Our core values and core competencies as public health nurses
Conference presentation November 1, 2025 (1)	53rd Annual Meeting of The Japanese Headache Society / Symposium 5: Gynecological disorders in sexually mature women and migraines—comprehensive management through collaboration between headache specialists and gynecologists Overview: Challenges in the management of migraines in women (and one other lecture)
Conference presentation November 1, 2025 (2)	35th Annual Meeting of the Japan Society for Occupational Health All-Japan Council / Report on a survey of public awareness of dental checkups and initiatives to increase checkup rates (and one other lecture)
Conference presentation December 1, 2025	14th Japan Academy of Public Health Nursing Conference Workshop / Health guidance using foods that support lifestyle improvements and survey results
Paper 2025 (1)	Hypertension Research / Body fluid management as a treatment for obstructive sleep apnea: a new possibility for sodium-glucose cotransporter 2 inhibitors. (and one other paper)
Paper 2025 (2)	The Journal of Headache and Pain / Association between headaches and lifestyle factors and physical and mental symptoms among 63,071 workers at a Japanese information technology company.
Paper 2025 (3)	Rinsho Shinkeigaku / Interictal burden of migraine and its evaluations: a literature review.
Paper 2026	Sleep and Breathing / Conventional polysomnographic parameters fail to predict unrefreshing sleep in patients suspected of obstructive sleep apnea.
Paper March 1, 2026	Journal of Occupational Health (Online ahead of print) / Chronic inhalation exposure to 0.5 ppm of 2-ethyl-1-hexanol induces histopathological changes in olfactory, respiratory, and skin tissue of mice.

Table 6. Health management-related press releases and notices

Manager	Name of Committee, Review meeting / Position
Japan Society for Occupational Health	Occupational Health Nursing Subcommittee, Kanto Regional Chapter, Diversity Promotion Committee, Occupational Dental Health Subcommittee, Research Group on the Health of Working Women / Representative, Committee Member, Expanded Manager, Manager
The Japanese Headache Society	Headache Master School Japan: treatment improvement, guidelines, public relations and editorial committees and annual meeting / Committee Member, Executive Committee Member, and Advisor
The Japanese Association of Public Health Nurses for Occupational Health	Director
The Japan Association of Occupational Health Law	Public Relations Committee / Committee member
Japan Society of Health Evaluation and Promotion	Ningen Dock Exam Speciality Policy Committee / Representative
Japan Society of Ningen Dock and Preventive Medical Care	Committee on the Board Certification System for Human Dock and Health Checkup Specialists / Representative

Manager	Name of Committee, Review meeting / Position
Japan Industrial Safety and Health Association	Editorial Committee of Monthly Magazine “Industrial Safety & Health” / Committee member
JAHMEC	Building Environmental Hygiene Management Technician Training Course—Nagoya District Committee Role / Committee Member
Japan Organization of Occupational Health and Safety	Kanagawa Industrial Health Comprehensive Support Center / Industrial Health Consultant
Kanagawa Labor Health and Safety Association Kawasaki North Branch	Occupational Health Activities Committee / Representative
City of Kawasaki	Nakahara Ward Food Education Promotion Subcommittee / Committee Member
Kawasaki Dental Association	Nakahara Ward Branch General Affairs Committee / Committee Member

Table 7. Status of Acceptance for Training and Internships for Occupational Physicians, Medical Students, and Nursing Students

Objectives	Training/Practice
Physician training	• Community-based healthcare training 1 hospital, 2 persons • Occupational health practical training/site tours 3 schools, 83 persons • Early experience training/study 2 schools, 9 persons
Nurse and public health nurse training	• Comprehensive nursing practical training 5 schools, 22 persons • Public health nursing practical training 8 schools, 35 persons
Other medical professional training	• Practical training in psychology and clinical psychology 1 school, 10 persons • Hospital observation and practical training for dental hygienist students 1 school, 68 persons

Occupational health and safety

Global Occupational Health and Safety Policy

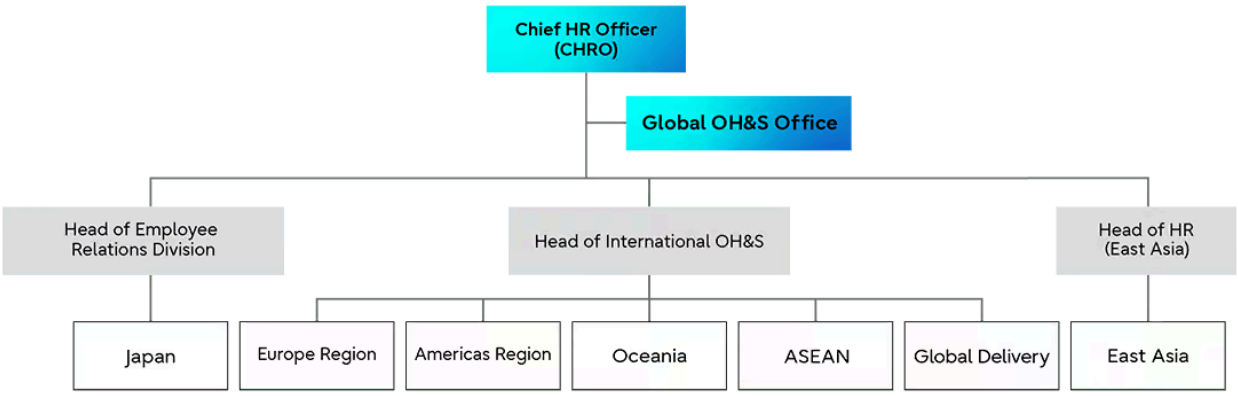
- GROUP POLICY STATEMENT
  The Fujitsu Group protects the occupational health and safety of the body and mind in all its business activities and contributes to realizing a sustainable future.
- GROUP AIMS
  1. Comply with the laws, guidelines and rules related to OH&S in each country and region, disclose OH&S information, and implement OH&S that incorporates the opinions of employees
  2. We aim to achieve the employees' well-being by continuously improving our occupational safety and health management system and by maintaining and enhancing a workplace environment that considers occupational safety, health, and psychosocial risks in accordance with the circumstances of each country and region
  3. “Zero occurrences of serious occupational accidents” and eliminate the loss of business opportunities due to preventable operational accidents, incidents and illnesses
  4. Identify dangerous areas and factors that may cause health problems, prioritize them, and work to improve issues through workplace inspections and risk assessments
- SCOPE
  This policy applies to all Fujitsu Group employees.
  In addition, we have established "2. Health and Safety" in the Fujitsu Group Sustainable Procurement Guidelines for all suppliers and partners of the Fujitsu Group and require them to understand and comply with the guidelines.
- GROUP POLICY OWNER
  This policy has been approved by the CHRO (Chief Human Resources Officer).

- (*1) OH&S is promoted through Fujitsu Group Well-being activities.
- (*2) The Central OH&S Committee reports on annual targets and key priorities in Japan.
- (*3) Under International OH&S, and in support of the Global Occupational Health and Safety Policy, we formulate all the essential details on our Global Occupational Health and Safety Policy, outlining our core vision, key objectives, and actionable steps.

We have established the Global Occupational Health and Safety Policy, and come together as a Group to promote creation of a workplace culture and environment where employees can work safely and comfortably. We revised this policy in March 2026, as we look to strengthen health and safety activities even further throughout the entire Group.
The content of the policies and initiatives related to health and safety are shared with the CHRO (Chief Human Resources Officer) in reports, and also communicated to all employees. Additionally, we have prepared a health and safety management system in each region, thoroughly ensuring compliance and implementing preventative measures for occupational health and safety in accordance with the laws and related guidelines in each country (such as those stipulated by the Ministry of Health, Labour and Welfare, ILO, etc.). In this way, we are moving forward with a comprehensive region-led approach that fits conditions in each region.

We have set up the Central Health and Safety Committee in Japan, which is comprised of the representatives of the Human Resources and Corporate Affairs Unit, Health Promotion Unit, and representatives and others from the Labor Union to function as an overseer for the Health and Safety Committees at each business site. The Central Health and Safety Committee meets once per year to share information and report to management and those in charge at each location about the confirmed status of disasters that occurred at business sites and implement preventative measures, while also formulating Group-wide health and safety related policies.
In addition, the health and safety management organizations at individual business sites, comprised of staff from the Human Resources and Corporate Affairs Unit and representative of each business site, hold monthly Health and Safety Committee meetings. These committees establish policies suited to the unique characteristics of each site, set priorities, and work to create healthier, safer workplaces in accordance with policies related to the occupational health and safety. In addition, these health and safety management organizations conduct regular workplace patrols, survey for potentially dangerous areas or causes of health hazards and factors based on a workplace inspection checklist, and report on improvements, and conduct risk assessments. They also post response methods on each business site's intranet as a preparatory measure for emergencies. The Human Resources Unit has a workplace management inquiry system and workflow for promptly reporting workplace accidents, and responds to inquiries and consultations from employees at any time.
In Europe, the Americas, Oceania, ASEAN, and at the Global Delivery Business Group, we hold health and safety leadership forums three times a year. This forum allows us to monitor and verify performance related to occupational health and safety at the regional and national level. It also acts as a key management framework for evaluating progress toward strategic goals, sharing key results, and promoting continuous improvement activities. Furthermore, it serves the role of encouraging active participation of leaders and fostering a culture that does not tolerate occupational accidents in the workplace.

- Target: Number of serious occupational accidents 0



Structure for Promoting Occupational Health and Safety Management System

Fiscal 2025 results

The Fujitsu Group aims to achieve zero occurrences of serious accidents, implementing various measures to create a safe and comfortable working environment at all workplaces and promote mental and physical health.
Specifically, we provide information on health and safety, offer training opportunities to promote awareness of prevention of occupational accidents, as well as establish exercise habits and accident-prevention actions in employees. Furthermore, we also strive to maintain and improve the quality of our activities through acquisition of international certifications. Additionally, in the case that a natural disaster or geopolitical incident occurs in any region, we implement appropriate information provision and strive to ensure the health and safety of all Fujitsu Group employees, their families, Group-related parties and customers.

Occupational health and safety training

We provide education that raises awareness of health and safety, as well as mental health, to match the workplace environments of each country or region. In particular, we consistently send messages in regard to topics such as lifestyle improvements, various vaccinations, and mental health to assist in employee self-care and preventative behaviors.
We also utilize Global Fujitsu Learning EXperience to create an environment where anyone, at a global level, can learn anytime with initiatives suited to the circumstances of each region and country.
In Japan, health and safety education is provided via e-learning to new employees of Fujitsu or Group companies to acquire useful basic knowledge on occupational accident prevention and self-management of health (938 people/year complete the course).
In Europe, the Americas, Oceania, ASEAN, and at the Global Delivery Business Group, the immersive and award winning online training program “Safety Awareness World” allows employees to virtually experience diverse global work environments for the purpose of understanding and properly managing workplace health and safety risks. (95% of the target 35,000 employees have completed this training.) This training is designed to deepen understanding and practical capabilities in regard to managing occupational health and safety risks. It includes a learning mode and testing mode that focus on important topics related to safety, such as reporting hazards and incidents, preparedness in emergencies in various workplace environments, risk assessment, safety of work equipment, and adjustments to remove potential hazards. Additionally, it is available in 10 languages for improved accessibility and allows for comparisons of results between countries and regions. Furthermore, for leaders in Europe, the Americas, Oceania, and at Global Delivery Business Group, we implement the learning program "We Care Manager Program” with the aim of improving mental health and well-being. In this program’s online module, participants learn the basics of dialogue with team members, how to spot the early signs of issues, responding with compassion, having difficult conversations, and how to properly connect team members with support when necessary, all for the purpose of promoting the creation of a mentally sound team. Also, over a 12-week period after the module, we distribute a follow-up video to support recall and implementation of the content.

World Day for Safety and Health at Work

In support of the purpose of the International Labour Organization’s (ILO’s) World Day for Safety and Health at Work, we constantly conduct awareness-raising activities on employee occupational safety and health at a global scale. For the 2025 World Day for Safety and Health at Work, we delivered a message to all employees about the importance of health and safety and a safe and healthy work environment.
In Europe, the Americas, Oceania, ASEAN, and at the Global Delivery Business Group, we conducted safety and health awareness campaigns aimed at building an environment where teams from various countries and regions can work safely. We aim to reduce various risks through education on infectious disease countermeasures, stress management, safety measures when working from home, safe business trips, and accident prevention (such as slips and falls).

Initiatives for obtaining International Occupational Health and Safety Certifications, and External Evaluations

The international standard of ISO 45001 certification for occupational health and safety management (OH&S) has been obtained by Group companies in the UK, France, Spain, Australia, New Zealand, Germany, Portugal, India, Estonia, Poland and the Philippines.
With our acquisition of ISO 45001 certification, we are striving to prevent occupational injuries and health issues, while providing a safe and healthy workplace environment for our employees and other relevant parties.
In addition, a team of occupational health and safety experts who are members of IOSH (Institution of Occupational Safety and Health) and have been certified through ISO45001 lead auditor training have been deployed in various overseas regions outside Japan to support a diverse workforce.
For external evaluations, we were recognized for our efforts to maintain a healthy and safe working environment, and the Global Delivery Business Group (the Philippines) and Heathrow Airport (UK) account received the International Safety Award from the British Safety Council. This award is given in recognition of exemplary efforts in prevention of occupational accidents at workplaces and work-related health hazards, as well as in well-being and mental health.
In the UK, we maintain our various certifications, demonstrating our high standards for health, safety, and compliance. The Contractors Health and Safety Assessment Scheme (CHAS) and SafeContractor demonstrate our compliance with health, safety, and regulatory requirements. Furthermore, the Rail Industry Supplier Qualification Scheme (RISQS) and Achilles UVDB certify our capabilities and trustworthiness in the fields of railways and utilities. Achilles UVDB contributes to responsible supply chain management and ESG compliance promotion. Additionally, “Safety Awareness World” was selected as a winner in category of Employee Learning Programme of the Year by the International Institute of Risk and Safety Management (IIRSM).
This program is a combination of global, practical scenarios and an exercise called “Risk Manager Challenge.” Participants assess and prioritize risks in real-time using a matrix of incident probability and impact, getting instantaneous feedback, so they can improve their judgement. This learning, which is more practical and engaging and fast paced than traditional safety education, leads to enhanced risk response and greater overall safety awareness in employees.
We also continue to participate in the Global Electronics Council’s Sustainability Technology Committee, which has agreed on new requirements regarding the global environment and human rights, as well as the Business Leaders Forum of the IOSH (Institution of Occupational Safety and Health) in the UK.
In Taiwan, we conduct workplace safety and health activities in accordance with regulations established by the Taiwanese government, and have obtained the Healthy Workplace Certification-Health Promotion Mark from the Health Promotion Administration (MOHW-HPA).

DNV ISO 45001 Certification

Bureau Veritas ISO 45001 Certification (*) For Oceania

British Safety Council International Safety Awards

ILO (International Labour Organization)

IOSH (Institution of Occupational Safety and Health)



Institute of Risk and Safety Management - Risk excellence award Winner 2026



Healthy Workplace Certification-Health Promotion Mark

Group Companies with ISO 45001

Fujitsu Australia Limited
Fujitsu Services Limited
AS Fujitsu Estonia
Fujitsu Technology Solutions SAS
Fujitsu Germany GmbH
Fsas Technologies GmbH
Fujitsu Consulting India Private Limited
WeServ Systems International Inc
Fujitsu Technology Solutions Sp. z o.o.
Fujitsu Poland Sp. z.o.o.
Fsas Technologies, S.L
Fujitsu Technology Solutions LDA
Fsas Technologies S.L.U
Fujitsu Technology Solutions S.A
Fsas Technologies Limited
Fujitsu New Zealand Limited

Occupational accident response and workplace management

In parallel with thorough prevention measures for workplace accidents, each region and country promptly responds when a workplace accident occurs.
When an employee in Japan is injured at work, a workflow is implemented to quickly and appropriately collect information about the workplace accident, such as when and where the accident occurred, with a strengthened response up through the Human Resources Unit. After confirming the contents of employee and workplace reports, the Human Resources Unit conducts interviews with the persons involved in the accident and the related parties to obtain further details as well as to take the necessary measures for injured persons to recover from the workplace accident. In addition, we are always available to employees for consultations about workplace accidents or general health and safety matters through our workplace management inquiry system.
In Europe, the Americas, Oceania, and at the Global Delivery Business Group, our workplace accident reporting system “Ask Safety” is used for reporting, investigating, and managing recurrence prevention response measures for workplace accidents and incidents. We also regularly promote use of this system to our employees widely in each region and country through

training programs, our internal portal sites, and webinar sessions. In addition, we encourage employees to review their work environment and conduct a workplace assessment daily. These assessments include perspectives on commuting and sustainability, including assessing environmental impacts. Employees' occupational health and safety requests are automatically allotted to the appropriate health and safety specialist, and progress is tracked until the matter has been handled. Furthermore, on the Ask Safety platform, we implement a Workplace Stress Risk Assessment composed of evidence-based questions to grasp and analyze trends in the workplace stress factors affecting employees, leading to the construction of a healthier, more sustainable workplace environment.
We also maintain an internationally certified health and safety management system and support our employees in each country and region by providing policies, procedures, and work instructions built through risk-based processes, and constructing comprehensive emergency preparedness protocols for the continuation of business.
In Taiwan, occupational health nurses visit workplaces monthly to respond to employees' health consultations, providing employees with professional medical care and advice.

Occupational accident occurrences (Fujitsu and Group Companies)

Japan*1

Frequency rate

★ Indicators assured by third party

Fiscal year	Frequency rate (*2)
2022	0.03
2023	0.09
2024	0.13
2025	0.08 ★

Severity rate

Fiscal year	Severity rate (*4)
2022	0.00
2023	0.00
2024	0.00
2025	0.00

- (*1) : Fujitsu Limited (reference period: January to December of each year)
- (*2) : Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan: Frequency rate ([Number of new cases of fatal and non-fatal occupational injury during the reference period (*3) / Total number of hours worked by workers in the reference group during the reference period] x 1,000,000)
- (*3) : Number of cases due to occupational accidents that resulted in one or more days of absence from work or the loss of a part of the body or its functions
- (*4) : Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan: Severity rate ([Number of days lost due to new cases of fatal and non-fatal occupational injury during reference period / Total number of hours worked by workers in the reference group during the reference period] x 1,000)

International regions (January–December 2025)

Non-fatal occupational injury frequency rate

Region	Non-fatal occupational injury frequency rate (* 5)
Europe Region	0.72
Americas Region	0.00
Oceania	2.52
ASEAN	0.00
Global Delivery	0.12
East Asia	1.52

Non-fatal occupational injury severity rate

Region	Non-fatal occupational injury severity rate (* 6)
Europe Region	23.52
Americas Region	0.00
Oceania	19.73
ASEAN	0.00
Global Delivery	3.02
East Asia	8.37

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

Serious occupational accident occurrence conditions (Jan-Dec 2025)

Serious occupational accident occurrence conditions

Region	Number of incidents
Japan	0
Europe Region	0
Americas Region	0
Oceania	0
ASEAN	0
East Asia	0
FY2025 (target)	0

Absentee Rate*7

Employee absentee rate

★ Indicators assured by third party

Fiscal year	Employee absentee rate (*8)
FY2022	1.336%
FY2023	1.090%
FY2024	1.092%
FY2025	1.143% ★
FY2025 (target)	1.173%

Number of employees

Fiscal year	Number of employees
FY2022	62,345
FY2023	61,946
FY2024	60,606
FY2025	56,898

- (*7) : Based on the number of full-time employees as of the end of the fiscal year (March 20) of Fujitsu Limited and Group companies in Japan (59 companies in FY2022, 56 companies in FY2023, 55 companies in FY2024, and 50 companies in FY2025).
- (*8) : Employee absentee rate (Absentee rate = [Number of absentee days (*9) / Total days scheduled to be worked in the accounting period] x 100)
- (*9) : Number of absentee days= Absence + Leave of absence (including absentee days and leave of absence due to illness and an accident, and absentee days due to an occupational accident)

Community

Our approach to community activities

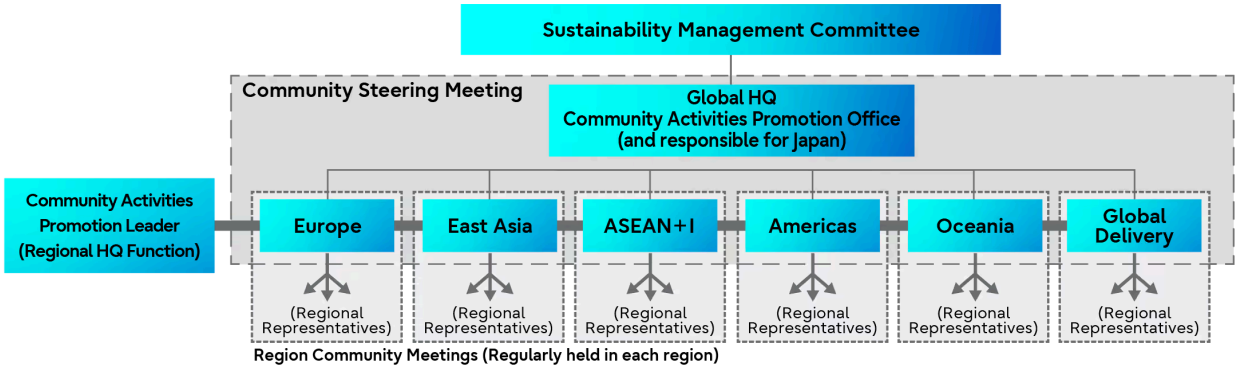
The Fujitsu Group contributes to local communities—who is one of the important stakeholders for us—around the world through donations, investment in organizations that address social issues, volunteer activities that leverage the skillsets of its employees, etc. in hopes of "solving global environmental issues", "developing a digital society", and "improving people's well-being" as well as creating a sustainable society. Furthermore, through the continued cycle of generating both financial and non-financial outputs and outcomes through such community activities and applying those to our business activities, we strive to address social challenges and create value for local communities.

Key focus areas

Among community activities, those related to the essential contributions of Materiality, namely, "solving global environmental issues", "developing a digital society", and "improving people's well-being", are positioned as top priority areas. The Fujitsu Group will contribute to expanding positive impacts through reduction of GHG emissions, improving digital accessibility, conducting ICT skills training, etc.

Promotion framework

Community Activities Promotion Office is set up as the global headquarters under the Sustainability Management Committee. A community activity promotion leader responsible for regional headquarters duties is appointed in each region and placed in charge of planning and promoting activities according to the situations of each country.
Global and regional headquarters hold quarterly Community Steering Meetings (CSM) to share policies and initiatives at the global level, review progress, and discuss challenges. Each region regularly holds Region Community Meetings (RCMs) with community activity promotion leaders from each country to share information on the deployment and implementation of policies and initiatives.
The Community Activities Promotion Office compiles the activities results in each region on a quarterly basis based on key performance indicators (KPIs), and regularly collaborates with the CSM in holding discussions aimed at improving the activities on both sides based on their actual situations. In addition to quantitatively assessing the impacts generated through these activities, the office also submits reports to the Sustainability Management Committee twice a year for discussions on how to improve these activities.



Employee community activity support system

Most of the Fujitsu Group in Japan has in place a community activity support system to encourage each employee's active contribution to society.

-Leave System-

Fujitsu offers a leave of absence system for employees to participate in the Japan Overseas Cooperation Volunteers/Senior Japan Overseas Cooperation Volunteers programs (for up to 3 years), and a volunteer leave of up to 5 days a year, cumulatively up to a maximum of 20 days in total.

-Employee Donations-

Fujitsu has set up a donation site specifically for employee use in hopes of increasing employees' awareness of social issues and fostering a volunteer mindset through donations. The Group also offers matching donations by topping up employee donations at a certain rate for disaster and humanitarian support related donations, if certain criteria are met.

-Introduction of Data Collection Platform-

Fujitsu has introduced a data collection platform to aid the visualization of the results and effects of its community activities in order to optimize management. We will also work on assessing the impact of employees' involvement in community activities on non-financial indicators, such as correlation with employee engagement.

Initiatives of Fujitsu Group

The Fujitsu Group promotes community activities globally as follows.

- Employee-led activities
  Employees take the initiatives in conducting community activities, including programs that are planned and implemented by employees on selected SDGs through idea brainstorming and communication using internal social media, support activities (pro bono) for companies, NPOs, and various organizations aimed at addressing social issues, as well as events such as lectures by diverse companies and NGO/NPO representatives and panel discussions/workshops with employees. Furthermore, we also provide educational support programs, where employees act as lecturers in discussing design thinking that Fujitsu practices in promoting its business, and problem-based learning using technology as the theme.
  - **Fujitsu's educational support programs (Japanese text only)**
- Grants to NGOs/NPOs
  The Fujitsu Group implements financial aid programs for specific initiatives of NGOs and NPOs that its employees want to support, in order to realize Fujitsu's Purpose. The co-creation among employees and NGO/NPO contributes to the realization of a sustainable society. In FY2025, financial aid was provided to 4 organizations from 4 countries through an internal recruitment process.

- Activity impact assessment and disclosure
  The Fujitsu Group has joined the membership of Business for Societal Impact (B4SI)*1 since 2023, and will strive to accurately measure and disclose the results of its activities and their impacts.
  - (*1) Business for Societal Impact (B4SI)： An international standard for measuring the impact of social contribution by companies
- Toward realizing a sustainable society through the power of sports
  Focusing on children's challenges and learning, inclusive society, and the environment, Fujitsu Sports carries out various social contribution activities primarily in Kawasaki City, Kanagawa Prefecture, where Fujitsu's headquarter and team activities are based, but also nationwide. Athletes of our team that recognized and certified by the city as "Kawasaki Sports Partners" and "Kawasaki Sports Ambassadors", which the team that places Kawasaki City as their hometown and not only compete in top sports leagues but also those that actively participate in community activities, visit elementary schools in the city to lead sports classes.
  Additionally, sensory rooms are set up at sports venues for children with sensory challenges and clothing recycling drives are held to reuse the plastic materials contained in clothing using Kawasaki City's cutting-edge technology. In this manner, these ongoing efforts target the realization of a sustainable society by bringing about positive change through the power of sports.
  - **Fujitsu Sports: Initiatives aimed at achieving SDGs (Japanese text only)**

Examples of activities

Examples of main activities in each contribution area of Materiality in FY2025 are as follows.

Planet: Fujitsu Plants Miyawaki Forest in Lisbon: A Legacy of Sustainability and Community (Portugal)



Participating employees



Employees planting trees

Global Delivery Business Group has established an in-house fund called the Sekinin Fund, which supports selected projects undertaken by employees addressing key materiality issues across Planet, Prosperity and People. In Portugal, the fund was used to establish the Fujitsu Miyawaki Forest in collaboration with Forest Impact, a B Lab-certified organization promoting reforestation using the Miyawaki method, and the Lisbon Benfica Parish Council.
The Miyawaki Forest is a reforestation method devised in the 1970s by Japanese botanist Dr. Akira Miyawaki. By densely planting diverse native species, it makes it possible to rapidly and sustainably regenerate an ecosystem of natural forest. The method also shortens forest growth and maturation, which normally takes 30 years, to just a few years. By bringing about sustainable soil improvement and carbon sequestration, these forests help to create sustainable environmental value for

future generations. In FY2025, 450 trees representing 29 different species were planted in a plot of approximately 200 square meters, supporting the health and well-being of the 35,000 people living in Benfica.

- Employee that participated in the activities: 18



Relevant SDGs

Prosperity: Supporting the closure of the digital divide among young people living in impoverished areas (The Philippines)



ICT room newly set up inside a school



Learning results are presented on ICT Day, held once a year

In the Philippines, while economic growth continues, a complex interplay of income inequality and social and structural challenges has resulted in a poverty rate that remains above 20%. Insufficient educational opportunities can limit career choices, and natural disasters such as floods and earthquakes have a particularly significant impact on vulnerable people. Fujitsu, in collaboration with World Vision Japan, has constructed and renovated ICT rooms and procured equipment for 6 schools in the Philippines, with the goal of fostering the skills that young people need to thrive in the information society. Furthermore, Fujitsu is providing support for educational activities for students and training for teachers on ICT utilization over a 3 year period starting in 2025. Through these initiatives, Fujitsu aims to improve the learning environment and promote the acquisition of ICT skills, ultimately leading to expanded opportunities for the children's future education and employment.

- Employee that participated in the activities: 7
- Beneficiaries: Estimated total number of participants over the 3 year support period: approximately 20,000 (including students, teachers, and prospective new students during the target period)



Relevant SDGs

People: Fujitsu Tech Program: Empowering Future Innovators (Poland)



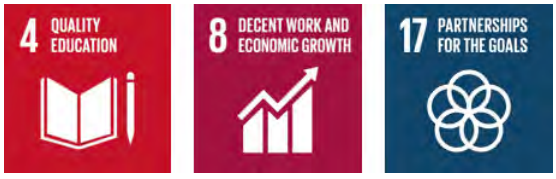
Students and staff ahead of the new school year



Student interns

In Poland, Fujitsu offers the Fujitsu Tech Program, which comprehensively provides young people with the scientific, technical, and professional skills necessary for 21st-century workplaces and higher education. In addition to skills training in agile methodologies, project management, and business communication, the program covers skills essential for IT careers, including AI, Python, DevOps, network security, and software quality.
In partnership with 2 technical high schools in Łódź and Katowice, Poland, a team of 15 trainers, 4 mentors, and 4 staff members supports approximately 300 students across 10 classes. Over the past 6 years, the program has delivered 1,920 hours of instruction and over 200 hours of mentoring, with 66 students completing internships at Fujitsu. This comprehensive approach contributes to developing individuals with both practical IT and business skills.
This program has garnered international attention, including being featured at the World Urban Forum. Fujitsu has also been recognized by the city of Łódź as a company actively involved in creating and supporting education.

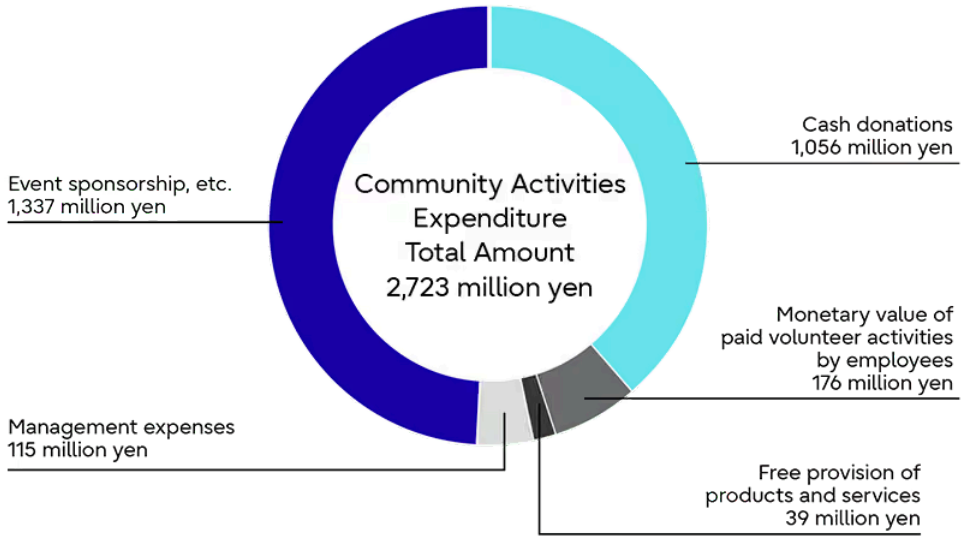
- Employee that participated in the activities: 30
- Beneficiaries: 300



Relevant SDGs

FY2025 performance

The following chart describes the expenditures for community activities at Fujitsu Group in FY2025



*Calculated based on the activity expenditures of Fujitsu Group companies in the world.

Community Activities Expenditure

Disaster and humanitarian assistance

Through the giving of donations, the Fujitsu Group supports people in need of emergency aid in disasters and conflicts around the world.
In FY2025, we donated a total of 19,917,135 yen through company support funds, employee donations, and matching donations (that are equal to donations made by employees).

Collaboration with external parties

During these times, the challenges facing society and the environment have grown in number. The principle that companies have a responsibility to all of their stakeholders has spread worldwide, to include not just customers and investors, but employees, suppliers, and communities of all sizes.

Fujitsu supports this principle and is working towards the realization of a sustainable society, acting in conjunction with international organizations and a variety of like-minded companies.

Involvement with the World Economic Forum (WEF)

The World Economic Forum (WEF) is a not-for-profit foundation established by economist Klaus Schwab that engages in programs to improve the state of the world through cooperation between the public and private sectors in a spirit of global citizenship. It offers a venue for close collaboration among leaders from a diverse range of major international institutions as well as from the business world, government, academia and society, with the aim of shaping global, regional and industry-based agendas.



The WEF logo

In October 2025, the World Economic Forum (WEF) held the "New Drivers of Industry Transformation Meeting 2025" in Hangzhou, China. Jointly organized by the WEF's Advanced Manufacturing & Supply Chains, AI Excellence, and Energy & Materials communities, the meeting brought together more than 250 leaders from business, government, academia, and civil society to discuss ways to achieve industrial transformation and sustainable growth through AI, advanced manufacturing, and clean energy.
Fujitsu participated in the meeting, contributing to discussions on AI-driven industrial transformation and the advancement of supply chains. During the meeting, an awards ceremony was held for the first cohort of "MINDS" (Meaningful, Intelligent, Novel, Deployable AI Solutions). Yuki Doi of the AI Strategy & Business Development Division was recognized for his contributions to promoting human-centric AI innovation, specifically through the implementation of AI agents in supply chain management.
Through its participation in the World Economic Forum's community activities, the Fujitsu Group will continue to advance the exploration and societal implementation of human-centric AI, contributing to global dialogue and co-creation to help build a sustainable society.

- World Economic Forum

Involvement with the World Business Council for Sustainable Development (WBCSD)



The WBCSD logo

The World Business Council for Sustainable Development (WBCSD) is an international organization with members from more than 230 companies from around the world. Fujitsu has been participating in the WBCSD since 2013, and Fujitsu executives have served in positions such as vice chair and director since 2018 to help realize WBCSD's vision (*1) by working with member companies to accelerate change through business activities.
By participating in a wide range of WBCSD initiatives, Fujitsu is working to enhance mutual knowledge across fields with various organizations and companies, consider the best methods for sustainable development, and engage in activities to put those methods into practice.

Main initiatives

- Sustainable and resilient transportation and promotion of mobility through multi-modality (*2): Along with WBCSD and Arcadis, a consulting company in the Netherlands, Fujitsu has proven the efficacy of enhancing mobility hub prediction precision and reduction and optimization of investment risk by leveraging data obtained from various information sources, including shared mobility data and transportation data. It was demonstrated that by streamlining the placement of mobility hubs, CO_2 emissions were reduced by as much as 12.6%, and hub usage rate improved by 13.5%.
- Calculation method for CO_2 emissions and rule-making in corporate data collaborations: In order to achieve "Net Zero" in the value chain, Fujitsu participates in the WBCSD's Partnership for Carbon Transparency (PACT). In 2023, we achieved transparency in the real amount of CO_2 emissions across the entire supply chain through the "PACT Implementation Program," the world's first company-backed program for achieving inter-corporate data sharing of information on product carbon footprints (below, "PCF"). Additionally, beginning in FY2024, we have been implementing inter-corporate data sharing of CO_2 emissions for PCFs utilizing real data from 12 global suppliers, as we work toward transparency and reduction in the CO_2 emissions for raw materials that we buy.
- We participate in a working group in Circular Products and Materials, wherein we are formulating transparency indices for and sharing data on corporate initiatives related to circular economy, and contributing to creation of a Global Circularity Protocol (GCP).

We will continue to actively collaborate with the WBCSD, which shares common direction with the Fujitsu Group's purpose, and contribute to the realization of a sustainable future.

- **(*1) WBCSD's vision : A world in which more than 9 billion people are able to live well, within planetary boundaries, by 2050**
- (*2) Multi-modality: Utilizing a combination of a variety of transportation means, such as walking, bicycles, public transportation, shared mobility, etc.

- **World Business Council for Sustainable Development (WBCSD)**
- **Collaborative pathways for building resilience in transport: insights from ITF 2025**
- **Fujitsu collaborates with global suppliers in decarbonization initiative to exchange product-level primary data on CO_2 emissions.**
- **Fujitsu embarks on digital collaboration with WBCSD for carbon neutral transportation**
- **Fujitsu supports the Panasonic Group in accelerating its sustainability management through the implementation of a CFP calculation solution**

- Toward a "Net Zero" value chain
- A Journey of Change: How Fujitsu uses PACT to partner with suppliers and drive value chain decarbonization
- How Fujitsu Engages with Global Suppliers to Decarbonize its Supply Chains | PACT Insights
- Stakeholder dialogue 2025

Miscellaneous

As we look to solve the issues of climate change (carbon neutral), resource circulation (circular economy), and coexistence with nature (nature-positive), Fujitsu participates in the following rule-making initiatives. By participating proactively from the rule-making stage, we aim to enhance the marketability of products by developing them based on international rules and global standards. Through such product offerings, we can help address cross-industry social problems which wouldn't be solvable by a single company.

Global and Domestic Sustainability Transformation (SX) Field

- World Business Council for Sustainable Development (WBCSD)
- Green x Digital Consortium
- Japan Climate Leaders' Partnership (JCLP)

Global Dataspace (Industry-X) Field

- Catena-X

Domestic Dataspace (Supply Chain) Field

- Ouranos Ecosystem

European Circular Economy Field

- CIRPASS 2

Domestic AI, Analysis, and Data Management Field

- Japan Data Management Consortium (JDMC)

Working with our customers

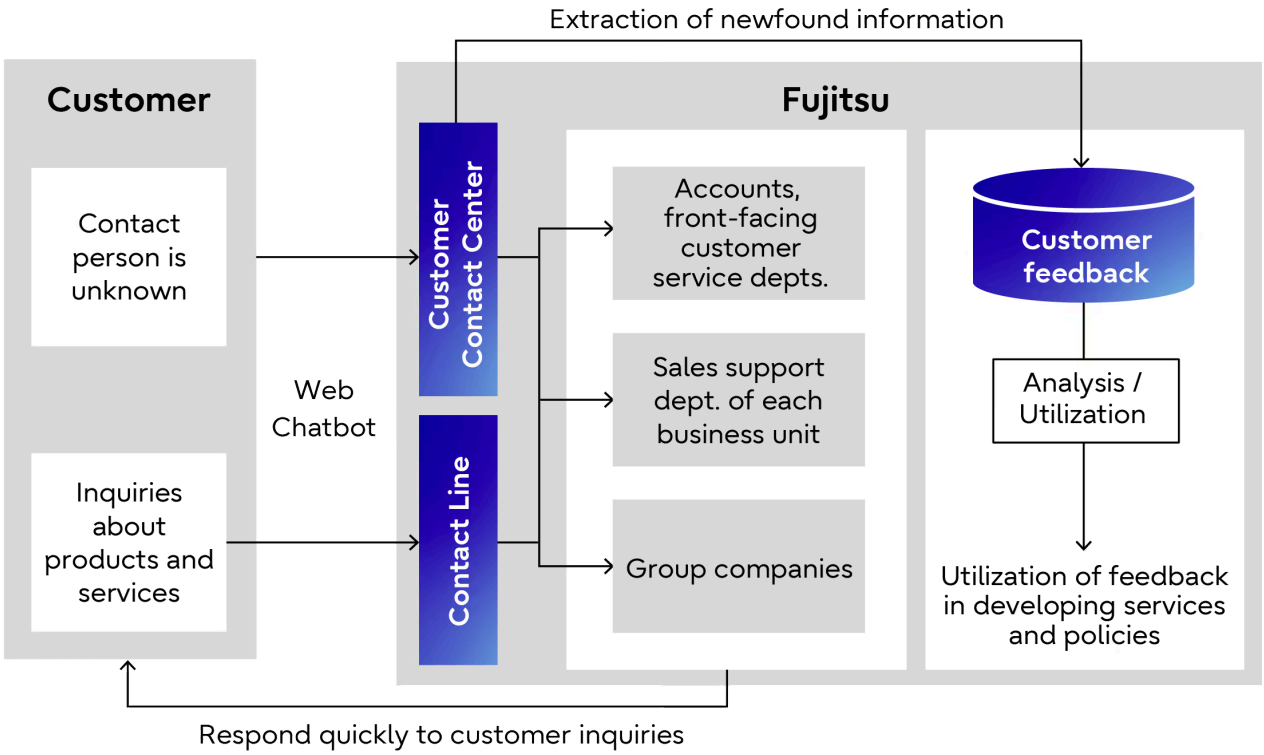
Improving customer satisfaction

Our current era is characterized by dizzying levels of social and economic change, and it seems impossible to predict what will come about in the future. In this kind of landscape, it is vital that we maintain an accurate understanding of our customers' various needs and adapt quickly to changes as they arise. In order to accomplish this, we must think and behave from the customer perspective, and engage continuously in reform.

The Fujitsu Customer Contact Center and Fujitsu Contact Line

The Fujitsu Customer Contact Center and the Fujitsu Contact Line responds quickly to customer inquiries, and have constructed a system for ensuring proper connection to the right consultation office. Through utilization of AI chatbots and inquiry forms, we can respond to various needs with flexibility, while also providing optimal guidance for smooth support to meet the customer's situation and requests. In addition, cross-departmental collaboration and monitoring of response conditions prevents lapses and delays, and efforts are made to disclose information in a way that encourages accessibility, such that various customers can utilize the service.
We also continuously analyze customer feedback and utilize the insights gained to improve the quality of our products and services.

- **Customer Contact Center / Fujitsu Contact Line (Japanese text only)**



Operating framework

Advertising and promotion policy

At Fujitsu, we work to make sure that our advertising makes use of fair and appropriate language and symbols, and are in adherence to laws and internal regulations. In FY2026, we will engender the trust of society through innovation, and promote Fujitsu's initiatives under our purpose to make the world a more sustainable place, so that those efforts will be more widely recognized. We also set key performance indicators (KPIs) and monitor these indices via the PDCA cycle to see if they have been achieved, in order to determine whether our advertising policies have been effective and cost-effective.

Fujitsu offers contact lines where the general public can voice their opinions about our advertisements. We take all of these opinions to heart, respond in a measured way with regard to matters that require a response, and do our best to engage in further communication.

- **Advertising and promotion (Japanese text only)**