Climate Transition Plan 2026

FUJITSU

Table of Contents

Overview of the Fujitsu Group Climate Transition Plan 2026 3

01 Executive Summary 4

02 Governance 5

03 Baseline Emissions and Current State 6

04 Net-zero Targets 7

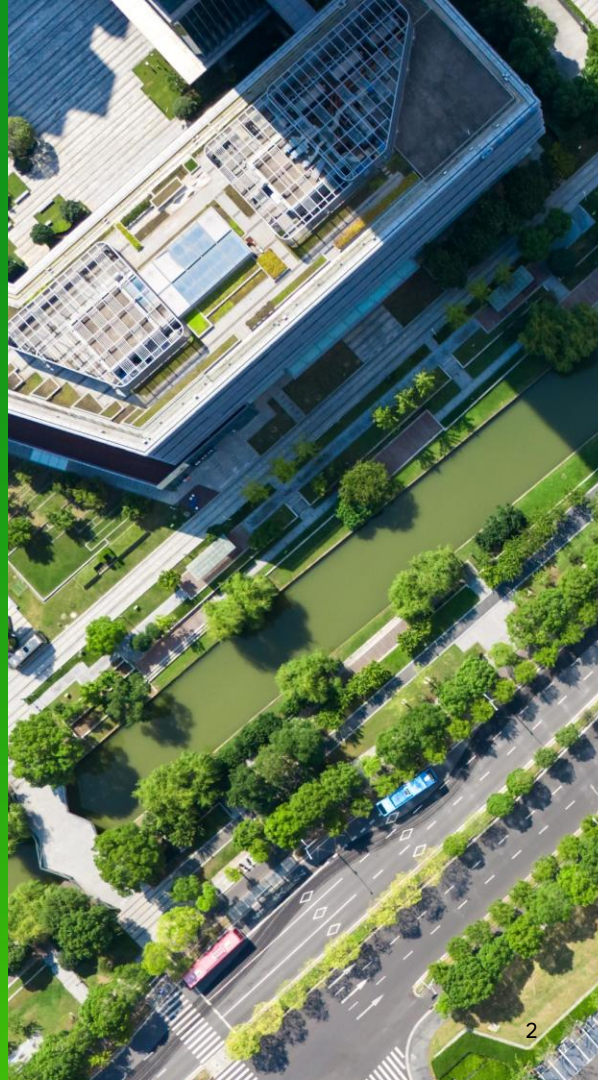
05 Levers and Actions for Carbon Neutrality 9

06 Scenario Analysis and Resilience 16

07 Relationship with and Response to Financial Planning 17

08 Just Transition 18

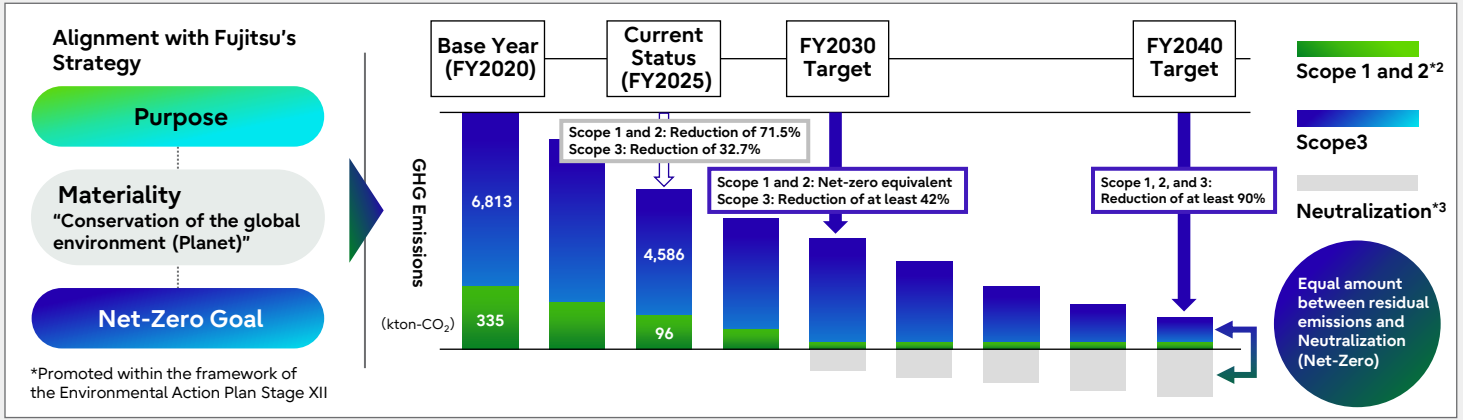
09 Policy Engagement 19



Overview of the Fujitsu Group Climate Transition Plan 2026

Fujitsu has set targets to achieve net-zero equivalent emissions from its own business (Scope 1 and 2) by the end of FY2030, and net-zero emissions across its entire value chain (Scope 1, 2, and 3) by the end of FY2040. To achieve these targets, Fujitsu will promote carbon neutrality through the Environmental Action Plan Stage XII,*1 leveraging its technologies and solutions across two axes: "Customers and Society" and "Fujitsu and Supply Chain."

Overview of the Net-Zero Goal



SBTi Approval

- Our net-zero target has been approved by the SBTi*4

Enhancing credibility through externals

- Named on CDP's highest rating: Climate Change A List, and Supplier Engagement Leader

Measures and Initiatives Toward Carbon Neutrality

Note: Underlined items indicate Fujitsu's key technologies and offerings that support decarbonization initiatives.

Customers and Society (Global GHG Emissions)

- **Improving energy efficiency in AI and data centers:** AI Computing Broker, FUJITSU-MONAKA, Fujitsu Liquid Cooling Management for Datacenter
- **Visualizing and quantifying blue carbon:** Ocean Digital Twin
- **Climate Resilience (strengthening supply chains):** Third Party Risk Management, Digital Rehearsal

Scope 1 and 2

(Fujitsu's GHG Emissions)

- Expand energy-saving measures and the use of renewable energy
- Shift electricity used at data centers in Japan to 100% renewable energy

Scope3

(GHG Emissions in the Value Chain)

- **Scope 3 data linkage and visualization:** Sustainability Value Accelerator

Living in Harmony with Nature

(Mitigation and Adaptation)

- Certification as a "Nationally Certified Sustainably Managed Natural Site"
- Support for introducing digital technologies into forest conservation activities

*1 A five-year framework (FY2026–FY2030) for promoting concrete initiatives toward net-zero. It covers three areas—climate change, resource circulation, and living in harmony with nature—and contributes across two axes: "Customers and Society" and "Fujitsu and Supply Chain." *2 Market-based *3 Removal and storage from the atmosphere *4 For details on Fujitsu's net-zero target approved by the SBTi, please refer to the SBTi Target Dashboard

01 Executive Summary

Our Purpose is to “make the world more sustainable by building trust in society through innovation.” Under this Purpose, we recognize climate change as one of our important management challenges and are working towards realizing a net-zero society in line with the Paris Agreement’s 1.5°C target. This Climate Transition Plan aims to organize and integrate climate-related information within the Fujitsu Group, using the key disclosure elements involved in developing a climate transition plan outlined by CDP as the primary reference point, and to clearly present our targets, current position, implementation structure, and specific initiatives to our stakeholders. CDP has concluded that these key disclosure indicators are generally consistent with major standards and frameworks, including the Transition Plan Taskforce (TPT), and this Climate Transition Plan also takes these international frameworks into account.

In the 2026 edition, we have revised the overall structure to more clearly show our current position towards net-zero emissions, the path to achieving our targets, and the relationship between these and our specific initiatives. In particular, we aim to improve the consistency and readability of our Climate Transition Plan by clarifying the relationship between our net-zero targets and Environmental Action Plan, which is a concrete execution plan for achieving it, and narrowing down and organizing the key issues.

Our efforts to address climate change are closely linked to our materiality of “conservation of the global environment.” The Fujitsu Group has identified “essential contributions” (conservation of the global environment, developing a digital society, and improving people’s well-being) and “foundations for achieving sustainable development” (technology, management foundation, and human capital) as materiality. “Conservation of the global environment” is positioned as an area that promotes climate change mitigation and adaptation and contributes to the realization of a society in which people can live with peace of mind.

We have set a target of achieving net-zero GHG emissions across our entire value chain by the end of FY2040, with FY2020 as the baseline year. As interim targets, by the end of FY2030, we aim to bring our Scope 1 and Scope 2 emissions to a net-zero-equivalent level and reduce Scope 3 emissions by at least 42%. By the end of FY2040, we aim to reduce our combined Scope 1, 2, and 3 emissions by at least 90%, with any remaining emissions neutralized. Our FY2040 net-zero target has been approved by the SBTi. (Please refer to the SBTi Target Dashboard for the official target wording.)

The framework for promoting concrete initiatives towards achieving net-zero emissions is the Environmental Action Plan Stage XII. Based on our Environmental Action Plan, this Climate Transition Plan introduces our initiatives from the two axes of “Customers and Society” and “Fujitsu and Supply Chain”.

We place great importance on leveraging technology to help address challenges in achieving carbon neutrality, not only within our own operations but also across society as a whole. For example, our case studies showcase Sustainability Value Accelerator, which supports decision-making towards the visualization and reduction of Scope 3 emissions; AI Computing Broker, a power-saving technology that addresses data center power challenges in the AI era; FUJITSU-MONAKA and Fujitsu Liquid Cooling Management for Datacenter; and Ocean Digital Twin technology, which supports efforts towards the conservation and restoration of blue carbon ecosystems through the visualization and analysis of the marine environment.

This Climate Transition Plan systematically outlines our approach and execution plan for climate transition throughout each chapter. This demonstrates that our climate change response goes beyond mere target setting, encompassing concrete execution based on an environmental action plan, contributions to society through technology, and efforts aimed at sustainable corporate value enhancement.

02 Governance

To steadily achieve our net-zero target for FY2040, it is essential to position climate change countermeasures at the core of management and to have highly effective governance that consistently promotes and oversees these initiatives from the Board of Directors down to operational levels.
This chapter describes our specific promotion structure and demonstrates how our commitment to climate change is integrated into our company-wide decision-making and execution processes.

Board oversight

Our Board of Directors receives regular reports on progress towards our net-zero targets, materiality assessments, and climate-related challenges, and oversees these initiatives.

Management-level responsibility structure

The CEO holds ultimate responsibility for climate-related decisions and operations, empowered by the Board of Directors. The CEO chairs both the Risk Management & Compliance Committee and the Sustainability Management Committee, directly linking the management of climate-related responses to executive leadership.

Management incentives

To further strengthen climate-related governance, we have added ESG indicators, including climate change challenges, to the evaluation criteria for Executive Director bonuses.

Execution process

Regular reporting

To ensure the effective implementation of the Climate Transition Plan, the Sustainability Management Committee and the Risk Management & Compliance Committee each deliberate on progress status and other matters, as described below, and ultimately report to the Board of Directors.

Sustainability Management Committee: This committee plays a central role in formulating sustainability and climate change strategies. In terms of climate change, efforts are being made to share risks and opportunities, consider medium- to long-term challenges, and formulate policies. The committee reports to the Executive Management Council and the Board of Directors to ensure alignment between climate change countermeasures and overall corporate strategy.

Risk Management & Compliance Committee: This committee manages company-wide risks, including climate-related risks. Regular reporting to the Board of Directors ensures that climate risks are treated with the same level of importance as other critical business risks.

Decision-making

When making important decisions regarding climate change, multiple factors such as investment amount, timelines, and impact on business are comprehensively analyzed, culminating in a final decision by the CEO.

Sustainability Management Committee Structure

Summary

As described above, we have established an effective governance system through oversight by the Board of Directors, clarification of responsibility structure, deliberation and reporting through various committees, and incentive design.
In the following chapters, we will provide a detailed explanation of our Climate Transition Plan initiatives implemented under this governance structure.

03 Baseline Emissions and Current State

This chapter presents Scope 1, 2, and 3 emissions inventories for the baseline year (FY2020) and the current state (FY2025) as a basis for measuring the progress of the Climate Transition Plan. It also provides supplementary information on the management of emissions data.

Baseline year (FY2020) emissions

We use FY2020 as the baseline year for emissions across our entire value chain.

Major sources of emissions include data center operations, the use of sold products, and procurement (purchased goods and services).

Our inventory for FY2020 (based on the GHG Protocol) is disclosed as follows: Scope 1 (direct emissions) of 16 kton-CO_2, Scope 2 (indirect energy-related emissions) of 319 kton-CO_2 (market-based), and Scope 3 (total) of 6,813 kton-CO_2.

Current state (FY2025) of emissions and reduction status

For the FY2025 inventory, Scope 1 emissions are calculated at 13 kton-CO_2, Scope 2 at 83 kton-CO_2 (market-based), and Scope 3 (total) at 4,586 kton-CO_2.

Compared to FY2020, the reduction rates are 71.5% for Scopes 1 and 2 (a reduction of 239 kton-CO_2), and 32.7% for Scope 3 (a reduction of 2,227 kton-CO_2).

*Note: The base year emissions and current emissions shown have been recalculated to align with the organizational boundary as of the end of FY2025.

Emission data management and progress verification

We track and disclose our Scope 1, 2, and 3 emission inventories annually, striving for completeness, accuracy, transparency, and consistency. We also verify the progress of emissions reductions by comparing the actual emissions for each fiscal year with the baseline year and our net-zero targets. Environmental data, including emissions data, is collected and managed through our internal data collection and management system, and used for the continuous management of our emissions inventory.

Summary

As described above, we have prepared Scope 1, 2, and 3 emission inventories with a baseline year of FY2020, and we verify the progress of emissions reduction by comparing the actual emissions for each fiscal year with the baseline year and our net-zero targets.
In the next chapter, we will outline our overall net-zero targets, taking into account this baseline year and current state of emissions.

04 Net-zero Targets

This chapter outlines our FY2030 and FY2040 targets, based on scientific evidence and categorized by Scope, for achieving net-zero emissions. It also outlines the positioning and initiatives of the Environmental Action Plan Stage XII as concrete measures towards net-zero emissions, and provides an overall picture.

Overall net-zero targets (baseline year: FY2020)

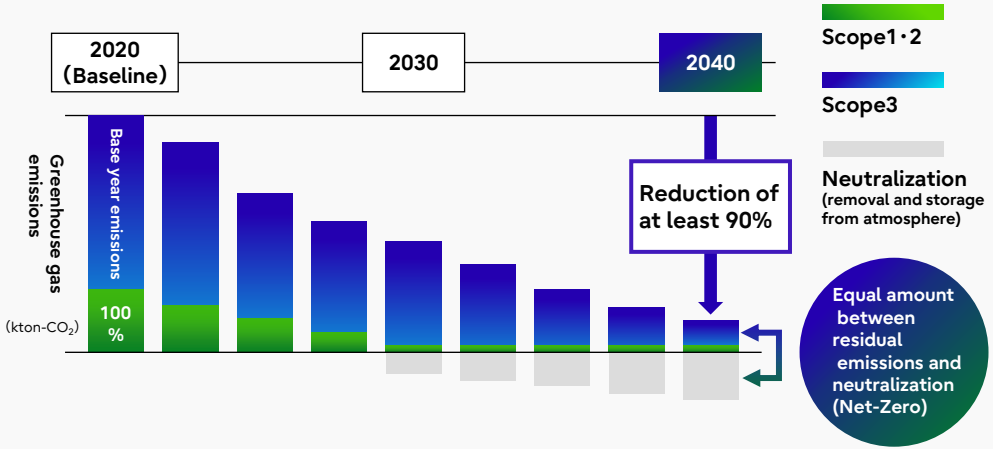
We have set a target of achieving net-zero GHG emissions across our entire value chain by the end of FY2040 (with FY2020 as the baseline year).

FY2030 targets

- **Scope1・2**
  Net-zero equivalent GHG emissions
- **Scope3**
  Reduced by 42% or more

FY2040 target

- **Scope1・2・3**
  Reduced by 90% or more, neutralized residual emissions through carbon removal (net-zero emissions across the entire value chain)



Evidence-based target setting (SBTi Approval)

Our net-zero by FY2040 target has been approved by the Science Based Targets initiative (SBTi).
*For further details on Fujitsu's net-zero target approved by the SBTi, please refer to the SBTi Target Dashboard.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Positioning of the Environmental Action Plan Stage XII (concrete initiatives towards achieving net-zero emissions)

We aim to achieve net-zero equivalent GHG emissions for our business activities (Scope 1 and 2) by the end of FY2030, and net-zero GHG emissions for our entire value chain (Scope 1, 2, and 3) by the end of FY2040.

The Environmental Action Plan serves as the framework for promoting concrete initiatives aimed at achieving these targets. The Environmental Action Plan Stage XII is positioned as the reduction implementation phase, during which these initiatives will be concretized and implemented.

Outline of the Environmental Action Plan Stage XII

Stage XII covers a five-year period (FY2026-FY2030) and is synchronized with the 2030 intermediate milestone of our mid-to-long-term Management Vision 2035. Initiatives cover the three areas of Climate Change, Resource Circulation, and Living in Harmony with Nature, and we will contribute from the two axes of Customers and Society and Fujitsu and Supply Chain.

Click here for details on the Fujitsu Group Environmental Action Plan. (Pages 1-7)

Environmental Action Plan Stage XII targets by area

This Climate Transition Plan introduces initiatives focused primarily on the areas of “Climate Change” and “Living in Harmony with Nature.”

1 Customers and Society

(global GHG emissions)

We aim to contribute to global GHG emissions reductions by leveraging our technology.

2 Scope1・2

(our company's GHG emissions)

We aim to achieve net-zero equivalent GHG emissions from our business activities by the end of FY2030, and to source 100% renewable energy for the electricity used in our operations, while also promoting its wider adoption.

3 Scope3

(GHG emissions from the value chain)

We will reduce emissions across the entire value chain by 42% or more by the end of FY2030.
(Baseline year: FY2020)

4 Living in Harmony with Nature

(climate change mitigation and adaptation)

We will promote activities that reduce negative impacts on biodiversity by 42% or more and increase positive impacts within the scope of our business activities, including our value chain. (Baseline year: FY2020)

Summary

As described above, we have set net-zero targets with the net-zero by FY2040 approved by the SBTi, and we are promoting initiatives towards 2040 based on our Environmental Action Plan. In the next chapter, we will introduce concrete examples in the areas of Customers and Society, Scope 1, 2, and Scope 3, and Living in Harmony with Nature, in accordance with the framework of our Environmental Action Plan Stage XII.

05 Levers and Actions for Carbon Neutrality

This chapter introduces various initiatives in line with the area targets of the Environmental Action Plan Stage XII outlined in Chapter 4.
It also covers our own measures to reduce our environmental impact as well as our initiatives for Customers and Society through our technology offerings, including Uvance.

1 Customers and Society (global GHG emissions)

Delivering Power-Saving Technologies to Address Data Center Energy Challenges in the AI Era

With the rapid adoption of generative AI and the expansion of cloud services, global electricity demand for data centers is increasing significantly. Balancing this growing demand with decarbonization has become a critical challenge for society as a whole. At Fujitsu, data centers are also a key foundation supporting our business operations, and their power consumption accounts for a substantial share of our total electricity usage.

To address this challenge, Fujitsu is promoting energy efficiency improvements and expanding the use of renewable energy across its own data centers. At the same time, we are focusing on the development and provision of technologies that help reduce power consumption in data centers for our customers and society. These efforts include enhancing computational efficiency through the “AI Computing Broker,” which improves GPU utilization; advancing processor energy efficiency with the next-generation CPU “FUJITSU-MONAKA,” designed to deliver both high performance and low power consumption; and improving cooling efficiency through advanced cooling technologies, including liquid cooling, as well as through the cooling service “Fujitsu Liquid Cooling Management for Datacenter,” which leverages these technologies to address increasing heat generation in data centers.

AI Computing Broker

AI Computing Broker is a software technology that enhances GPU utilization in AI processing. In conventional AI workloads, GPUs often remain idle during preprocessing and post-processing stages, reducing overall efficiency. This technology dynamically allocates GPU resources during these idle periods to other processes, thereby improving utilization rates. As a result, the same computational tasks can be executed with fewer GPUs, leading to more efficient use of GPU resources and reduced power consumption. AI Computing Broker is already being used by customers across industries, including financial institutions, data center operators, and AI service providers.

Comment from the person in charge

Fujitsu Limited
Fujitsu Research
Artificial Intelligence Laboratory

By converting GPU idle time into valuable computing resources through AI Computing Broker, we aim to reduce power consumption. We will continue advancing this technology toward practical deployment, supporting the expansion of AI utilization while also helping to reduce environmental impact.

Next-Generation CPU "FUJITSU-MONAKA"

FUJITSU-MONAKA is a next-generation processor designed to achieve both high performance and energy efficiency by leveraging Fujitsu's unique technologies developed through world-leading supercomputer projects and cutting-edge semiconductor processes. While performance and energy efficiency have traditionally been in a trade-off relationship, this processor is designed to balance both. It aims to deliver high levels of performance and power efficiency, contributing to reduced energy consumption in social infrastructure and the realization of a carbon-neutral society.
The processor is expected to be used across a wide range of fields, including data centers, in the fourth quarter of fiscal year 2026

Comment from the person in charge

Fujitsu Limited
Fujitsu Research
Advanced Computing Development

As power consumption in data centers continues to grow on a global scale and the impact of climate change becomes increasingly significant, we hope that FUJITSU-MONAKA's advances in power efficiency will be recognized as a viable solution to these challenges in the market.

Liquid Cooling Service "Fujitsu Liquid Cooling Management for Datacenter"

"Fujitsu Liquid Cooling Management for Datacenter" is an integrated service centered on liquid cooling technologies, leveraging over 40 years of expertise in both facility and IT system design. It addresses the increasing heat generated by GPUs driven by the rapid adoption of generative AI, where conventional air cooling is becoming insufficient and liquid cooling adoption is accelerating.
The service utilizes software that monitors server conditions in real time and controls multiple Coolant Distribution Units (CDUs), enabling rack-level redundancy, phased capacity expansion, and optimal cooling control based on system load. It also provides integrated support—from design and deployment to operation and optimization—for AI-ready data centers, retrofit upgrades, modular prefabricated data centers, and improvements in power usage effectiveness (PUE) and reducing the amount of water used. Accordingly, customer adoption of this service is currently underway.
In addition, Fujitsu has commercialized a "boiling (two-phase) cooling" technology using pure water and plans to apply it to the thermal management of higher-power GPUs in the future.

Comment from the person in charge

Fujitsu Limited
Platform Business
Mission Critical System Business Unit

As heat generation and power demand continue to increase with the spread of generative AI, liquid cooling is becoming an essential technology for data centers. Leveraging over 40 years of expertise in liquid cooling technologies and operational know-how, we aim to deliver integrated support from design to operation, contributing to the realization of sustainable and highly efficient data centers.

Through these initiatives, Fujitsu is working to reduce environmental impact from its own power consumption, while supporting the realization of high-performance and energy-efficient computing infrastructure required in the AI era, thereby contributing to the foundation of a sustainable digital society.

Measurement and quantification of blue carbon

Achieving net zero requires not only reducing emissions across society but also leveraging nature-based solutions that utilize the CO_2 absorption capacity of natural ecosystems. As climate change mitigation and biodiversity conservation become increasingly important, blue carbon—carbon absorbed and stored by marine and coastal ecosystems—is recognized as one of the key approaches contributing to sustainable decarbonization.

Based on this concept, Fujitsu is promoting initiatives that leverage digital technologies to contribute to marine environmental conservation and the realization of carbon neutrality.

Specifically, Fujitsu utilizes its ocean digital twin technology, which reproduces and analyzes ocean conditions in a digital space, to support the measurement and quantification of blue carbon in ecosystems such as seagrass beds, as well as the planning of restoration and conservation activities. By combining underwater drone technologies for automated data collection with AI-based ecosystem recognition of seaweed and seagrass bed types and coverage, Fujitsu enables data collection, measurement, ecosystem recognition, and blue carbon quantification. In addition, simulation technologies support the pre-validation of restoration and conservation measures.

In a project in the Uwa Sea area of Ehime Prefecture, Fujitsu works in collaboration with local stakeholders to address marine environmental changes caused by heavy rainfall. The ocean digital twin technology is used to predict eelgrass die-off risks and identify suitable locations for restoration. These initiatives enable efficient, scientifically grounded restoration of seagrass beds. Through demonstration activities in the Uwa Sea area, Fujitsu has achieved J-Blue Credit® certification, demonstrating the effectiveness of its technology in advancing the social implementation of blue carbon.

Furthermore, in the Port of Barcelona, Spain, Fujitsu has reached an agreement with BCN Port Innovation Foundation to conduct a proof of concept (PoC) during 2026.

In this PoC, Fujitsu will combine artificial intelligence with underwater drones to capture and analyze seabed environmental data, enabling algae identification, biomass calculation, and the estimation of blue carbon.

Through these efforts, Fujitsu aims to lay the foundations for data-driven understanding of marine ecosystem conditions and to support their continuous monitoring.

Looking ahead, Fujitsu will expand the application of these technologies to real marine areas and promote initiatives for seagrass bed restoration, conservation, and blue carbon creation in collaboration with local governments and companies. Fujitsu will also broaden the scope of application to include marine infrastructure, further contributing to marine environmental conservation and decarbonization.

Comment from the person in charge

Fujitsu Limited　Fujitsu Research
Security Science Laboratory

By digitally modeling the ocean, we aim to visualize CO_2 absorption and ecosystem conditions to accelerate concrete climate actions such as blue carbon creation and seagrass restoration. We are committed to balancing marine ecosystem regeneration with economic activities, contributing to the realization of a sustainable, decarbonized society.

Fujitsu Technology Solutions S.A.

Ocean Digital Twin emerges from the need to better understand and manage increasingly stressed marine ecosystems by integrating data, AI, and simulation into a dynamic virtual representation of the ocean. Its motivation lies in addressing fragmentation of marine data and enabling evidence-based decisions for biodiversity protection, decarbonization, and sustainable blue economy development, in the context of growing European policy and regulatory pressure towards more sustainable ocean management. In this context, the agreement with the Barcelona Port Innovation Foundation establishes a proof of concept to monitor biodiversity, quantify blue carbon, and support ecosystem regeneration through advanced analytics. Looking ahead, Ocean Digital Twins are expected to become key decision-support systems, enabling predictive “what-if” scenarios and scaling towards integrated digital ocean platforms supporting policy, industry, and society.

Strengthening Supply Chain Resilience through TPRM and Digital Rehearsal for Climate Resilience

From the perspective of climate resilience contributing to climate adaptation, Fujitsu is strengthening supply chain resilience against risks such as natural disasters through its Third Party Risk Management (TPRM) initiatives. These initiatives enable the company to address a wide range of risks, including natural disasters and ESG-related risks. In addition, Fujitsu utilizes digital rehearsal technologies to conduct scenario-based impact analyses and evaluate response measures. Leveraging these internal practices as reference models, Fujitsu has begun offering related products and services to customers from fiscal 2026, aimed at enhancing the resilience of their supply chains.

Specifically, through the application of TPRM, Fujitsu collects and integrates risk information from external sources with its internal data, including sales, procurement, and production. AI is then used to visualize and analyze risks, as well as to identify necessary actions. This enables improved visibility and understanding of risks that impact business operations—areas that were previously difficult to assess—and significantly accelerates response planning following disaster events. As a result, the time required to move from the occurrence of a natural disaster to action within Fujitsu's supply chain has been reduced from approximately two weeks to just a few hours.

Furthermore, digital rehearsal technologies are used to simulate scenarios related to natural disasters and climate change, analyzing their impacts on the supply chain through causal relationships. These simulations help identify effective mitigation measures and support timely and informed decision-making.

Comment from the person in charge

Fujitsu Limited
Enterprise Business
Solution Architect Business Unit

Building on internal best practices aimed at minimizing financial impacts and opportunity losses arising from risks such as natural disasters, geopolitical developments, and human rights due diligence, we seek to deliver these capabilities to customers across a wide range of industries.
By leveraging data and AI to support rapid decision-making in the face of complex and unpredictable risks, we aim to enhance the transformation of our customers' supply chains. Through these efforts, Fujitsu strives to support the realization of a resilient society that balances economic value with corporate social responsibility.

2 Scope1・2 (our company's GHG emissions)

Transition to Renewable Energy

Among greenhouse gas emissions (GHG) associated with our business activities, Scope 1 and Scope 2 represent areas where we can take direct and proactive action to reduce emissions.

For direct emissions from fuel use (Scope 1) and indirect emissions from electricity use (Scope 2), we prioritize emissions reductions through energy efficiency improvements, while advancing a structural transformation of energy use. Based on the business environment and operational conditions at each site, we implement optimal measures to reduce emissions.

For Scope 1, we are considering the reduction of fossil fuel use through electrification of equipment and fuel switching. However, certain emissions remain technically or economically difficult to abate at this stage—for example, where high-temperature heat is required in manufacturing processes or where significant capital investment is needed to replace existing equipment. For such emissions, we will utilize carbon credits and gradually move through a phased transition toward carbon neutrality. In particular, data centers, which are energy-intensive and account for significant amount of GHG emissions, are positioned as a priority, and we aim to achieve carbon neutrality at major data centers in Japan by the end of fiscal year 2026.

In parallel with these Scope 1 measures, we are advancing the transition to renewable energy and energy-saving initiatives as core actions to reduce Scope 2 emissions. In particular, we have prioritized the transition to renewable energy at data centers and achieved 100% renewable energy use at data centers in Japan in fiscal year 2025. In the same fiscal year, the share of renewable energy of the Fujitsu Group exceeded the interim target of 50%, and we aim to further expand this to reach 100% by fiscal year 2030.

From fiscal year 2026 onward, we will place greater emphasis on the quality of renewable energy procurement by incorporating renewable energy procurement options with high-additionality, such as through power purchase agreements (PPAs), and enhancing our procurement portfolio. Through these efforts, we will contribute to the broader adoption of renewable energy and support decarbonization across society.

Comment from the person in charge

Fujitsu Limited
CEO Office
Sustainability Division

Beyond simply reducing emissions, we aim to achieve effective carbon neutrality by implementing optimal measures tailored to the characteristics of each business. In particular, carbon neutrality in data centers is positioned as a key initiative to enhance our credibility as an environmentally responsible company.
Going forward, we will also focus on the quality of renewable energy procurement by prioritizing additionality and further enhance our contribution to decarbonization across society.

3 Scope3 (GHG emissions from the value chain)

Visualization of GHG Emissions and Data Collaboration across the Value Chain

In addressing climate change, it is essential not only to reduce GHG emissions generated by a company's own operations, but also to achieve net zero GHG emissions across the entire value chain. This requires establishing mechanisms that ensure that the decarbonization efforts of suppliers are appropriately reflected throughout the supply chain.

In business environments involving diverse stakeholders such as suppliers and partners, it is necessary to go beyond internal transformation and promote collaboration across the supply chain. Companies must share the significance of Scope 3 net zero targets and strengthen engagement to accelerate actions toward achieving these goals.

Against this backdrop, Fujitsu is leveraging its Uvance offering, "Sustainability Value Accelerator," which supports the visualization, measurement, and optimization of GHG emission reductions. This enables Product Carbon Footprint (PCF) calculation and GHG emissions data exchange with global suppliers in accordance with global standards. This contributes to improving transparency and traceability across the value chain through trusted data sharing.

To address concerns regarding the potential leakage of confidential information—such as product design data held by suppliers—this initiative adopts a highly secure data linkage model. This includes access-controlled PCF calculation and the sharing of PCF data via APIs (Application Programming Interfaces), based on a decentralized data management approach. This ensures both transparency and reliability in the data exchanged with suppliers.

Through this initiative, Fujitsu has established a mechanism to enable end-to-end visibility across the value chain by facilitating inter-company collaboration through the exchange of PCF data related to procured products and materials. This also strengthens engagement with suppliers and partners.

In particular, the initiative functions as a platform to support PCF calculations using primary data—which is critical for Scope 3 accounting—as well as the exchange of such data between companies.

As of now, Fujitsu has successfully established data exchange and collaboration with 45 suppliers. Through this initiative, the effects of suppliers' GHG emission reduction efforts can be visualized, and the accuracy of PCF calculations has been improved. Furthermore, the impact of decarbonization measures implemented during suppliers' manufacturing processes can be reflected in product-level GHG emissions within Fujitsu's Scope 3 Category 1 (Purchased goods and services).

In addition, the initiative has contributed to reducing the operational workload associated with ESG data collection and updates, while improving efficiency through centralized data management.

Fujitsu is aligning its efforts with international frameworks. From 2022 onwards, Fujitsu has been participating in the Partnership for Carbon Transparency (PACT), an initiative led by the World Business Council for Sustainable Development (WBCSD). Based on this framework, Fujitsu has developed and is utilizing a PACT-aligned Uvance offering, "Sustainability Value Accelerator," to enable standardized data exchange.

Fujitsu is also promoting the adoption of this solution across multiple industries, fostering ecosystem development and contributing to the realization of net zero.

This initiative serves as one of the key foundations supporting the calculation of PCF data based on primary data and inter-company data collaboration, both of which are essential for reducing Scope 3 emissions. It is positioned as a core effort to enhance the visualization and reduction of GHG emissions across the entire value chain.

Going forward, Fujitsu will continue to advance data collaboration aligned with international frameworks to further improve GHG emissions visibility and strengthen supplier engagement.

Comment from the person in charge

Fujitsu Limited
Global solution BG Uvance Strategy & Transform Unit

Leveraging knowledge gained through participation in rule-making initiatives such as WBCSD PACT globally and the Green x Digital Consortium in Japan, as well as internal implementation, Fujitsu will continue to promote the formation of ecosystems with like-minded companies committed to achieving net zero.
Going forward, Fujitsu will expand cross-industry and cross-regional collaboration by utilizing data and AI, contributing to the development of sustainable supply chains and the realization of carbon neutrality.

4 Living in Harmony with Nature（climate change mitigation and adaptation)

Initiatives for Nature Conservation and Forest Preservation in Synergy with Climate Action

In decarbonization efforts, addressing mitigation and adaptation measures through the perspective of living in harmony with nature are important. The Fujitsu Group has set targets to contribute to nature-positive outcomes as part of its Environmental Action Plan and promotes initiatives tailored to regional characteristics and local challenges.

As a mitigation measure, we focus on the conservation of tropical rainforests, which serve as important carbon sinks. Through donations to BirdLife International Tokyo and the provision of confirmation and advice on applicable technologies and activities, we support conservation activities led by the NPO Burung Indonesia in the tropical rainforests of Sumatra, Indonesia, where diverse tree species, birds, and mammals inhabit valuable lowland forests. To address illegal logging and forest fires in the region, we have contributed to improving the efficiency of forest patrols through digital technologies. Specifically, in digitizing patrol information that had previously been recorded on paper, the NPO Burung Indonesia introduced smartphones and applications, which significantly improved the efficiency of data collection and analysis.

Since then, these efforts expanded to include initiatives such as the development of communications infrastructure and the use of dashboards for data management. By introducing digital technologies into areas where ICT had not yet been widely adopted, we have helped drive innovation and strengthen the implementation framework for conservation activities.

More recently, planting of Multi-Purpose Tree Species (MPTS) which are expected to contribute to forest restoration while improving the livelihoods of local communities has also begun. These efforts are expected to be further expanded going forward.

As an adaptation measure, we focus on urban green spaces that help mitigate the impacts of climate change, such as rising temperatures and heavy rainfall, and promote initiatives at our own business sites. The Fujitsu Numazu Plant (Numazu Site) has a long-standing commitment to biodiversity and green space conservation, and was certified as a "Shizen Kyosei Site (Nationally Certified Sustainably Managed Natural Site)" by Japan's Ministry of the Environment in 2023. The extensive green areas, which occupy a large portion of the site, maintain habitats for diverse range of species centered on native species, while also being open to the local community. These continuous efforts have been recognized, positioning the site as a contributor to the global "30 by 30" action plan.

Moving forward, we will apply the knowledge gained from these initiatives to other sites. In addition, through the redevelopment of Fujitsu Technology Park, our headquarters, we will continue to promote the creation of green spaces that emphasize living in harmony with nature and biodiversity conservation.

Comment from the person in charge

Fujitsu Limited
CEO Office
Sustainability Division

Nature-based Solutions (NbS) are considered an effective approach to advancing both mitigation and adaptation through the synergy between climate action and living in harmony with nature. Based on this understanding, we have established targets to contribute to nature-positive outcomes and are promoting related initiatives.
Specifically, these include forest conservation activities that contribute to mitigation by leveraging digital technologies in tropical rainforest areas, as well as initiatives at our own sites that contribute to adaptation through the utilization of urban green spaces.
Going forward, we will build on these experiences to further expand our positive impact on nature, thereby contributing to the creation of new value.

06 Scenario Analysis and Resilience

This chapter introduces our analysis of future risks and opportunities under 1.5°C and 4°C scenarios, taking into account the uncertainties that climate change poses to our business environment, and presents the results of our assessment of the resilience of our business strategy.

Premise

Using 1.5°C and 4°C scenarios, we conducted scenario analyses for businesses susceptible to the effects of climate change, specifically Sustainable Manufacturing (areas under consideration: petrochemicals, automotive, food, and electronics-related businesses), Trusted Society (areas under consideration: public services, transportation, and energy-related businesses), and Hybrid IT (areas under consideration: data center-related businesses), taking into account the period up to 2050.

Analysis (excerpt)

When illustrating the results of simulations based on the 1.5°C scenario, while Hybrid IT is expected to face cost increases (risks) due to changes in electricity prices and other factors, demand for data centers is projected to grow due to increased demand for carbon-neutral facilities and rising data traffic driven by the shift toward smart technologies. Overall, this is projected to have a positive impact on operating profit.

In addition, for Sustainable Manufacturing and Trusted Society, the analysis focuses on business opportunities arising from climate change, examining the potential for expansion into new markets and the positive impact on sales.

Click here for details on the 1.5°C and 4°C scenario analysis (Pages 13-19)

Analysis steps

The analysis was conducted in four steps: assessing the importance of risks and opportunities, defining scenario groups, evaluating the impact on business, and considering countermeasures.

Analysis results

We confirmed that the opportunities analyzed in the scenarios are aligned with the business unit's offering consideration and development direction, and that countermeasures have been put in place for the risks. Therefore, from a medium- to long-term perspective, we assessed that Fujitsu's business possesses strategic resilience.

Summary

Based on the above analysis, we have identified the risks and opportunities anticipated under the 1.5°C and 4°C scenarios, and confirmed their alignment with the business unit's offering consideration and development direction, as well as the status of risk countermeasures. As a result, our business strategy has been assessed as having medium- to long-term resilience. In the next chapter, we will outline how we reflect the insights gained in this chapter into our approach to financial planning.

07 Relationship with and Response to Financial Planning

This chapter analyzes how climate change will affect our financial decision-making, based on the climate-related risks and opportunities outlined in previous chapters. This chapter focuses on issues related to financial planning and response direction.

Relationship between risks, opportunities, and financial planning

We consider climate-related physical risks and regulatory risks, which could impact our operations and supply chain management costs, to be important considerations from a financial planning perspective. In particular, carbon pricing (carbon taxes, etc.), fluctuations in electricity prices, and surcharges associated with decarbonization could become factors that increase costs in the future, and therefore should be considered in our financial decision-making.

However, climate change response can not only reduce risks but also create opportunities for growth. We have identified high-energy-efficiency products and services, new markets in ICT utilization, and areas that contribute to strengthening resilience as opportunities, and we are proceeding with consideration aimed at realizing these opportunities.

Direction of response in financial planning

We are responding to the above issues primarily in the following directions.

- ### Transition to renewable energy

  We are expanding the use of renewable energy throughout the Fujitsu Group. As a prime example of our initiatives, in addition to procuring 100% renewable energy at Fujitsu Technology Park (formerly the Kawasaki Factory), our largest Group facility, we achieved 100% renewable electricity use across all of our data centers in Japan in FY2025.

- ### Investment in products and services that contribute to climate change countermeasures

  We are investing in the development and provision of products and services that contribute to climate change mitigation and strengthen climate resilience, such as high-performance, low-power products and services, disaster prevention information systems, and AI-powered water management prediction systems.

Summary

As described above, this chapter summarizes issues related to financial planning and response direction, based on the climate-related risks and opportunities discussed in previous chapters. While preparing for potential cost increases brought about by climate change, we aim to achieve both long-term business sustainability and growth by transitioning to renewable energy for the power used in our data centers, factories, and offices, and by investing in products and services that contribute to climate change countermeasures. In the next chapter, we will outline our efforts to address the social impacts associated with the transition.

08 Just Transition

In promoting climate transition, it is important to consider not only the reduction of GHG emissions but also the social and economic impacts that may arise during the transition process. As we respond to climate change, we are moving forward with our environmental initiatives while also taking into consideration the impact on local communities and stakeholders. This chapter outlines our approach to renewable energy procurement as one such example.

Social and environmental considerations in renewable energy procurement

To expand the use of renewable energy, we have established the "Renewable Energy Procurement Principle" (Pages 20-21) to clarify the requirements that should be considered in procurement. This principle includes requirements to ensure the reliability of renewable energy sources, as well as requirements to promote procurement that takes into account the impact on local communities and the environment.

Specifically, it indicates that selecting renewable energy sources that can contribute to the local community should be considered when procuring energy. For example, it suggests selecting renewable energy sources for the electricity used from the local power grid, thereby promoting the local production for local consumption of electricity, and supporting power generation companies that are working to expand renewable energy.

It also recommends prioritizing procurement from relatively new power generation facilities. This is intended to encourage the creation of new projects and contribute to increasing the capacity of renewable energy electricity throughout society.

Furthermore, this principle stipulates that the power generation facility must have been developed and constructed with the consent of the local community, and that it must not have a significant environmental impact on the area where the facility is located. These points demonstrate an approach that, when promoting the increased introduction of renewable energy, should also be guided by the need to consider the understanding of the local communities where power generation facilities are located and the impact on the local environment.

In taking this approach, we are pursuing renewable energy procurement not merely as a means to reduce greenhouse gas emissions, but also with consideration for contributing to local communities, gaining local support, and taking environmental impacts into account.

Summary

This chapter outlined our approach to renewable energy procurement from the perspective of considering the social and economic impacts associated with climate transition. Based on our "Renewable Energy Procurement Principle," we are working to expand the use of renewable energy while considering the impact on local communities and the environment in the process of promoting energy transition towards decarbonization.
In the next chapter, we will outline activities that extend beyond our company's boundaries from the perspective of policy engagement. In doing so, we aim to create a policy and institutional environment that contributes to achieving our climate targets through collaboration with external parties and involvement in policymaking, thereby promoting carbon neutrality throughout society.

09 Policy Engagement

This chapter outlines our approach to policy engagement and related initiatives. Through collaboration with industry associations, international initiatives, national and local governments, and other stakeholders, we seek to extend our climate change response beyond our own operations and contribute to the development of policy and institutional frameworks that support our climate targets, advance our business strategy, and promote carbon neutrality across society.

Basic policy

We aim to achieve our net-zero targets, which are aligned with the Paris Agreement's 1.5°C target, and in doing so, contribute to the advancement of carbon neutrality throughout society. To this end, we will be involved in rule-making necessary for cross-industry initiatives. We engage in international standardization activities and policy recommendations as needed through collaboration with industry associations and initiatives, contributing to international cooperation in climate change countermeasures and the promotion of carbon neutrality in each country and region, while also promoting the deployment and market development of our offerings.

We will regularly review the alignment of the organizations in which we participate with our climate targets and strategies. If the alignment is insufficient, we will work with member companies to request improvements, and if the improvements are significantly inadequate, we will consider whether to continue these activities.

Management structure

Matters concerning policy engagement, including responses to climate policy and policies regarding participation in initiatives and industry associations, are discussed by the Sustainability Management Committee and reported to the Executive Management Council and the Board of Directors. (See the chapter "Governance")

Examples of external collaborations for policy recommendations, institutional development, and social implementation

1) Participation in policy recommendations for the expansion of renewable energy

We are a Gold Member of RE100, a global corporate renewables initiative that brings together businesses across markets worldwide to commit to using 100% renewable electricity in their operations by 2050 at the latest. We are involved in policy advocacy aimed at expanding renewable energy procurement.

For example, through discussions in the Policy Working Group, which consists of 12 RE100 member companies including Fujitsu, we are working with other member companies to make policy recommendations aimed at improving the renewable energy procurement environment in Japan.

2) Implementation initiatives linked to national and regional decarbonization policies

We participate in the "Kawasaki City decarbonization lifestyle behavioral change promotion project," a public-private partnership initiative implemented by Kawasaki City to encourage behavioral changes among citizens towards decarbonization. This project was the first initiative of its kind in Japan to be selected for the Ministry of the Environment's Dekokatsu Subsidy in FY2025. We collected used clothing, sold recycled products, and visualized the amount of CO2 reduction contribution using a smartphone app. Through these initiatives that encourage citizens to take action towards decarbonization, we are promoting the implementation of national decarbonization policies in local communities.

3) Initiatives for cross-industry data collaboration and standardization

We participate in the Green x Digital Consortium, whose secretariat is run by the Japan Electronics and Information Technology Industries Association (JEITA), promoting the standardization necessary for cross-industry data collaboration to visualize and reduce CO2 emissions across the entire supply chain. The consortium's "Visualization WG" aims to build a system that utilizes digital technology to reflect emissions and emission reduction efforts as data.

In addition to serving as the deputy chair of the Visualization WG, we also lead the Data Format and Exchange SWG, a sub-working group within the same WG, in developing and revising the technical document "Technical Specifications for Data Integration," which presents a common data format and integration specifications. Based on these achievements, we are also working to improve the visualization and calculation accuracy of Scope 3 emissions in our own supply chain through data integration with suppliers. As part of these efforts, we are building and operating a system that utilizes the Sustainability Value Accelerator.

These initiatives, while integrating and aligning with the WBCSD PACT introduced in the chapter "Levers and Actions for Carbon Neutrality," contribute to promoting the standardization and implementation of effective data sharing for reducing GHG emissions throughout the value chain.

Participation in the UNFCCC Conference of the Parties (COP)-related events

We view COP as an international forum for discussions on climate change countermeasures. We actively participate in related events and virtual exhibitions to help advance cross-industry initiatives for carbon neutrality and adaptation among customers and society through technology. The following are some recent examples.

COP28 (2023, Dubai)

We participated in a panel discussion held at the Japan Pavilion (organized by JCI and JCLP). At a panel hosted by the Japan Climate Initiative (JCI), we highlighted the importance of private companies taking swift action, and emphasized the value of a "transparent and reliable data infrastructure" as a necessary lever. In addition, at a panel hosted by Japan Climate Leaders' Partnership (JCLP), we discussed the need for consumer and corporate behavioral change and industry collaboration using examples of data integration and optimization simulations.

COP29 (2024, Baku)

We participated in the Green Digital Action High-Level Roundtable (organized by the ITU, UNFCCC, the COP29 Presidency, etc.). We introduced our approach to the problem of climate change, including how we are addressing the global challenge of increasing power demand due to data centers through energy conservation using FUJITSU-MONAKA. In addition, at a panel discussion held at the Japan Pavilion (hosted by the Ministry of Internal Affairs and Communications), we presented approaches to decarbonization through inter-company data integration on CO2 emissions utilizing Uvance's offering ESG Management Platform (current "Sustainability Value Accelerator"), which supports the visualization of supply chain emissions, and emphasized the need for an incentive mechanism based on cooperation with the government. Furthermore, at the virtual exhibition, we showcased the Sustainability Value Accelerator and the Ocean Digital Twin, an initiative by our Converging Technologies Laboratory that combines AI and marine ecology to visualize the marine environment and contribute to biodiversity conservation, and showed promotional videos on site.

COP30 (2025, Belém)

We showcased the Sustainability Value Accelerator and the Ocean Digital Twin through a virtual exhibition and on-site promotional video content. Through such initiatives, we aim to improve stakeholders' awareness and understanding of our climate-related offerings and initiatives.

Participation in other international initiatives

We participate in the following rule-making initiatives to address the challenges of climate change, resource circulation, and living in harmony with nature. We will actively participate in rule-making to develop products that align with international rules and global standards, improve market suitability, and accelerate the deployment. Through the provision of such products, we aim to solve cross-industry and social challenges that cannot be resolved by a single company.

Global data space (Industry-X)	**Catena-X**
European circular economy	**CIRPASS 2**
Japanese data space (supply chain)	**Ouranos Ecosystem**
Global and Japanese SX	**World Business Council for Sustainable Development (WBCSD)**
	World Economic Forum (WEF)
Japanese circular economy	**Circular Partners**
Japanese AI, analytics, and data management	**Japan Data Management Consortium (JDMC)**

Summary

As described above, we are expanding our climate change response initiatives beyond our own company to encompass society and industry as a whole through our participation in industry associations and international initiatives, our involvement in policy advocacy and institutional development, our collaboration with external partners to advance implementation in alignment with policy and institutional frameworks, and our active engagement in international forums such as the COP, while also working to establish a policy and institutional environment that supports the achievement of our climate targets and strategies. Going forward, we will continue to collaborate with external organizations and participate in international frameworks to work towards rule-making, social implementation, and behavioral change aimed at achieving carbon neutrality for society as a whole.

The company names, product names, and other proper nouns mentioned herein are trademarks or registered trademarks of their respective companies.
This document is based on information available as of the date of publication and is subject to change without notice.
This document is for informational purposes only, and Fujitsu Limited assumes no responsibility for any damages arising from the use of this document.
Unauthorized copying, reproduction, or republication of all or part of this document is prohibited.
Fujitsu and the Fujitsu logo are trademarks of Fujitsu Limited.
Some of this content was created using generative AI.

©2026 Fujitsu Limited Published in September 2026