

Sustainability Data Book 2025

Fujitsu Group



FUJITSU

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Message from the President

Our environment continues to be highly complex and uncertain. Global challenges such as geopolitical fragmentation, severe climate change, and increasingly devastating natural disasters threaten the establishment of stable social and economic activities. Further, as the rapid evolution of technologies such as AI brings new conveniences to companies and individuals, social risks such as the infringement of human rights and the digital divide are also becoming apparent. In such circumstances, companies must accelerate their efforts to solve social issues and create innovation that counters new threats.

Fujitsu's vision for 2030 is to be a technology company that makes a net positive contribution through digital services, in line with our stated purpose "to make the world more sustainable by building trust in society through innovation". Our goal is to maximize the positive impact of our corporate activity on society, the environment, and the economy, and minimize any negative impact. We are striving to contribute to a sustainable society by setting our essential contributions - solving global environmental issues, developing a digital society, and improving people's well-being - in Materiality comprising platforms that enable sustainable growth: technology, management framework and human resources.

Key to these initiatives is Uvance, where, together with our customers and partners, we have taken up the challenge to solve social issues in a cross-industry way. We are accelerating our efforts by offering a diverse range of Uvance services and solutions, including services and solutions that support the visualization and reduction of greenhouse gas emissions, AI services that calculate the impact of external environmental changes on supply chains and quickly derive countermeasures, and platforms that enable optimal logistics by sharing data across industries. We are also focused on promoting the ethical use of AI and building reliable digital infrastructure using technologies such as computing and cybersecurity. In parallel, the Fujitsu Group is striving to grow in a sustainable way by reducing the environmental impact of our business activities and improving employee well-being. Specifically, we aim to reduce carbon emissions across the Group to zero by FY2030, and to achieve net-zero greenhouse gas emissions across the value chain by fiscal 2040, while at the same time progressing the adoption of renewable energy. In the area of improved employee well-being, we are actively creating an environment that provides autonomy to individual employees to build their career, enhancing systems that support diverse work styles, and promoting health management, striving to create a workplace where employees can thrive. As a company that develops and provides technology, the Fujitsu Group will continue to pursue new technologies based on social issues and work with our customers and partners to realize a safer, more secure, and richer society.

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



Takahito Tokita
CEO, Fujitsu Limited

A handwritten signature in black ink, reading "Takahito Tokita".

Fujitsu Way

The Core Elements of the Fujitsu Way

The Fujitsu Group established the Fujitsu Way in 2002 as a principle for the conduct of its people. In response to changes in society and the business environment, the company revised the philosophy in 2008 to further instill awareness in its people working around the globe.

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

The Fujitsu Way comprises three parts:

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

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

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

Click below for further details.

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



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

Transforming Our Corporate Culture

The Fujitsu Way

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

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



Our Purpose

Activities to Promote the Fujitsu Way

Internal Communication Initiatives

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



Sample pages from the Fujitsu Way booklet

understand the Fujitsu Way and make it uniquely their own. The booklet incorporates management's thinking on ways to implement change in Fujitsu. It also includes the words of former CEOs and other pioneers plus the background to their messages, which today form the company's DNA, embedded in the Fujitsu Way. We will continue to communicate the Fujitsu Way through workshops and videos, to ensure that all employees engage in the Fujitsu Way and work toward achieving the company's purpose.

Employee Engagement

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

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

Materiality Contribution Awards

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

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

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

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

In FY2024, as many as 182 applications were received from Fujitsu Group companies worldwide, resulting in the presentation of two Grand Prizes and six Excellence Awards. See below for examples of the applications received, categorized by area of contribution to Materiality.

*1: Chief Sustainability & Supply Chain Officer

Award-winning Projects from FY2024 Sustainability Contribution Awards

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

Value Creation Model

Fujitsu's Purpose-driven Value Creation Model

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

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

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

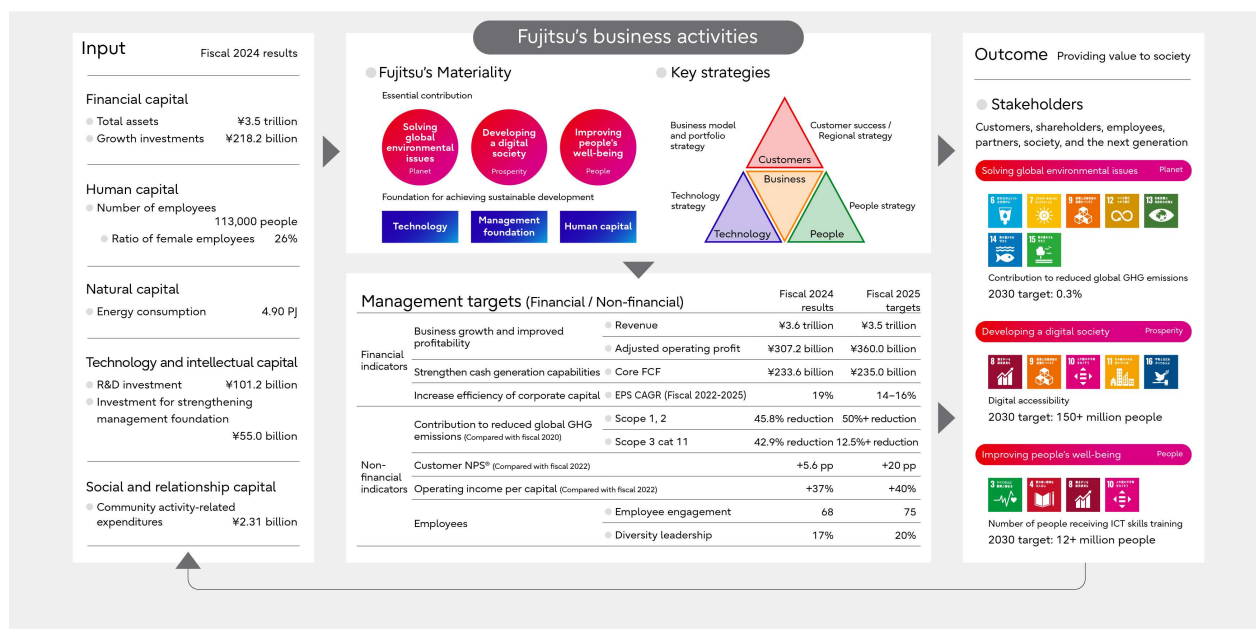
- *1: Fujitsu defines net positive as follows: “In addition to maximizing financial returns, we are committed to solving global environmental problems, advancing the digital society and enhancing people's well-being. Through technology and innovation, we seek to generate a positive impact on society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

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

Value Creation Model

Value creation model

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



Value Creation Model

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

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

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

output indicators to identify the actual number of people affected. These output indicators include a count of community activities, the services and solutions offered by sales of Fujitsu Uvance solutions, and our investment targets.

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

Materiality

Materiality in the Fujitsu Group

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

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

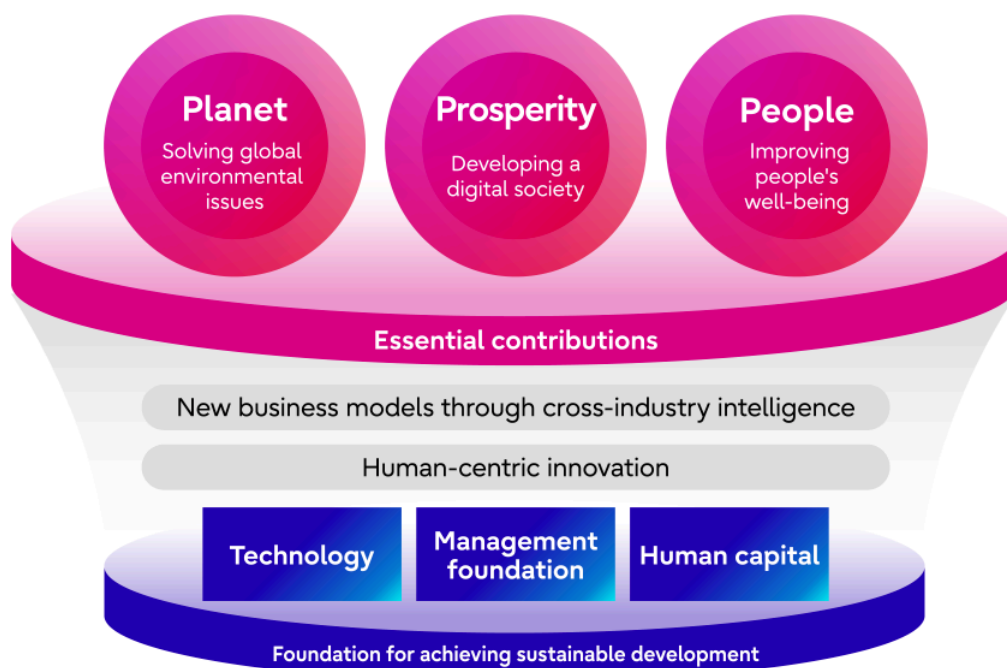
In the fiscal year 2025, we reviewed some items of materiality from the perspectives of "Fujitsu-ness" and "value proposition," changing from 18 issues to 25 issues.

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

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

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

Materiality



Concept diagram of materiality

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

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

Foundation for achieving Sustainable Development (12 issues)

Technology Innovating cutting-edge digital technologies which co-create new opportunities to transform to a sustainable society Creating and developing cutting-edge innovative technologies	Management Foundation Protect corporate and social order with responsible actions and conduct Data-driven management with highly-efficient and rapid decision making Governance and compliance Leading ethical AI and IT Risk management Economic security management Digital transformation	Human Capital Creating innovation throughout society by dynamically combining the talents of versatile people from inside and outside the Company DE&I Career & Growth Well-being Social Well-being Health Well-being Financial Well-being Human rights
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Materiality Assessment Process

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

Step 1 Organize and Identify Social Issues

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

Step 2 Prioritization

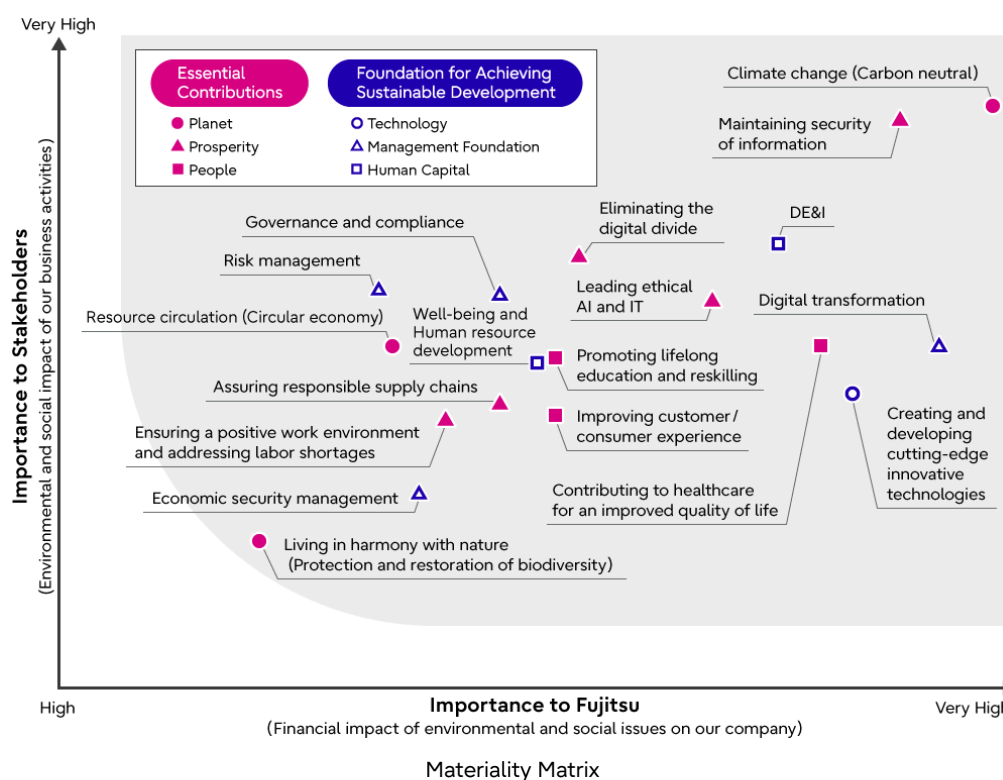
- Conduct surveys, interviews and desktop research with a wide range of internal and external stakeholders based on the identified social issues. In anticipation of future circumstances in 2030, create a draft materiality matrix that prioritizes 25 social issues from 40 social issues in terms of the risks and opportunities those issues present. The draft materiality matrix is created by conducting comprehensive assessments and assigning scores to issues from the perspectives of their importance to Fujitsu (financial impact of the environmental and social issues on Fujitsu) and their importance to stakeholders (environmental and social impact of Fujitsu business activities).
- Leverage personal interviews and Sustainability Management Committee meetings to discuss and evaluate (ie, with reviews by executive directors, executive officers, non-executive directors and corporate auditors) the adequacy of the draft Materiality Matrix from the perspective of Fujitsu's uniqueness (ie, affinity with the Fujitsu brand), and arrive at the final Materiality Matrix (condensed from 25 issues down to 18 issues).
- Organize the materiality concept and then classify and arrange the 18 issues into 2 categories and 6 areas.

Fujitsu and Stakeholder Assessment

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

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

Materiality Matrix (*2)



Step 3 Management Approval

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

Step 4 Review

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

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

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

Approach to Materiality

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

Essential contribution

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

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

SDGs related to Planet



FY2025 Targets

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

FY2030 Targets

- Contribution to global GHG emissions reduction: 0.3% (Global CO₂ reduction impact of Service Solutions business)
Please also refer to the Environmental Action Plan

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

Climate change (Carbon neutral)

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

Resource circulation (Circular economy)

Recognition of risks & opportunities (*4)	Risks - Increased costs for operations and for handling the reputational risk arising from resource constraints resulting from resource depletion and escalating conflicts over scarce resources resulting from resource maldistribution Opportunities - Increased demand for support to create a circular (recycling-based) society by building economic mechanisms that will sustainably recycle resources and promote zero waste and the effective use of resources
	Internal initiatives - Reduce water usage at business facilities and raise awareness of water source security upstream of the supply chain - Promote greater resource savings in products and improved resource circulation - Get involved in activities to standardize business models and circular economy indicators, and measure social impacts Business growth for customers and society - Reduce losses and enhance traceability through the use of blockchain - Promote the effective use of materials through the visualization of product quality, etc. - Enhance resource traceability with the aim of creating environmental value through recycling - Establish recycling schemes and assure a stable supply of recycled resources through business-to-business data sharing

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

Recognition of risks & opportunities (*4)	Risks - Amid increasingly strict controls on land use and information disclosure, there is increased reputational risk and the risk of difficulty in raising capital due to delays in addressing biodiversity Opportunities - Increased demand for assessing, visualizing, monitoring, and reducing impact on the environment and biodiversity, and urban development that co-exists with nature
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Approaches for FY2025 (main initiatives)

Internal initiatives

- Reduce negative impacts and increase positive impacts on biodiversity in areas of business activities, including the supply chain

Business growth for customers and society

- In business activities that take biodiversity into account, use business planning simulations to visualize environment conservation and impact severity
- Protect water and forestry resources and limit excessive consumption by developing new materials and adopting new production methods

Business Impacts

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

See TCFD Information Disclosure for more information on the analysis of business impacts from climate change

[> TCFD Information Disclosure](#)

Societal Impacts

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

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

SDGs related to Prosperity

FY2030 Targets

- Digital accessibility: 150 million people

Contributing to the improvement of digital accessibility in society by providing Fujitsu services and developing various activities

(Based on the number of Fujitsu Uvance solutions provided, investee services/solutions, and community activities, the actual number of people influenced by digital accessibility improvement is grasped. Monitoring and management are promoted.)

Maintaining security of information

Recognition of risks & opportunities (*4)	Risks • Amid increasingly strict regulatory regimes, risks include loss of credibility, fines and penalties for violations of laws and regulations if the rights and interests of individuals are violated or customer information is leaked due to leakage of information related to business activities Opportunities • Increased demand for more advanced information infrastructure that is trusted and secure with the aim of providing data security at the society, corporate and individual levels
Approaches for FY2025 (main initiatives)	Internal initiatives • Stronger governance: Implement countermeasures more quickly and effectively by bolstering on-site security systems and active intervention by management • Stronger responses to cyber threats: Use more rigorous information management and responses, and security risk visualization that includes prediction • Stronger supply chain security: Consolidate data in secure development environments and data management environments, and develop training to achieve more mature security Business growth for customers and society • Ensure that customer systems and businesses are trusted by providing secure Hybrid IT platforms • Provide resilient Hybrid IT platforms along with more rigorous IT and security governance for mission-critical areas such as public-sector and financial institutions • Enable security management that is capable of responding quickly to stricter and more sweeping regulations, such as the Data Protection Directive • Combine Zero Trust Security technology and other technologies to create a new high-speed, high-capacity network security technology that offers enhanced reliability and convenience

Eliminating the digital divide

Recognition of risks & opportunities (*4)	Opportunities Increased adoption of “digital democratization” whereby anyone can independently, freely and autonomously use digital technology, leading to increased demand for digital platforms that do not encourage discrimination, prejudice or hate
Approaches for FY2025 (main initiatives)	Business growth for customers and society - Optimization tailored to patients and the democratization of advanced healthcare - Enable more advanced decision-making and problem solving for the traceability and verification of raw materials - Promote the adoption of integration and corporate IT consulting through co-creation with financial institutions - Build broadband networks for local governments (US)

Addressing labor shortages

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

Assuring responsible supply chains

Recognition of risks & opportunities (*4)	Risks • If problems arise in the supply chain, such as human rights violations involving conflict minerals or the working environment, or damage due to environmental destruction or climate change, these problems pose risks such as impacts on continued business activity, erosion of social trust in the company following administrative penalties, and lost business opportunities Opportunities • Increased demand for the building of platforms and the enhancement of information disclosure, optimization and visualization of supply chain management in the environmental and social areas, particularly with regard to the environment, human rights and mineral resources (procurement)
Approaches for FY2025 (main initiatives)	Internal initiatives (approach to the supply chain) • Prevent and reduce human rights risks in the supply chain • Promote reduction of GHG emissions in the supply chain • Ensure supply chain diversity Business growth for customers and society • Provide stronger management through improved supply chain traceability • Enable detection of a broad spectrum of supply chain risks, including disasters, pandemics, and international political risks • Enable digitalization and resilience in supply chains that are shared by multiple corporations on a global scale • Enable sustainable consumption and waste reduction through end-to-end value chain optimization • Offer logistics optimization and retail (OMO) management • Enable digital tracking of products along the supply chain • Enable new value creation/conversion using secure platforms that support expanded ethical purchasing

Improving customer/consumer experience

Recognition of risks & opportunities (*4)	Opportunities Improvements in peoples' attitudes towards new consumption, new relationships and new work styles as their values become more diverse. Greater demand for personalized consumer experiences and the creation of new ways to exchange personal, corporate and social values.
Approaches for FY2025 (main initiatives)	Business growth for customers and society - Personalize marketing and promotion, and enable new online and offline purchasing - Improvements in peoples' attitudes towards new consumption, new relationships and new work styles as their values become more diverse. Greater demand for personalized consumer experiences and the creation of new ways to exchange personal, corporate and social values. - Provide efficient monitoring, operation, and maintenance for retail systems - Enable sophisticated promotions that target consumers by predicting their behavior

Business Impacts

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

Societal Impacts

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

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

SDGs related to People

FY2030 Targets

- Provision of ICT skills and education: In excess of 12 million people

Contributing to the improvement of ICT skills and expansion of education in society by providing Fujitsu services and developing various activities

(Based on the number of Fujitsu Uvance solutions provided, services/solutions of the investee, community activities, events and study groups, the actual number of people influenced by ICT skills improvement is grasped. Monitoring and management are promoted.)

Career & Growth Well-being

Recognition of risks & opportunities (*4)	Opportunities • Increased demand for initiatives that allow people to live rich and fulfilling lives, such as the building of digital education platforms that enable people to learn freely at any time and to have their achievements evaluated appropriately
Approaches for FY2025 (main initiatives)	Business growth for customers and society • Provide micro-learning environments that use AI to provide personally optimized education, regardless of time or location • Enable strategic reskilling by defining the ideal candidate personas for DX implementation, supporting the establishment of talent resource strategies and talent development plans, and providing education and training programs

Social Well-being

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

Health Well-being

Recognition of risks & opportunities (*4)	Opportunities • Increased demand in communities for healthcare that is integrated into daily life, such as the digitalization of medicine and preventive healthcare that uses AI and the IoT
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Approaches for FY2025 (main initiatives)	Business growth for customers and society • Connect medical institutions with external institutions and services to enable the mutual exchange of consumers' and patients' treatment and lifestyle information • Individualize and optimize a patient's end-to-end healthcare journey, from prevention through to treatment and recuperation (effective personal healthcare)
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Financial Well-being

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

Sports

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

Business Impacts

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

Societal Impacts

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

Foundation for Achieving Sustainable Development

Common indicators for
"Foundation for Achieving
Sustainable Development"

FY2025 Targets

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

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

SDGs related to Technology



Creating and developing cutting-edge innovative technologies

Recognition of risks & opportunities (*4)	Risks • R&D into cutting-edge technology is the wellspring of corporate growth. If technology development does not progress, it will lead to the risk of losing competitiveness • Digital innovation that supports DX/SX is essential for business transformation and a sustainable society
Approaches for FY2025 (main initiatives)	Internal initiatives • Quantum: Work with customers to develop apps that use quantum-HPC hybrid technology and develop world-leading error-correction technology. Develop 1,000 qubit machines and further scaling technologies • Computing: Enhance computing workload broker technology, develop frameworks that will accelerate graph AI and expand HPC into new areas such as digital twins • AI: Provide global customer value through AI platforms that feature AI technology, such as world-leading graph AI and AI trust. Strategically acquire specialists in the AI area. • Data & Security: Accelerate innovation-creation using ecosystems with world-leading Web3/Trust technology that allows the distribution and use of highly reliable distributed data maintained by companies or individuals • Converging Technologies: Develop the world's first Social Digital Twin Platform to continually improve society by devising initiatives that leverage environmental, social, and economic synergies, thus enabling Sustainability Transformation (SX) solutions that can be rolled out globally

Business Impacts

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

Societal Impacts

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

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

SDGs related to Management Foundation

**Governance and compliance**

Recognition of risks & opportunities (*4)	Risks • If a strong governance structure is not maintained, and disclosure and oversight of execution are not enhanced, there is a risk of undermining sound management • Situations that violate national or international laws or regulations risk exposure to surcharges or financial compensation, and erode public trust
Approaches for FY2025 (main initiatives)	Internal initiatives • Corporate governance: • Undertake continual reviews of corporate governance • Fully disclose corporate information that is conducive to cooperative relations with all stakeholders, including shareholders • Promote constructive interaction with shareholders • Compliance: • Promote the Global Compliance Program to raise awareness of compliance • Provide compliance training to suppliers

Leading ethical AI and IT

Recognition of risks & opportunities (*4)	Risks • Ethical or other issues that originate from data or other input to an AI pose the risk of problems such as diminished social trust or litigation • If employees and customers lack understanding of or experience in implementing AI ethics, this could pose the risk of eroding trust in AI and inhibiting the innovation and progress that is possible using AI Opportunities • Implement initiatives aimed at disseminating AI ethics, such as providing AI ethics training to employees and customers, and formalizing the Fujitsu internal practice of AI ethics
Approaches for FY2025 (main initiatives)	Internal initiatives • Implement initiatives aimed at disseminating AI ethics, such as providing AI ethics training to employees and customers, and formalizing the Fujitsu internal practice of AI ethics • Provide technology and ecosystems that simplify the identification of AI ethics risk by AI developers and customers themselves, and present solutions Business growth for customers and society • Implement initiatives aimed at disseminating AI ethics, such as providing AI ethics training to employees and customers, and formalizing the Fujitsu internal practice of AI ethics • Implement initiatives aimed at disseminating AI ethics, such as providing AI ethics training to employees and customers, and formalizing the Fujitsu internal practice of AI ethics

Risk management

Recognition of risks & opportunities (*4)	Risks • The absence of a strong risk management can have an impact on the company's business continuity
Approaches for FY2025 (main initiatives)	Internal initiatives • Conduct internal assessment reviews using tools to measure potential risk, visualize the impacts of those risks using actualized data, and formulate and implement recurrence-prevention measures • Build data-driven risk management systems • Build a global solutions network to ensure that overseas risk information is reported to and acted upon by the Head Office promptly

Economic security management

Recognition of risks & opportunities (*4)	Risks Given the current global instability and the trend towards stronger regulation of corporate activity in the interests of maintaining economic security, there are risks in the form of impacts on supply chains and markets targeted by companies, together with burdens such as the increased costs of responding to such impacts and financial penalties for companies found to have breached the regulations
Approaches for FY2025 (main initiatives)	Internal initiatives - Bolster business resilience by assessing risks to business continuity from the perspective of economic security and geopolitics, and then reflect those risks in the business continuity plan (BCP) - Strengthen Companywide management across all departments for technologies that include important cutting-edge fields - Respond to the economic security countermeasures in each country and region

Digital transformation (DX)

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

Business Impacts

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

Societal Impacts

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

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

SDGs related to Human Capital



FY2025 Targets

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

DE&I

Recognition of risks & opportunities (*4)	Risks • Disrespect for or insufficient consideration of diversity in stakeholders such as employees or people in the supply chain poses a wide range of risks, including loss of business opportunities, erosion of social trust in the company following administrative penalties and loss of personnel
	Internal initiatives Diversity: • Build an inclusive and egalitarian corporate culture that makes everyone feel included and free to express themselves • Boost the participation of women in leadership positions • Develop a comprehensive strategy for cultures and ethnicities that operates globally • Introduce the FWEI (Fujitsu Workplace Equality Index) • Promote and advocate for digital accessibility as one corporate strategy, including in-brand communication, customer experience, and the workplace • Ensure supply chain diversity through: • Activities to determine diversity indicators based on the societal requirements in each country or region • Development of mechanisms to determine the support for female participation in key activities in the domestic supply chain and to measure the progress of initiatives by suppliers

Career & Growth Well-being

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

Social Well-Being

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

Health Well-Being

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

Financial Well-being

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

Human rights

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

Business Impacts

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

Societal Impacts

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

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

Non-Financial Indicators

Approach

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

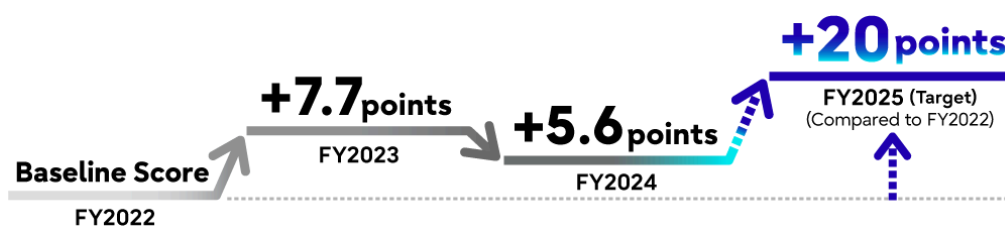
To measure and verify our positive impact on customers and society, and to strengthen the Foundation for Achieving Sustainable Development, we set non-financial targets in the Medium-Term Management Plan announced in FY2023. These targets include key performance indicators (KPIs) such as: Customer Net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

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

Net Promoter Score (SM) (NPS®)

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

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



Customer Net Promoter Score (SM) (NPS®)

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

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

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

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

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

Employee Engagement

The Fujitsu Group's greatest management resource is its employees, who are the source of the value provided to customers. We believe that highly engaged employees are better able to provide high-quality services to our customers, that positive customer feedback increases an employee's responsiveness to their work, and that improving the engagement of each employee therefore leads to the growth of both the individual and the Fujitsu Group. Based on this belief, we established Employee Engagement as a non-financial indicator to measure the sustainable growth of the Fujitsu Group. At Fujitsu, we define Employee Engagement as an indicator that shows the degree of employees' motivation and attachment to work and their willingness to contribute independently in empathy with the company's direction and purpose." Employee Engagement can also be considered an indicator that illustrates the Fujitsu Group has the necessary human resources and other capabilities, including organizational culture, to gain the trust of customers as a DX partner. We have set a target of 75 by benchmarking against global companies. While this is an ambitious target for the Fujitsu Group, we are nonetheless striving to achieve this goal with the aim of being on par with other global enterprises.

Fujitsu has implemented a framework comprising a Center of Expertise (CoE), a specialist team dedicated to creating highly engaged organizations, and Human Resource Business Partners (HRBP), a team of strategic HR partners who work with leaders at the highest level in organizations in Japan and in our overseas regions to boost engagement. As a specific initiative, we have introduced measures to broaden employees' workstyle options, after clarifying their individual purpose. As part of this initiative, we are conducting a semiannual, global survey to measure employee engagement, the objective being to gauge in a timely manner changes in organizational culture, employee workstyles, opinions, and awareness, and to swiftly reflect the outcomes back to management. The survey includes questions about the employee's sense of fulfillment in working for Fujitsu Group, the connection between the Fujitsu Purpose and the employee's own work, and the degree to which employees are able to demonstrate their own strengths. Survey findings are compiled on a manager-by-manager basis and are used to bolster support for management improvement by presenting each manager with the most appropriate Recommended Actions. The HR department is working with relevant departments to introduce improvements to resolve issues identified in the survey in relation to the management foundation.

Past surveys have clearly shown that senior and middle management in each organization must be the driving force in action-taking together with their team members to boost engagement, and that strong relationships built on trust between managers and employees are vital. Meanwhile, there are also issues with the quality and quantity of communication,

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

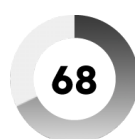
Going forward, we plan to establish a data-driven cycle to improve organizational performance and individual well-being, leveraging the valuable insights gained from analyzing engagement data. Specifically, we will go beyond using surveys to simply assess the current situation, instead analyzing, visualizing,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



Employee Engagement
FY2022 results



Employee Engagement
FY2023 results



Employee Engagement
FY2024 results



Employee Engagement
FY2025 target

Diversity in Leadership (Ratio of women in leadership roles)

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

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

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

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

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



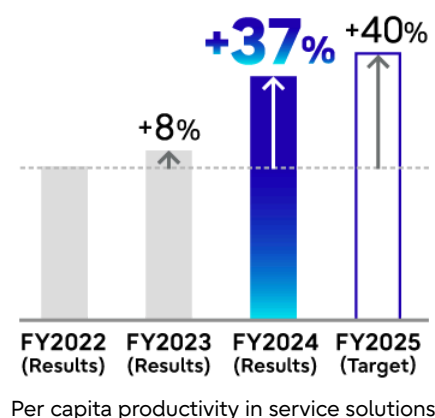
Ratio of women in leadership roles

Per capita productivity

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

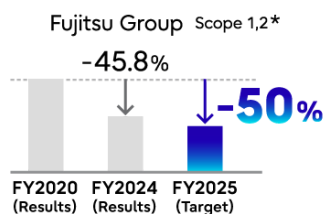
Because becoming a true DX company means utilizing data, AI and digital technologies to streamline business processes, and basing more sophisticated IT investments on those processes, the Fujitsu Group will continue to push ahead with productivity improvements, partnering and engaging with a range of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

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

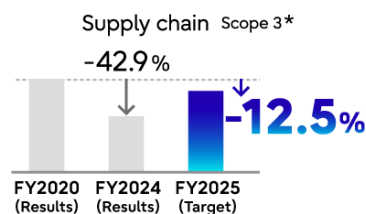


Reduction of GHG Emissions

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



* Adjusted for business acquisitions and divestitures



* Category11: CO2 emissions due to product power consumption only

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

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

Policy (IP Management and Corporate Value)

Fujitsu's Purpose is to make the world more sustainable by building trust in society through innovation. To achieve this, the aim of our intellectual property management policy is to contribute to innovation and new value creation in the Fujitsu Group by strategically building and utilizing intellectual capital, including our technology, our brand and our designs. Intellectual property management encompasses two main aspects. One is the construction of an intellectual property portfolio including prosecution for the intellectual capital already held by the Fujitsu Group and then using that portfolio to create new value. The other is risk management, which consists of lowering the incidence of risks likely to diminish our corporate or social value, primarily through measures that promote respect for and prevent violations of our rights and those of third parties.

Contributing to Value Creation

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

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

Reducing the Risk of Value Loss

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

Fujitsu's Code of Conduct which, together with our Purpose and Values makes up the Fujitsu Way, clearly states our commitment to respecting and protecting intellectual property and respecting the intellectual property rights of others, just as they respect our own acquisition of rights to intellectual capital. We have established Rules for Handling Intellectual Property Rights that link this Code of Conduct to specific actions; these rules are being applied to Fujitsu and Group

companies in Japan that undertake actions involving intellectual property. We are also striving to reduce the risk of infringement of the rights held by other parties. This entails intellectual property checks such as conducting patent infringement surveys and checking trademarks and design rights throughout the commercialization and development of a product or service. It also involves responding to internal requests for advice concerning the terms and conditions of IP agreements.

- [Fujitsu's Intellectual Property](#)



Contributing to Value Creation and Reducing the Risk of Value Damage

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

The Intellectual Property Division (the Intellectual Property Global Head Office) forms part of the Legal and Intellectual Property Unit and reports to the General Counsel. It comprises the Intellectual Property Strategy Office, which develops and promotes the company's intellectual property strategy in consultation with management, and the Intellectual Property Center, responsible for building the company's IP portfolio. In addition to collaboration within the division, the Intellectual Property Division manages intellectual property in collaboration with Fujitsu Techno Research Ltd., which provides IP-related services.

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

Group-wide Global Collaboration

Fujitsu has developed an intellectual property governance framework to make optimal use of its intellectual capital throughout the Fujitsu Group. This ensures that IP-related activities undertaken by Group companies in Japan are integrated. Where a company undertakes independent IP activities as a partial exception, a reporting line is set up and the activity is conducted through close collaboration. We provide IP support (including using reporting lines) for research facilities in 7 countries around the world to ensure that IP management is tailored to the realities of global business.

Linkage with Technology Strategy and Business Portfolio Strategy

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



Organization of the Intellectual Property Division



Fujitsu Group Global Collaboration

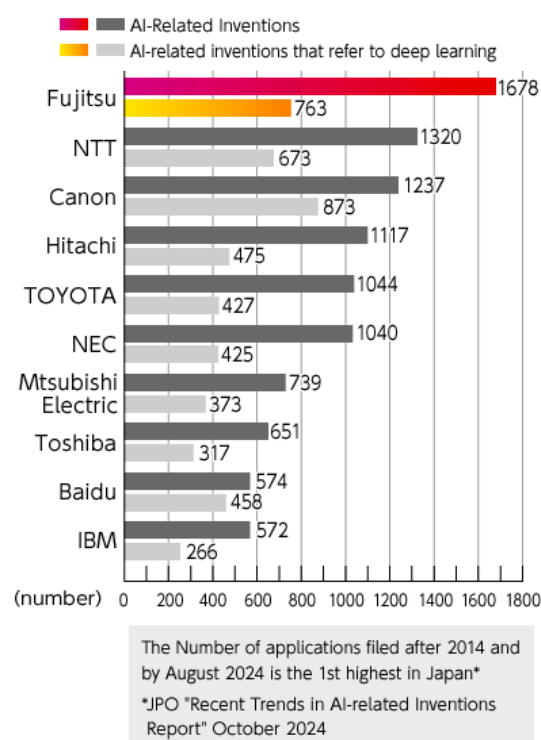
IP Activities

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

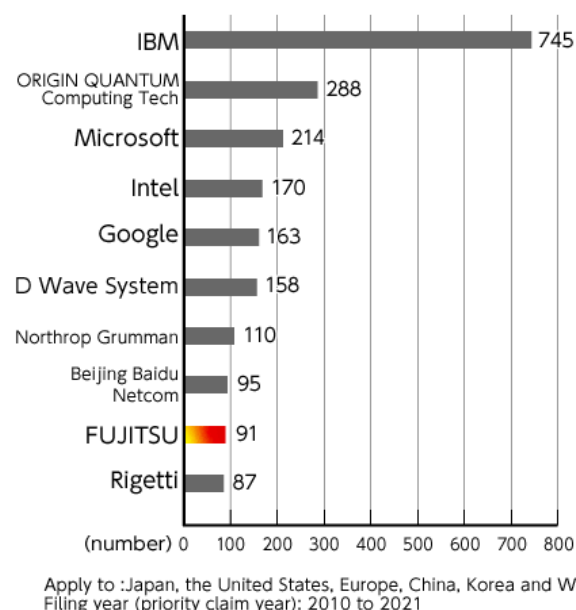
Developing an Intellectual Property Portfolio with a Focus on Business Application

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

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



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



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

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

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

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

• [FUJITSU-MONAKA](#)

Global Standardization Activities and Rulemaking

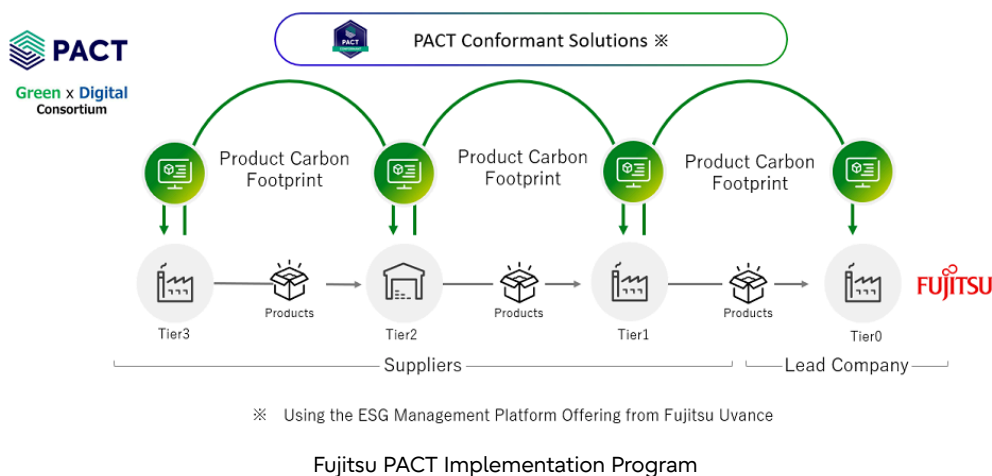
Cutting-edge technologies do not immediately come into widespread use simply by virtue of their potential, but must be implemented in society and function to open up global markets. They are key to engaging in collaborative efforts and building industry-agnostic ecosystems designed to solve societal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

Achieving Supply Chain Decarbonization

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

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

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



Promoting Use of Intellectual Property

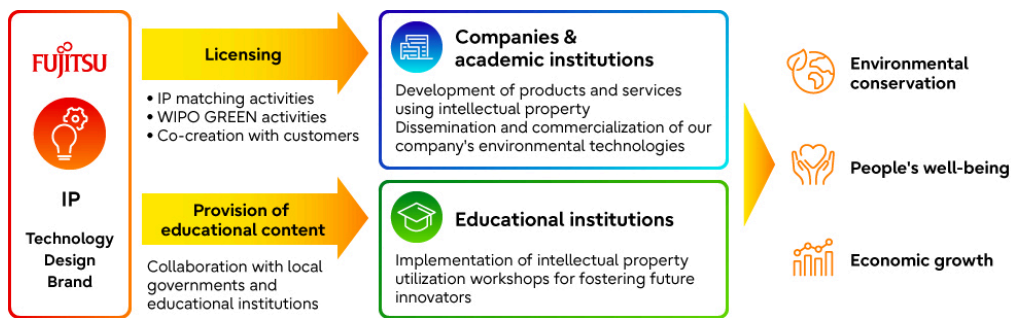
The Fujitsu Group is helping implement solutions to societal problems by promoting the use of intellectual property, including proposing new licensing schemes for partners and implementing the FUJITSU Technology Licensing Program™ for SDGs, which is an initiative that encourages enterprises and academic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

FUJITSU Technology Licensing Program™ for SDGs

The Fujitsu Group is promoting the FUJITSU Technology Licensing Program™ for SDGs, an initiative that encourages companies and academic institutions to use the Group's intellectual property including patents and expertise as a key means

of contributing to SDGs to make the world more sustainable through innovation.

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



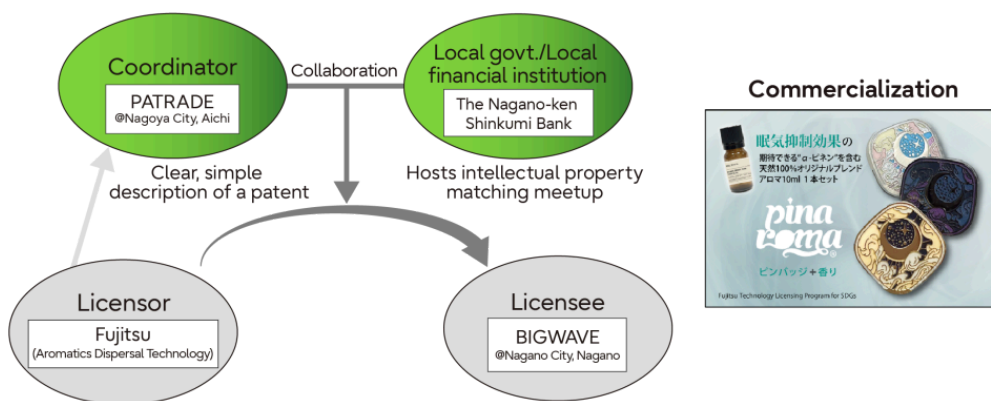
FUJITSU Technology Licensing Program™ for SDGs

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

Case Study: Licensing Fragrance Diffusion Technology to Another Company

Pinaroma: Scented pin badge (BIGWAVE Inc.)

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



Collaboration between Patrade and the Nagano-Ken Shinkumi Bank

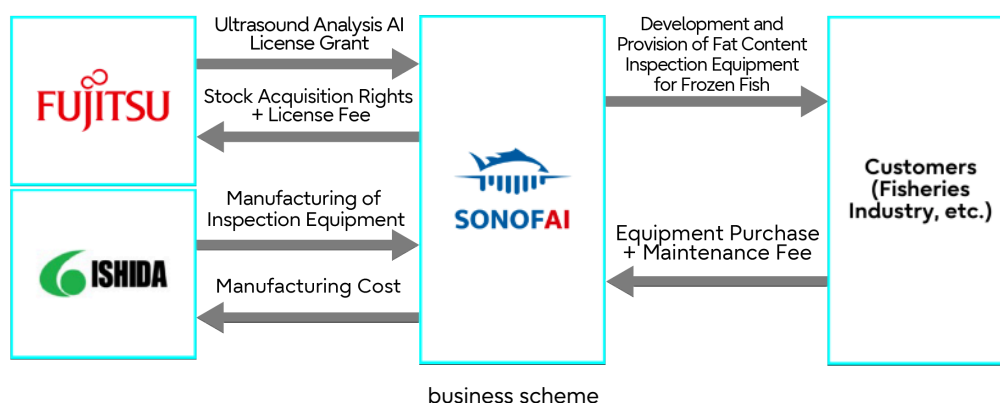
Intellectual Property with Open Innovation

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

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

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

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





Sustainability Management

Our vision and the policy for achieving a sustainable society.

Sustainability Management in the Fujitsu Group

Policy, Promotion Scheme, and Review

The Fujitsu Group has always been seen by society as a trustworthy and responsible enterprise through its delivery of products and services. However, the BANI era(*1) is here, bringing sweeping changes that challenge conventional thinking. It is therefore incumbent upon us, as a member of the global community, to generate positive impacts for society by engaging in business activities aimed at resolving environmental, societal and economic problems, under the initiative of senior management. In April 2020, we established a Sustainability Management Committee that will drive a sustainability-focused management approach under the supervision and direction of the Board of Directors Meeting and the Executive Management Council Meeting. As of fiscal 2025, the committee comprises corporate executives and SVPs appointed by the Fujitsu CEO, and is chaired by the CEO with the Corporate Vice President acting as Vice Chairperson. (As of July 2025, the committee has 19 members, including the chair.)

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

The committee is scheduled to meet once every 6 months, and on an ad hoc basis as required, to review the progress of our activities in non-financial areas and determine whether we are on track to meeting our targets. The committee's other duties include conducting checks and discussions on sustainability-related businesses and deliberating on new activities. It then reports the results during management meetings and to the Board of Directors. The first committee meeting was held in April 2020, followed by semiannual meetings – with the most recent meeting being held in March 2025. To date, the meetings have been characterized by lively discussions on topics such as non-financial indicators and Global Responsible Business activities as we aim to implement materiality in order to achieve 2030 vision of being a technology company that realizes net positive through digital services. In fiscal 2025, the Board of Directors presented and discussed a proposal to revise material items, including sustainability, and approved the addition of a human rights item and the reorganization and name change of other well-being items. The Independent Board of Directors and Audit & Supervisory Board Members also report on the management status of sustainability management, net positive measurement methods, sustainability business, and trends in the disclosure of sustainability information. As described above, the Board of Directors oversees the progress of sustainability management and has further strengthened its supervision system.



System Chart

*1: BANI: Acronym for Brittle, Anxious, Nonlinear, Incomprehensible coined by Jamai Cascio from the Institute for the Future (ITF) as a keyword to characterize the current world

*2: The Fujitsu Group stakeholders: The Fujitsu Group regards our people, customers, partners, community and shareholders as its stakeholders. Government authorities, NPOs, NGOs, and similar organizations are also particularly important stakeholders within this community.

Global Responsible Business

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

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

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

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

Note that with the enhancement of sustainability management, we have decided to integrate GRB into Materiality. The targets have already been set for GRB progress management through to the end of March 2026 and are included in Materiality progress management.

Raising Awareness and Disseminating Information Internally and Externally

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

- At internal and external events and presentations, we introduce the non-financial framework around Fujitsu's sustainability management and explain how we are implementing initiatives on a global basis, with an executive leader appointed to manage each key issue.
- Employee understanding is further enhanced through our intranet sites in both Japanese and English, which are updated as required by GRB operations staff.
- We use engagement surveys and questionnaires at events to collect employee feedback relating to sustainability, and use that feedback to inform policy formulation and implementation both internally and externally.
- In our business operations, we adopt materiality as a lens for helping customers solve their sustainability management issues. The proposal materials we provide include resources on materiality initiatives in areas such as the environment and well-being, and we encourage their use and deployment in frontline business.

Reference :

- [GRB \(Global Responsible Business\) Goals and Achievements](#)
- [Materiality](#)

GRB (Global Responsible Business) Goals and Achievements

GRB Goals and Achievements in FY2024

Human Rights and DE&I

Human Rights

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value". <Goals> • Prevent and mitigate Human Rights risks throughout our value chain • Conduct continuous Human Rights e-learning courses (maintain an attendance rate of 90% or more) • Hold annual Stakeholder Dialogue sessions • Work with our partners, customers and NGOs to establish activities that enable Human Rights, using Fujitsu's expertise and technologies
Major Achievements in FY2024	• Conducted e-learning on "Business and Human Rights" for new employees and career hires Attendance rate: 96% • Held a dialogue with external experts on Fujitsu Group's Business and Human Rights initiatives (March 2025)

Diversity, Equity & Inclusion (DE&I)**"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"**

Be a responsible business that reflects the diversity of our world. Build an inclusive and equitable culture where everyone belongs and can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity. Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.

<Goals>

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

Major Achievements in FY2024	- Employee engagement "Respect for individuals" improved by 73 points (+0 YoY) "Equal opportunity" improved by 72 points (+1 YoY) - Increased the ratio of women in leadership level roles to 16.8% (March 2025) - Conducted events that meet the needs of each country and region, taking into account cultural and ethnic backgrounds - Shared messages from top management to create an accommodating workplace environment for LGBTI+ employees; held "Pride Month" in each of our global regions - Developed an "Accessibility Statement" that covers brand communication, customer experience, and the workplace
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Well-being

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life. <Goals> - Each employee takes concrete actions toward the realization of their own well-being - Well-being: - Share messages about well-being to promote greater understanding - Internal communications to encourage individuals to take action on well-being - External release of our well-being practices and insights - Development of well-being indicators - Use of survey results to develop well-being indicators for each region and country and to inform policies - Occupational Health and Safety - Zero occurrences of serious accidents
Major Achievements in FY2024	- Shared messages to promote widespread understanding of well-being globally : Twice - Developed well-being indicators: Conducted a well-being survey in late November 2024 (Voluntary survey of all Fujitsu Group employees, domestic and overseas: 88,640 valid responses) - No. of serious accidents: 0

Environment

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Fujitsu will fulfill its social responsibilities as a global corporate SX leader. In addition to achieving our carbon neutrality goals, we will solve various environmental challenges by providing innovative solutions through co-creation with our customers. <Goals> - Fulfill our social responsibilities and help to resolve environmental challenges - Reduce greenhouse gas (GHG) emissions from Fujitsu facilities and the supply chain with the aim of achieving the Science Based Targets initiative (SBTi) Net-Zero Standard - Avoid risks associated with our business activities and minimize our impact on the environment - Help to resolve environmental challenges for customers and society through our business operations →Specific targets are set in the Fujitsu Group Environmental Action Plan (Stage XI)
Major Achievements in FY2024	- Greenhouse gas emissions reduction rate: - Actual 45.8% reduction (to 305,000 tons) compared to target of at least a 40% reduction (to less than 338,000 tons) (approx. 10.0% annual reduction against the FY2020 baseline) - Renewable energy usage ratio: Actual 47.5% compared to a target of at least 44% - Avoided risks and minimized our impact on the environment: - Water usage: Actual reduction of 46,000 m³ compared to a target reduction of at least 38,000 m³ Development of products and services that contribute to a Circular Economy (CE) business model: Implemented e-Learning on Circular Economy topic for Japan domestic front-office departments (approximately 25,000 participants). Hands-on "Sustainability for me" workshops were also held internally and externally for those interested in learning how to turn sustainability into a business opportunity. The workshops made for in-depth discussions and created business opportunities. [Supply Chain] - CO₂ emissions from electricity consumption attributable to product use: Actual 42.9% reduction compared to a target 10% reduction (against the FY2020 baseline) - Promotion of GHG emissions reductions in the supply chain: Emissions reduction targets (SBT WB2° C pathway-aligned) set by key suppliers 68% of suppliers that cover FY2022 total suppliers emissions, have set their emissions reduction targets. - CO₂ emission reduction and water resource conservation in the upstream supply chain: 100% completion of call to action for our key partners - Helped to resolve environmental challenges for customers and society through our business operations - Started working with 15 global suppliers in a project to decarbonize through inter-company data linkage using primary CO₂ emissions data

Compliance

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	To be a trusted corporate group that is chosen by stakeholders for investment, business transactions, and employment, while fulfilling its role as a model for society by ensuring that officers and employees within the Fujitsu Group all conduct their business activities with a high level of compliance awareness <Goals> • To ensure that the entire organization is familiar with the Fujitsu Way "Code of Conduct," the Global Compliance Program (GCP) will be implemented throughout the Group to instill a high level of awareness toward compliance. The management team will take the lead in fostering a corporate culture of Zero Tolerance where employee misconduct will not be permitted. We will expand our corporate activities in accordance with the GCP and also seek the understanding of all stakeholders involved in our business. • In the Ethics survey, increase the percentage of employees in the 'low risk' category by at least 10% from its current level • Prevent bribery and cartel from occurring
Major Achievements in FY2024	• Investigated implementing an Ethics survey starting FY2025 • Confirmed cases of bribery and/or cartel activity: 0 (Total penalty charges: JPY 0)

Supply Chain

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	The Fujitsu Group will realize a responsible supply chain that takes into consideration human rights, health and safety, and the environment and also ensures diversity. <Goals> • Prevent and reduce human rights risks in the supply chain • To prevent problems from occurring, create a system that promotes visualization of suppliers and identification of issues in parallel with requests for compliance with procurement guidelines • Promote GHG emission reductions in the supply chain • Request key suppliers to set numerical targets in line with international standards in order to jointly promote GHG emission reductions • (The goal is for key suppliers to set SBT WB2° C-aligned emissions reduction targets) • Ensure supply chain diversity • Establish diversity indicators and activities based on the social needs in each region and country • Create a system to measure the status of supplier initiatives, with activities in Japan defined as women's empowerment
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Major Achievements in FY2024	• Prevented and reduced human rights risks in the supply chain • Obtained written consent to the content of our Sustainable Procurement Policy from 482 suppliers • Promoted GHG emission reductions in the supply chain • 68% of our suppliers have set emissions reduction targets based on FY2022 emissions • Started working with 15 global suppliers in a project to decarbonize through inter-company data linkage using primary CO₂ emissions data • Ensured supply chain diversity • Achieved procurement KPIs in the UK, Americas, and Oceania from companies with a diverse set of attributes (eg, SMEs, women-owned/led businesses, minority-owned businesses) • Held an online seminar on empowering women in business (some 400 companies participated) • Asked companies to register in the Ministry of Health, Labour and Welfare's "Database on Promotion of Women's Participation and Advancement in the Workplace" (279 companies registered)
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Community

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Every employee is increasing their empathy for social issues and engaging in activities through collaboration and co-creation with a wide range of stakeholders, making a significant and positive impact on society, thereby creating growth opportunities for Fujitsu and contributing to the realization of Our Purpose. <Goals> • Foster our corporate culture for community activities (*1) and make an impact on society • Employees participate in community activities (20% of employees)
Major Achievements in FY2024	• Employees participated in community activities (30.7% of employees)

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

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

- [GRB \(Global Responsible Business\) Goals and Achievements in FY2022](#)

United Nations Global Compact

Fujitsu announced its support of the United Nations Global Compact in December 2009 (*1). The Fujitsu Group is committed to global sustainability Activities that uphold the 10 principles of the Global Compact. Through this commitment, we will meet the demands of various stakeholders in international society, and uphold responsible management as a true global ICT company contributing to the creation of a sustainable society.



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

The 10 principles of the UN Global Compact

The UN Global Compact consists of 10 principles in the four areas of human rights, labor, the environment, and anti-corruption with which companies should rigorously comply.

Human Rights	• Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and • Principle 2: make sure that they are not complicit in human rights abuses.
Labor	• Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; • Principle 4: the elimination of all forms of forced and compulsory labor; • Principle 5: the effective abolition of child labor; and • Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	• Principle 7: Businesses should support a precautionary approach to environmental challenges; • Principle 8: undertake initiatives to promote greater environmental responsibility; and • Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	• Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

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

- [Sustainability](#)
- [Fujitsu Group Sustainability Data Book](#)
- [GRI Standards / United Nations Global Compact \(UNGC\) principles Comparison Table](#)

External Recognition and Awards

Fujitsu's sustainability initiatives consistently receive high praise from various external organizations. This includes selection for major stock indices related to ESG investing, and the receipt of certifications and awards from international external bodies and organizations.

ESG Indices

MSCI Selection indexes (World)

These world-renowned ESG (Environmental, Social, Governmental) indexes were developed by global stock index provider MSCI. Companies with outstanding ESG performance are selected for the indexes, and Fujitsu has been continually included.



FTSE4Good Index Series

FTSE is an investment-related organization established by the London Stock Exchange which has created this globally-recognized SRI index that evaluates companies based on their environmental, social and governance practices. Fujitsu continues to be elected.



June 2025

ESG ratings, awards, and certifications

MSCI ESG Ratings "AAA"

MSCI's ESG survey measures exposure to industry-specific ESG risks and risk management capabilities relative to peers. our company won the top prize of "AAA."



CDP Supplier Engagement Rating

CDP evaluates companies responding to the CDP climate change questionnaire for supplier engagement practices on GHG emissions and climate change strategies. As the rating for 2024, Fujitsu was selected for "Supplier Engagement Leader Board".



EcoVadis "Bronze"

EcoVadis' global collaboration platform for corporate sustainability assessments. Member companies use it as a tool to evaluate the sustainability performance of their suppliers. Approximately 150,000 registered supplier companies are assessed based on a sustainability scorecard encompassing 21 criteria across four areas: Environment, Ethics, Labor & Human Rights, and Sustainable Procurement.



ISS ESG Corporate Rating

Corporate rating on environmental, social and governance by ISS ESG, responsible investment arm of ISS STOXX. The ratings have conferred Prime Status on Fujitsu since 2011.



Sustainability Yearbook "Member"

S&P Global annually evaluates the sustainability efforts of the world's leading companies by scoring them on a total of 100 points from governance & economic, environmental, and social dimensions based on its corporate sustainability assessment, and selects the top 15% of the top-rated companies in each industry for inclusion in The Sustainability Yearbook. This year, more than 9,300 companies worldwide were evaluated, and 759 companies were selected. Fujitsu was selected as a member in the field of IT Services.



ESG Transparency Award "Excellence"

Fujitsu's commitment to sustainability has been recognized with the prestigious EUPD ESG Transparency Award in the 'Excellence' category for our Sustainability Databook 2024. This recognition from leading German management consultancy EUPD validates our strategy. It recognizes the transparency of our report and underlying sustainability goals and measures and reinforces our commitment building a sustainable future.



ESG Top-Rated Companies

Selected by Sustainalytics, a global ESG rating agency, as one of the 2025 ESG Top-Rated Companies with the lowest risk of significant financial impact due to ESG factors, in the categories of "Industry Top Rated" and "Region Top Rated."

- [Fujitsu Group named 'Industry Top Rated' and 'Region Top Rated' in Sustainalytics' ESG Risk Ratings](#)

The status of ESG stock indices used by the Government Pension Investment Fund (GPIF)

Fujitsu is selected for all six ESG indices used by GPIF.

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX



FTSE Blossom
Japan



FTSE Blossom
Japan Sector
Relative Index

MORNINGSTAR GenDi J

Japan ex-REIT Gender Diversity
Tilt Index

TOP CONSTITUENT 2025



Global Responsible Business

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



Global Responsible Business

— Human Rights, Diversity, Equity and Inclusion —

Based on the Fujitsu Way Code of Conduct, the Fujitsu Group will ensure to underlie the spirit of "Respect for human rights" for all our corporate and individual activities, and we will strive to have 110,000 Group employees around the world accept diverse human resources and embrace individuality without bias toward nationality, gender, age differences, or disabilities.

Human Rights

WHAT FUJITSU ASPIRES TO BE

We work unceasingly to create human-centric value in the real-world and digital societies in which we engage, and our corporate activities all reflect consideration for human dignity

GOALS FOR FY2025

Prevent and mitigate Human Rights risks throughout our value chain

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

Our Approach

Code of conduct

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

Human Rights Statement

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

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

*1: Ten principles of the United Nations Global Compact:

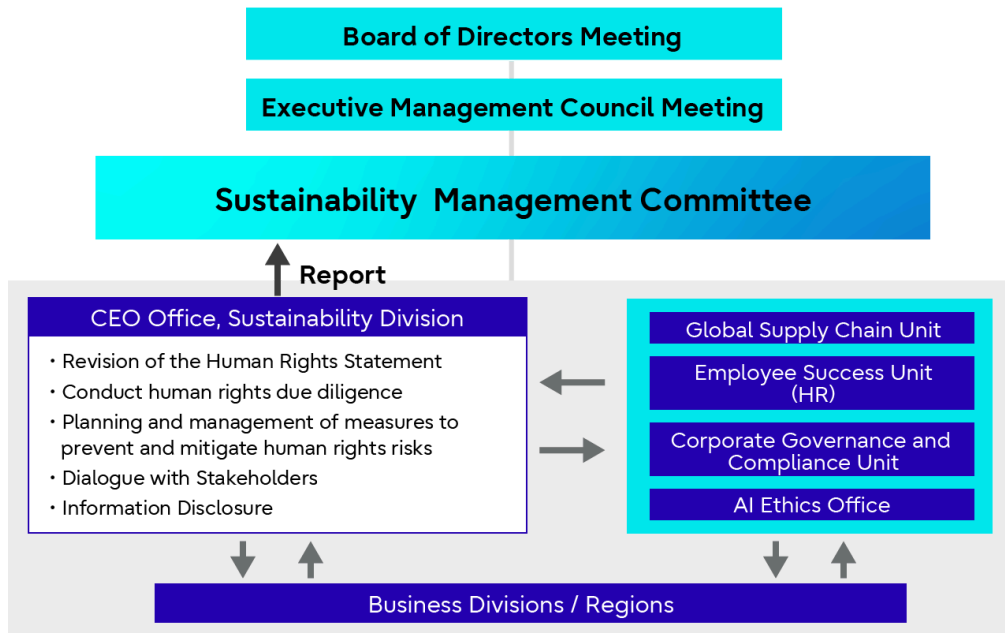
The compact identifies 10 principles that corporations should uphold in four areas: human rights, labor practices, the environment and anti-corruption.

- [\[PDF\] Fujitsu Group Human Rights Statement](#)
- [\[PDF\] Fujitsu Group Human Rights Statement APPENDIX](#)
- [For other languages](#)
- [Modern Slavery Statement \(UK\)](#)
- [\[PDF\] Fujitsu Modern Slavery Statement 2024 \(Australia\)](#)
- [Supply Chain Policy](#)

Organizational Structure and Regular Reviews

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

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

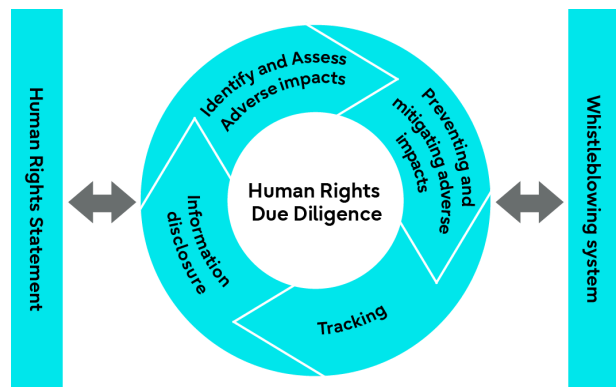


Structure for Promoting Activities Aimed at Resolving Human Rights Issues

Conducting Human Rights Due Diligence

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

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

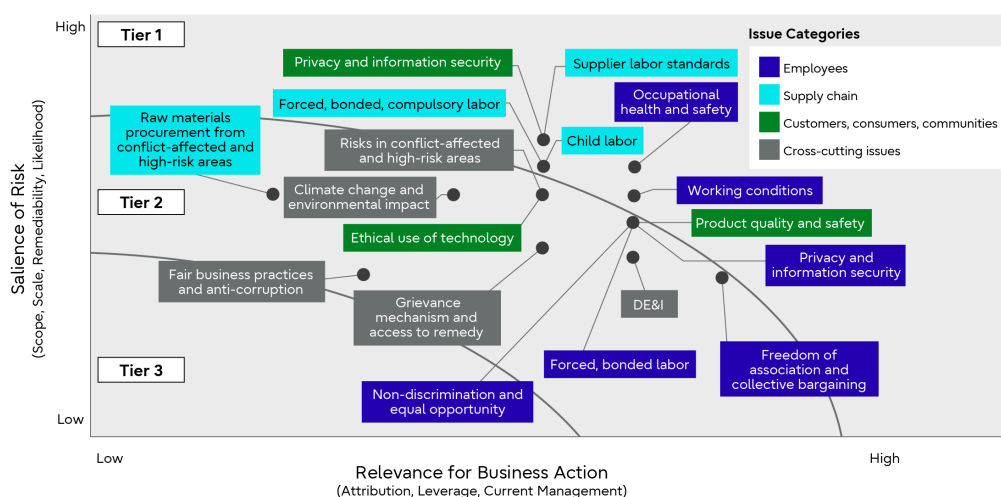


Human Rights Respect Promotion Framework

Assessment of Human Rights Impacts

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

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



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

Initiatives to Prevent or Mitigate Negative Human Rights Impacts

Supply Chain

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

- **Supply Chain**

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 said Policy • To conduct a regular, annual CSR Survey of our major suppliers both in Japan and overseas to verify the status of initiatives
Achievements in FY2024	• Conducted a CSR Survey and received responses from 609 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 FY2024	- Conducted a CSR Survey and received responses from 609 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 FY2023	- Fujitsu received responses from 89.2% of the suppliers surveyed - Smelters operated by 542 companies were checked, of which 274 were compliant with the RMI-certified Responsible Minerals Assurance Process (RMAP)

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 working long hours: The risk is higher for systems engineers and programmers whose work involves short deadlines, customer support, and sudden specification changes • Risk of harassment
Ongoing initiatives	• Implement a range of initiatives to reduce long working hours and thus improve each employee's work-life balance and productivity • Enhance systems to support diverse work styles by promoting Work Life Shift, which is based on teleworking and active use of flexible work arrangements such as flextime and the discretionary labor system • Social Well-being

Non-discrimination and equal opportunity

Risk	• Risk of workplace discrimination on the basis of class, race, skin color, sex, language, religion, age, political or other opinions, national origin, property, sexual orientation, disability, birth or other status, etc, with respect to employment policies, training, promotions, hiring practices, wages, and social security
Ongoing 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% (FY2024)

<e-Learning on AI Ethics>

- Purpose : To develop an understanding of global trends in AI ethics, Fujitsu's initiatives in that space, and AI ethical risks in business
- Target audience : All employees of Fujitsu's group companies within Japan
- Attendance rate : 94% (FY2024)

<e-Learning on Workplace Management>

- Purpose : Learn the essential knowledge and mindset for workplace management to create a comfortable working environment (harassment prevention, mental health, labor time management, etc.).
- Target audience : Employees in leadership roles of Fujitsu Japan's group companies
- Attendance rate : 98% (FY2024)

Awareness-raising and webinars

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

Human Rights Day 2024	To mark Human Rights Day, we held an internal, Group-wide globally ideation challenge on the theme of "Technology and Human Rights Issues." The objective was to canvass innovative business ideas that leverage technology to solve human rights issues. Employees from diverse backgrounds around the world applied, providing a collection of creative, out-of-the-box business proposals relating to human rights.
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Customers and End Users

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

Privacy and Data Security

Risk	• The risk that Fujitsu customers and end users of Fujitsu products and services will not obtain appropriate informed consent when collecting, using, sharing, or otherwise processing data, resulting in a negative impact on personal privacy and on the right to data protection • The risk that personal privacy will be violated, endangering life and safety due to the use of products and services in a way not intended by the manufacturer or service provider • The risk that the management and protection of the data and information of Fujitsu customers and end users of Fujitsu products and services may be exposed to external cyberattacks
Ongoing initiatives	• In FY2024, we provided information security education materials for our partners • We implemented initiatives to safeguard and improve the security of customer information through our products and services • Information security

Initiatives on AI Ethics

The rapid progress of AI, including generative AI and AI agents, is resulting in dramatic changes to people's lives and the communities in which they live. While this innovative technology offers new solutions to social and environmental problems, it remains a "black box" process where people do not understand how its outcomes are achieved. Another issue is that the large volumes of data involved in that process can include inherent biases, which the technology encourages. Even when used with care, AI can lead to unforeseen consequences for people. There have been reports of ethical issues such as discrimination and unfairness arising from AI misidentification and consequent negative decision-making, which can erode trust in AI. Fujitsu therefore considers it an essential part of its responsibility as an AI researcher, developer, provider and operator to offer AI that is valuable, safe and secure to use.

The Fujitsu Group has long advocated a 'human centric' approach and argued that information technology should fundamentally be used to focus on, and to benefit, people. In March 2019, as a reflection of the rapid recent development of AI technologies, the Fujitsu Group formulated and announced the "Fujitsu Group AI Commitment". As one of the companies which carries out AI-related businesses including research, development, provision and operation activities, we aim to emphasize the importance of communication with a wide range of stakeholders in the community, including users and consumers, as we distribute the enormous value of AI to society. For that purpose, the commitment outlines our promises with customers and the community.

- [\[PDF\] 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	As a company that has been researching, developing, providing, and operating AI technologies since before the 1980s, Fujitsu has long asserted that information technology must be used in a human-centric way. In recent years, there have been reports of shocking cases of ethical issues arising from the use of AI for handling privacy information. Examples include discrimination and unfairness which have occurred as a result of AI misidentification, leading to negative decision-making. Such cases can erode trust in AI. Fujitsu therefore considers it an essential part of its responsibility as an AI researcher, developer, provider and operator to offer AI that is valuable , safe and secure to use.
Impact	In recent years, the spread of generative AI and the emergence of AI agents has advanced AI to the point that AI is increasingly replacing human judgment across a broad range of domains. While the use of AI is expanding, there is an increasingly acute risk that the behaviors and inappropriate outputs from Fujitsu's AI could infringe on the human rights of users and consumers, which could in turn pose risks not only of legal liability but also of damage to the Group's reputation. 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 2024)

Mitigating actions	Fujitsu has established a Group-wide system to assess AI ethical risks. The system has defined risk levels and requires that products and business projects that equal or exceed a certain level must pass through an AI review. The AI Ethics Office and professionals specializing in R&D, human rights and legal matters participate in the review, which evaluates the social impact of AI from multiple perspectives. To enable all employees to promptly identify AI ethical risks, Fujitsu 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. As a stratagem for mitigating quality risks, Fujitsu has incorporated measures in its quality assurance processes to address AI-specific risks. The processes also contain measures to ensure compliance with the EU AI Act. Moreover, Fujitsu has established the “Fujitsu Group External Advisory Committee on AI Ethics” as a body that meets regularly and engages in ongoing dialogue. This committee consists of external experts to ensure the safe and secure deployment of AI in society. As part of efforts to mitigate AI ethical risks in society as a whole, Fujitsu 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 actions enable Fujitsu Group management and employees to recognize AI ethical risks and understand the precautions required when researching, developing, providing, and operating AI. By minimizing the likelihood of situations that might negatively impact users and customers, we aim to foster trust in AI. As a company that researches, develops, provides, and operates AI technologies, we aim to communicate knowledge about the rich value that AI brings, while emphasizing dialogue with a wide range of community stakeholders, including users and consumers.
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Promotion and Practical Application of AI Ethics

As stipulated by the policies laid down in the “Fujitsu Group AI Commitment”, we conduct Group-wide education and training activities that also take into account specific and pressing ethical questions surrounding AI.

Recognizing that leadership from top management is essential to establishing a corporate culture where AI ethics is based on respect for human rights, we have established the Fujitsu Group AI External Advisory Committee on AI Ethics, composed of external experts, to provide objective evaluation of ethical practices within the Group.

A summary of the committee's discussions is shared at meetings of the Board of Directors, incorporating the Group's AI ethics initiatives into its corporate governance framework and allowing for ongoing review and improvement. Furthermore, by positioning AI ethics as one of the key topics for management foundation in Fujitsu's Materiality, we recognize that AI ethics presents business challenges and are working to address these.

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

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

Achievements in FY2024

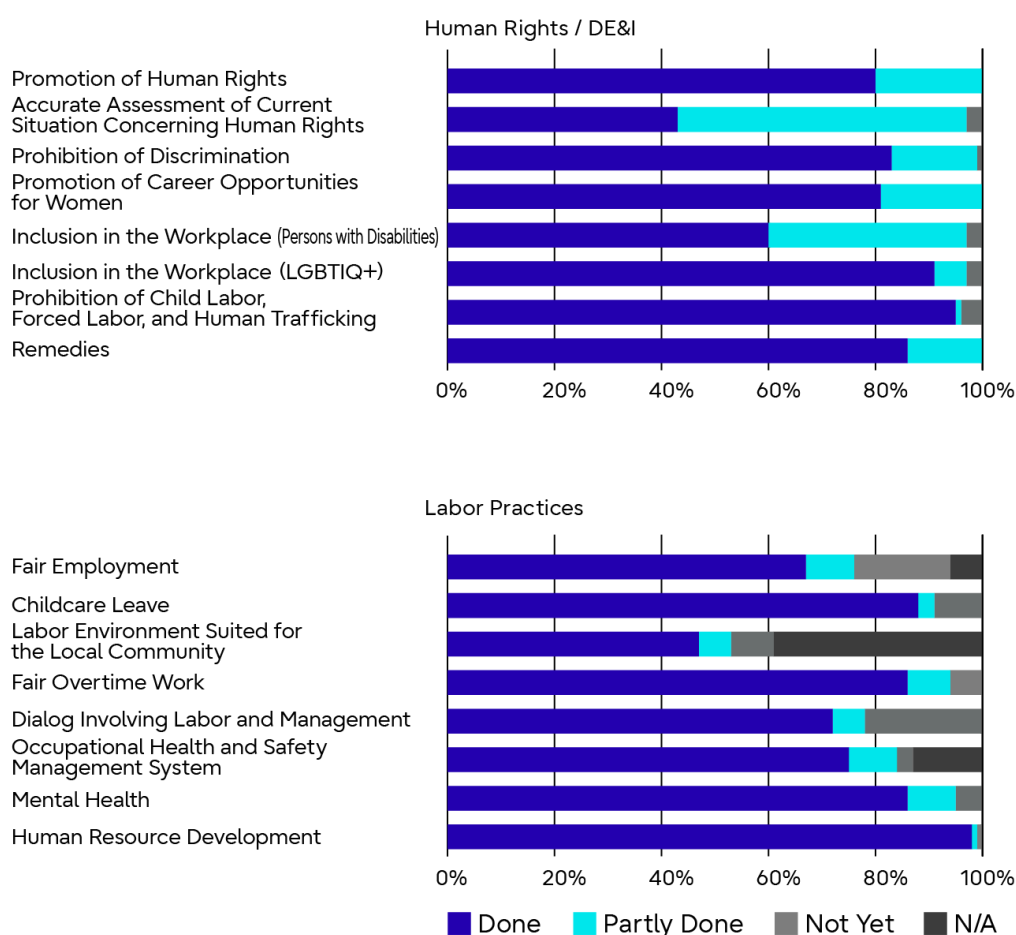
Corporate initiatives focused on AI Ethics, with management's involvement	• We held two meetings of the "Fujitsu Group External Advisory Committee on AI Ethics" to receive objective feedback on Fujitsu's AI ethics initiatives, including human rights initiatives, from external experts. • We share the activities for FY2024 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	• We conducted an e-learning course on "AI Ethics" for 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 Fujitsu conduct ethical screening on all AI business project opportunities presented to customers and implement risk mitigation measures according to the type of AI and its application.
Fostering AI Ethics in Society by Sharing Fujitsu'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, and are disclosing Fujitsu's initiatives accordingly. • We are participating in discussions on the future of AI regulation in Japan through the Cabinet Office's AI Strategy Council, and the Ministry of Internal Affairs and Communications' Conference Toward AI Network Society, which debate various issues surrounding AI. • Fujitsu is releasing its generative AI guidelines externally to help promote the appropriate use of generative AI in society. The guidelines cover key considerations for using generative AI, including fairness risks and their mitigation. They also provide information for users about potential human rights violations, such as discrimination, that generative AI could cause.

Tracking the effectiveness of measures

ISO26000-based Written Surveys

We undertake written surveys of all group companies in Japan and abroad based on the ISO 26000 standard to verify the status of initiatives promoting respect for human rights. In a survey conducted in FY2022, we examined 6 facilities and 79 group companies globally to assess the progress of their human rights and work practices programs, with the aim of identifying problems and developing corporate policies. We also conducted a survey of 21 group companies outside Japan in FY2020 to investigate working hours, wages, privacy, and reporting systems. As a result of the survey, issues were identified regarding "Labor Environment Suited for the Local Community". In response, we have been promoting corporate culture and fostering awareness of diversity and inclusion by hosting DE&I sessions (*2) and distributing video content on unconscious bias. Additionally, as part of our efforts to improve labor practices and the working environment, we have established prayer rooms at several major business sites. We have also implemented mitigation measures such as establishing human rights consultation service and Internal Whistleblower System to address any incidents of human rights violations.

- ***2: DE&I sessions**



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

RBA Auditing

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

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

The RBA Validated Audit Process (VAP) audit is an assessment by third-party auditors to ensure that an employment site is properly operated in accordance with the RBA Code of Conduct. Fujitsu Group's Hobara (Fukushima) and Kasashima (Ishikawa) server and storage manufacturing facilities underwent a VAP audit in FY2023 and FY2025 (May) respectively.

Hobara Factory attained Silver Status and Kasashima Factory attained Gold Status, certifying each as having a safe and secure working environment with a high level of respect for the human rights of their workers.

The audit did identify a few exceptions such as "Failure to conduct evacuation drills at sunset" and "Some faulty Emergency lights" (Hobara Factory), and "Inadequate description of the method used for calculating payroll deductions (taxes, social insurance premiums, etc) in the Notification of Conditions of Employment" (Kasashima Factory). However, all have since been rectified and the improvements made currently ensure full compliance with the RBA Code of Conduct.



Kasashima facility



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

Dialogue with Stakeholders

The Fujitsu Group conducted a discussion with external experts, attended also by relevant internal departments, aimed at addressing the EU Corporate Sustainability Due Diligence Directive (CSDDD).

- [\[PDF\] Details of Dialogue](#)
- [\[PDF\] Record of FY 2023 Dialogue](#)

Framework for Reporting and Consulting on Human Rights Issues

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

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

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

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

Since November 2023, the Fujitsu Group has been participating in the Engagement and Remedy Platform, operated and provided by Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), to receive complaints and reports on human rights from a wide range of stakeholders(*3). 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.

*3: 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 promotes community projects around the globe, aiming to nurture mutual respect and raise awareness of human rights through interaction and collaboration with various people.

- [Community](#)

Diversity, Equity & Inclusion

WHAT FUJITSU ASPIRES TO BE

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

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

We will celebrate difference and ensure that people can succeed regardless of their personal identity.

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

GOALS FOR FY2025

All areas

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

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

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

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

Gender

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

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

Health, Disability and Accessibility

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

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

Culture and Ethnicity

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

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

LGBTI+

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

- Implement FWEI (Fujitsu Workplace Equality Index) Standards to deliver opportunity and belonging for LGBTI+ colleagues (*1)

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

Policy

Here at the Fujitsu Group, we have engaged in efforts to advance diversity, 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 has a greater feeling of belonging and can be completely themselves. Equity, as expressed in this vision, is intended to recognize and respond to the fact that all people are in different circumstances and will require a variety of resources and opportunities depending on their circumstances, as opposed to equality, which provides the same things equally to everyone. Through this more inclusive and holistic approach to DE&I, we aim to achieve a sustainable society, looking at the positive impact Fujitsu's technologies and solutions have on society.



Global DE&I Vision & Inclusion Wheel

Promotion Framework for DE&I

The Sustainability Management Committee, chaired by the President and CEO, meets twice yearly to review progress in DE&I activities and DE&I target achievements, and to discuss proposals for new activities. The results are reported to the Executive Management Council and the Board of Directors. For Fujitsu, the materiality of Human Capital in terms of DE&I serves as a foundation for our sustainable development, and the Chief Human Resource Officer is charged with this responsibility. As a forum for considering specific measures, we hold regular meetings that include DE&I promoters from all regions. Led by DE&I, participants share the issues and measures taken in their own regions and also plan globally coordinated promotion measures.

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

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

Initiatives for Fostering Corporate Culture

DE&I Session

In order to foster a corporate culture at Fujitsu where “anyone can play an active role in their own way,” we annually hold a global DE&I Session with the aim of inducing behavioral change in employees.

The theme of the 2024 session was “The Activity of Employees with Diverse and Different Values—Together with the Fujitsu Way—” (considering how each individual employee should act while understanding and respecting different cultures). The event featured a panel discussion held by the President and executives, with enthusiastic participation from many employees from each global region.



DE&I Session 2024

In addition to employees in each region sharing their DE&I experiences and insights via internal media, each region is actively working to instill DE&I corporate culture.

Embrace Your Unconscious Bias !

The Fujitsu Group creates and rolls out video content worldwide to better deal with unconscious bias and to improve communication. The content is designed to help employees recognize their own unconscious bias and create inclusive workplaces that embrace diversity through dialogue, with case studies by outside lecturers. Some workplaces are using this video content to hold their own workshops to help individuals understand their unconscious bias to further promote understanding of DE&I.



Unconscious bias video content aimed at improving communication

Endorsement of International Standards and Initiative Participation

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

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

Gender

International Women's Day Initiatives

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

In fiscal 2024, on the auspicious occasion of International Women's Day, we held "Breaking the Barriers Conference" globally, with the aim of fostering a corporate culture where anyone can play an active role in a way befitting themselves. Several executives gave talks, considering the concept of "inclusion" along with the participating employees.

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

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

Breaking the Barriers

"Breaking the Barriers (BTB)" is a space to recognize the "glass ceiling" and discuss ways to eliminate it, as well as the name for an array of activities aimed at providing such insight.

- BTB Podcast
Fujitsu's internal leaders are brought on as podcast guests, where they share personal experiences, such as issues and walls they experienced in their career, as well as how they overcame them.
- BTB Conference
At this event intended for all employees globally, executives gave talks, discussing issues affecting employees' individual activity from the perspective of management issues. We held a panel discussion examining what changes would be necessary for Fujitsu to become a company in which our diverse employees could thrive and contribute. Overall, it was a productive time for all participants to think more deeply about inclusion.

Dialogue with the President

Fujitsu has continually established "spaces for discussing our true thoughts" in order to deepen mutual understanding between management and employees, and to promote an organizational framework that incorporates diverse perspectives. In this session, we engage the President in a casual dialogue concerning the future strategies of Fujitsu, career development, and the issues and changes female managers and adjacent employees feel in their day-to-day work life. The session is open not only to female employees, but to male employees as well, and offers the opportunity to understand the issues related to the activity of women from various perspectives. Through this, we hope that management and related employees begin to notice their unconscious biases, and deepen their understanding, as we try to raise women's base level of activity overall.

en Fujitsu WOMEN Leaders — Let's Connect, for Our Future —

At Fujitsu, we received a number of requests from women leaders for opportunities to network with other women in leadership roles across organizations. So, we created "en Fujitsu WOMEN Leaders."

This community is intended to form a network of women leaders across organizations (interdepartmental), and encourage empowerment. The exchange event includes a message from the management as well as a place for free exchange between participants. We expect this event to bring even greater growth by encouraging continued networking, and offering mutual stimuli, learning, and support to the women leaders.



Exchange event (Interacting with the President)

Career Workshop for Female Employees

We hold a workshop intended primarily for female employees on a leadership track in Fujitsu and its domestic Group companies with the aim of examining individualized careers and the actions necessary to achieve such careers.

In fiscal 2024, we introduced sessions for deepening self-understanding, and strengthened the element of career ownership. By learning about diverse workstyles and gaining an executive model through talks given by outside lecturers and dialogue with multiple role models, female employees see reduced confusion and uncertainty regarding their future career (including woman-specific issues) and greater vision of their ability to demonstrate competence as an executive, thereby enabling them to expand their career options.

FY2024 participants: 749 (from Fujitsu and domestic Group companies)

Regional Initiatives

At Fujitsu Germany in the Europe region, we offered two 3D Web-Workshops for an event on Girls' Day, an industry-academia-government collaboration in which girls from all over Germany experience a day at a workplace to encourage interest in and understanding of STEAM fields. These workshops were intended for female students from elementary grade five and up for the purpose of increasing and strengthening women moving into research and technical positions in the next generation.

Fujitsu Australia and Fujitsu New Zealand formulated their "Gender Equity Strategy 2024-26" with the aim of recruiting more women and a diversity of people.

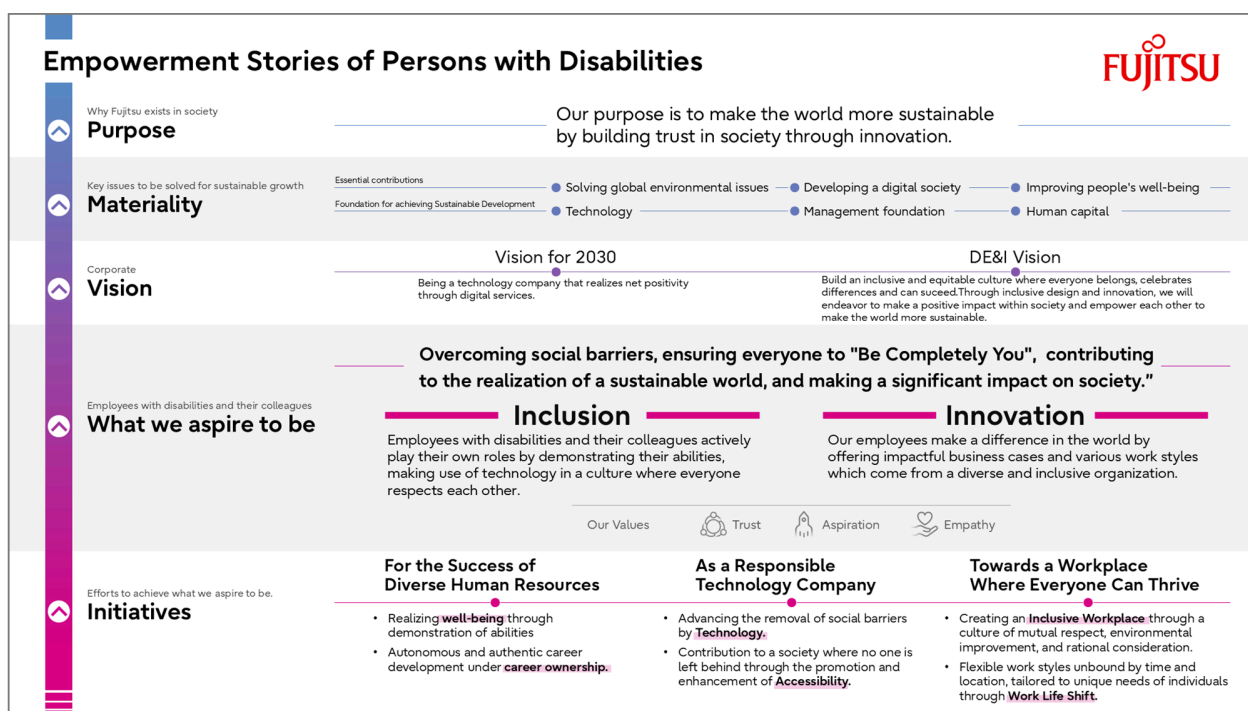
Because a diverse team that is reflective of society is an innovative one, Fujitsu will continue to improve its gender mix in its operations. With this ambitious goal, we aim to be an employer of choice for women.

Global Delivery Business Group offers a program called "Women in Business" where there are lectures about professional growth of female employees, and events highlighting women leaders, thereby empowering and supporting female employees from the perspective of career development.

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 health and disability, to create a sense of unity within the Group and deliver messages from top management. In each region, DE&I promotion teams and employee network groups work together to raise awareness of disabilities by holding events such as webinars and roundtables to promote understanding of persons with disabilities, and also conduct various initiatives aimed at boosting employee awareness about disabilities.

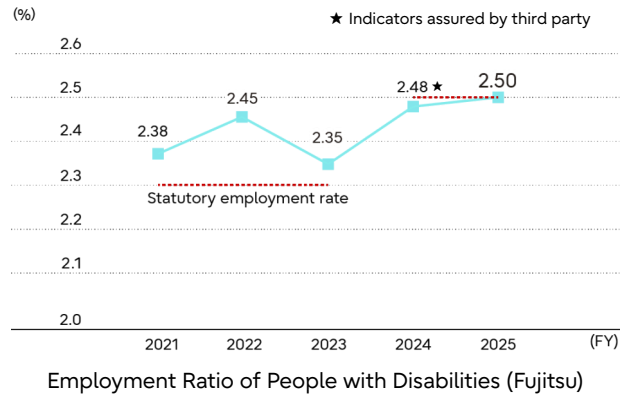
In Japan, we held a webinar examining the concept and wide adoption of reasonable accommodation and broadcast it to our operation bases across the country. In the Europe region, we held talk events connected to "Inclusion Week" and "International Day of Persons with Disabilities."

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.

We also created a manual for workplaces, called the Work Style Guideline. It lists the things that employees should consider when working with employees with disabilities, according to each type of disability, to help understanding in the workplace. In addition, we introduced a diversity communication tool—FUJITSU Software LiveTalk—as a common service for Fujitsu and its domestic Group companies, in order to support smooth communication and efficient operations which include employees who are hard-of-hearing. We are implementing strategic measures such as hiring, accessibility improvements, and employee network activities in other regions as well, according to the situation of the region or country.

- [FUJITSU Software LiveTalk \(Japanese only\)](#)



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 20, 2025)

- 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 20, 2025)

- Year Established : 2013
- No. of Employees with Disabilities : 245
- Main Work Tasks : Health keeping services, office environment services, recycling services, data management, compliance services for the e-Documents Act, meeting and event management support, health checkup support, ordering and sales of catered lunches, creation of novelty goods and office supplies
- Business Office (s) : *Head office: Kawasaki City, Kanagawa Prefecture (Nakahara Office), 20 other locations

Accessibility

The Fujitsu Group strives for communication that is open and accessible to all people with diverse characteristics. Related departments collaborate to achieve accessibility across brand communications, product services, and work environments.

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

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

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

Additionally, in November 2024, we set up a Fujitsu accessibility site, wherein we publish our “Approach to Accessibility” as a commitment to initiatives in accessibility, and describe examples of those initiatives.

- [Fujitsu Accessibility](#)

Contributing to Elimination of Social Barriers as a Responsible Technology Company

Fujitsu has signed the sponsorship agreement Tokyo 2025 Deaflympics (*2). Previously, we developed “Antenna” and “Ekimatopeia” through co-creation and collaboration with deaf and hard-of-hearing persons. Through these, we are offering an opportunity for many people to start thinking and learning about how “disability caused by barriers in society,” as we aim for understanding and encouragement of DE&I on the occasion of the Deaflympics.

- ***2: Deaflympics: Olympics (international general sports competition) for deaf and hard-of-hearing persons**



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

- **“Antenna”—an interface for feeling sounds with the body**
- **“Ekimatopeia”—a device for visualizing sounds at a train station**

Regional Initiatives

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

As part of Fujitsu's ongoing commitment to supporting neurodiversity and advancing inclusive opportunities, three employee inclusion network groups—Women's Innovative Network (WIN), Abilities Beyond Limitations employee inclusion network (ABLE), Classroom to Corporate (C2C)—from Fujitsu Americas region participated in HackAutism—an event hosted by STEAM Achievers in partnership with Microsoft. The event welcomed 160 high school students on the autism spectrum, providing a platform to explore innovation and creativity. Fujitsu employees volunteered their expertise as mentors and judges in a business idea competition, helping to inspire the next generation of diverse talent pursuing careers in STEAM.

Culture and Ethnicity

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

Fujitsu Australia has achieved numerous successes through support of training and ability development, including managing the First Nations Service Centre—a digital service center operated by indigenous residents of Cherbourg in Queensland, Australia—for three years, which has become a top class call center in the Asian Pacific region in terms of user satisfaction. Fujitsu Australia supports the self-determination of indigenous peoples through a variety of activities based on forging relationships, fostering respect, and creating fair opportunities. We plan to announce a new Reconciliation Action Plan (RAP) in 2025 in order to further raise the impact in this area.

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



Cherbourg Digital Service Centre staff, local residents, and partners (including Fujitsu) celebrated the graduation of new trainees along with the 2nd anniversary of the Centre in August 2024.

LGBTI +

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

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

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

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

We endorse the Business for Marriage Equality (*3) corporate campaign and are also a partner in Pride House Tokyo (*4), which aims to create a permanent place where the next generation of LGBTQ youth can gather in safety and security, and where organizations, individuals, and businesses across different sectors work together to disseminate information about sexual minorities. During the Pride Month of June, we called for individuals to take concrete steps towards inclusivity, in connection with volunteer companies as part of "Pride Action 30."

In recognition of these efforts, the company received the highest "Gold" rating in the PRIDE Index by the voluntary organization "work with Pride."

- [*3: Business for Marriage Equality \(Please select English language.\)](#)
- [*4: Pride House Tokyo](#)



Voluntary company participants in parades in various locations

Fujitsu Pride



Fujitsu Pride is a movement at the Fujitsu Group where representatives from employee network groups of LGBTI+ people and allies come together to collaborate and take action on a global scale with the support of DE&I teams. During the Global Pride Month hosted by Fujitsu Pride, executives and employees from Fujitsu and group companies in Japan and overseas participate, and activities such as virtual parades, online seminars, panel discussions, and small group events to discuss LGBTI+ issues are conducted. Fujitsu Australia, for our partner Pride in Diversity, implemented a pro bono project that developed an online version of the equality index (AWEI) used in Australian workplaces. AWEI is a benchmark for inclusivity in LGBTQ+ workplaces, and by digitizing it using Microsoft and Snapforms, we can optimize evaluation of submissions from the Pride in Diversity staff and enhance the user experience of member companies. We are looking forward to the influence this will have on projects in the future.

In Europe and other regions abroad, as well as the Global Delivery Business Groups across each region, we hold training sessions on LGBTI+ understanding, send out messages from leaders, and hold events in collaboration with the diverse community inside and outside the company.

Intergenerational Initiatives

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

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

The Europe region has implemented "Perspective," a reverse mentoring program in which rank-and-file employees become mentors to executives, which is the opposite of the traditional mentoring relationship. Thirty-two pairs of reverse mentor-mentees participated in up to six mentoring sessions each, providing an opportunity for regular employees to think deeply about leadership and for executives to understand the mindset and culture of younger employees and gain new IT skills. This program has had a positive impact on our organizational culture at our various locations in Europe.

In the Europe region, Fujitsu Germany participates in a next-generation network established in 2015. That network bridges and links different generations, and aims to provide the potential to network with employees who are in the initial stages of their careers. Additionally, it maintains tight-knit connections with the leadership team, in order to provide a place for the exchange of ideas. The network has a local organizational structure, but it also exists and cooperates globally. Furthermore, it frequently supports topics related to sustainability, such as World Cleanup Day.

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 (*5) in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, and has also prepared and operates a workplace childcare facility along with 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)**
- *5: 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

See (*6) for a list of the external awards / certifications that Fujitsu has received for its diversity efforts.

- ***6: External Recognition and Awards : Fujitsu Global**

<Awards/Recognitions in FY2024>(Region name)

- Americas region:
Fujitsu America won the Human Rights Campaign (“HRC”) Award: Equality 100 Leader in LGBTQ+ Workplace Inclusion 2024/2025
- Fujitsu Australia:
Fujitsu Australia won the Gold Level Award for Australian Workplace Equality Index (for LGBTI+ inclusion)
- Fujitsu New Zealand:
Fujitsu New Zealand was recognized for LGBTI+ inclusion by Rainbow Tick

- Europe region:

In Germany, we participated in the FKİ (Frauen Karriere Index), a woman's career index, and we were selected as a Top 10 corporation in gender diversity.

- Estonia:

we were recognized with the gold label for companies that emphasize mental health by Peaasi.

we were awarded with the "We respect differences" label which recognizes high levels of diversity by the Estonian Human Rights Centre.

- Global Delivery Business Group:

In Poland, we were commended as a top corporation in diversity management by the responsible business forum (Forum Odpowiedzialnego Biznesu).



Fujitsu New Zealand
"Rainbow Tick" logo



Germany "FKİ (Frauen
Karriere Index)" logo



Estonia "Estonia Mental
Health" logo

respecting
differences



Estonia "We respect
differences" logo

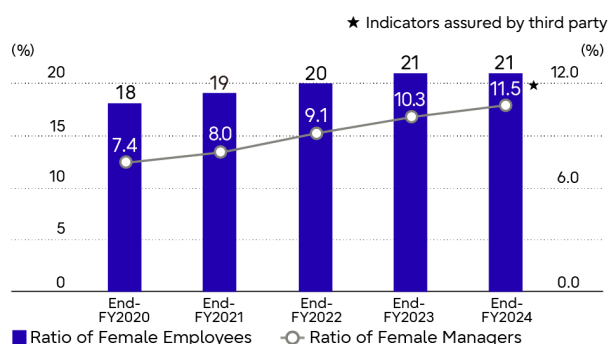
FY2024 Performance

Employee engagement

- Respect for individuals 73 points (+0 over previous year)
- Equal opportunity 72 points (+1 over previous year)

Ratio of female in leadership roles 16.8% (globally as of March 2024)

- Ratio of female employees: 21.4% (Fujitsu)
- Ratio of female managers: 11.5% ★
- Ratio of new female managers: 31.1%



Ratio of Female Employees • Ratio of Female Managers
(Fujitsu)



Global Responsible Business

— Well-being —

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

Well-being

WHAT FUJITSU ASPIRES TO BE

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

GOALS FOR FY2025

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

- Share messages about well-being to promote greater understanding
 - Internal communications to encourage individuals to take action on well-being
 - External release of our well-being practices and insights
- Development of well-being indicators
 - Use of survey results to develop well-being indicators for each region and country and to inform policies

Occupational Health & Safety:

- Zero occurrences of serious accidents

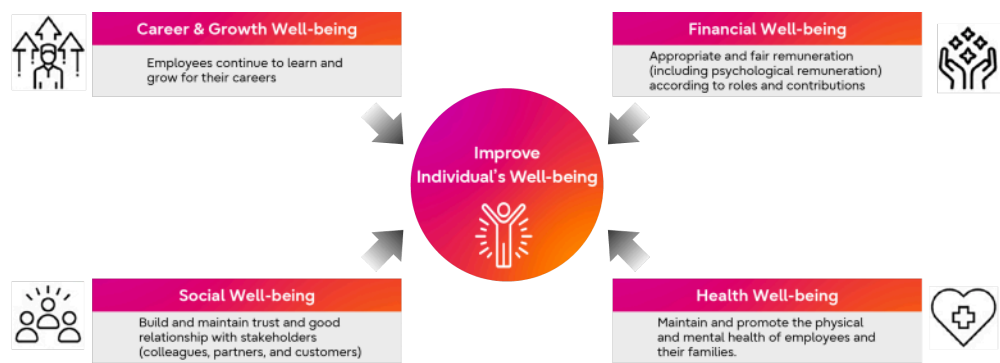
Fujitsu Group believes our employees' Well-being is

Fujitsu has established "Improving people's well-being" as a materiality (a key issue that the organization prioritizes working on). We are actively developing policies for the enhancement of well-being, so that we can provide solutions and services that contribute to the improvement of people's well-being in society, while also enabling all our employees who provide those solutions and services to demonstrate their abilities to the fullest.

We believe our employees' well-being is "A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life." We believe that emphasizing an individual's contentment and satisfaction in life, not transitory happiness, and accepting a variety of different value systems will lead to the continuous development in the Fujitsu Group.

As elements making up well-being, the Fujitsu Group emphasizes four categories of well-being: "Career & Growth Well-being", "Financial Well-being", "Social Well-being", and "Health Well-being." The well-being we aim for is a state in which

these elements of well-being mutually influence and complete one another, allowing each employee to pursue self-actualization through work and genuinely feel their own growth and satisfaction.

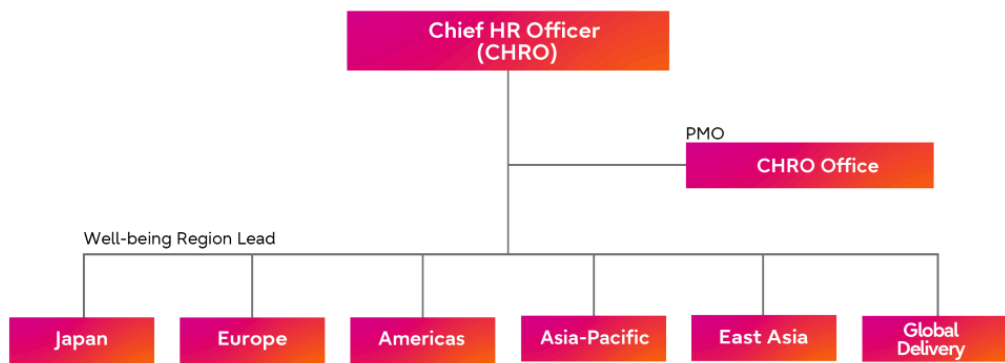


Four Key Elements of Well-being in the Fujitsu Group

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

Promotion system

Well-being activities are reviewed by the Sustainability Management Committee, which meets semiannually to confirm the progress of activities and achievement of targets, and to discuss new activities. The results are reported to the Management Committee. The Chief HR Officer (CHRO) 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

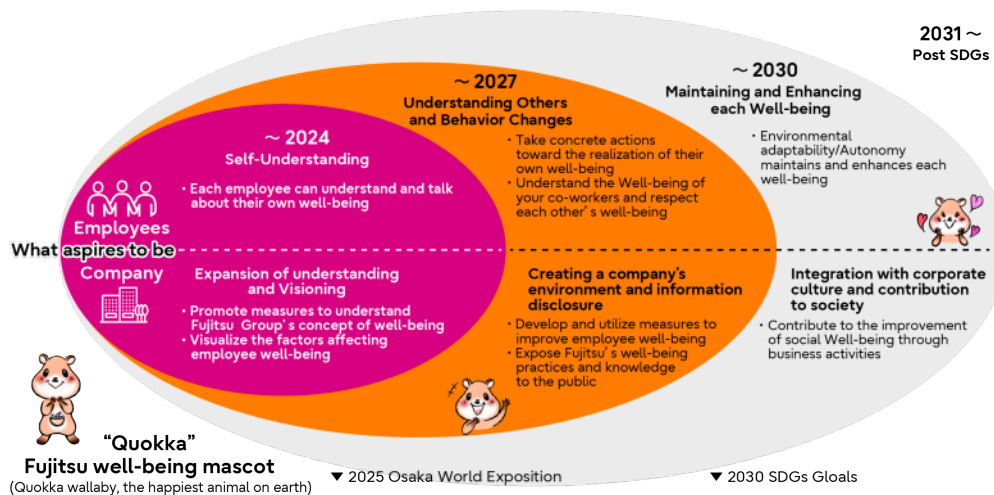
Goals and Results

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 the enhancement of well-being of the whole company. 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.

Currently, we are aiming to enable each employee to understand their individual values, and implement concrete actions to achieve their well-being, while also respecting the well-being of their co-workers and mutually supporting one another.

Additionally, we have prepared systems and programs that support the enhancement of employee well-being, and we actively publish the practice and findings internally and externally.



Well-being Story by 2030

Major Initiatives in FY2024 (Results)

1. Promote understanding of well-being

Well-being session (September 2024, March 2025)

The Fujitsu Group holds regular internal sessions to deepen each individual employee's understanding of well-being.

In September 2024, we implemented "Let's dig deep into our well-being: Are there any gender differences?" (online participants: about 470, archive viewers: about 630). In this session, participants discussed their own conceptions of well-being and how other's idea of well-being may differ, thereby deepening understanding of their own values and beliefs.

In March 2025, we implemented "Let's dig deep into our well-being: Finding opportunities for growth." (online participants: about 330, archive viewers: about 150). In this session, we thought about the relationship between self-growth and well-being, and engaged in exchange of ideas regarding specific behaviors for achieving well-being.



Global message for the International Day of Happiness

On March 20, 2025, International Day of Happiness, Fujitsu CHRO Hiramatsu delivered a message to roughly 120,000 employees, including global employees, looking back at the Fujitsu Group's initiatives in its story of achieving well-being. He also included a message about the state of well-being we want to achieve based on the insight gleaned from the well-being survey analysis results indicating that there was a tendency for employees with higher sense of self-actualization to feel a greater sense of well-being.



2.Data-driven visualization and analysis

Implementation of the well-being survey

We conducted a well-being survey of the Fujitsu Group employees within and outside Japan between November and December 2024 with the purpose of visualizing the factors influencing well-being and formulating and deploying the results of data analysis into actual HR policies.

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: 88,640)
Period	• November and December 2024

From the results of the company-wide survey, we can see that the feeling of well-being depended on sexual and occupational characteristics, as well as differing by region and country, with a particularly noticeable difference between employees abroad and employees in Japan. Since this demonstrates that the items emphasized in well-being are similarly diverse, we will dig deeper with our analyses and investigation moving forward, as we look into practical methods befitting individual regions and countries and policies that will lead to enhanced well-being.

Messages about actual practice and findings

Based on the results of the 2023 well-being survey, a talk entitled “Toward becoming the No.1 company in well-being: Well-being and women’s participation” was held at the 6th Nikkei Well-being Symposium held on October 4, 2024. The talk discussed initiatives and issues in job-based personnel, diverse working styles based on work-life shift introduction, and encouraging women’s participation as part of Fujitsu’s strategy to become the No.1 company in well-being, as well as how those initiatives and issues can lead to the creation of innovation.

Nikkei Channel: You can watch an archived video of this talk.

Broadcast: October 4, 2025



*: Well-being Initiative: An initiative started in 2021 by Nikkei Inc. in collaboration with the Wellbeing for Planet Earth Foundation, volunteer companies, experts and other groups.

Activities in each category

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

Career & Growth Well-being

Policy

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

To Achieve Career Ownership

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

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



Relationship Between Employees and the Company



Framework for Supporting the Career Realization of Each and Every Employee

FUJITSU Career Ownership Program (FCOP)

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

As one example of FCOP in action, about 34% of our employees in Japan participate in the Career Cafe, a place for peers of the same generation to share ideas and receive new career inspiration. We also introduced a Career Ownership Assessment in FY2022 to determine the current level of an employee's career ownership. One out of every three employees now utilizes this assessment.

From April 2023, we also introduced LinkedIn Learning (*1) as a global learning platform. More than 96% of employees use this platform, which has fostered 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. The introduction of in-house internships and internal side jobs also provides support for employees taking on new challenges, providing opportunities to gain various experiences that extend beyond our organization.

Over 1,300 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.

- *1: LinkedIn is a trademark or registered trademark of LinkedIn Corporation.

Initiatives Supporting Fujitsu Uvance

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

Expansion of Uvance Wayfinders

Uvance Wayfinders does not only provide technological tools, but provides a new form of foundational consulting. By offering comprehensive support to ensure that cutting-edge technology gets results, we dutifully implement everything in parallel with our client's managers, all the way through actualization of reform. Also, our actions demonstrate "Customer first" mentality, as we grow sustainability value across the whole society through reform. To that end, we intend to distinguish ourselves from other firms, even in the strengthening of consulting personnel, by reskilling personnel with a technology background and linking together their strengths.

Fujitsu Innovation Circuit

Started in November 2021, the Fujitsu Innovation Circuit is a program that seeks to make Fujitsu a place where anyone can rise to a challenge, where learning from challenges is a practical attitude, and where supporting those who are taking on challenges is a natural thing, all with the goal of creating "intrapreneurs" (in-house entrepreneurs) who will lead Fujitsu into the future and create the world we envision with Uvance.

In the "Academy" program, in which Yasuhiro Yamakawa, Associate Professor of Entrepreneurship at Babson College in the United States, acts as supervisor and lecturer, a total of 1,198 participants have learned an entrepreneurial mindset through seven terms. In the "Challenge" program, where participants actually practice the creation of a new business, 37 ideas have been received through five terms. Up to this point, 6 ideas have been commercialized, including those from the Fujitsu Launchpad established in July 2022 to incubate and launch the business ideas coming out of the "Challenge" program.

Global FDE

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

The Fujitsu Group has established the seven certification areas of networks, cybersecurity, AI, data, computing, hybrid IT and project management, which are the future key technology areas of our new business. As of FY2024, a total of 32 Global FDEs were certified.

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

Reskilling

Fujitsu implements reskilling training for Business Application business expansion of Fujitsu Uvance's "core technology platforms that support cross-industry efforts." In the particularly high-demand 3S areas (SAP, ServiceNow, Salesforce), we have bolstered our domestic resources through classroom training, including 3S overviews and leadership programs, and approximately half a year of training with OJT. Up to this point, we have reskilled several hundred employees, contributing to rapid deployment in the workplace department.

Additionally, in FY2024, several hundred people attended seminars on the basics of delivery and programs using Chat AI, as we aim for rapid deployment in our plan to undergird and strengthen our delivery resources in connection with our plan to shift roles from delivery to technology consulting.

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 collective term for a series of programs designed to promote behavioral change in individuals and organizations toward the realization of the data-driven management, which is Fujitsu's vision. 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 in 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.



In addition to encouraging bold challenges in data-driven ideas, we hold a program called the "DDM Award" which shares and awards examples of particularly excellent internal practice. The number of participants in the data analysis competition has increased dramatically from 95 in FY2022 to 168 in FY2023, ultimately to 680 in FY2024, demonstrating the spread of proactive initiatives across organizations and occupations. In FY2024, we also welcomed participants from outside the company, with roughly 2,000 participants at the grand prize pitch and award ceremony held in an online-offline hybrid fashion. We aim for even more participants and greater value add moving forward, as we progress into planning for the ceremony in FY2025.

Furthermore, we are pushing for continual initiatives in reform, by developing a program to monitor the progress of organizational maturity and behavioral change, and to define a concrete action plan for the goals.

We are also considering whether to provide these programs and insights accumulated through internal practice to our customers. Through DataPractice, we can support 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 Fujitsu Uvance.

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

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

Key Initiatives in Regions Outside Japan

GRiP Managers' Well-being Workshop Series in Global Delivery Business Group

The Global Delivery Business Group held the "GRiP Managers' Well-being Workshop Series," to support the mental and emotional health of its managers. The workshops covered topics such as stress management, work-life balance, resilience building, and empathetic leadership, with approximately 500 managers participating. Participants were provided with practical tools for self-care, effective communication techniques, and fostering a positive workplace culture. Through the workshop, the aim is for managers to prioritize their own well-being while navigating daily work challenges, raise awareness of their team's mental health, and ultimately achieve a more fulfilling work experience for themselves and their teams.



Implementing Management Training in China



Fujitsu (China) Holdings Co., Ltd. conducted management training in September 2024 to strengthen the leadership skills and career advancement of its managers. The course focused on strategic planning, team management, and innovative thinking, providing practical learning opportunities and expert guidance to support internal career progression. In August and October 2024, training sessions were also held for newly appointed managers to enhance their management skills, promote efficient team building, and foster strategic thinking capabilities, further reinforcing initiatives aimed at career development and advancement.

FY2024 Performance

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

	Total Average
Average Annual Hours Spent Learning	47.6 hours
Annual Cost of Learning	100,200 yen

Financial Well-being

Performance Evaluation and Compensation

Personnel Handling based on Position-based HR Management

To achieve our purpose, the Fujitsu Group aims to be an organization that fosters innovation throughout society. We strive to quickly and agilely assemble our talented individuals from across the Group, united by a shared goal: to solve the challenges faced by our customers and society at large.

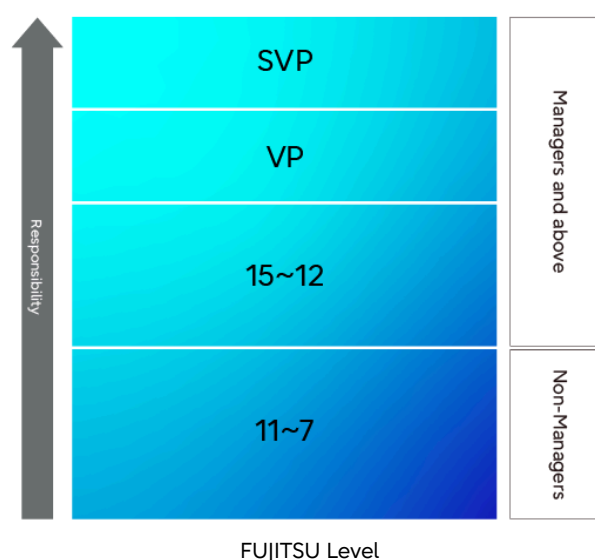
To foster "career ownership," where employees take on challenges and grow with their own motivation, and to achieve an organizational design and personnel placement system that aligns the right talent with the right positions based on our vision and strategy, the Fujitsu Group promotes Position-based HR Management as a global human resource platform. This initiative supports the growth and actions of each employee.

Within the HR System based on Position-based HR Management, we have established the "FUJITSU Levels". This framework clearly defines the duties and staffing requirements of each job, classifying them based on their occupation and responsibility levels.

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

For executive positions of FUJITSU Level VP and above, we are implementing an STI(*1)/LTI(*2) scheme that is more closely aligned with performance outcomes. This scheme will also apply to executives both in Japan and overseas. Remuneration levels are set with the goal of attracting and retaining a diverse and talented workforce. These levels will be reviewed as needed to ensure competitiveness against global corporate benchmarks. For example, in April 2023, we increased the average monthly salary by approximately 10%. Future remuneration levels will be adjusted appropriately based on market fluctuations.

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.

Evaluation System for Driving Employees' Independent Challenge and Growth

Fujitsu's "Connect" global common evaluation system aims to align Fujitsu's purpose with the individual aspirations of each employee. This alignment fosters individual growth and maximizes the impact on the organization, customers and society.

Connect features three key elements. The second element, in particular, involves regular one-on-one meetings and quarterly Connect Conversations between team members and managers. These meetings focus on providing feedback on individual performance reviews and future growth. In the last quarter of FY2024, around 85% of employees had a Connect Conversation.

(1) Creating focus area

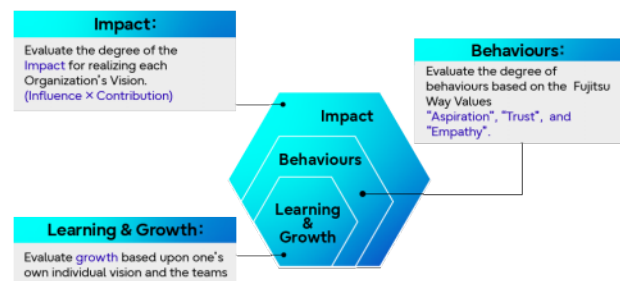
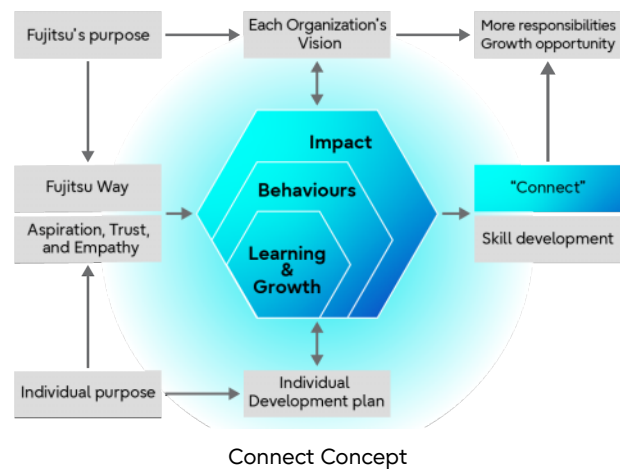
"Focus area" represents the strategic policies and goals for each business period, aligning with Fujitsu's Medium-term Management Plan and organizational vision.

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, meetings are held one-on-one between team members and managers, with individual selection of the required topics, including review of recent performance and other matters that may not be discussed on a daily work basis. In addition, every quarter, another one-on-one meeting called Connect Conversations are held to discuss individual performance and future growth and career development 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.



Connect evaluation items

Accordingly, within the “Connect” system, employees are assessed on their “Impact”, “Behaviours” and “Learning & Growth” relative to achieving each organizational 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 supports enables us to create mechanisms that ensure consistent personnel management and maximize the growth both of individuals and the organization. This, in turn, can have a significant impact on the organization, customers and society at large.

Employee Benefits Program

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

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

*3: Cafeteria plan:

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

Shareholding Plan

The Fujitsu Employee Shareholding Association enables employees to purchase Fujitsu shares through contributions of greater than 1000 yen deducted from salary or bonuses. Subscription is voluntary, but, as an encouragement, Fujitsu

provides between 3% and 10% of the monthly contribution value, according to length of subscription period. Through this system, employees can build long-term assets. Also, an individual employee who holds Fujitsu shares will have a heightened sense of participation and responsibility for corporate growth, ensuring alignment of employees and management with the goal of increasing corporate value.

Key Initiatives in Regions

GRiP Financial Well-being Workshop Series in Global Delivery Business Group

Fujitsu's Global Delivery Business Group held the GRiP Financial Well-being Workshop Series to support the financial independence of each and every employee in building a safe and secure financial base. 800 employees have participated in workshops on topics such as budgeting, saving, investment, debt management and overcoming financial insecurity, receiving practical advice from finance experts to assist in smarter financial planning and decision-making. Participating employees said that they enjoyed the lively Q&A sessions and sharing of experiences; they not only learned how to create sound financial habits, but also how to reduce money stress and be more proactive in managing their own finances.



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

In-house Social Media Network

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

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

Initiative to Boost Psychological Safety

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

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

Designing Psychological Safety at Fujitsu

Fujitsu Design Initiative for Psychological Safety

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

Activity Theme

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

Activity Categories

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

Overview of the Fujitsu Design Initiative for Psychological Safety

1. Promoting the project through design concepts

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

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

To promote better understanding and behavioral change among employees around psychological safety, we released a "Playbook" within the company to provide basic understanding and improvement models. The Playbook has now been viewed over 14,500 times in all. In May 2024, we updated the content of the Playbook released internally with the aim of providing practical tips for everyone who works in corporate organizations that are engaged in human capital management and cultural innovation.



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 4,500 people so far. In organizations where these programs have been delivered, psychological safety scores on engagement surveys have improved and substantial changes in behavior are being seen that will lead to greater psychological safety.



GOLD RING Award at the Psychological Safety Awards 2024

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.

Key Initiatives in Regions Outside Japan

CSR Events in the Philippines, Thailand and Vietnam

As part of their Corporate Social Responsibility (CSR) initiatives, Fujitsu Group companies in Southeast Asia organized a variety of events to promote physical activity. Specifically, they held a joint event with a Special Olympics NGO in the

Philippines to support athletes who require special assistance, an RMHC Mini Marathon Run For Kids in Thailand, and provided support for underprivileged children in remote mountainous areas of Vietnam. Additionally, events promoting activities such as soccer, basketball, trekking, and badminton were also held.



Student Visit to Fujitsu Hong Kong Office

On April 11 2025, as part of a joint initiative with Generation Hong Kong, Fujitsu Hong Kong Ltd. welcomed a visit from students of the TWGHs Wong Fut Nam College. Fujitsu employees spoke about their career paths and individual experiences, showcasing the diverse possibilities within technology industry. The interaction between employees and students proved to be a valuable experience for all involved.



FY2024 Performance

Initiatives Aimed at Reducing Long Working Hours

The discretionary working system applies to 19% of employees, and the flex time system applies to 77% of employees (Fujitsu Limited)

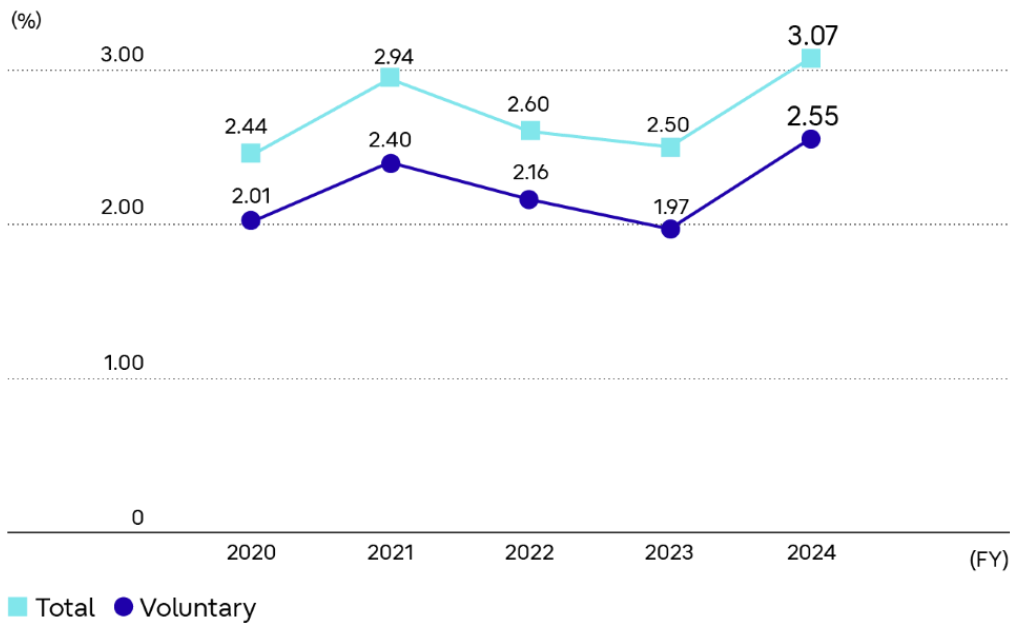
Telework Rate

The telework rate is around 70%.

Unionization Rate

The unionization rate is 76.5% (Fujitsu Limited) *Calculation basis includes managers and non-regular employees who are not union members.

Turnover Rate



Turnover Rate (Fujitsu)

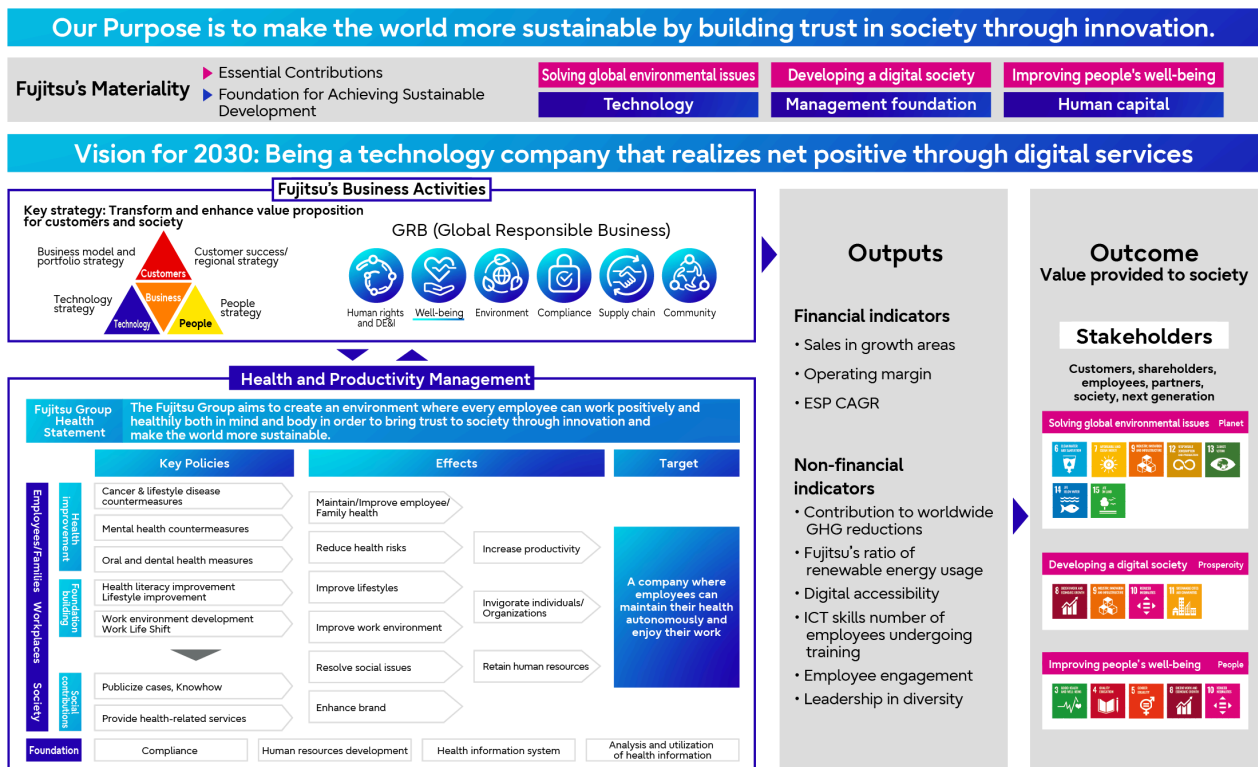
Health Well-being

Our Health Management Policy

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

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

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



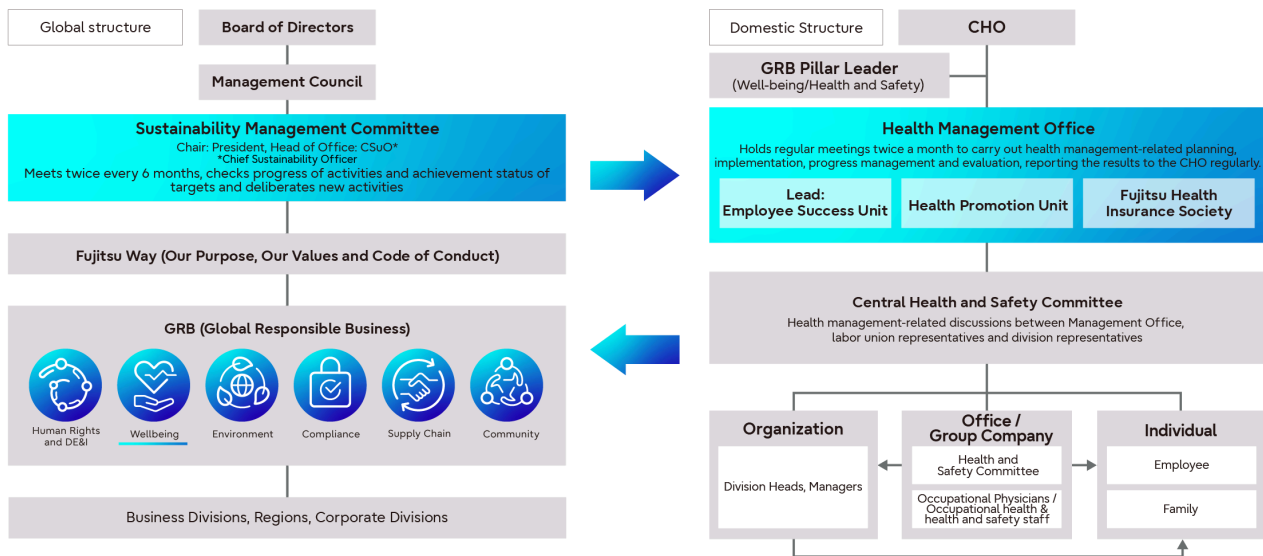
Positioning of Health Management

Domestic Structure for Promoting Health Management and Conducting Reviews

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

In Japan, health management is led by the Chief Health Officer (CHO). The CHO heads the Health Management Office, which consists of the Employee Success Unit, the Health Promotion Unit and the Fujitsu Health Insurance Society. The Health Management Office holds regular meetings twice a month to analyze health-related data and issues, set targets and indicators, draw up plans, carry out measures and manage, evaluate and improve progress. The results are regularly reported to the CHO. The Health Management Office plays a central role in the implementation of measures, working together with the Health and Safety Committees in offices and Group companies, occupational health physicians and industrial health and safety staff to urge organizations (division heads, managers) and individuals (employees and their families) to action. The Office also engages in two-way information sharing regarding health management efforts within the research and business divisions, and incorporates good health management into business practices while promoting cross-organizational implementation and the use of ICT technology.

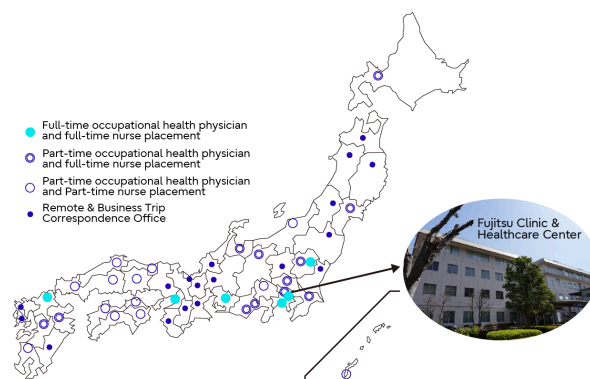
The Central Health and Safety Committee has been established to promote health management initiatives. The Committee reflects the opinions of employees by discussing issues and sharing information with the representatives of labor unions and the representatives from offices and divisions.



Health Well-being Promotion System

Facilities Information

Health Promotion Unit			
	Full-time	Part-time	Total
Occupational health physician	18	84	102
Clinician, etc.	0	38	38
Public health nurse	86	25	111
Nurse	23	33	26
Psychologist	6	0	6
Other healthcare professionals	0	0	0
Administrative staff	45	0	45
Total	178	150	328



Occupational physician assignment map

Allocation of occupational health staff in Japan

Targets and Results

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

To that end, we have established our goal for FY2029, which is being implemented in all regions and Group companies. In Japan, under our aim of creating an environment where all employees can work positively and healthily, we set five indicators about improving productivity, invigorating individuals and organizations, and enhancing human resource retention to serve as final health-related evaluation indicators. To improve and reinforce each indicator, we created a health management strategy map. We are tackling the areas representing the five priority measures on the map, namely

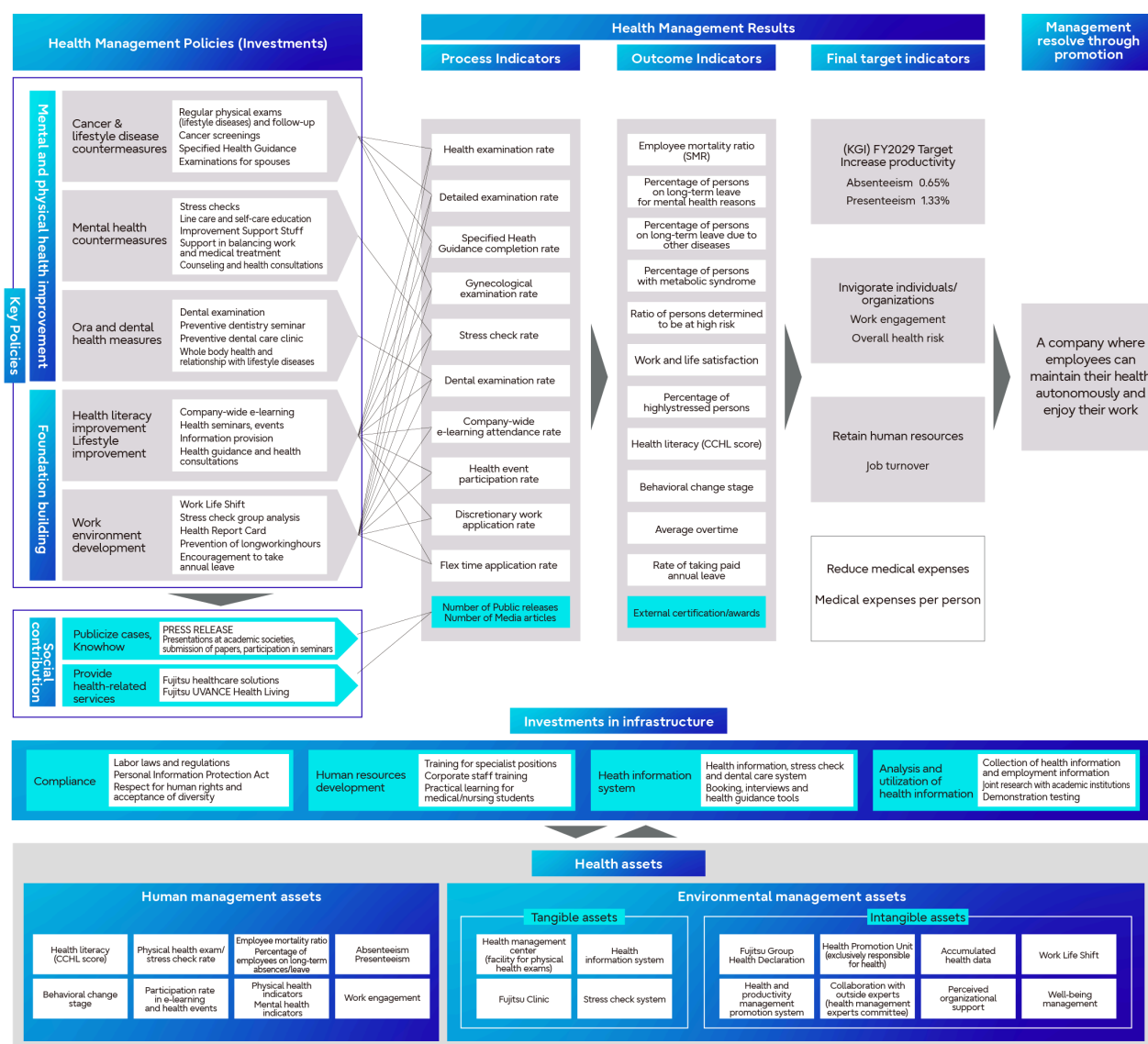
	FY2022 Results	FY2023 Results	FY2024 Results	FY2029 Targets
Improve absenteeism (*1) 【KGI】	1.24%	1.32%	0.72%	0.65%
Improve presenteeism (*2) 【KGI】	1.34%	1.48%	1.73%	1.33%
Improve work engagement (*3)	2.47	2.49	2.49	-
Improve overall health risks	96	94	90	-

Final target indicator

*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; calculated based on employment data for 850 employees (those present as of fiscal year end)

*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: 35,857; response rate: 95.7%

*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: 35,857; response rate: 95.7%



Health Management Strategy Map

Health Management Results_Process Indicators

Indicators	FY2022 Results	FY2023 Results	FY2024 Results	FY2029 Targets
Regular (lifestyle disease) health examination rate	100%	100%	100%	100%
Detailed examination rate after regular health examination	89.6%	92.8%	98.0%	90.0%
Cancer screening (breast cancer, cervical cancer) rate (*4)	63.6%	61.4%	64.4%	72.0%
Stress check rate	92.8%	95.5%	95.7%	100%
Dental examination rate (*4)(*7)	39.9%	36.3%	24.2%	50.0%
Company-wide e-learning attendance rate	92.9%	92.3%	92.1%	100%
Health event (walking event) participation rate (*4)	33.5%	36.7%	38.3%	48.0%

Health Management Results_Outcome Indicators

Indicators	FY2022 Results	FY2023 Results	FY2024 Results	FY2029 Targets
Percentage of absentees/persons on leave for mental health reasons (*6)	2.22%	2.12%	2.15%	1.70%
Percentage of overweight persons (*4)	22.9%	21.8%		15.5%
Work and lifestyle satisfaction	24.1%	24.9%	26.8%	30.0%
Percentage of highly-stressed persons	10.0%	10.9%	10.6%	8.0%
Smoking rate	16.3%	14.9%	15.8%	13.0%
Behavioral change stage (health behavior implementation rate)	45.4%	47.4%	50.2%	75.0%
Communicative and Critical Health Literacy (CCHL)	-	3.77	3.82	-

- [\[PDF\] Health Management Results_Outcome Indicators](#)

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

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

*6 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.

*7 The age for subsidizing dental check-up costs has been expanded starting from the fiscal year 2024.

Health Management Investment

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

Cost category

Expense item	Amount (million yen)
A: Outsourcing cost	446
B: Personnel cost	994
C: Equipment-related cost	82

Expenses of main measures

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

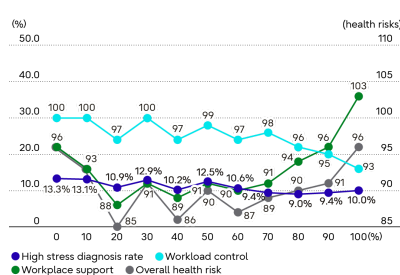
Expense item	Amount (million yen)
D: Indirect cost	62
Total	1,584

Indicator verification examples

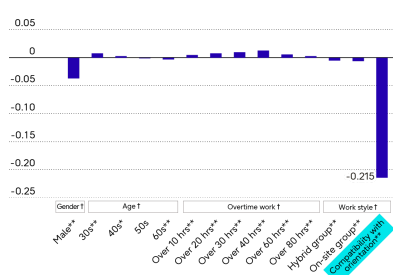
- Effects of work style and work style preference on stress response and work engagement

We examined the relationship between teleworking rate and the rates at which people developed high stress or health risks. As a result, a linear correlation was confirmed in which the higher the teleworking rate, the lower the rate of people with high stress. Meanwhile, a U-shaped correlation was confirmed in terms of overall health risk, with lower risk the closer the teleworking rate was to 50%, and higher risk the closer it was to 0% or 100%. (Graph 1) Using causal analysis techniques, we used a predictive model in which stress response and work engagement were the dependent variables, and gender, age group, hours of overtime, work style, and degree of congruence with preference (whether employees are able to choose the place of work that suits their work) were the explanatory variables. (Graphs 2 and 3) As a result, although there was a significant difference in the value of the objective variables depending on the work style (telework group/hybrid group/in-office group), the impact was small. However, it was confirmed that the “degree of agreement with preference” had a relatively large impact. (Graphs 1 and 2: The effect sizes for stress response and work engagement were -0.215 and 0.232, respectively.)

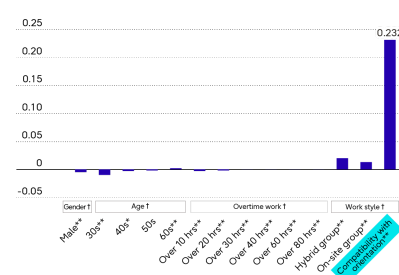
The analysis results suggest that supporting work styles that respect the preferences of each individual is more important than promoting uniform policies regarding working patterns. The Fujitsu Group is promoting “Work Life Shift” as a system that allows each individual to choose the work style that best suits them. Going forward, we will continue to promote policies and systems that enable more employees to achieve enjoyable work styles (work styles that match their preferences).



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



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



Graphs 2, 3: High stress response and its impact on work engagement

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

State of Mental Health and Efforts to Promote Good Health in the Europe Region

In the Europe region, we are implementing a variety of programs to promote better mental health and wellness for our employees. As an example of the recognition our mental health promotion efforts have received in the region, in Estonia we were awarded the Gold Label from Peaasi.ee, a non-profit organization whose mission is to promote the mental health of Estonians, raise awareness about mental health issues, and provide necessary support. In the UK, we hosted an exercise event during Mental Health Awareness Week and a workplace improvement event on World Mental Health Day. Across the DACH region, we have engaged in a diverse array of activities ranging from online lectures to health checks, and our Munich office was presented with a health award by the Siemens Health Insurance Foundation.



Programs to promote Good Health in the Americas region

In the Americas region, we are also carrying out a number of programs to support the health and well-being of our employees. Our monthly Health and Harmony newsletter provides the latest updates and shares helpful advice and resources. To encourage good exercise habits, the app "Engage" hosts regular fitness challenges. Additionally, as part of our preventive healthcare initiatives, we provide annual free flu vaccinations on the campuses of educational institutions. We have also established a healthy lifestyle subsidy program that supports employees in actively improving their health by providing subsidies for eligible expenses up to a maximum of \$240 per year. Our goal with to raise employees' health awareness and help them achieve healthier lifestyles.



Movement Challenge in the Oceania

In March 2024, the Oceania team teamed up with Assure, our employee assistance partner, to run a four-week movement challenge designed to raise awareness of the benefits of exercise and overall well-being. The challenge included an education program to provide education on improving activity levels, nutrition, sleep and physical activity habits, and emphasized taking action and practicing self-care.



Major Domestic Initiatives

Countermeasures for Lifestyle-Related Diseases

Fujitsu and its domestic Group companies provide support for independent health management by carrying out health checkup in accordance with legally mandated health examination items, with additional items by age group, as well as offering checkup results via online systems and providing information such as health risks and changes over time. In addition, with regard to employees who have abnormal findings after receiving checkups, we aim to improve their lifestyle habits, and provide thorough medical checkups and consultations, through health guidance and medical examination recommendations supplied by occupational health physicians and occupational health staff. For employees who have been diagnosed as needing treatment due to their test results, the Fujitsu Health Insurance Society monitors their medical prescriptions for three months to prevent their post-diagnosis condition from worsening, and recommends checkups for employees who have not undergone treatment, which leads to appropriate medical care. In addition, family members of employees (spouses of those enrolled in the Fujitsu Health Insurance Society, and family members 40 years of age and older) are able to undergo the same health checkups as employees (including cancer screenings).

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



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

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. 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\(Japanese only\): 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

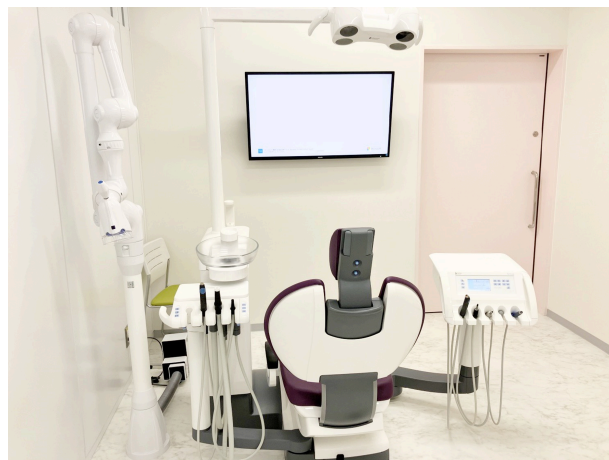
Oral and dental health plays an important role in maintaining and improving health for the whole body while also greatly affecting QOL (quality of life) across a lifetime. We have therefore set it as an important health issue and hold activities such as dental examinations and preventive dentistry seminars to promote oral and dental health. Over the years, the dental department within the Fujitsu Clinic has been supporting the oral and dental health of employees through providing treatment for dental caries, assessing factors and risks for decay and periodontal diseases in providing preventive care. In



Illustration of the events taking place on Mental Health Day

September 2023, the dental clinic was reorganized as a prevention-focused dental clinic updates to existing equipment and services. Information on oral and dental health is given via oral health education within our clinical practice.

- Dental examinations
 - We provide tooth checks (caries and fractures), periodontal pocket measurement and brushing guidance for employees aged 25, 30, 35, 40, 45, 50, 55, and 60 to prompt them to take an interest in oral and dental health from an early age and encourage early treatment and prevention.
- Preventive Dentistry Seminars
 - We hold a preventive dentistry seminar entitled to share knowledge on issues such as the etiology of cavities (caries) and periodontal disease, dental examination methods, self-care methods with the aim of KEEP28 (*7). In FY2024, our theme was "In the era of 100-year lifespans," with content focused not only on teeth but also on oral function.



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

Health literacy and health awareness improvement

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

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

Company-wide e-learning: Once a year all employees at Fujitsu and its Group companies in Japan are given e-learning on important health topics to provide knowledge and increase their health awareness. In FY2024, e-learning was conducted on the topic of achieving health starting with sleep health, where 36,376 employees in Japan participated. 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 every three years as part of their people management education.
- **Company-wide seminars:** Seminars are broadcast to all Group company employees in Japan about topics such as exercise, nutrition, diet, smoking and women's health. In FY2024, an average of 1,000 employees participated in live seminars, with 98% 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 FY2024 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 company-wide walking event, "Let's Walk Together"**
To cultivate a habit of exercising in daily life and increase health awareness, Fujitsu and all Group companies in Japan hold a company-wide walking event called "Let's Walk Together" twice a year in spring and fall. Participants compete on an individual and team basis with the average number of steps walked in a month using a smartphone app. There are individual and team incentives for the employees with the highest average number of steps, teams that achieve 6,000 average steps in a day, teams that achieve 8,000 steps daily and other metrics.
- **Projects associated with company-wide walking events**
Fujitsu runs a number of collaborative projects 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

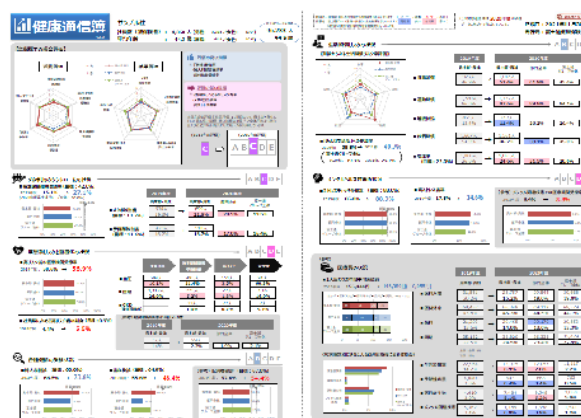
- A nutrition education event, "Let's Learn About Food Together Day"
We have declared the 19th of every month to be Food Education Day. In addition to introducing healthy recipes using seasonal ingredients and information about health effects via email newsletters, we prepare special menu items using those ingredients at the employee cafeterias all over Japan, and work to improve employee awareness of what they eat.
- Seminar on Improving Wellness Exam Scores
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 FY2024 Performance: Health Events for more details
- **Numerous collaborative projects! Fujitsu's "Let's Walk Together, Fall 2024" Have fun and enjoy sports across various boundaries!**



Work environment development

The Fujitsu Group prepared 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. It provides this card to management as feedback along with employee engagement surveys and stress check group analysis results, and the management works together with the workplace to develop the working environment while sharing employee health-related issues.

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



Sample Health Report Card

Smoking Prevention Measures

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

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

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 broadcast seminars on women's health to all Group employees online to coincide with Pink Ribbon Day every October and Women's Health Week in March. By targeting all employees and not just female employees, we help all employees to take an interest in and have correct knowledge about female-specific health issues. This encourages the development of a work environment easy for women to work in and supports the active participation of female employees.
- In coordination with our diversity, equity and inclusion measures, we make time for women-specific health issues at seminars about balancing childcare and work that are held for employees returning from childcare leave and supervisors with employees raising children under them.
- Gynecological examinations (cervical cancer and breast cancer screening) are conducted for all female employees and employees can be examined at no personal cost. They can choose to undergo the examination as a set together with their company's mandatory health examination, or visit a contracted medical institution or visit their regular doctor for an examination.



Women's health portal site

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.



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

Infectious Disease Countermeasures

Fujitsu and its domestic Group companies actively engage in countermeasures to keep employees safe from various infectious diseases by establishing health consultation services and dispensing information, among other initiatives. As preventative measures against infectious diseases, we give seasonal influenza vaccinations at companies, in addition to giving vaccinations to employees stationed overseas which are recommended in each place they will be staying (at company expense). With regard to the issue of rubella, which has been 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 industrial physician who specializes in headaches to provide headache consultations to employees. On Headache Day (February 22), which was established by the Japanese Headache Society and the Japan Headache Association, our occupational health staff wear green ribbons in the hope that employees with headaches can easily access consultations and receive the support they need.



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

Assessments from Outside the Company

Certified as One of the 2024 White 500 Health and Productivity Management Outstanding Organizations

As a company which considers the health management of employees from a management perspective and tackles strategic initiatives to deal with it, Fujitsu was certified as one of the 2024 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, 2 domestic group companies were certified in the White 500 (top 500 enterprises), 8 companies were certified in the large-scale enterprise, and 7 companies were certified in the small to medium-scale enterprise category.

* Company names are as of the time of certification (as of April 1, 2025).

* Contains the names of companies enrolled in Society-Management Health Insurance.

- Large-scale enterprise (White 500): Fujitsu Japan Limited, Shimane Fujitsu Limited
- Large-scale enterprise category: Fujitsu Network Solutions Ltd., FDK CORPORATION, Fsas Technologies Inc., Fujitsu Learning Media Limited, Shinko Electric Industries Co. Ltd., Fujitsu Frontech Limited, G-Search Limited, Ridgelinez Limited
- Small to medium-scale enterprise category: Mobile Techno Corp., Best Life Promotion Ltd., Fujitsu Frontech Systems Limited, Two-One Limited, FTIS Inc., Fsas Technologies Nishi-Nihon Inc., Fsas Technologies & Sun Inc.



2025
健康経営優良法人
KENKO Investment for Health
大規模法人部門
ホワイト500

Sports Yell Company 2025

Fujitsu has been certified as a “Sports Yell Company 2025” by the Japan Sports Agency as a company taking steps to support and promote sports activities to improve the health of its employees. We work with Fujitsu Sports athletes and the Fujitsu Health Insurance Society to hold sporting events that are fun to take part in.

- [Reference: About the Sports Yell Company certification program](#)



Received Outstanding Corporation Award for Promoting Cancer Countermeasures in March 2025

Fujitsu received an “outstanding corporation award” for the fifth year in a row from the Cancer Countermeasures Corporate Action Project (*8), which is conducted by the Ministry of Health, Labour and Welfare.

*8 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.

- Presentation at the Annual Meeting of the Japan Society for Occupational Health
- In collaboration with Fujitsu Japan Limited, we held a sponsored symposium entitled “Health Management Policy at Fujitsu – Putting health policies into practice using e-learning, ICT and data—” at the 97th Annual Meeting of the Japan Society for Occupational Health. We are hopeful that by sharing examples of how Fujitsu's solutions promote health management at this symposium, we will make at least some small contribution to the spread of health management.
- [*Refer to FY2024 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.

FY2024 Performance

Health education

Table 1. Training and education

Category	Topic	Implementation method	Target	Attendees
Company-wide e-learning	Health improvement from the sleep	e-learning	All employees in Japan	36,376
Regular employee education	Health education upon joining	e-learning	All new employees in Japan	1,108
Selective education	Self-care training after stress checks	e-learning	All employees in Japan	3,000

Table 2. Company-wide seminars

Held	Seminar Name	Lecturer	Participants (live)	Viewers (archive)
July 25, 2024	Health Literacy Seminar: Living as Oneself for Choices You Can Live With—4 Decision-making skills for raising health literacy—	Kazuhiro Nakayama, Graduate School of Nursing Science, St. Luke's International University	693	700
November 19, 2024	Dietary Education Seminar: Useful Strategies for Healthy Eating during Remote Work	Dr. Masami Nakamura, Registered Dietician, Shokusenryoku Smile Co.	269	260
March 5, 2025	Women's Health Habits Seminar: Common but Often Overlooked Health Issues for Men and Women—Updating our knowledge for mutual understanding—	Dr. Miho Takao, Deputy Chief of IHC Omotesando Clinic	1,100	700
March 18, 2025	Cancer Seminar: Learning about Cancer, What it Means to Have Cancer, and Economical Countermeasures	Dr. Keiichi Nakagawa, Specially-appointed Professor, Oncology Course, Department of Radiology, Tokyo University Hospital	1,600	100
March 24, 2025	Preventative Dentistry Seminar: Oral Care in the Age When Humans are Living to 100—Oral functionality is more than just teeth—	Dr. Koichiro Matsuo, Professor of Community and Welfare Oral Function Management, Institute of Science Tokyo Graduate School	1,200	100

Health events

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

Held	Participating teams	Participants	Participation rate
Fall 2024	6,001	32,370	38.3%
Spring 2024	5,960	32,081	37.4%
Fall 2023	5,726	31,813	36.7%
Spring 2023	5,726	31,928	34.7%
Fall 2022	5,507	30,852	33.5%
Spring 2022	5,423	30,322	32.7%

Live Broadcast of Fujitsu's Walking Event

Held	Theme	Participants (live)	Viewers (archive)
October 2024	176 Member micro-training challenge: 5 minutes a day	702	1,600
November 2024	Live indoor walking lesson	872	—
February 2025	Health check prep! Seminar for improving your health level with micro-training	991	1,228

Health Management Promotion and Social Contribution

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

Category	Date	Name of lecture, academic meeting or media	Title
Lecture	February 8, 2025	Sansuiken Kanto Regional Training Session	"Useful interventions medical personnel can make tomorrow to lessen or manage headaches"
Lecture	February 7, 2025	Japan Medical Association Certification On-site Training Tokyo Medical Association/Keio Medical Association Occupational Physician Training ProgramJapan Medical Association Certification On-site Training Tokyo Medical Association/Keio Medical Association Occupational Physician Training Program	"Case study: Handling persons in poor mental health – Supporting return to work –"
Lecture	December 6-7, 2024	52nd General Meeting of the Japanese Headache Society (Shin-yokohama)	"Headaches and stress at occupational health workplaces" (and 4 more lectures)
Lecture	August 27, 2024	Web Seminar for Building Workplace Health in NAGANO	"Headache countermeasures for improving productivity in the workplace"
Lecture	June 4, 2024	Kawasaki Digestive Cancer Seminar	"About the referral criteria for liver cirrhosis and NASH patients"
Lecture	January 5, 2025	Association for Health Management Research 62nd General Meeting	"Establishment and outlook for a virtual health support office"
Conference presentation	May 16, 2024	The Japanese Society of Conservative Dentistry 2024 Spring Scientific Meeting Symposium "Professionalism of Hygienists: Latest Information and Movements toward Practice"	"Fujitsu's challenge to maintain and promote oral and dental health of its employees"
Conference presentation	October 26, 2024	Japan Oral Physician Forum, Oral Physician Team Meeting 2024	"Fujitsu Clinic reform and goals for the future of corporate dental clinics"
Conference presentation	May 24, 2024	97th Annual Meeting of the Japan Society for Occupational Health, 34th Annual Meeting of the Japan Society for Occupational Health All-Japan Council, and 2 other local societies	Sponsored symposium Health Management Policy at Fujitsu – Putting health policies into practice using e-learning, ICT and data— "Preventative dentistry project —Education and dental clinic reform—" (and 7 others)
Conference presentation	January 5, 2025	13th Conference of the Japanese Society of Public Health	Relationship between changes in diet after starting working from home and metabolic syndrome
Paper	July 1, 2024	Brain Behav. 2024 Jul;14(7):e3547. doi: 10.1002/brb3.3547.	Underrecognition of migraine-related stigmatizing attitudes and social burden: Results of the OVERCOME Japan study
Paper	August 27, 2024	Journal of Ningen Dock and Preventative Medical Care 39: 576-585, 2024	"Examination of the relationship between the results of stress check on IT corporation employees and telework rate and stress-related factors"
Paper	2024	Blood Pressure Monitoring	High job stress evaluated using the Brief Job Stress Questionnaire as an independent risk factor for hypertension among a Japanese male occupational population. (and 1 other paper)
Paper	2024	Diabetology International	Job stress evaluated using the brief job stress questionnaire and diabetes mellitus among a Japanese occupational population.
Paper	2024	Hypertension Research	Daytime exercises predict nighttime events: association between an exaggerated blood pressure response to exercise and obstructive sleep apnea. (and 2 other papers)

Table 6. Health management-related press releases and notices

Date	Category	Title
March 10, 2025	Press release	Fujitsu Recognized as a Health Management Outstanding Organization "White 500" for 9th Year in a Row

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

Manager	Name of Committee/Review meeting	Position
Japan Society for Occupational Health	Diversity Promotion Committee, Occupational Dental Health Subcommittee (and 2 others)	Representative
The Japanese Headache Society	Headache Master School Japan Organizational Committee (and 7 others)	Honorary member
General Incorporated Association of Industrial Nurses		Director
Japan Architectural Health Management and Education Center	Architectural Environmental Health Management Engineer Seminar, Nagoya District Committee	Committee member
Nagoya City University	Graduate School of Medical Sciences, Occupational and Environmental Health	Part-time lecturer
Institute of Science Tokyo, Graduate School, Occlusal Function Studies	Institute of Science Tokyo, Graduate School, Occlusal Function Studies	Part-time lecturer
Kitasato University, Kitasato Research Institute	Department of Neurology, Faculty of Medicine	Visiting professor
Japan Association of Public Health Nurse Educational Institute (JAPHNEI)		Executive secretary
Kanagawa Occupational Health General Support Center		Occupational health counselor

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

Purpose	Training / Practice	Number of accepting organizations and individuals
Doctors in training	Community-based health care training	1 hospital, 3 persons
Doctors in training	Occupational health practical training・site tours	5 schools, 107 persons
Doctors in training	Early experience training・study	2 schools, 10 persons
Nurses and public health nurses in training	Comprehensive nursing practical training	7 schools, 38 persons
Nurses and public health nurses in training	Public health nursing practical training	9 schools, 67 persons
Nurses and public health nurses in training	Other	1 school, 4 persons

Occupational Health and Safety

Health and Safety Policy

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

< Fujitsu Group's Health and Safety Policy >

Ensuring the health and safety of Fujitsu's employees is one of the most important management topics, and it is given the highest priority in all of Fujitsu's business activities.

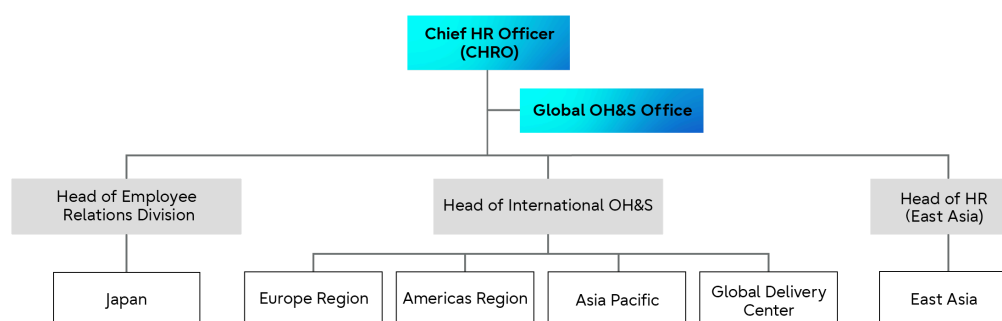
The Fujitsu Group has established a system to promote health and safety in each region, and we are moving forward to ensure compliance and preventive measures for occupational health and safety in accordance with the laws and policies of each country, such as those stipulated by the Ministry of Health,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

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

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

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

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



Structure for Promoting Occupational Health and Safety

Fiscal 2024 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 towards health and safety and take steps for the prevention of occupational accidents, as well as encourage employees to develop exercise habits and take preventive actions against accidents. Furthermore, we also strive to maintain and improve the quality of our activities, including acquisition of international certifications. The details of our initiatives aimed at improving employee safety and health are reported and shared with CHRO, which meets regularly.

Occupational Health and Safety Training

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

We also utilize Fujitsu Learning Experience to create an environment where anyone, at a global level, can learn anytime with initiatives suited to the circumstances of each region and country.

In Japan, health and safety education is provided via e-learning to new employees of Fujitsu or Group companies to acquire useful basic knowledge on occupational accident prevention and self-management of health (1,944 people/year complete the course).

In Americas region, Asia Pacific, the Europe region, and at the Global Delivery Business Group, online training "Safety Awareness World" allows employees to experience various work environments around the world for the purpose of understanding and properly managing workplace health and safety risks (95% of the target 45,001 employees have completed this training). This training includes a learning mode and testing mode that focus on important topics related to safety such as reporting hazards and incidents, preparedness in emergencies, risk assessment, and support tools aimed at ensuring safety at all locations where employees work. It is available in 10 languages and allows for comparisons of results between countries and regions.

World Day for Safety and Health at Work

In support of the purpose of the International Labour Organization's (ILO's) World Day for Safety and Health at Work, we conduct awareness-raising activities on employee occupational safety and health at a global scale. For the 2024 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 Americas region, Asia Pacific, the Europe regions, 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. This included reporting on the causes of and means to prevent accidents, incidents, slips, and trips, sharing information on heatstroke prevention, responding to extreme weather conditions, establishing ergonomically optimal workplaces, and ensuring safe driving and safe vehicle equipment.

In addition, we have in place occupational safety and health support tools for employees and conduct mock training in preparation for emergency situations (terrorist threats, pandemics, extreme weather events, fires, etc.).

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

The international standard of ISO 45001 certification for occupational health and safety management (OH&S) has been obtained by Group companies in the UK, Ireland, France, Spain, Australia, New Zealand, Germany, Portugal, India, and Estonia, and in FY2024, Group companies in Poland and the Philippines newly gained certification. 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 and provide a healthy and safe working environment, and India and the Global Delivery Business Group received the International Safety Award from the British Safety Council. This award is given in recognition of exemplary efforts in health, safety, and well-being management. We also 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).



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



British Safety Council
International Safety Award



ILO (International Labour
Organization)



IOSH (Institution of
Occupational Safety and
Health)

Group Companies with ISO 45001

Fujitsu Australia Limited
Fujitsu Services Ltd
Fujitsu Services GmbH
Fujitsu Technology Solutions GmbH
Fujitsu Technology Solutions SA
Fujitsu Technology Solutions SAS
Fujitsu Technology Solutions LDA
Fujitsu New Zealand Ltd
Fujitsu Consulting India Pvt Limited
Fujitsu Estonia AS
Fujitsu Technology Solutions Sp. z o.o.
WeServ Systems International Inc.

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 Americas and the Europe regions, and at the Global Delivery Business Group, our workplace accident reporting system (Ask Safety) is used for reporting and investigating workplace accidents and managing measures to prevent recurrences. We also regularly promote use of this system to our employees at the regional and national levels through various kinds of training, our intranet sites, and webinar sessions. In addition, in the Europe region and at the Global Delivery Business Group, we encourage employees to regularly review their work environment, and conducted a workplace assessment in 2024 that included new items related to commuting and sustainability in order to measure the organization's current and future environmental impact. Employees can also use the system to request health and safety support, report concerns, and make suggestions for improvement. Employee requests are sent to the relevant health and safety experts, and progress can be tracked until the request is officially completed. We also operate an internationally certified health and safety management system and support our employees in each country and region by providing structured policies, procedures, work instructions, and effective risk-based processes and emergency preparedness protocols for business functions.

In Taiwan, industrial nurses and doctors visit workplaces regularly to manage employees' health and provide consultation, allowing employees to receive professional medical care and advice without leaving the office.

Occupational Accident Occurrences (Fujitsu and Group Companies)

Japan*1

★ Indicators assured by third party

	2021	2022	2023	2024
Frequency rate (*2)	0.04	0.03	0.09	0.13 ★
Severity rate (*4)	0.00	0.00	0.00	0.00

Occupational Accident Occurrences in Japan

*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 2024)

	Europe Region	Americas Region	Asia Pacific	Global Delivery	East Asia
Non-fatal occupational injury frequency rate (*5)	0.73	0.00	1.45	0.18	0.00
Non-fatal occupational injury severity rate (*6)	18.11	0.00	15.96	5.16	0.00

Occupational Accident Occurrences in International regions

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

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

Absentee Rate*7

	FY2021	FY2022	FY2023	FY2024	FY2024 (target)
Employee absentee rate (*8)	1.012 %	1.336 %	1.090 %	1.092 % ★	1.146 %
Number of employees	66,022	62,345	61,946	60,606	—

*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, and 55 companies in FY2024).

*8: Employee absentee rate (Absentee rate = [Number of absentee days *9 / Total days scheduled to be worked in the accounting period] x 100)

*9: Number of absentee days= Absence + Leave of absence (including absentee days and leave of absence due to illness and an accident, and absentee days due to an occupational accident)



Global Responsible Business

— Environment —

The Fujitsu Group has reassessed its social role in light of the escalating global commitment to achieving carbon neutrality. The Group has elected to fast-track its previous commitment to achieve “zero CO₂ emissions within the Group by FY2050”, instead bringing forward its Vision by 20 years to FY2030. The Group has set the additional target of reaching net-zero greenhouse gas emissions throughout the value chain by 2040.

Activities towards Global Responsible Business (GRB) Environmental Goals

WHAT FUJITSU ASPIRES TO BE

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

GOALS FOR FY2025

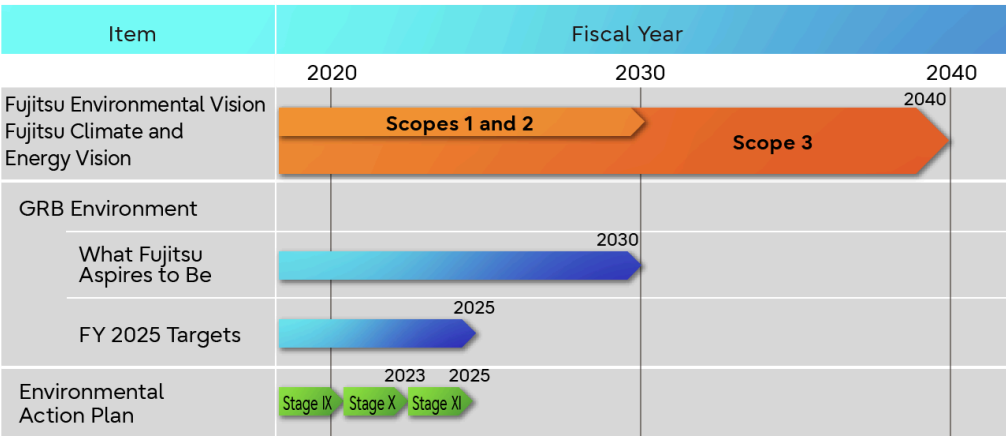
Fulfill our social responsibilities and help to resolve environmental challenges

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

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

Introduction

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

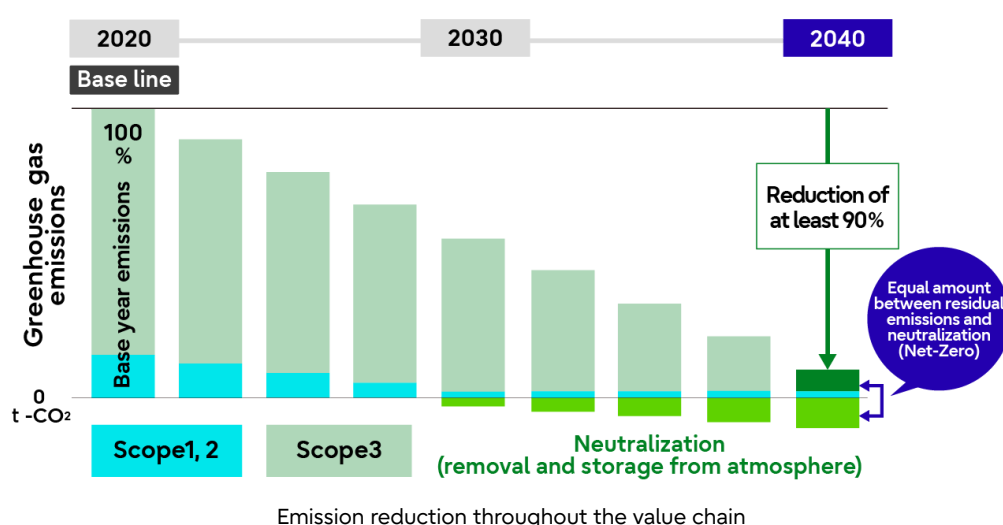


Environmental Vision, Targets, and Other Milestones Achievement Timeline

To Reduce Greenhouse Gas (GHG) Emissions in Accordance With 1.5°C Target

Initiatives for the Net-zero Target

With FY2020 as a base year, the Fujitsu Group is aiming to achieve 'net-zero ready' for our business activities (Scope 1,2) GHG emissions by FY2030, and net-zero GHG emissions including the entire supply chain (Scope 3) by FY2040. Toward these targets, we are examining decarbonization of energy and utilization of carbon credits for Scope 1, and proactively working on procurement and expanded utilization of renewable energy both inside and outside Japan, in order to reach our target of RE100 by FY2030, for Scope 2. Domestically, we are planning to have 100% of the electricity used at all data centers come from renewable energy by FY2025. In addition, for Scope 3, we are expanding transparency of CO₂ emissions for the entire supply chain, and moving forward with support for strategies and measures toward carbon neutrality in collaboration with numerous related partners. The Fujitsu Group aims to demonstrate leadership in building a sustainable future, and leave a positive impact on society as a whole.

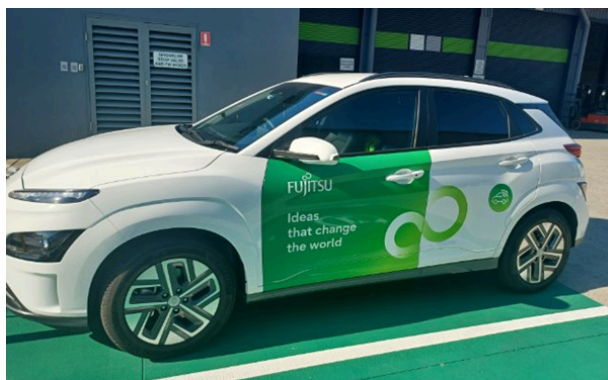


Initiatives for Achieving Goals

The Fujitsu Group's emissions (Scope 1, 2) for FY2024 saw a 45% reduction compared to the base year. The deployment rate of renewable energy for the entire Group reached over 47%. Scope 3 emissions were also reduced 43% due to improvement in products' energy-saving efficiency, demonstrating steady reduction in emissions. One of the main domestic data centers now uses 100% renewable energy. At Fujitsu Australia, wind power PPA and electric vehicle (EV) deployment is advancing, with 5 EVs deployed and 3 charging stations installed, contributing to reductions in emissions. Additionally, in collaboration with the Australian Energy Market Operator (AEMO) and aggregators, we operate emergency generators at data centers when energy demand is at a peak, thereby implementing a "demand-response (DR) program" which restricts operation of large-scale fossil fuel power plants, and contributing to stabilization of electric power infrastructure. In these ways, the Fujitsu Group bears a sense of responsibility when dealing with global issues, and proactively contributes to the achievement of a sustainable society.



Main data centers in the Tokyo area



An EV introduced in Australia

- [Fujitsu Establishes an Electric Vehicle Fleet with Origin](#)
- [Towards Net Zero by 2040 as the target for greenhouse gas emissions reduction across Fujitsu Group's entire value chain](#)

Avoiding Risks Associated with Business Activities and Minimizing Environmental Impact

For more information, click [here](#)

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

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

For more information, click [here](#)

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

Environmental Management System

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

- *1: ISO14001:
Environmental Management Systems (EMS) standard determined by the International Organization for Standardization (ISO). Certification is granted to environmentally conscious organizations that develop systems for ongoing reductions in their environmental footprint.

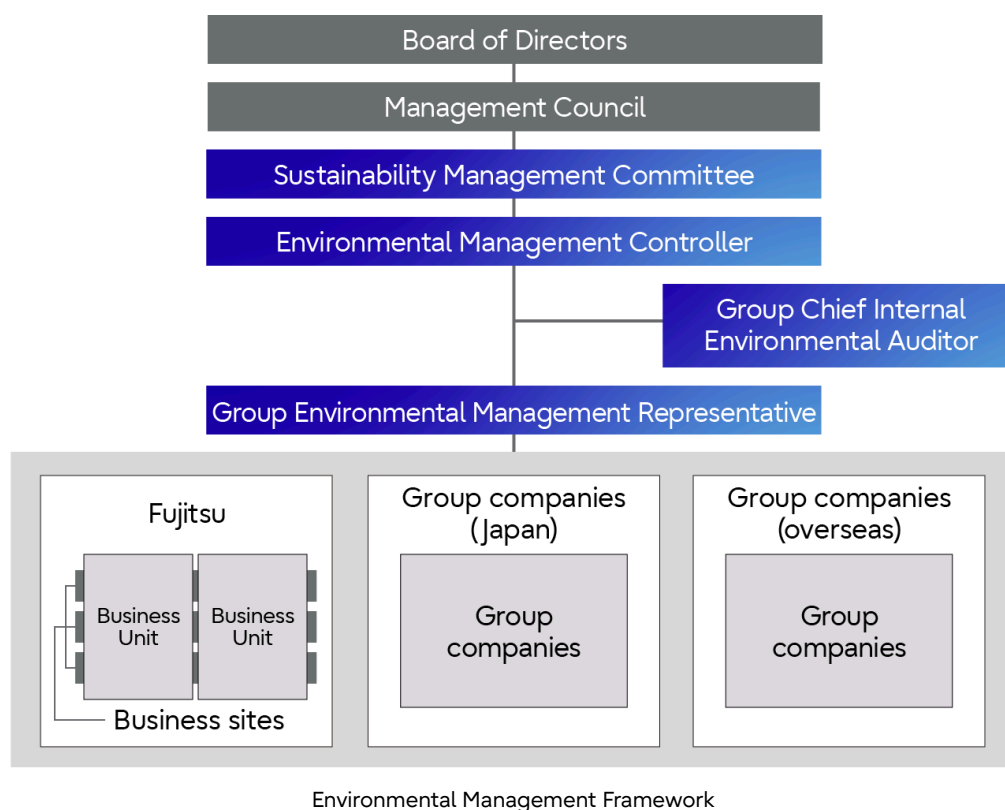
Fujitsu Group's EMS

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

Environmental Management Framework

In April 2020, Fujitsu Group established the Sustainability Management Committee, which plays a role in leading the Group's sustainability-driven management initiatives. This committee identifies and addresses key global sustainability issues under the Global Responsible Business (GRB) framework, one of which is the environment.

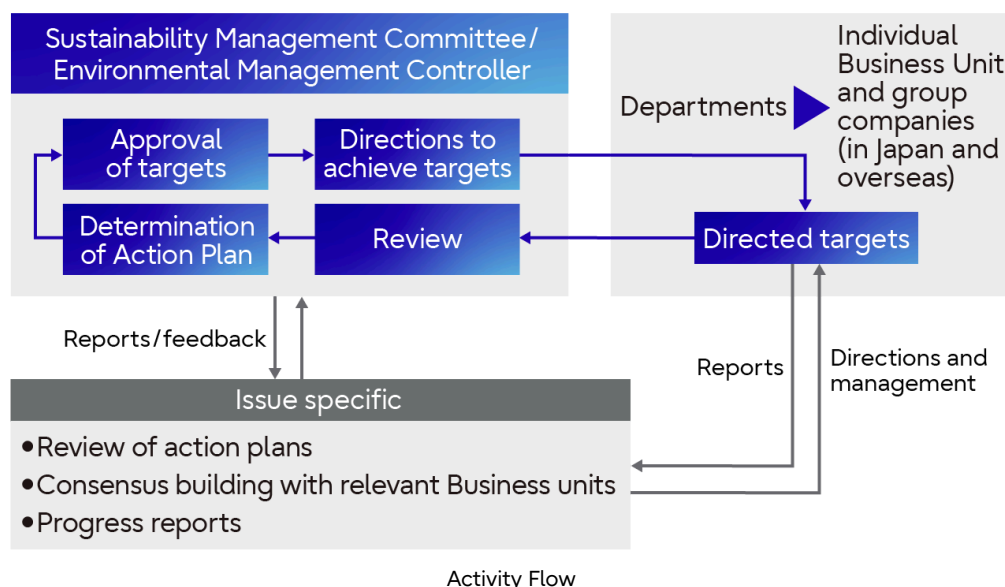
In order to enhance our Group's EMS as well as to strengthen governance, each relevant organization (including each business unit, division and group company) within Fujitsu Group that is responsible for advancing environmental initiatives, examines medium- to long-term issues, formulates policies, shares climate-related business risks and opportunities, considers appropriate response measures, and reports regularly to the Sustainability Management Committee. Based on these reports, final approvals and decisions on environmental management within the Fujitsu Group are made by the Management Council. For each specific issue, there are designated environmental organizations in charge that is composed of relevant parties that go beyond the framework of business groups and business units. This structure, shown in the diagram below, enables us to swiftly disseminate and integrate our environmental initiatives across the Group.



Activity Flow

The Sustainability Management Committee deliberates on matters related to the environmental initiatives that impact the entire Fujitsu Group which are reported regularly by the environmental promotion units across the group. The reports cover the progress of environmental initiatives, their status towards achieving targets, and updates on new activities. The committee will then determine the directions of mid- to long-term issues in overall environmental management—such as reducing energy consumption and CO₂ emissions and responding to environmental risks. It also conducts environmental management reviews and approves the Fujitsu Group Environmental Action Plan. The designated organizations for each environmental issue (e.g., energy, greenhouse gases emissions, waste, water) address those matters professionally, following a defined implementation process. They identify areas for improvement based on various performance data, propose and promote relevant targets for the Environmental Action Plan, and monitor the progress towards those targets. Upon receiving progress reports from these designated organizations, the Environmental Management Controller reviews and approves the current status and the suggested future direction of the initiatives. In turn, the Group Environmental Management Representative instructs all relevant organizations to take actions on implementing the necessary initiatives.

To further disseminate these initiatives and improve skills, we continually provide environmental training/education and annual briefing on topics such as climate change (including energy consumption reduction), resources (including water) and waste.



Management Based on the Business Line/Site Matrix Structure

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

Establishment and Implementation of the Environmental Management Systems

The Fujitsu Group has established its EMS based on the international standard ISO 14001 and is promoting environmental improvement initiatives across the group. By implementing the EMS globally, the Fujitsu Group further strengthened its Group-wide governance. This also allows the Group to enable an even more efficient and highly effective environmental management. This includes improved monitoring of activities, ensuring legal compliance, and responding to emergencies. As of March 2025, Fujitsu along with 22 domestic Group as well as Fujitsu owned-companies have obtained ISO 14001 Group Integrated Certification.

Internal Audit Implementation and Results

The Fujitsu Group conducts internal audits in accordance with the requirements of ISO 14001. In FY2024, audits were carried out at 94 domestic sites, including factories and offices of Fujitsu and its Group companies. The audit was carried out based on the audit policy developed through careful review of the previous year’s internal audit results and external audits. As a result, 1 minor nonconformity and 6 opportunities for improvement (conformities). While there were some shortcomings in compliance with certain environmental regulations, no significant risks were found overall.

External Audits and Results

To maintain our ISO 14001 certification, we undergo external audits conducted by a certification body. In FY2024, in Japan, the Group was audited by the Japan Audit and Certification Organization for Environment and Quality (JACO). The audit results included 39 opportunities for improvement and no nonconformities. The recommended improvement items have been shared across the Group, and efforts are underway to address and implement the necessary improvements.

Compliance with Environmental Laws

There were no major legal or regulatory violations or accidents with major impact on the environment in the Fujitsu Group during FY2024.

Operations Utilizing ICT

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

- [Case study : Fujitsu Eco Track * Japanese text only](#)

ISO 14001 Certification Acquisition

- Scope of Certification: Design, Development, Manufacture and Sales of Telecommunication System, Information Processing System and Electronic Device, and Provision of ICT Services
- Certified Organization: Fujitsu Limited
- Certification Renewal Date: March 23, 2024
- Certification Expiration Date: March 22, 2027
- Certification Organization: Japan Audit and Certification Organization for Environment and Quality (JACO)
- Certificate No.: EC98J2005
- [\[PDF\] The scope of FUJITSU GROUP ISO 14001 Certification](#)

Response to Environmental Risks

Environmental Risk Management Structure

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

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

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

Efforts to Minimize Risks to the Environment

Dealing with Risks Related to Climate Change

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

In addition to risks such as implementation of stricter regulations for greenhouse gas emissions and a carbon tax, there is demand from customers and society for contribution to carbon neutral. This creates a risk of increasing the energy cost incurred by the Fujitsu Group, as well as the cost required to comply with regulations related to measures for reducing

greenhouse gas emissions. Additionally, if climate change countermeasures are insufficient, there is a risk of harm to our corporate reputation or a disadvantage at bidding.

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

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

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

Policy/Legal Risks	● Risks: Increase in cost in order to respond to the strengthened laws and regulations on greenhouse gas emissions and energy use (such as a carbon tax), and diminished corporate value in the event of a violation. ○ Response: Complete compliance with laws and regulations through EMS. Continual reduction of the amount of GHG emissions through steady implementation of Science Based Targets and the Environmental Action Plan.
Technology Risks	● Risk: Unrecovered investments and market share decline in the event that the company lags behind in a fierce competition in technological developments toward a carbon-free society (such as energy-saving performance and low-carbon services). ○ Response: Enhance development of energy-efficient products and energy-efficient enabling technologies, solutions, and services through steady implementation of Science Based Targets and our Environmental Action Plan.
Market Risks	● Risk: Losing business opportunities if products, solutions, and services do not meet energy-saving performance needs. ○ Response: Enhance development of energy-efficient products and energy-efficient enabling technologies, solutions, and services through steady implementation of Science Based Targets and our Environmental Action Plans.
Risks to Reputation	● Risk: Decreased corporate value and increased response costs associated with a negative stakeholder perceptions of the status of implementation of climate change mitigation efforts (e.g., improving renewable energy adoption rates). ○ Response: Enhance measures to counteract climate change and promote reduction of environmental footprint through steady achievement of the group's Science Based Targets and Environmental Action Plan.

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

Upstream Supply Chain	● Risk: A temporary suspension of the suppliers' business activities due to the occurrence of severe natural disasters such as large-scale floods, sudden heavy downpours, and lightning strikes, which affects the procurement of materials. ○ Response: Conduct surveys of the business continuity capabilities of suppliers and procure materials from multiple sources, as well as implement other measures.
Downstream Supply Chain	● Risk: Losing business opportunities due to the inability to obtain environmental labelling, which is a green procurement requirement of customers. ○ Response: Conduct trend surveys and risk assessments of the environmental labelling scheme. Develop and provide top-level energy-efficient products through steady implementation of Science Based Targets and our Environmental Action Plan.

RELATED INFORMATION

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

Assessing and Monitoring of Potential Water Risks

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

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

RELATED INFORMATION

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

Physical Climate Risk Adaptation

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

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

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

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

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

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

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

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

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

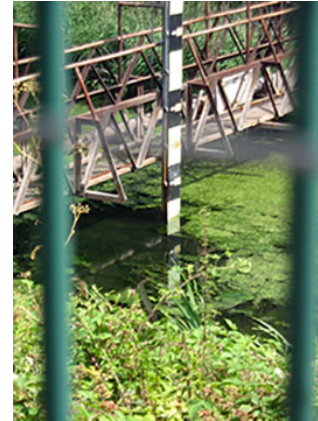
Another example off adaption is the modernisation and cocreation of the Flood Warning System (working with the UK Environment Agency). A system that can issue flood warnings to citizens within 20 minutes. The flood warning service hosts more than 1.5 million registered properties, 2.9 million telephone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



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



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



Datacentre emergency access via lagoon preserving biodiversity (United Kingdom)

Flooding Damage Impact Assessments Through Hazard Maps and Measures Against Flooding

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

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

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

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

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

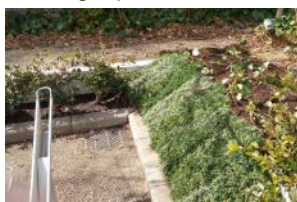
- *1 Planned scale: Refer to <https://disaportal.gsi.go.jp/hazardmap/faq/faq.html>
- *2 Assumed maximum scale: Refer to <https://disaportal.gsi.go.jp/hazardmap/faq/faq.html>

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

- Fujitsu
 - Fujitsu Solution Square (FSS) / Assessment 1: Impact rank 4 / Assessment 2: Impact rank 4 / Final impact: Impact rank 4
 - Fujitsu Technology Park (former Kawasaki factory) / Assessment 1: No impact / Assessment 2: Impact rank 4 / Final impact: Impact rank 4
- Group companies
 - No sites which fall under impact rank 4

Major Measures**FSS:**

The site perimeter is protected by retaining walls and watertight panels



(a) Retaining walls and embankments



(b) Sliding gates

FTP:

Perimeter entrances and exits are protected by watertight panel



(a) Removable watertight panels



(b) Gates that can be raised and lowered

Preventing Water Pollution

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

Preventing Air Pollution

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

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

Preventing Destruction of the Ozone Layer

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

In addition, the annual confirmation of calculated fluorocarbons leakage for FY2024 indicates that the Group-wide total was to 307t-CO₂, and the amount at each company remains below 1,000 t-CO₂(not subject to reporting to the minister in charge).

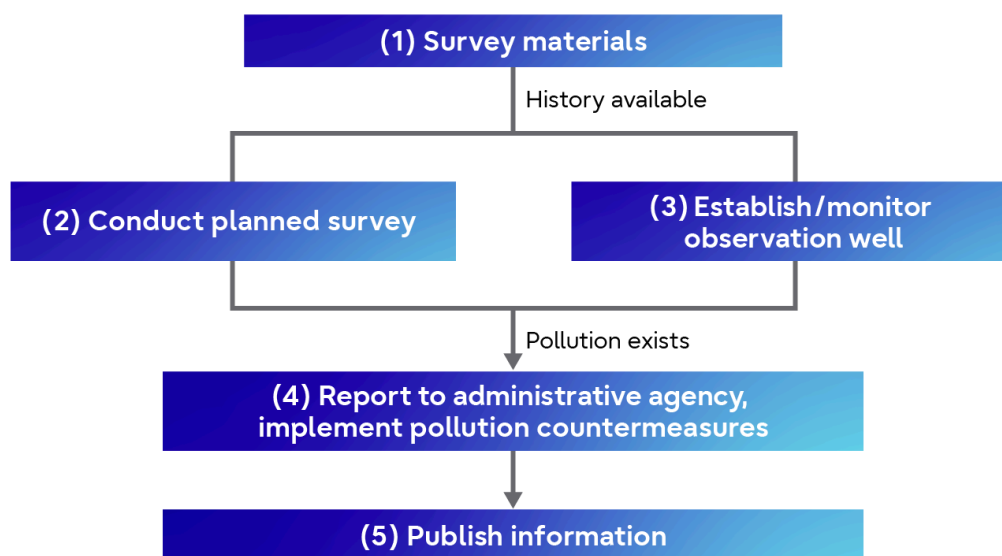
Results for complete elimination of ozone-depleting substances

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

Preventing Pollution of Soil and Groundwater

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

As of FY2024, there are three business sites where soil and groundwater pollution from prior business activities have been confirmed. At those business sites, we have installed observation wells to observe effects outside the site due to groundwater pollution, while also working on purification measures through water-pumping aeration, etc.



Monitor Impact of Groundwater Pollution on Areas Outside of Premises*3

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

Site Name	Location	Cleanup and Measure Execution Status	Maximum Value Found at Observation Well (mg/L)		Regulated Level (mg/L)
			Substance	Measured Value	
Fujitsu Technology Park (former Kawasaki factory)	Kawasaki City, Kanagawa Prefecture	We are continuing to clean up VOCs by pumping and aeration.	1, 2-dichloroethylene	1.6	0.04
			Chloroethylene	6.2	0.002
Oyama Plant	Oyama City, Tochigi Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Trichloroethylene	4.23	0.01
			1, 1-dichloroethylene	0.279	0.1
			1, 2-dichloroethylene	5.476	0.04
			Chloroethylene	0.62	0.002
FDK Washizu Plant	Kosai City, Shizuoka Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Tetrachloroethylene	0.048	0.01
			Trichloroethylene	0.14	0.01
			1, 2-dichloroethylene	0.033	0.04

Business Sites Where Soil or Groundwater Contamination Has Been Found

- [\[PDF\] Business Sites Where Soil or Groundwater Contamination Has Been Found](#)

Chemical Substance Control

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

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

- [Green Procurement](#)

Appropriately Processing Waste

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

Environmental Liabilities

In properly assessing the Fujitsu Group's expected future environmental liabilities, and communicating our integrity and corporate stance of not deferring our liabilities, we have recorded liabilities of 2.22 billion yen in soil pollution cleanup costs, high-level polychlorinated biphenyl (PCB) waste disposal costs, and asbestos processing costs during facilities demolition, which is the amount we calculate, as of the end of FY2024, to be necessary for the Fujitsu Group to conduct these tasks domestically in the next fiscal year and beyond.

Conserving Biodiversity

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

Following the TNFD's LEAP approach, the Fujitsu Group conducted an assessment of nature-related risks. The analysis identified several potential risks, including disruptions to raw material procurement, operations, and the delivery of products and services due to the degradation of ecosystem services on which our value chain depends. It also highlighted the possibility of increased costs associated with adapting to new regulations, reporting standards, and shifting customer preferences as society moves toward a nature-positive future. Additionally, insufficient action on natural capital could expose the corporation to reputational risks. For more details, please refer to our section on "Response to the Task Force on Nature-related Financial Disclosures (TNFD)*4."

- [*4: Response to the Task Force on Nature-related Financial Disclosures \(TNFD\)](#)

Green Procurement

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

Procurement Activities Based on Green Procurement Direction

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

Using the Fujitsu Group Environmental Survey Sheet, we conduct annual monitoring of our business partners' statuses with regard to environmental management systems, CO₂ emission reduction, biodiversity preservation, and water resource preservation activities, and ask them to take appropriate measures. When making requests, we provide them with various kinds of information—such as guidance on activities to reduce CO₂ emissions, explanatory documents related to water risk, and the water risk information tool AQUEDUCT—which have been useful for our business partners.

- [Fujitsu Group Green Procurement Direction](#)

Green procurement requirements for business partners (materials/parts)

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

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

Green procurement requirements for business partners (non-materials/parts)

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

Establishment of Environmental Management System

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

*2: EMS: Environmental management systems.

CO₂ Emission Reduction Initiatives

The Fujitsu Group also asks our business partners to work toward CO₂ emission reduction in hopes of addressing climate change.

Specifically, we ask them to clearly express the intentions of their initiatives and request that they make efforts to achieve the objectives they set. We also ask them to collaborate with external organizations, where possible, and encourage their own suppliers to make similar efforts, in order to expand the initiatives outside their respective businesses. Our annual Supply Chain Business Continuity Survey gives us a clear picture of how business partners are responding to a variety of climate-change risks, including tsunamis, floods, and torrential rains.

Moreover, we are asking our main suppliers to establish a CO₂ reduction target based on the international standard of Science Based Targets (SBT) as we strive to further reduce global warming.

Since 2024, we have been collaborating with 15 suppliers, both in Japan and overseas, to share product-level CO₂ emissions data (carbon footprints). This initiative leverages Fujitsu's ESG Management Platform to calculate and exchange Product Carbon Footprint (PCF) data in accordance with both international and domestic standards.

Water Resource Conservation Initiatives

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

Acquiring and Managing Information on Chemical Substances Contained in Products

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

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

*3: RoHS directive: Directive on the Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment

*4: REACH regulation: Regulation for Registration, Evaluation, Authorization, and Restriction of Chemicals

*5: chemSHERPA: Chemical Information Sharing and Exchange under Reporting Partnership in Supply Chain

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

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

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

*6: JAMP: Joint Article Management Promotion-Consortium.

Environmental Training and Awareness Activities for Employees

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

Comprehensive Environmental Training

We offer environmental e-Learning opportunities for all employees through the Group-wide training program, aiming to foster a fundamental understanding of environmental management. In addition, specialized training program - such as internal auditor training and waste management practitioner training are also provided to employees who are in charge of environment-related tasks.

Environment training	New hires	Employees	Managers	Top management
General training	Environmental e-learning			
Specialized training (Only for applicable individuals)	EMS training for new appointees, Internal auditor training			
	Waste management practitioner training, Environmental law training			
Awareness activities	Seminars, workshops, etc.			
	Communication through the Internet and social media			

Fujitsu's Environmental Training Scheme

Environmental e-Learning

Under the theme of “Environmental Management of the Fujitsu Group and Role of Each Individual Employee”, we offer training opportunities that cover key topics comprehensively, including global environmental trends, Fujitsu Group's environmental management practices, and the role of each individual employees. This training is considered essential fundamental knowledge for all Fujitsu employees and is included as a core part of the Group-wide training program.

The Fujitsu Group Environmental Vision

The Fujitsu Group has reassessed its social responsibility in light of the escalating global commitment to achieving carbon neutrality. The Group has set clear targets: to reduce the greenhouse gas emissions of its own operation (Scope 1 and 2) to be 'net-zero ready' by FY2030, and to reach net-zero greenhouse gas emissions(*1) across its entire value chain by FY2040, thus taking strong steps towards achieving a sustainable future.

*1: Net-zero greenhouse gas emissions : Achieving a state where greenhouse gas emissions are reduced by at least 90% in the target year in comparison to the base year, and neutralized the residual emissions (of 10% or less) by removing them permanently from the atmosphere through technologies such as Direct Air Capture (DAC) or by afforestation.

The Importance of Responding to Climate Change

The Intergovernmental Panel on Climate Change (IPCC) Special Report "Global Warming of 1.5°C" articulated the need to limit warming to 1.5 °C above pre-industrial levels and to achieve carbon neutrality by 2050. With social roles expanding and additional demands placed on companies to tackle climate change, in October 2021 the Science Based Target Initiative (SBTi) (*2) launched the world's first Net-Zero Standard for companies to set net-zero strategies.

In order to resolve issues related to climate change, the Fujitsu Group decided to revise its previous commitment to "zero CO₂ emissions by 2050", pursuing instead a more ambitious vision that requires the Group to look beyond social trends and become the very embodiment of a leading SX company that delivers carbon neutrality.

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

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

Concept : Three pillars of the Fujitsu Climate and Energy Vision

Value chain: Achieve Net-zero
Emissions



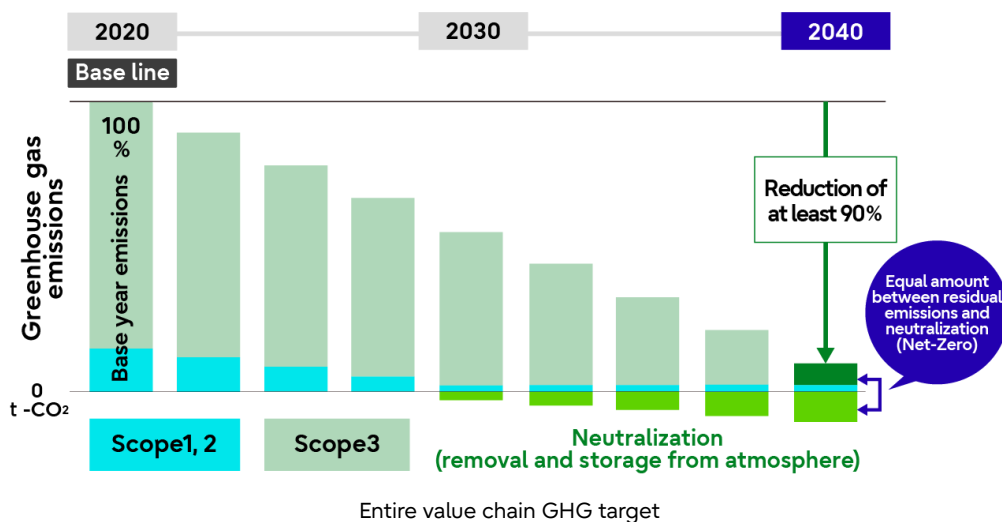
Mitigation: Contribute to a Carbon-
Neutral Society



Adaptation: Contribute to Climate
Change Adaptation Measures

Achieving Net-zero Emissions in the Fujitsu Group Value Chain

In June 2023, Fujitsu obtained Net-Zero Target validation, a standard for global climate change measures, from SBTi. The Group is making progress towards its ambitious targets of achieving net-zero emissions from the Group's business activities by FY2030, and from the entire value chain by FY2040. To accelerate the move toward carbon neutrality, and contribute to the realization of a sustainable society, the Group is expanding its introduction of renewable energy, among other initiatives.

Roadmap to Net-Zero**FY2030 targets**

- Scope 1+2 emissions to net zero equivalent (compared to FY2020)
- Scope 3 emissions reduced by more than 25% (compared to FY2020)

Contributing to a Carbon-neutral Society

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

Contributing to Climate Change Adaptation Measures

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

Environmental Targets

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

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

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

In April 2021, we updated our target from 33% reduction against the base year FY2020 to 71.4% by FY2030 and received acknowledgment of our 1.5 °C-aligned strategy from SBTi.

Furthermore in June 2023, we decided to further advance our existing target and aim for net-zero by FY2040. We also received Net-Zero Target validation from the SBTi.



"Science Based Targets" logo

Net-Zero Target

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

*1: Less than 10% of residual emissions are removed and stored by technologies that directly capture CO₂ from the atmosphere or through absorption by afforestation and other means.

Global Collaboration with the Climate Group through RE100

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

In 2023, we also moved up our previous target date for achieving 100% renewable electricity under the RE100 initiative from 2050 to 2030, in order to accelerate our efforts toward carbon neutrality, while receiving SBTi's Net-Zero Target validation. To achieve these targets, we are advancing our activities based



"RE100" logo

on the Action Plan, and since 2024, we have been working as one of twelve companies in the Policy Task Force, who collaborates with The Climate Group (RE100's secretariat) to cooperatively evaluate policies and regulations that will promote renewable energy procurement in Japan. Furthermore, this action accelerated our efforts to reach carbon neutrality by 20 years. To achieve this target, we will continue to roll out activities based on the corporate action plan. As Fujitsu Group we will expand our procurement of renewable energy-sourced electricity for data centers outside Japan and other sites in Japan as well as around the globe. We will achieve this by considering the most appropriate means for each region. At the same time, we will invest in new power sources, including PPAs (*3). This way we will contribute to the spread of renewable energy in society as a whole.

*2: RE100 is an initiative led by The Climate Group, an international NGO, in partnership with CDP, and is made up of companies that aspire to obtain 100% of the electricity they use from renewable sources.

*3: PPA stands for Power Purchase Agreement, under which consumers (primarily businesses who wish to use renewable electricity) enter into a long-term contract with a power producer or retail electricity provider to purchase electricity generated from renewable energy sources.

TCFD-Based Information Disclosure

The Task Force on Climate-Related Financial Disclosures (TCFD) was established by the Financial Stability Board at the request of the G20 with the objective of reducing the risk of instability in financial markets due to climate change. The task force announced its recommendations in June 2017, asking companies and organizations to identify and disclose the risks and opportunities arising from climate change. The Fujitsu Group announced its support for the TCFD recommendations in April 2019 and is making every effort to disclose information in line with those recommendations to investors and other stakeholders. Disclosures are provided via media such as financial statements, CDP (*1) questionnaires, the Integrated Report, and websites.

*1 CDP: An international nonprofit organization that conducts environmental surveys of more than 24,800 companies worldwide and acts on behalf of institutional investors with a combined US\$140 trillion in assets. (As of January 2025)

Item		Response status	Reference
Governance	Oversight structure under the Board of Directors for climate-related risks and opportunities	- In the Fujitsu Group, the Sustainability Management Committee shares the risks and opportunities arising from climate change, deliberates on medium- to long-term issues, and formulates policy. To date, matters such as the results of analyses using multiple climate change scenarios (including 1.5 °C), policies to achieve net-zero GHG emissions targets and increase the use of renewables, and materiality (including climate change and other environmental issues) have been reported to and discussed by the Board of Directors at meetings of the Executive Management Council. In FY2024, a proposal to review the items of materiality was presented to the Board of Directors. Following discussion, the Board approved the proposal and resolved to retain the climate change-related item. The Independent Board of Directors and Audit & Supervisory Board Members comprising independent outside directors and auditors reports on the status of sustainability management (including climate change response), methods for measuring Net Positive outcomes, the sustainability business, and trends in sustainability information disclosure. This shows that the Board of Directors is further strengthening its framework for monitoring climate change by overseeing the progress of sustainability management. The Fujitsu Board of Directors will continue to monitor climate change, focusing on the sustainability management matters addressed by the Sustainability Management Committee which meets twice a year. - The Risk Management & Compliance Committee regularly reports to the Board of Directors on the most serious risks identified for the group as a whole, including climate risks. The Fujitsu Group has also developed an environmental management system (EMS) based on the ISO 14001 standard. The results of EMS activities are reported to the Board of Directors at meetings of the Executive Management Council.	Sustainability Management in the Fujitsu Group Corporate Governance Environmental Management Systems Risk Management

	Role of management in assessing and managing climate-related risks and opportunities	- Fujitsu's CEO, in the role of Chair of the Sustainability Management Committee and the Risk Management & Compliance Committee, bears ultimate responsibility for all decisions made and all business conducted. The Board of Directors are responsible for oversight based on reports received from the Executive Management Council. The Chief Sustainability & Supply Chain Officer (CSSO) bears the highest level of responsibility for sustainability, and in that role proposes reforms to the Board of Directors and to senior management and conducts business that relates to sustainability. - As of FY2022, ESG indicators that include consideration of climate change issues were added to the evaluation indicators for bonuses paid to Executive Directors.	
Strategy	Short-, medium- to long-term climate-related risks and opportunities	Based on analyses of climate change scenarios, the Fujitsu Group identifies the risks and opportunities relating to climate change and considers and promotes appropriate responses. Developing services and IT products that contribute to climate change mitigation and adaptation offers opportunities for increased sales, while factors such as physical and regulatory risks have an impact on the operating costs of Fujitsu's operations and supply chain.	Response to Environmental Risks The Fujitsu Group Medium/Long-term Environmental Vision
	Impacts on business, strategy, and financial planning	Major risks Stronger regulation (carbon tax, etc.), Stronger competition in low-carbon technologies, Insufficient responses to customer needs Risk responses Ongoing reductions in greenhouse gas emissions, Increased use of renewable energy, Information disclosure aimed at ensuring transparency in climate change strategy, etc. Major opportunities Supplying products / services to tackle climate change, Proposing new uses of digital technology, etc. Opportunity responses Services for climate change mitigation/adaptation (CO₂ emissions calculation, visualization, etc.), Energy-efficient products (HPC, 5G virtualization base stations, etc.)	
	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	- In 2021, the Fujitsu Group conducted scenario analyses out to 2050 using 1.5°C and 4°C scenarios, focusing on businesses likely to be impacted by climate change. - As a result of our analysis with respect to Fujitsu's risk responses and its ability to seize opportunities by helping customers to resolve issues, our assessment showed that Fujitsu's business strategy was resilient in the medium- to long-term.	
Risk Management	Climate-related risk identification and assessment process	Group-wide risk management is conducted by the Risk Management & Compliance Committee. This committee conducts matrix analysis of the results of the risk assessments by each department in terms of impact and likelihood of occurrence. It then identifies and assesses those risks and reports its findings to the Board of Directors.	Response to Environmental Risks Environmental Management Systems Risk Management
	Climate-related risk management process	Fujitsu monitors risks using environmental management systems that are based on the ISO14001 standard. The Sustainability Management Committee is responsible for managing the progress of climate change measures.	

	Status of integration with organization-wide risk management	The Risk Management & Compliance Committee identifies and assesses risk for the entire company, including climate change risk. It collaborates with the Sustainability Management Committee to identify, analyze, and assess risks, and then formulates and implements recurrence prevention measures.																								
Metrics and Targets	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	The Fujitsu Group recognizes the importance of reducing greenhouse gas (GHG) emissions and adopting renewable energy sources in addressing climate-related risks. We also believe that the deployment of innovative energy-saving technologies implemented by our company will lead to the acquisition of climate-related opportunities. We therefore use our GHG emissions and our rate of renewable energy adoption as indicators. We have set SBTi certification and RE100 targets as medium- to long-term goals and established the "Environmental Action Plan" for short-term goals. We are monitoring those indicators, managing the progress of our strategies, and conducting risk management.	The Fujitsu Group Medium/Long-term Environmental Vision Fujitsu Group Environmental Action Plan																							
	GHG emissions for Scope 1, 2, and 3	GHG emissions for FY2024 [unit : kt-CO₂] ★ Indicators assured by third party <table><tr><th colspan="2">Scope</th><th>Baseline year (FY2020)</th><th>Result (FY2024)</th></tr><tr><td colspan="2">Scope 1</td><td>65</td><td>69</td></tr><tr><td colspan="2">Scope 2 (Market-based)</td><td>499</td><td>237</td></tr><tr><td colspan="2">Scope 3 (Across all categories)</td><td>6,801</td><td>5,014</td></tr><tr><td rowspan="2">Key categories</td><td>Category 1</td><td>3,027*</td><td>2,748 *</td></tr><tr><td>Category 11</td><td>3,470</td><td>1,982 *</td></tr></table> * Values recalculated to align with the scope of aggregation for fiscal year 2024		Scope		Baseline year (FY2020)	Result (FY2024)	Scope 1		65	69	Scope 2 (Market-based)		499	237	Scope 3 (Across all categories)		6,801	5,014	Key categories	Category 1	3,027*	2,748 *	Category 11	3,470	1,982 *
	Scope		Baseline year (FY2020)	Result (FY2024)																						
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Scope 3 (Across all categories)		6,801	5,014																							
Key categories	Category 1	3,027*	2,748 *																							
	Category 11	3,470	1,982 *																							
	Targets used by the organization to manage climate-related risks and opportunities and performance against targets	Climate-related targets and performance <table><tr><th colspan="2">Item</th><th colspan="2">Targets</th><th>FY2024 Performance</th></tr><tr><td>Reduction in own GHG emissions *1*2</td><td>Medium term</td><td>90% reduction by 2030</td><td>Environmental Vision</td><td>45.8% reduction</td></tr><tr><td>Reduction in GHG emissions in the value chain *1*3</td><td>Long term</td><td>90% reduction by FY2040</td><td>SBT Net Zero certification</td><td>27.8% reduction</td></tr><tr><td>Renewable energy usage rate</td><td>Medium term</td><td>100% renewable energy by FY2030</td><td>RE100 membership</td><td>47.5% * deployment</td></tr></table> *1: vs. FY2020, *2: Scope1 + Scope2, *3: Scope1 + Scope2 + Scope3		Item		Targets		FY2024 Performance	Reduction in own GHG emissions *1*2	Medium term	90% reduction by 2030	Environmental Vision	45.8% reduction	Reduction in GHG emissions in the value chain *1*3	Long term	90% reduction by FY2040	SBT Net Zero certification	27.8% reduction	Renewable energy usage rate	Medium term	100% renewable energy by FY2030	RE100 membership	47.5% * deployment			
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Renewable energy usage rate	Medium term	100% renewable energy by FY2030	RE100 membership	47.5% * deployment																						

Governance

The Fujitsu Group has established a Sustainability Management Committee, chaired by the CEO. This committee examines medium- to long-term issues, formulates policy, shares the business risks and opportunities of climate change and decides how to address those risks and opportunities, and manages the company's progress. It also reports on the results of its activities to the Board of Directors at meetings of the Executive Management Council. In October 2020, the committee made a key decision by revising the Fujitsu Group GHG reduction target (SBT) from 2.0°C to 1.5°C. In April 2021, the new target was validated as 1.5°C-aligned to the SBTi. In October 2021, the results of scenario analyses using two external scenarios, one for 1.5°C and the other for 4°C, were reported to the Sustainability Management Committee. The findings prompted lively discussion among the committee members on topics such as the need to discuss management strategies, the selection of key solutions, and the measurement of impacts once solutions are provided.

Within the company-wide risk management regime and with oversight by the Board of Directors, the Risk Management & Compliance Committee, chaired by the CEO, conducts risk analysis and implements responses for the entire Group, including on issues relating to climate change. This committee is also the ultimate decision-making body for risk management and reports regularly to the Board of Directors regarding major risks that have been identified, analyzed, and assessed. The Fujitsu Group has also developed environmental management systems (EMS) based on the ISO 14001 standard, and the results of EMS activities are reported to the Board of Directors at meetings of the Executive Management Council.

To further strengthen governance relating to climate change, in April 2022 we added ESG-related third-party evaluations (DJSI(*2)) and CDP climate change program(*3) as assessment indices for the bonuses paid to Executive Directors. As of FY2022, these indices will apply to their bonuses. (Executive compensation consists of base compensation, bonuses, and performance-linked stock compensation.)

- *2 Dow Jones Sustainability Index (DJSI): This is a share index published by S&P Dow Jones of the United States that analyzes companies with respect to their corporate economic, environmental, and social performance, and selects companies with superior corporate sustainability.
- *3 CDP climate change program: A program run by CDP to survey and assess corporate climate change initiatives and publish the results of those surveys.

Strategy

Climate Change Risks and Opportunities

We have identified the risks and opportunities of climate change for the Fujitsu Group, and considered our responses, by analyzing the business impacts of climate change using external scenarios for 2°C of global warming in FY2018, and for warming of 1.5°C and 4°C in FY2021. Our aim is to address the transitional and physical risks that negatively impact Fujitsu operations and supply chains, and to identify the climate-related risks faced by customers so that we can better make proposals that create value and grasp the business opportunities on offer.

Risks

Risk type		Term	Details	Key responses
Transition	Policy / Regulation	Short-to long-term	- Increased costs due to stronger laws and regulations relating to greenhouse gas emissions and energy use (carbon taxes, energy-saving policies, etc.) - Risk of lost corporate value if such laws or regulations are violated	- Ongoing reductions in greenhouse gas emissions (increased use of renewable energy, comprehensive energy savings) - Strict compliance with laws and regulations through EMS
	Market	Medium-to long-term	Surging electricity prices with the shift to a carbon-neutral world (widespread electrification, etc.)	Reduced electricity consumption by formulating internal company standards and developing innovative technology, etc.
	Technology	Medium-to long-term	Risk of missing out on business opportunities if we fall behind in fiercely competitive technology development (energy savings, low-carbon services, etc.) and cannot meet market needs	Promote innovation and develop products/services that address customers' climate change issues
	Reputation	Medium-to long-term	- Increased cost of responding to demands from stakeholders (investors, customers, etc.) - Negative impacts on ratings and sales due to delays in responding to external demands	- Formulation and promotion of our Medium/Long-term Environmental Vision and Environmental Action Plan - Proactive information disclosure to ensure transparency in our climate change strategy
Physical (Natural disasters etc.)	Chronic / Acute	Short-to long-term	- Increased cost of responding to changing rainfall/weather patterns, higher average temperatures, higher sea levels, droughts, etc. - Increased recovery costs when operations, including supply chains, stop due to increasingly severe abnormal weather event	- Implement measures such as greater multi-sourcing, stronger BCP measures, and conducting surveys of suppliers' business continuity systems - Assess potential water risks and undertake monitoring

Financial impact of various risks * Estimates as at FY2024

Risk type	Example of risk	Details	Term	Financial impact (JPY)	Details of financial impact
Transition	Policy carbon pricing mechanism	- Carbon taxes are progressively being introduced in the countries in which Fujitsu operates, such as Europe and the US. There is a risk of cost increases due to spending on renewable energy-related plant and equipment investment (2.1 billion yen in FY2023). - According to the IEA (*4), in 2020 the US introduced a carbon tax; it is expected to continue increasing until 2050. - If Fujitsu did not continue its use of renewable energy at its US facilities, comprising around 4.0% of the total power consumption across all our overseas offices, the financial impact of carbon tax costs could rise from 20 million yen to a maximum of 140 million yen.	Medium-term	Min.: 1,454,175,300 ~ Max.: 15,268,840,650	- According to the IEA, the US carbon tax that was \$20/t-CO₂ when it was introduced, is expected to rise to \$140/ t-CO₂ in FY2040. If this rate is used in a simulation of the entire Fujitsu Group's Scope 1&2 emissions, the financial impact increases from 1.5 billion yen to 15.3 billion yen (calculated at an exchange rate of 141 yen to 1 USD). - In a worst case scenario, reports indicate a rise in the US carbon tax to \$210/t-CO₂ by 2050, equivalent to a financial impact of 15.3 billion yen.
Transition	Policy increased expenditure related to fluctuations in electricity rates and decarbonization levies	- In the Fujitsu Group, 80-90% of the Group's entire energy usage is consumed in datacenter operations and plant manufacturing activities. Energy use is indispensable to business activity, so any increase in business spending associated with power price fluctuations is viewed as a major risk. - Of particular concern is the transition risk of additional costs related to decarbonization. The unit cost of the FIT surcharge (*5) that was 1.40JPY/kWh in FY2023 rose to 3.49JPY/kWh in FY2024, and by FY2030 this is expected to increase 10%.	Medium-term	3,900,000,000	The FIT surcharge is having financial impact on Fujitsu sites in Japan. Considering that, in future, similar schemes will also have financial impact on our overseas offices, with the FIT surcharge for 2030 estimated to be 1.1 times the FY2024 unit surcharge price of 3.49 yen/kWh, the financial cost is anticipated to be around 3.9 billion yen, based on the amount of power purchased by the Fujitsu group globally (1,005,232 MWh in FY2023).

Risk type	Example of risk	Details	Term	Financial impact (JPY)	Details of financial impact
		If the FIT surcharge increases further in future, business spending will further increase, reducing the cost competitiveness of datacenter-related services.			
Transition	Reputation increased concern among partners and stakeholders, and negative feedback	- If Fujitsu becomes the target of negative campaigns or boycotts by NGOs due to its low ranking on climate change measures, our brand value will decline, with risks to the business such as loss of social trust and increase in cost of countermeasures. In recent years, investors and suppliers are demanding the disclosure of climate change measures and contract conditions, so effort is essential. - According to RE100, in 2022, the rate of renewable energy usage in the Services sector, to which Fujitsu belongs, was 47%. With an average RE100 achievement target of year 2026, our sector is leading other industries, and industry-specific risks are higher.	Short-term	Min.: 14,200,000,000 ~ Max.: 28,500,000,000	With revenues of 1423.5 billion yen in our companies based outside Japan, where the influence of NGOs is greater, even an annual impact of 1% would result in a financial impact of 14.2 billion yen, and an estimated impact of 28.5 billion yen if that 1% was maintained over 2 years.

- *4 IEA: An abbreviation for the International Energy Agency. An international energy organization that provides guidance on global energy policy, and conducts energy market analysis and the collection and publication of energy statistics.
- *5 FIT surcharge: Abbreviation of Renewable energy power generation promotion Feed-In-Tariff levy. The partial bearing of electricity charges based on the renewable energy fixed price acquisition system (FIT system)

Opportunities

Type	Term	Details	Key responses
Products / services	Short-to long-term	Increased sales by developing and supplying products and services that are highly energy-efficient	Development and supply of high-performance, energy-saving 5G virtualization base stations, high-performance, low-energy supercomputers, etc.
Market	Short-to long-term	Seizing new market opportunities for climate change solutions created using ICT	Development and supply of measures to calculate and visualize CO₂ emissions in supply chains and more efficiently search for new materials in the shift to zero emissions
Resilience	Short-to long-term	Increased sales through new products and services for resilience enhancement	Development and supply of disaster prevention information systems and AI predictive water management systems to forecast river levels during floods

Scenario Analysis

Premise

In FY2021, the Fujitsu Group conducted scenario analyses out to 2050 using scenarios for 1.5°C and 4°C of global warming. The analyses studied businesses likely to be impacted by climate change in the following areas: Sustainable Manufacturing (sectors studied: petrochemicals, automotive, foods, electronic device-related businesses), Trusted Society (sectors studied: public sector, transportation, energy-related businesses), and Hybrid IT (sector studied: datacenter-related businesses).

Scenario selection	1.5°C, 4°C scenarios * Established with reference to information published by the IPCC, the IEA, government agencies such as the Ministry of the Environment and the Japan Meteorological Agency, and various private research organizations. For the main reference scenarios, RCP 8.5 and RCP 2.6 are used as physical scenarios, and IEA NZE 2050 (Net Zero Emissions by 2050 Scenario) and IEA STEPS (Stated Policies Scenario) are used as transition scenarios.
Target businesses	Opportunity-focused analysis: Addressing climate-related risk in client industries - Sustainable Manufacturing (sectors studied: petrochemicals, automotive, foods, electronic device-related businesses) - Trusted Society (sectors studied: public sector, transportation, energy-related businesses) Analysis of both risks and opportunities: Addressing climate-related risk in Fujitsu businesses and client industries - Hybrid IT (sector studied: datacenter-related businesses)
Period covered	2050

Analysis Steps and Details

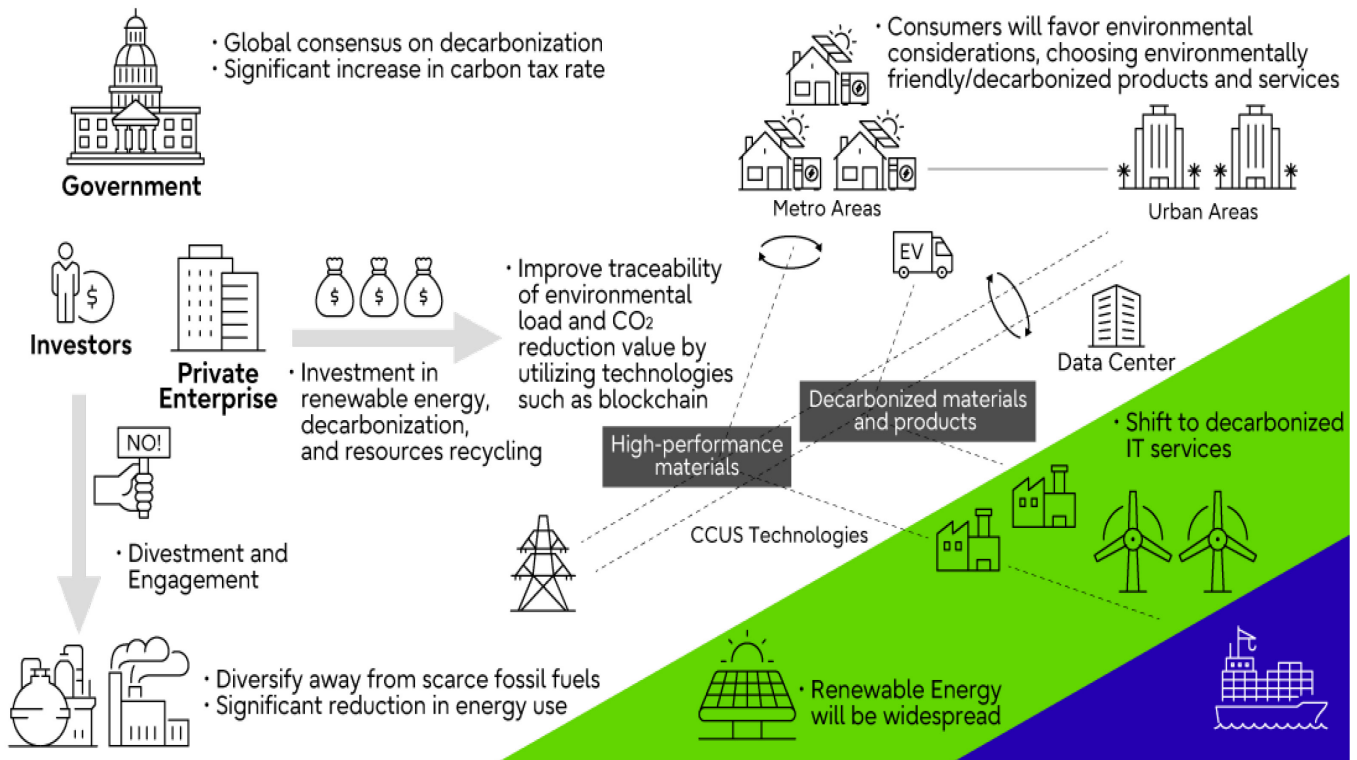
The analysis was conducted in 4 steps: assessment of risk severity, definition of scenarios, evaluation of impacts on business, and discussion of countermeasures.

We began by organizing the risks and opportunities for the target businesses based on data such as the TCFD recommendations and external reports. We also conducted workshops to look at the qualitative aspects of business impacts stemming from each risk and opportunity item from the perspectives of Fujitsu and industry generally. We rated the severity of each risk or opportunity as “High”, “Medium” or “Low”. We then considered the future changes in each of the items classified as having a “High” severity and defined our scenarios using data from agencies such as the IPCC, IEA, and the Ministry of the Environment, together with the evidence provided in various reports. Specifically, we held an executive input session to consider global outlooks for 2050 given temperature rises of 1.5°C and 4°C, and then went on to consider the global outlook for each of the target industries, using tools such as Five Forces analysis. (See below for the 1.5°C global outlook.)

To look at the impacts on business, we then tentatively calculated the qualitative gap between the scenarios and our existing strategies and plans with respect to risks and opportunities. For Hybrid IT (sector studied: datacenter-related businesses), we discussed how the impacts of climate change on business would affect our Profit and Loss Statement, specifically looking at which financial indicators would be impacted and in what ways. We then summarized those impacts by developing calculation logic for each impact. Both internal and external data and information were used to confirm the positive (opportunities) and negative (risks) impacts on operating profit in 2050. For example, the calculations for the 1.5°C scenario showed rising costs due to changes in power prices, but also revealed that there will be increased demand for carbon-neutral datacenters and for datacenters generally due to increased communications traffic as the uptake of smart devices accelerates. Overall, the calculations showed that the negative financial impacts of risks will be outweighed by the positive financial benefits arising from opportunities, ultimately leading to a net positive financial impact on operating profits.

Our analysis of Sustainable Manufacturing (sectors studied: petrochemicals, automotive, foods, electronic device-related businesses) and Trusted Society (sectors studied: public sector, transportation, energy-related businesses) focused on the business opportunities arising from climate change, assuming the potential to establish new climate change-related markets and concluding that the net impact on sales in 2050 would be positive.

Finally, we held a workshop in which we organized the trends in each industry that had been identified when defining the scenarios and the direction of measures to deal with the business impacts requiring emphasis. In specific terms, during the group work we reviewed the current initiatives and gathered views on the directions that future initiatives should take, taking into account the expectations on Fujitsu in the medium- to long-term.



Global outlook of a 1.5°C "carbon-neutral world in 2050"

Analysis Results

Because we were able to confirm that the study and development directions for our business unit offerings are aligned with the opportunities shown in the scenario analyses, and that countermeasures for the identified risks are also being prepared, our assessment was that Fujitsu's businesses are strategically resilient from a medium- to long-term perspective.

Our current themes and areas are "Carbon Neutrality" and "Resilient Supply Chains" in the Sustainable Manufacturing area, and "Sustainable Energy & Environment" and "Sustainable Transportation" in the Trusted Society area, and we are progressing with the development of our offerings.

<Opportunity Analysis>

Main Risk and Opportunity Items

Policy/regulation, markets,
technology, reputation

Natural disasters

Target businesses : Sustainable Manufacturing

Sectors studied	Risk severity assessment (both 1.5°C and 4°C)	Scenario definitions	Countermeasure considerations (in part)
Petrochemical businesses	<Policy/regulation, markets, technology, reputation> Proliferation of ICT in recycling-based business platforms in the shift to carbon-neutrality	1.5°C scenario	
		Switch to environmentally friendly products that use carbon-neutral materials throughout the supply chain, increasing portfolio reform, increased demand for greater traceability and more efficient R&D	• Visualization of CO₂ emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality • Eco-friendly materials development solutions that use materials informatics • Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management
	<Natural disasters> Increased damage to factories/supply chains due to heightened risk of natural disasters	4°C scenario	
		Increased demand for resilient factories and supply chains due to increasingly severe natural disasters	• Support for risk event simulation and timely provision of risk information • Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)

Automotive businesses	<Policy/regulation, markets, technology, reputation> Stronger regulation of internal combustion engines; widespread adoption of electric vehicles, move toward carbon-neutrality in the entire product life cycle - Carbon pricing - Emissions targets - Key product / Service price variations - Proliferation of next-generation technology - Changes in investor sentiment	1.5°C scenario	
		Increased demand for services such as MaaS and greater supply chain traceability to help reduce environmental impacts through the entire life cycle	- Visualization of CO₂ emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality - Support for EV demand (e.g., circular management of EV batteries) - Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management - Process automation services using digital technology, from design through to manufacturing and maintenance
	<Natural disasters> Increased damage to factories/supply chains due to heightened risk of natural disasters Flooding/Changing weather patterns	4°C scenario	
		Faster rollout of internal combustion engines, increased demand for advanced technology. Also, increased demand for enhanced business continuity and stability in raw materials procurement in the face of more severe natural disasters	- Support for risk event simulation and timely provision of risk information - Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.) - Engineering outsourcing service which contributes to acceleration of development processes/technology and selection of management resources
Food-related businesses	<Policy/regulation, markets, technology, reputation> Increased awareness of ethical consumption, promotion of resource recycling and biodiversity, etc. - Key product / Service price variations - Proliferation of next-generation technology	1.5°C scenario	
		Changed consumer awareness leading to increased demand for measures to deal with food waste and support for smart agriculture, certificates of origin, and environmentally friendly packaging materials	- Visualization of CO₂ emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality - Support for greater traceability throughout the value chain (supply-demand optimization, help with changes in consumer behavior) - Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management
	<Natural disasters> Increased damage to agriculture due to heightened risk from natural disasters and temperature rises - Higher average temperatures - More severe abnormal weather events	4°C scenario	
		Increased demand for "resilient agriculture" to cope with issues of stable food supply resulting from natural disasters	- Support for risk event simulation and timely provision of risk information - Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)

Electronic device-related businesses	<Policy/regulation, markets, technology, reputation> Energy savings in factories and growth in the market for products for EVs; potential for fundamental manufacturing reforms, such as 3D printers and the "buy local" movement - Carbon pricing - Emissions targets - Key product / Service price variations - Proliferation of next-generation technology - Changes in investor sentiment <Natural disasters> Increased damage to factories/supply chains due to heightened risk of natural disasters, water shortages - Flooding/Changing weather patterns	1.5°C scenario	
		Proliferation of energy/labor-saving technologies. Increased demand from radical changes to business models (demand chains, etc.)	- Visualization of CO₂ emissions throughout the supply chain, support for strategies and policies aimed at carbon-neutrality - Process automation services using digital technology, from design through to manufacturing and maintenance - Management visualization with an ESG pivot, formulation and implementation of SX measures through data-driven management
		4°C scenario	
		Increased demand for higher labor productivity in production sites and the construction of factories and supply chains capable of handling the risks posed by natural disasters	- Process automation services using digital technology, from design through to manufacturing and maintenance - Support for risk event simulation and timely provision of risk information - Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)

Target businesses : Trusted Society

Sectors studied	Risk severity assessment (both 1.5°C and 4°C)	Scenario definitions	Countermeasure considerations (in part)
Public sector, transportation, energy-related businesses	<Policy/regulation, markets, technology, reputation> The values by which we select cities and services, such as environmental concerns, will change as we shift to carbon neutrality - Carbon pricing - Emissions targets - Key product / Service price variations <Natural disasters> Increased damage to cities, buildings, and infrastructure due to heightened risk from natural disasters	1.5°C scenario	
		Increased demand for quantifying and visualizing new values, such as environmental concerns, and the digitalization of urban and energy infrastructure	Services/solutions related to prediction and regulation of the energy supply-demand balance using real-time data as green energy is used to transition to a carbon neutral society
		4°C scenario	
		Increased demand for resilient urban infrastructure	Construction of Digital Twin platforms, enhanced use of simulations, optimization of urban infrastructure that caters for population flows and individuals, support for resilience in transport and logistics, disaster prevention/minimization

	• Flooding/Changing weather patterns • More severe abnormal weather events		
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<Risk & Opportunity Analysis>

Target businesses : Hybrid IT

Sectors studied	Risk severity assessment (both 1.5°C and 4°C)	Scenario definitions	Countermeasure considerations (in part)
Datacenter-related businesses	<Policy/regulation, markets, technology, reputation> Traceability of environmental values, datacenter electrification, and the adoption of smart technology will all progress • Emissions targets • Key product / Service price variations • Proliferation of next-generation technology • Changes in investor sentiment	1.5°C scenario	
		Energy savings and environmental concerns become the standard for service selection by customers, and carbon neutrality in datacenters themselves becomes a source of competitive strength	• Highly energy-efficient datacenters
	<Natural disasters> Increased damage to datacenters due to heightened risk from natural disasters • Higher average temperatures • More severe abnormal weather events	4°C scenario	
		Increased demand for resilient datacenters. Disaster risk for Fujitsu-owned datacenters is also increasing and countermeasures are needed	• Disaster recovery center services in case disasters occur • Resilient earthquake-proof datacenters equipped with every security measure

* The above scenario analyses are intended to verify the strategic resilience of Fujitsu businesses based on an assumed hypothesis and are positioned as one simulation that takes into account future uncertainties.

Risk Management

As part of our company-wide risk management system, we have established the Risk Management and Compliance Committee to identify, assess and manage risks across the entire Fujitsu Group, including those related to climate change. To conduct company-wide risk assessments on a regular basis, the committee prepares tools, distributes them to each Risk Management & Compliance Officer and gathers responses. The departments in charge of each risk across the company utilize these tools to conduct assessments on items such as the impact and likelihood of occurrence related to risk threats and the status of countermeasures, and they also provide responses regarding those risk threats. Climate change-related risk assessments are conducted by all relevant departments, using information collected from across the company, based on the expertise of each department in areas such as policy, reputation, natural disasters, the supply chain, and products and services. The Risk Management and Compliance Committee conducts an integrated matrix analysis of the assessments returned by each department with respect to impact severity and likelihood, and then identifies high-priority risks at the company-wide level. The results of this analysis are reported to the Board of Directors.

The Sustainable Management Committee shares the business risks, opportunities, and countermeasures resulting from climate change, and manages their progress. The Fujitsu Group has also established environmental management systems based on the ISO 14001 standard. Under these systems, we monitor regulatory compliance and other risks.

Metrics and Targets

★ Indicators assured by third party

In 2017, the Fujitsu Group obtained 2°C-aligned certification from the SBTi for its GHG emissions reduction targets, and in 2021 we were granted 1.5°C-aligned certification for our revised targets. To accelerate our efforts towards carbon-neutrality, we set new targets to achieve net-zero emissions from our business activities by FY2030 and net-zero emissions through our entire value chain by FY2040 and were granted net-zero certification by the SBTi. In line with the SBT updates, we have also revised our RE100 renewable energy target, bringing our target of 100% renewables by 2050 forward by 20 years and aiming to achieve 100% renewable energy by FY2030.

As a result for the current fiscal year, we achieved a 45.8% reduction in (Scope 1 and 2) GHG emissions in FY2024, on the way to our targeted 90% reduction by FY2030 (FY2020 baseline). We also achieved a 27.8% reduction in (Scope 1, 2 and 3) GHG emissions across the entire value chain in FY2024, on the way to our targeted 90% reduction by FY2040 (FY2020 baseline).

We expanded our use of renewable energy to 47.5%★ in FY2024, on the way to our targeted 100% usage by FY2030.

Living in Harmony with Nature (Conservation of Biodiversity)

Vision and Short- to Mid-term Targets

Together with climate change, the loss of biodiversity is seen as a serious and urgent problem, and the delivery of nature-positive outcomes is considered essential to its resolution. At the G7 Summit, held in June 2021, we agreed on a G7 2030 Nature Compact, which includes a commitment to "halt and reverse biodiversity loss by 2030". During part 2 of the 15th Conference of the Parties to the UN Convention on Biological Diversity (CBD-COP15) - held in December 2022 - the Kunming-Montreal Global Biodiversity Framework, which includes international targets for 2030, was adopted. The framework establishes "23 Global Targets for 2030" aimed at the 2030 Mission "To take urgent action to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet" (excerpt).

Committed to delivering nature-positive outcomes, in 2022 the Fujitsu Group formulated its vision for 2050, its 2030 Mid-term Target, and its 2025 Short-term Target (Environmental Action Plan Stage XI) in line with international targets (Kunming-Montreal Global Biodiversity Framework). Achieving the vision will contribute to satisfying the Fujitsu Group's stated purpose to "Make the world more sustainable by building trust in society through innovation."

Vision (2050)	Create a world in harmony with nature, where "nature and biodiversity," which are fundamental to a sustainable society, are fully restored through digital technology.
Mid-term Target (2030)	Reduce negative impacts on biodiversity by at least 25% (Base year : FY2020) within the scope of the company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.
Short-term Target (2025)	Reduce negative impacts on biodiversity by at least 12.5% (Base year : FY2020) within the scope of the company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.

Response to the Taskforce on Nature-related Financial Disclosures (TNFD)

The Fujitsu Group is committed to achieving the abovementioned vision it has established for delivering nature-positive outcomes in line with international targets (Kunming-Montreal Global Biodiversity Framework). The Group endorses the purpose of the Taskforce on Nature-related Financial Disclosures (TNFD), and is a registered TNFD Adopter. In FY2024, the Group implemented the LEAP (Locate, Evaluate, Assess and Prepare) approach (Phase 1), mainly in its direct operations (including in some of its upstream value chain).

- [TNFD-Based Information Disclosure](#)

Governance	Same as the Fujitsu Group's TCFD-based information disclosure
Strategy	Priority locations: Plan to confirm details of any negative impacts for three plants outside Japan, starting now Dependencies and impacts: Possible impact from any emissions of harmful pollutants to water or soil Risks and opportunities: List multiple risks in terms of raw materials procurement or laws and regulations
Management of risks and impact	Same as the Fujitsu Group's TCFD-based information disclosure
Metrics and targets	Set targets for reflecting several elements of all corporate activity in line with international targets Study individual risks and opportunities after additional analysis and assessment

In FY2025, we will implement the LEAP approach (Phase 2) mainly in our upstream value chain, and fine-tune the disclosure information.

- [Fujitsu prepares for disclosure in line with TNFD framework, registers as TNFD Adopter](#)

	FY2024				FY2025				FY2026 ~	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q ~
LEAP Approach (1st)	Understanding LEAP Guidance Preparation of response plan	LEAP Approach (1st) (Analysis and evaluation focused on direct operations)								Brushing up disclosure information
Review of disclosure					Review of disclosure					
LEAP Approach (2nd)						LEAP Approach (2nd) (Analysis and evaluation focused on upstream value chain)				
Review of disclosure									Review of disclosure	
Disclosure			Disclosure of FY2024 Results ▲				Disclosure of FY2025 Results ▲			

Fujitsu Group's TNFD Adopter-aligned TNFD response plan

Biodiversity Conservation Activities

The Fujitsu Group is undertaking various biodiversity conservation activities to achieve its vision and targets.

Activity Example 1: Complying with the Environmental Action Plan Target to "Visualize and reduce the impact of corporate activities on ecosystems and on biodiversity"

As part of Stage XI of its Environmental Action Plan, the Fujitsu Group has set a target for conserving nature and biodiversity, and has commenced activities to evaluate and reduce the nature and biodiversity-related dependencies and impacts of the Group's corporate activities.

- [Living in Harmony with Nature \(Conservation of Biodiversity\)](#)

Activity Example 2: Contributing to 30by30 (*1) (Ministry of the Environment: Activity to Gain Certification for Nationally Certified Sustainably Managed Natural Sites)

Just under 80% of the approximately 53 ha site occupied by the Fujitsu Numazu Plant is given over to green space to nurture the precious biodiversity of the region. The factory manages the green space with the aim of preserving the natural environment, maintaining the landscape, and providing a place for employees and local residents to learn about the natural environment. In 2022, Numazu Plant's green space program participated in the screening process of a trial scheme to test a system established by the Ministry of the Environment (MOE) to certify conserved areas identified as Living in Harmony with Nature. It was consequently certified by the MOE as a "Nationally Certified Sustainably Managed Natural Site" in 2023. This activity is ranked as an activity that will increase the positive impact on biodiversity in the Group's short- and mid-term targets.

*1: 30by30: A target which aims to effectively conserve 30% of land and sea areas as healthy ecosystems by 2030 with the goal of halting and reversing biodiversity loss by 2030 (nature-positive outcome)



Nationally Certified Sustainably
Managed Natural Sites Logo

Fujitsu Numazu Plant Green Space

(Ministry of the Environment: Nationally Certified Sustainably Managed Natural Sites)

- [\[PDF\] Outline of sites participating in the early trial phase of Areas Living in Harmony with Nature \(working title\) \(MOE website\) \(Japanese text only\)](#)
- [Fujitsu Numazu Plant is awarded the 2023 Prime Minister's Commendation for Meritorious Service to the Greening Promotion Campaign \(Japanese text only\)](#)

Activity Example 3: Supporting Biodiversity Conservation by Providing Funds, Technology, and Talent

The Fujitsu Group supports the activities of organizations that implement biodiversity conservation. These activities are ranked as activities that will increase the positive impact on biodiversity in the Group's short- and mid-term targets.

1. Blakiston's Fish Owl Call Recognition Project

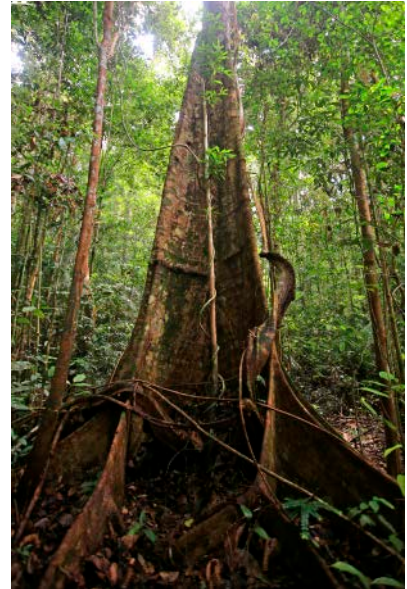
The Fujitsu Group has provided the Wild Bird Society of Japan with call recognition software, developed for use in habitat surveys of the endangered Blakiston's fish owl. Implementing measures based on habitat survey results is important for the conservation of the species. Surveys are conducted by analyzing sound data recordings, but the main challenge for the Wild Bird Society was that playing and replaying the recorded sounds to identify the Blakiston's fish owl was enormously time-

consuming. By providing the call recognition software, we helped streamline the surveys to enable the automatic extraction of the owl's cries, thus greatly reducing the time required for analysis.

- [Blakiston's Fish Owl Call Recognition Project](#)

2. Supporting the Harapan Rainforest (Forest of Hope)

Since 2018, the Fujitsu Group has continuously supported a project launched by BirdLife International Tokyo for forest conservation activities in the Harapan Rainforest (Forest of Hope) on the Indonesian island of Sumatra. The Hutan Harapan rainforest is a massive forest of around 100,000 hectares (about half the size of Tokyo), located on the southern side of the island of Sumatra. This is the first area in Indonesia set aside as an Ecosystem Restoration Concession (Rights to use forests in a non-logging manner, such as the production of non-timber forest products), and rare animals such as the Sumatran tiger and Sumatran elephant still exist there. In addition to protecting the forest from threats such as forest fires and illegal logging, activities are conducted to restore the original ecosystem of secondary forests that were previously commercially logged. Forest patrols were being conducted as an urgent response to large-scale forest fires and illegal logging in the Hutan Harapan rainforest. However, because of the time and effort involved in conducting the patrols and aggregating information, those efforts restricted the resources available for the original mission of forest restoration. The Fujitsu Group has suggested digital technology use to support more efficient forest patrol activity. The use of digital technology expanded new communications infrastructure and the construction of forest monitoring dashboards, effectively countering the destruction of forest and contributing to its conservation.



For further details refer to "Contributing to forest conservation through ICT (*2)".

- [*2: Contributing to forest conservation through ICT](#)

3. Coastal cleanup activities on Tsushima, An Island Seriously Contaminated by Marine Plastics

To deepen employees' awareness of the global environmental issue of marine plastic pollution, and link this to action to deal with the problem, Fujitsu Limited held a hands-on eco-tour of Tsushima for Fujitsu Group employees in collaboration with the Japan Environmental Action Network (JEAN). The project involved a beach cleanup, and an ideathon to come up with solutions to the island's marine plastics problem.

- [Tsushima, an island seriously contaminated by marine plastics](#)

4. Marine monitoring project "Nosoko Umishobu Seagrass Colony (Nationally Certified Sustainably Managed Natural Site), Ishigaki Island" and related educational activities for students of local elementary school

We are participating in a joint project to advance the conservation of an umishobu seagrass (*Enhalus acoroides*) colony in the Nosoko area of Ishigaki Island. This involves using an underwater drone to monitor the marine environment and

assess seagrass growth in the conservation area. We also held classes for students at a local elementary school to teach them about monitoring techniques and the importance of data.

- [Marine monitoring project "Nosoko Umishobu Seagrass Colony \(Nationally Certified Sustainably Managed Natural Site\), Ishigaki Island" and related educational activities for students of local elementary school](#)

Activity Example 4: Promoting Initiatives in Collaboration with External Organizations (J-GBF, Keidanren, WIPO, JBIB)

The Fujitsu Group collaborates with various external organizations to promote the following initiatives for conserving biodiversity:

- Japan Conference for 2030 Global Biodiversity Framework (J-GBF): Fujitsu Group announced and registered its Nature Positive Declaration.
 - Keidanren: We support The Declaration of Biodiversity by Keidanren and participate in the Initiative based on the Declaration of Biodiversity.
 - MOE: Fujitsu Group's case study Blakiston's Fish Owl Call Recognition Project was selected and published on the Business for GBF Project website launched by MOE as one of the good cases by Japanese companies contributing to the biodiversity conservation through their business activities. Furthermore, it was also featured in the Business for GBF Project's promotional video.
 - World Intellectual Property Organization (WIPO): Participates as a partner in WIPO GREEN, a matchmaking platform for transferring environmental technologies and services. This led to the conclusion of IP licensing agreements with academic institutions for the use of technologies for conserving natural assets and biodiversity.
 - Japan Business Initiative for Biodiversity (JBIB): Hosting activities together with enterprises for the purpose of research and practice in biodiversity conservation.
-
- [Nature Positive Declaration: List of participating organizations \(J-GBF Website\) Japanese only](#)
 - [Initiative based on The Declaration of Biodiversity by Keidanren \(Keidanren website\)](#)
 - [Business for GBF Project \(MOE website\)](#)
 - [Promotional video for Business for GBF Project \(MOE video\)](#)
 - [Conclusion of IP licensing agreements through WIPO GREEN activities](#)
 - [Japan Business Initiative for Biodiversity \(JBIB\) \(JBIB website\)](#)

Activity Example 5: E-learning for Employees

The Fujitsu Group provides environmental education through e-learning programs for all employees to improve their environmental engagement. The programs include content on global trends in biodiversity and the relationship between corporate activities and biodiversity, the intention being to deepen their understanding of how their work relates to biodiversity.

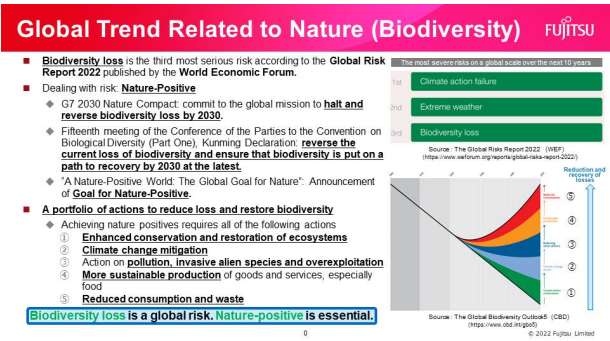


Fig. Image of environment e-learning materials 1

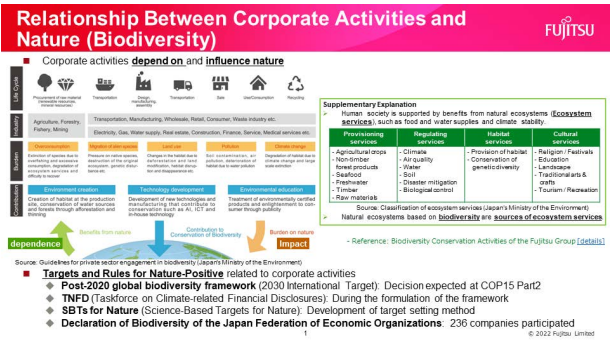


Fig. Image of environment e-learning materials 2

Fujitsu Group Biodiversity Action Principles

In October 2009, the Fujitsu Group established its "Biodiversity Action Principles" to explicitly address biodiversity.

- [Fujitsu Group Biodiversity Action Principles](#)

Fujitsu Group Environmental Action Plan

Operating Environment and Growth Strategy

Changing Environmental Activities in Line with Our Business Model Transformation

Originally a manufacturer of telecommunications equipment, Fujitsu developed into a global ICT enterprise with vertically integrated operations in three sectors: Technology Solutions offers a range of ICT-based services and solutions, Ubiquitous Solutions designs and manufactures products such as PCs and mobile phones, and Device Solutions is responsible for developing the semiconductor business. Structural reforms undertaken since FY 2015 have channeled most management resources into the core sector of Technology Solutions. In FY 2019, Fujitsu repositioned itself as a Digital Transformation (DX) enterprise that aims to make full use of digital technologies in the creation of innovative services and business processes. Then in 2021, the company launched Fujitsu Uvance. The objective going forward is to make the world more sustainable by developing businesses with integrated cutting-edge AI technologies that will help customers achieve Sustainability Transformation (SX) and solve societal problems.

The nature of the Fujitsu Group's environmental impact has changed as a result of this modified business model. For example, manufacturing semiconductors, electronic components and PCs accounted for the majority of energy consumption in the past, but business restructuring has greatly reduced the amount of energy these industries consume. Conversely, with the expansion in cloud computing and IoT, electricity consumption in Fujitsu data centers now accounts for a large portion of total power use. The Fujitsu Group is therefore promoting environmental activities linked to its growth strategy, responding to the demands of society by using renewable energy, reducing the power data centers consume, and improving their efficiency.

Operating as a Responsible Global Corporate Citizen

The adoption of the Sustainable Development Goals (SDGs) by the United Nations and the commencement of the COP 21 Paris Agreement have heightened the need for initiatives that support the development of a sustainable global society. In line with these trends, the Fujitsu Group employed a materiality analysis in a Groupwide review designed to enhance the effectiveness of initiatives that aim to contribute to sustainable development. This analysis identified six priority issues including the environment; human rights, diversity and inclusion; wellbeing; and supply chain. The result is a unified framework under the banner of Global Responsible Business (GRB), that oversees and strengthens non-financial initiatives aiming to realize 'sustainability management' that reflects our role as a responsible global corporate citizen.

History of the Environmental Action Plan

Environmental Awareness Contributes to Sustainability for Our Customers and Society

The Fujitsu Group has formulated an Environmental Action Plan since 1993 and continues to broaden the scope of its environmental activities. Between stages I and V (FY 1993-2009) the objective was to significantly reduce the environmental impact of the Fujitsu Group itself. Far-reaching measures were implemented throughout our factories and offices to cut CO₂ emissions and chemical pollutants, to reduce waste, and so on. In stage VI (FY 2010-2012), we expanded the focus of our activities to three important initiatives. In addition to strengthening measures to lessen our own impact on the environment, we supported similar efforts by customers and society as a whole and also took on the challenge of conserving biodiversity. Between stages VII and IX (FY 2013-2020), we clearly demonstrated our commitment to contributing to the resolution of environmental issues faced by customers and society through the use of ICT. In order to reduce our own environmental impact, we expanded the scope of our activities to cover the entire supply chain, including suppliers. In stage X (FY 2021-2022), we worked to promote and expand the use of renewable energy for our customers and society by utilizing leading-edge ICT technologies unique to the Fujitsu Group, such as the introduction of renewable energy at our business sites through CPPA and other means, and blockchain technology.

The Fujitsu Group will continue responding to the demands of changing times and will deepen and further develop its environmental activities with the goal of helping to create a sustainable and rewarding society.

Fujitsu Group Environmental Action Plan (Stage XI)

Social responsibility as a leading company in Sustainability Transformation (SX)

As a leading company in SX, the Fujitsu Group is committed to reducing the environmental impact of its group companies, including those in the supply chain, and to expanding and enhancing the value it provides to customers and society through technology. We will work with our customers and partners to realize a sustainable future.

Outline of the Fujitsu Group Environmental Action Plan (Stage XI)

In order to resolve environmental and social issues, we have set eight targets in three global risks areas highlighted by the World Economic Forum: "Climate Change," "Resource Circulation," and "Living in Harmony with Nature". These are mapped against the two values of "Customers and Society" and "Fujitsu and Supply Chain".

Fujitsu group is taking firm steps to realize its environmental vision, such as contributing to digital technology for customers and society and increasing the ratio of its own use of renewable energy.

Target period : 3 years from Fiscal year 2023 to Fiscal year 2025

Customers and Society

Fujitsu aims to transform its core business with a portfolio of offerings focused on ESG Contribution and SX by 2030. In particular, to solve environmental issues in the areas of climate change and carbon neutrality, resource recycling through circular economies, and biodiversity, we will connect stakeholders from across society and industries and contribute to the SX of customers and people around the world. In FY 2023, we developed environmental contribution metrics to measure our impact on the environment, allowing us to provide services with clear contributions and value. From FY 2024, we will measure and disclose the quantitative amount of our contribution. Furthermore, to realize a sustainable society in which no one is left behind, we will develop solutions, services and initiatives that contribute to SX, so that customers and societies alike will trust and objectively rate us on a worldwide scale as a leader in SX.

Fujitsu and Supply Chain

Climate Change

In order to achieve Net Zero (*1) emissions of greenhouse gases from our business activities and from the entire value chain, we set reduction targets for FY2025. We will achieve these through the strategic deployment of renewable energy and the use of advanced ICT to drive energy conservation, while at the same time encouraging our suppliers to monitor and reduce their environmental impact, make their own products more energy-efficient, and so on.

*1 : Net Zero Greenhouse Gas Emissions

Reduce greenhouse gas emissions by 90% or more from the base year in the target year and remove residual emissions of 10% or less by directly removing CO₂ from the atmosphere (DAC) or by absorbing CO₂ through planting trees.

Resource Circulation

We aim to develop these products and services in FY 2025 in order to design products that conserve resources and improve the resource recycling rate, and to build a circular economy business model that can overcome resource constraints. We will also continue to reduce water use and raise awareness of water resource conservation throughout the supply chain.

Living in Harmony with Nature

In response to Target 15 of the Global Targets for 2030 set out by the Kunming-Montreal Global Biodiversity Framework, we will achieve nature-positive outcomes by reducing negative impacts on biodiversity and increasing positive impacts in the areas of our corporate operations, including supply chains.

Environmental Action Plan

	Customers and Society	Fujitsu and Supply Chain		
	Business Field	Upstream Business	Fujitsu's Business Areas	Downstream Business
				
Climate Change	• Development and provision of solutions that contribute to SX	• Suppliers' GHG reduction (Well Below 2 °C target)	• Reduction of GHG emissions at business sites (1.5 °C target) • Increase the use ratio of renewable energy	• By reducing power consumption during product use Reduction of GHG emissions
Resource Circulation		• Enhancing suppliers' awareness of water resource conservation	• Reduction of water consumption	• To product resource conservation and resource recycling Improving resource efficiency
Living in Harmony with Nature		• Reducing negative impacts of corporate activities on biodiversity		

Environmental Action Plan Stage XI

- [\[PDF\] Environmental Action Plan Stage 11](#)

Environmental Action Plan Targets

Goal			Base Line	Targets for FY 2025
Customers and Society			-	Deliver SX offerings to customers
Fujitsu and Supply Chain	Climate Change (*2)	Scope 1,2	- FY 2023: Environmental contribution metrics will be developed. FY 2024 to FY 2025: The amount of contribution will be measured and disclosed. - To earn the objective recognition of global customers and society as an SX leader.	
		Scope 3 (Category 11)	- Business sites must halve their GHG emissions against the baseline (FY2020) by the end of FY2025 - Increase use ratio of renewable energy to 50% or more by 2025	Reduction of at least 50%
		Scope 3 (Category 1)	Reduce CO₂ emissions from power consumption during product use by 12.5% or more	Reduction of at least 12.5%
	Resource Circulation	- Reducing GHG emissions in the supply chain - Major suppliers must set emissions reduction targets (aligned with SBT Well Below 2°C) - Collection of GHG reduction data, construction and deployment of mechanisms	-	Target setting completed
			-	CE Business Products Service Development
			-	57,000m ³ or more
	Living in Harmony with Nature	- Strengthening awareness of water resource conservation in the upstream supply chain - Request major suppliers to implement initiatives to raise awareness of the importance of water resources	-	Request Completed
			FY 2020	Reduction of 12.5% or more

Environmental Action Plan Stage 11 Targets

- [\[PDF\] Environmental Action Plan Stage 11 Targets](#)
- *2 : Climate Change ; Scope 1, 2 and 3. adjusted for acquisitions and divestitures

RELATED LINKS

- [Fujitsu Group Environmental Action Plan \(Stage X\)](#)
- [Fujitsu Group Environmental Action Plan \(Stage IX\)](#)
- [Fujitsu Group Environmental Action Plan \(Stage VIII\)](#)

Contribution to resolve environmental challenges for customers and society through our business operations

Fujitsu's business aims to transform its portfolio and offerings by 2030, focusing on ESG contributions and Sustainability Transformation (SX, *1). In line with its materiality focus on solving global environmental issues, Fujitsu provides a range of cross-industry offerings, from supply chain optimization through to energy efficiency. Notably, we are promoting the development of solutions and initiatives that contribute to SX, targeting both customers and society as part of our Stage XI Environmental Action Plan for 2023 to 2025. Below are examples of Fujitsu's initiatives for helping to resolve environmental challenges for customers and society through its business.

*1: Sustainability Transformation

Data-driven response to uncertainty

In times of uncertainty, companies face various challenges at the management, operational, industry and society level. To address these challenges, and maintain and enhance competitiveness, speedy high-level decision making based on data is essential.

Fujitsu offers customers a data-driven management approach to achieving organizational goals. This approach uses data to derive the hypothesis with the highest impact. Through a cycle of increasing real data, linking data correctly, assigning values to data and creating new experiences, we are supporting the transformation of management, business operations, industries and society by advancing Digital Transformation (DX) solutions.

DX solutions with three transformations provided by a data-driven approach

- Management transformation
 - Increased sophistication of decision-making: More advanced decision-making through data, moving from numbers-based management to strategy formulation and decision-making.
- Business operations transformation
 - Traceability: More efficient business processes by linking data to ensure transparency of manufacturing processes and transactions.
 - Demand forecasting: Greater efficiency through data-driven planning and business processes.
 - Advanced facilities operation: Risk-based maintenance through data-driven fault detection.
 - Quality management: Support of enhanced quality through data integration from design and production through to after-sales support.
- Industry and society transformation
 - Transformation of entire industries: Creation of new systems and value across entire industries.
 - Achievement of carbon neutrality and migration to a circular economy: Aiming to contribute to a sustainable society through use of data to reduce environmental impact.

Fujitsu provides Fujitsu Data Intelligence PaaS (DI PaaS) to realize this data-driven decision making and progress powerful solutions to DX topics. DI PaaS is a cloud-based all-in-one operation platform that integrates vast amounts of data from both inside and outside organizations into a meaningful format to support decision-making. It consists of the world's most advanced AI solution "Fujitsu Kozuchi"; the "Sustainability Value Accelerator" that enables traceability; and "Data Life-Cycle Utilization" that includes Palantir Foundry and Microsoft Azure/Amazon Web Services for achieving complex data integration, application development, and advanced AI. Using these technologies, DI PaaS helps customers solve their challenges by enabling the integrated connection and analysis of data that has been fragmented across industries, leading to unprecedented cross-value chain solutions and insights. Furthermore, by seamlessly linking these decision-making outcomes with Fujitsu's long-standing planning and execution systems, DI PaaS empowers autonomous operation of business processes from decision-making to action, enhancing agility and responsiveness to change.



Fujitsu Data Intelligence PaaS

Creation of new value by achieving value-chain traceability across companies and industries

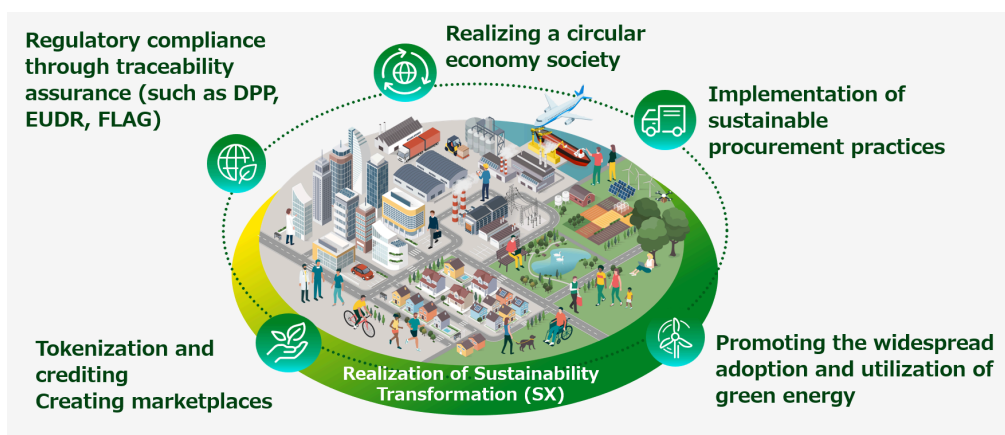
The Sustainability Value Accelerator enhances the transparency of the value chain by collecting verifiable traceability data, enabling collaboration across companies and countries. Through trusted data sharing and cross-company impact simulations, it supports the optimization of the entire value chain and the creation of new business models, helping companies fulfill their social responsibilities while improving profitability. This value chain restructuring supports customers in achieving their business goals and contributes to market revitalization.

Our approach to solutions

- Drive business growth through sustainable procurement: We enable traceability that provides proof of origin both for primary production products, and for secondary products created through recycling and reuse. This clarifies the process by which products are being reused, ensuring transparency for consumers and businesses. We enhance product reliability and promote responsible resource use throughout the supply chain through data collection and management from raw material procurement for primary products to the recycling process for secondary products. This contributes to enhancing brand value by providing sustainable products and appealing to environmental considerations.
- Enable data collaboration between companies in different industries: Reduction of greenhouse gas (GHG) emissions is a prime example of a scenario where data collaboration is essential. GHG emissions reduction is challenging for individual companies to achieve alone, and requires a concerted effort across the entire supply chain. Collecting data from upstream and downstream partners is particularly important for reducing Scope 3 emissions. However, traditional monetary-based calculations often fail to reflect the efforts of suppliers. Therefore, calculating Product Carbon Footprints (PCF) based on

primary data, which requires data collaboration, is crucial. Sustainability Value Accelerator contributes to visualizing and reducing emissions through data collaboration across the entire supply chain, adhering to international standards such as WBCSD PACT.

- Realize a decarbonized society through data-driven carbon credits: We digitize and automate the work required by knowledge specialists to measure, report, and verify CO₂ emissions. The workload for both companies generating both J-Credits (*2) and those responsible for certification is significantly reduced, enabling a faster path to monetization. Fujitsu supports the creation of highly trusted J-Credits by undertaking registration as an MRV support system operator in the J-Credit system.
- *2: Under the J-Credit Scheme, the Japanese government certifies the amount of greenhouse gas emissions (such as CO₂) reduced or removed by sinks through efforts to introduce energy-saving devices or use renewable energy and manage forests, as "credit." J-Credits are categorized into compliance credits based on systems managed by countries and governments, and can be used for regulation compliance.



Sustainability Value Accelerator

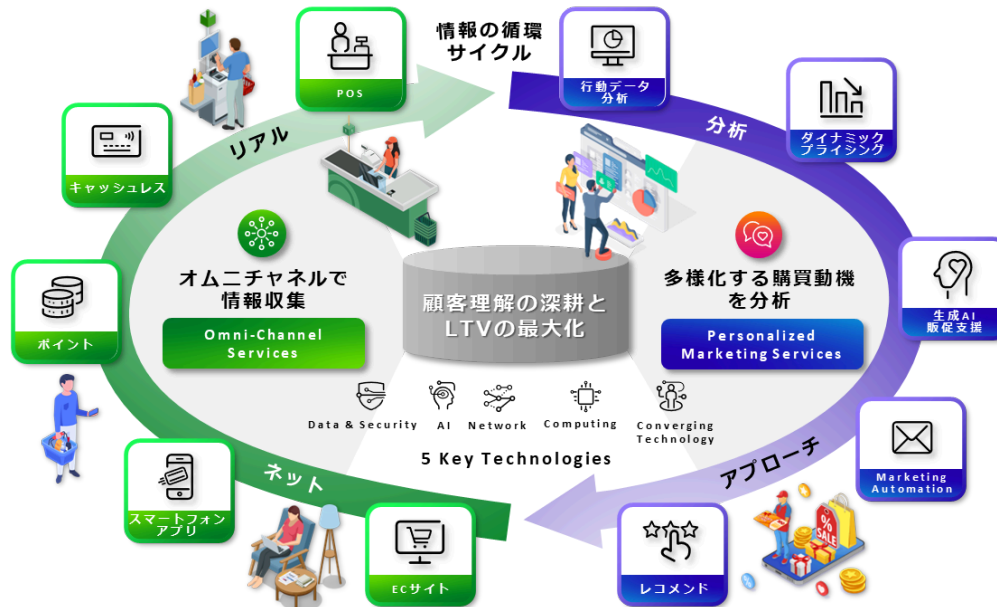
Achieving sustainable consumption by stimulating demand through personalized marketing

With increasing diversification of consumer behavior, companies face challenges in accurately understanding demand as well as reducing waste such as food loss while increasing profit.

By understanding consumer needs using AI-based personalized marketing services, Fujitsu supports demand stimulation to price optimization. Supply and demand balance can be maximized throughout the entire supply chain, reducing waste while providing business sustainability.

Our approach

- Demand creation and customer experience optimization: Enhances the consumer purchasing experience through optimized AI recommendations based on purchase data.
- More efficient promotional activity: Effectively drives demand using generative AI to automatically create optimized promotional contents based on consumer behavior data.
- Waste reduction through dynamic pricing: Reduces unsold goods and waste through automatic generation of optimal pricing based on AI analysis of demand.



Personalized Marketing Services *Japanese text only

Supports transformation to business sustainability through data linkage throughout the supply chain

Organizations are facing complex pressures in their supply chains, with frequent external changes and uncertainties in consumer trends, geo-political risk, tariff fluctuations, procurement chaos and environmental impact reduction. They must forecast changes, formulate responses based on multiple factors, and quickly reflect those measures in their business operations.

Through Dynamic Supply Chain Management (DSCM), Fujitsu enables visualization and simulation of the entire supply chain, permitting speedy yet flexible responses with end-to-end linking even of complex operational instructions. This supports transformation to a truly sustainable data-driven business and maximizes profits while minimizing environmental impact to achieve a resilient supply chain.

Our approach to solutions

- Supply chain visualization and plan optimization: While utilizing existing business processes and systems, enhances visualization of the entire supply chain by consolidating dispersed data, and optimizes planning with technologies such as AI.
- Risk forecasting and strengthened resilience: Uses risk and loss simulations through digital rehearsals to build systems that can respond to unforeseen circumstances such as natural disasters.
- Links to cross-organizational operational instructions : Enhances cross-organization business agility by quickly reflecting plan changes due to sudden modifications or unexpected problems, to supplier order processing or logistics operations.



DSCM *Japanese text only

Efficient development processes with visualization and automation connected by digital threads

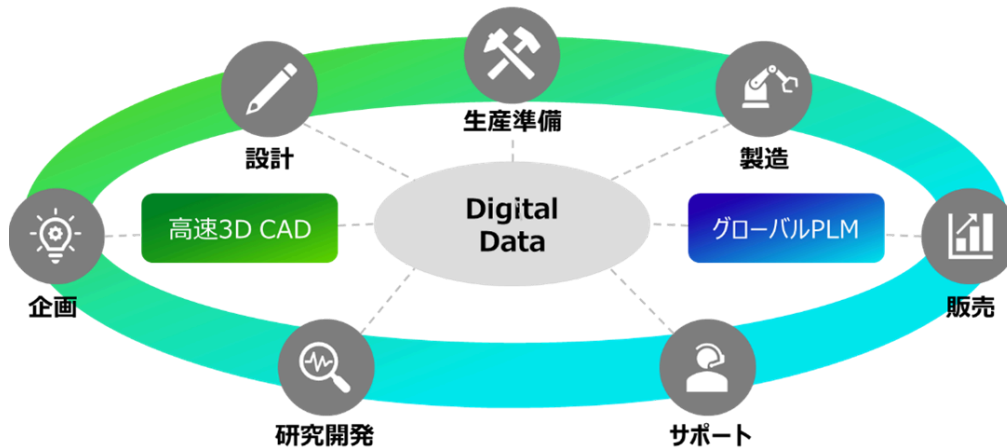
Manufacturing industry processes, from product design through to production preparation, must consider the environment, as well as provide shorter lead times, lower costs, and higher quality.

Fujitsu links the entire product lifecycle using digital threads with PLM at the core, to realize sustainable manufacturing premised on ESG environmental consideration. GHG emissions can be visualized and optimized in real time by linking environmental information to the Bill of Materials (BOM) from an early design stage. We support sustainable growth of manufacturing industry via efficient development processes that achieve both regulatory compliance and competitive product development.

Our approach to solutions

- Integration and visualization of environmental information using digital threads: We build an environmental BOM that links the Engineering BOM to environmental information with PLM-centered digital threads. GHG emissions can be visualized in real time over the entire product lifecycle with integrated linking of data procurement from the supplier through to design and manufacture, promoting environmental consideration from the early design stages.
- Automation of the development process through simulation and optimization: Linking LCA, MBD (Model-Based Design) and 3DCAE (Computer-Aided Engineering), we use a digital twin with automated multi-purpose optimization and simulation of environmental impact and product performance. This enables efficient design in a shorter development time by automating selection of the best material, shape or manufacturing method to achieve environmental goals.

Product Lifecycle Management



Product Lifecycle Management *Japanese text only

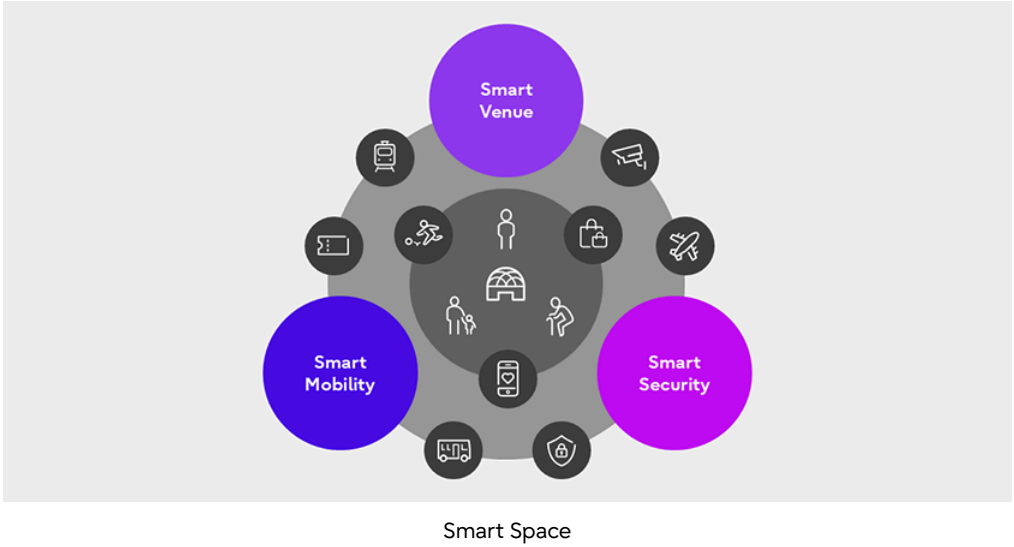
Utilizing AI and ICT to improve comfort, convenience, and safety, and enhance the appeal of Urban spaces

As population aging accelerates and labor shortages become more severe, there is a growing need to flexibly respond to consumer needs and create more livable cities. Providing a safe and secure environment and fostering vibrant urban spaces where diverse people can gather, is essential to promoting sustainable and enriched urban development.

Fujitsu Group's 'Smart Space' optimally connects all elements—people, facilities, and services—to create comfortable and attractive area experiences that people are drawn to. By harnessing the power of data and AI, we aim to transform facilities and cities into safer, more secure, and more appealing spaces.

Our approach to solutions

- Unifying Facility Operations and Surrounding Services on a Single Platform:**
 By centralizing the management of facilities and ticket sales, we enhance the user interface (UI) and user experience (UX). This integration promotes mutual customer referrals between complex facilities and enables autonomous facility management without relying on human intent or decision-making.
- Automatic Detection and Tracking of Suspicious Behavior with Efficient On-Site Response:**
 By using video analysis AI for behavior detection and tracking, suspicious activities can be automatically identified. This enables optimal assignment of response personnel and supports timely on-site action. As a result, facility safety is enhanced, allowing users to feel secure and use the space with peace of mind.
- Stress-Free Mobility Through Diverse Transportation Options and Optimal Deployment:**
 By utilizing a comprehensive traffic simulator to derive optimal multimodal mobility strategies and deployments (MaaS), we reduce the stress associated with user transportation. This enables smoother and more comfortable travel to destinations, contributing to the revitalization of the entire city.



Climate Change

External Trends

Accelerated Controls on GHG Emissions are Required for Carbon Neutrality

The COP 21 Paris Agreement, adopted in December 2015, set out a long-term, shared worldwide goal to hold “the increase in the global average temperature to well below 2°C above pre-industrial levels” and pursue efforts “to limit the temperature increase to 1.5°C above pre-industrial levels”, as well as the goal of carbon neutrality (net zero emissions) by the second half of this century. Since then, efforts to achieve a carbon-neutral society have been accelerating on a global scale.

The Task Force on Climate-related Financial Disclosures (TCFD) was established in December 2015 by the Financial Stability Board, which members comprise central banks, financial regulatory authorities and finance ministries from major countries. Based on the TCFD framework, companies use multiple climate scenarios to evaluate the climate-related risks and opportunities to their business and to assess and disclose the financial impact. In addition, the Science Based Targets initiative (SBTi) calls for corporate emissions reduction targets set to meet the 1.5°C trajectory, and RE100 promotes activity by companies to source 100% of the electricity they use from renewable energy. Furthermore, CDP (*1), which runs the global disclosure system for investment that takes into account Environmental, Social and Governance (ESG) factors, requests that companies reduce GHG emissions by at least 2.1% year-on-year through voluntary efforts.

*1: CDP:

An international not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage, and share vital environmental information. CDP works with major institutional investors around the world to encourage companies to disclose their impact on the environment and natural resources and to adopt measures that mitigate the impact.

Fujitsu Group Position

GHG Emissions Reductions are a Critical Issue for the Fujitsu Group

The Fujitsu Group, as an entity with global operations, is fully aware that climate change is a serious worldwide issue that spans national and regional boundaries. For example, disasters triggered by climate change can disrupt procurement, logistics and energy supply networks, which in turn interrupts the process of supplying materials and energy to business sites.

Furthermore, delays in responding to societal and legislative requirements to reduce GHG emissions may impact product manufacturing, service development, etc., potentially leading to the loss of business opportunities.

Since launching the Fujitsu Group Environmental Action Plan, we have treated the reduction of GHG emissions as a critical issue and strived to achieve the defined targets.

The majority of the GHG emissions generated by the Fujitsu Group derive from purchased electricity, rather than the combustion of oil or gas. In particular, the energy consumption for cloud computing, IoT, and network communications continues to rise. To curb energy consumption and reduce GHG emissions, the Fujitsu Group conducts regular checks at its factories, data centers, and offices.

Approach under the Fujitsu Group Environmental Action Plan (Stage XI)

Strengthen Efforts to Achieve Carbon Neutrality

In May 2017, the Fujitsu Group formulated the FUJITSU Climate and Energy Vision, its medium- to long-term environmental vision. In August of the same year, the company obtained SBT validation for 2°C-aligned GHG emissions reduction targets. The SBTi aims to significantly reduce greenhouse gases over the medium to long term by encouraging companies to set voluntary GHG emissions reduction targets based on scientific knowledge compiled by organizations such as the IPCC (*2). Given the accelerating global trend toward carbon neutrality, the Fujitsu Group reviewed its position and revised its target to reduce GHG emissions from business sites in FY2030 from 33% to 71.4% below FY2013 levels. On April 15, 2021, this revised figure was successfully validated as a 1.5°C-aligned target by SBTi. To accelerate the global community's journey to carbon neutrality, including within our supply chain, Fujitsu has pledged to expand our use of renewables to achieve 'net-zero ready' GHG emissions for our own operations by FY2030, and across our entire value chain (Scope 1, 2, 3) by FY2040. In June 2023, our net-zero(*3) by FY2040 target obtained "Net-Zero Target validation" under the SBTi standard.

Working backwards from these GHG emissions reduction targets, we developed the Fujitsu Group Environmental Action Plan (Stage XI) to implement our environmental targets for FY2023-2025. To achieve carbon neutrality, we are aiming for at least 50% of the energy used by our businesses to be from renewable sources by FY2025, with a target of 100% by FY2030. At the same time, we are working towards achieving net-zero GHG emissions across the entire value chain through measures such as identifying the environmental impacts of our suppliers and promoting emissions reductions, and by further reducing energy consumption of Fujitsu products.

*2: Intergovernmental Panel on Climate Change (IPCC):

An organization established in 1988 by the United Nations Environment Programme (UNEP) and the World Meteorological Organization (WMO) with the aim of providing comprehensive assessments of human-induced climate change and its impacts, together with adaptation and amelioration measures from scientific, technological and socio-economic perspectives.

*3: Net-zero:

The elimination of greenhouse-gas emissions through emissions reductions of at least 90% of the base year by the target year and removing the remaining 10% or less through measures such as reforestation or Direct Air Capture (DAC) of CO₂ in the atmosphere.

- [\[PDF\] United Nations Environment Programme](#)
- [\[PDF\] World Meteorological Organization](#)

RELATED LINKS

- Actions and targets related to climate change initiatives under the Fujitsu Group Environmental Action Plan (Stage XI)
 - [Reducing Greenhouse Gas \(GHG\) Emissions at Our Business Sites](#)
 - [Expand the Use of Renewable Energy](#)
 - [Reduction of CO₂ Emissions by Reducing Power Consumption When Using Products](#)
 - [Activities to Reduce CO₂ Emissions in the Upstream Portion of the Supply Chain](#)

Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites

Our Approach

Considering the prevention of global warming an important issue, the Fujitsu Group formulated its medium- to long-term environmental vision, the Fujitsu Climate and Energy Vision, which aims to eliminate all CO₂ emissions from our business activities by 2050. However, we have decided to move the target year forward to 2030.

Among GHGs, our business sites (plants and offices, as well as datacenters) primarily emit CO₂ when energy (electricity, fuel oil, gas) is used, and perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulfur hexafluoride (SF₆) during the manufacturing processes and PFCs and HFCs from fluorocarbon leakage. We will set reduction targets in addition to complying with the relevant laws, and we are striving to reduce and control the volume of use and emission of these gases.

Reducing CO₂ Emitted During Energy Consumption

About 99% of the Fujitsu Group's total GHG emissions arise from CO₂ emissions due to energy consumption. Therefore, we continuously promote the following energy-saving measures to reduce CO₂ emissions.

- Appropriate operation of equipment, improvement in management, and energy-saving measures focused on motive-power facilities (introduction of free cooling, inverters and energy saving equipment, fuel conversion, etc.)
- Increasing efficiency by reviewing the manufacturing process (innovations in production, development of green production technology)
- Maintaining appropriate room temperature for office air conditioning, saving electricity used in lighting and office automation equipment, and switching to LED lighting
- Measuring energy consumption for visualization and promoting use of the data so collected

Reducing Emission of GHGs Other Than CO₂

As for GHGs other than CO₂, the Fujitsu Group mainly uses perfluorocarbons (PFCs), hydrofluorocarbons (HFCs) and sulfur hexafluoride (SF₆) at the manufacturing divisions. We are taking continuous steps to switch to gases with lower global warming potential (GWP) and install equipment to remove harmful gases in our new and existing production lines. We also carry out inspections and maintenance to comply with relevant laws regarding PFCs and HFCs emissions resulting from fluorocarbon leaks from air conditioning equipment.

FY2024 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2024 result
Reduce GHG emissions of our business sites to 50% or less of the base year (FY2020) level. (FY2024 target: 40% reduction) (*1)	45.8% reduction (*2)

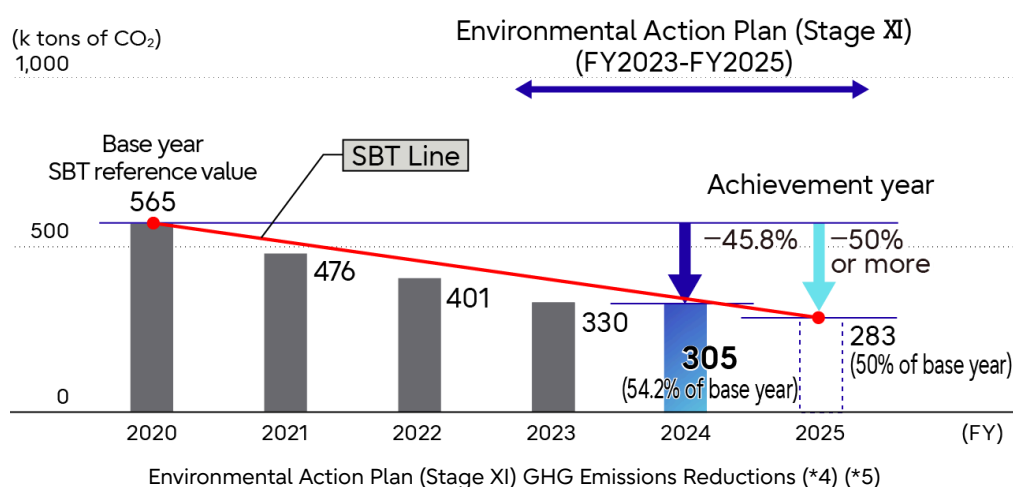
- *1: Target organizations: Business sites owned by Fujitsu and the Fujitsu Group. Includes major data centers.
- *2: GHG emissions reduction rate based on market standards

Promoting Reduction in CO₂ Emitted During Energy Consumption

We continue to invest in energy-saving equipment (introduction and upgrade of BAT (*3) equipment, mainly for air conditioning and lighting) and ensure their appropriate operation at the facilities at all business sites. We are also streamlining our production processes, saving electricity used for air conditioning, lighting and automation in offices, making energy consumption visible, and leveraging measurement data.

For instance, as for lighting equipment investments, we have contributed to the reduction of CO₂ emissions by 1,944 t-CO₂ through the continuous and efficient deployment of high-efficiency LED lightning. We also improved facility operations (2,168 t-CO₂) by reviewing air conditioning equipment operating conditions, such as switching to more efficient equipment, controlling the number of units, and suspending operation of pumps and air conditioning devices. Furthermore, we also contributed to reductions (3,744 t-CO₂) through the introduction of high-efficiency chillers and the improvement of chilled water supply efficiency. Through our own efforts, we carried out measures to reduce emissions by roughly 8,000 tons-CO₂ (2.4% in comparison to last fiscal year).

As a result of these initiatives, we reduced our GHG emissions according to market standards in keeping with SBT, which is an objective in the Environmental Action Plan (Stage XI), by 45.8% compared to the baseline year (7.5% reduction in comparison to our emissions in FY2023).

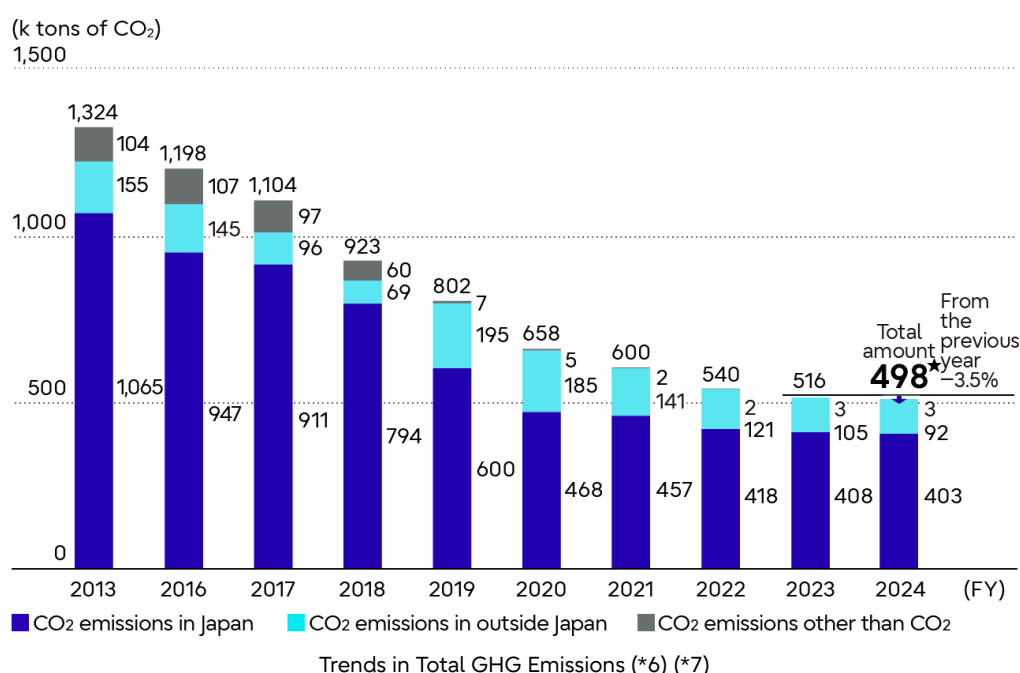


- *3: BAT (Best Available Technologies): Usable state-of-the-art technologies to reduce GHGs.
- *4: Environmental Action Plan (Stage XI) performance values for the reference year (FY2020) and FY2024 are the total values for business sites targeted by the Environmental Action Plan (Stage X).
- *5: CO₂ conversion factors of purchased electricity are market standards for both the reference year (FY2020) and FY2024 performance values.

Total Emissions of 498 ktons-CO₂* in FY2024

★ Indicators assured by third party

Our total GHG emissions in FY2024 were 498 ktons-CO₂ (output level per sales amount: 14.0 tons-CO₂/100 million yen). They decreased by 3.5% in comparison to FY2023.



- *6: CO₂ emissions in Japan and overseas: The CO₂ conversion factor for purchased electric power in performance reports has been calculated with a fixed value of: In Japan - 0.570 tons-CO₂/MWh from FY2013 to FY2015, 0.534 tons-CO₂/MWh for FY2016, 0.518 tons-CO₂/MWh for FY2017, 0.497 tons-CO₂/MWh for FY2018, 0.461 tons-CO₂/MWh for 2019, 0.444 tons-CO₂/MWh for FY2020, 0.441 tons-CO₂/MWh for FY2021, 0.436 tons-CO₂/MWh for FY2022, 0.437 tons-CO₂/MWh for FY2023, and 0.421 tons-CO₂/MWh for FY2024.
Overseas – The same coefficients as those used in Japan are applied from FY2013 to FY2018, and from FY2019 onwards, values are calculated using the latest IEA data (by country) for the relevant FY.
- *7: Emissions other than CO₂: These are converted to equivalent amounts of CO₂ using the global warming potential (GWP) for each gas.

Case Studies

Expand the Use of Renewable Energy

Our Approach

The popularization and widespread use of renewable energy is becoming increasingly necessary as a way of addressing global warming, securing stable energy supplies through the diversification of our energy sources, and as an energy-based foundation for economic growth.

The Fujitsu Group has established an environmental vision aimed at realizing a decarbonized society. The main pillars for this vision are a dedication to energy conservation, and the active implementation of renewable energy. To achieve this vision, we have set quantitative targets under the Environmental Action Plan, and are actively promoting the introduction and installation of solar power generation equipment at our business sites, as well as the purchase, use, and expansion of green power (electric power generated through 100% renewable energy).

FY2024 Performance

★ Indicators assured by third party

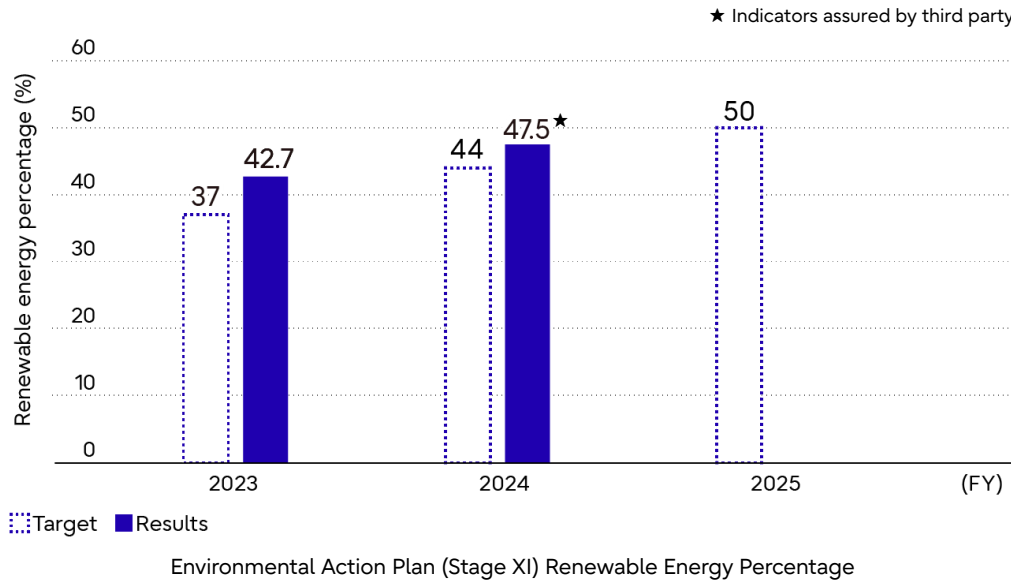
Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2024 result
Expand the rate of renewable energy usage to more than 50 % in 2025 (*1)	47.5%★ (*2)

- *1 Target organizations: Business sites owned by Fujitsu and the Fujitsu Group. Includes major data centers
- *2 Calculation Standard: Refer to Environmental Performance Data Calculation Standards for details

Environmental Action Plan (Stage XI) Initiatives

With the aim of achieving the Fujitsu Group's medium-term environmental goal of "using 100% renewable energy in FY 2030," we set a target under the Fujitsu Group Environmental Action Plan (Stage XI) to expand our use of renewable energy to more than 50% by 2025. In FY2024, through the purchase of green power and power generation through solar panels, our rate of renewable energy use grew to 47.5%★.

We will continue to work toward the implementation of renewable energy in both our domestic and overseas business offices, in order to further our purchase and usage of renewable energy.



Renewable Energy Procurement Principle

Mandatory Requirement

- Renewable energy that can be reported through RE 100 activities
 - Power sources are Solar, Wind-power, Geothermal, Biogas, Small-hydro etc.
 - Environmental value (renewable attribute) can be pursued and verified
 - No double counting of environmental value
- Ex.) Amortization of environmental value of renewable energy, to be executed through the system of public agency

Recommended Requirement

- The electric power, in which power consumption to be combined with environmental value
 - The electric power, in which grid power and environmental value certification to be one set (The renewable energy to be generated in the same grid)
 - Power balancing to be managed. In time of emergence, minimum gap of power consumption and environmental value to be generated (within one year etc.)
- To select the renewable energy, by which we can contribute to local society
 - For example, by selecting the renewable energy in the same area as grid consumption, we can make "Local generation for local consumption" possible.
 - Or to support the power generation company which makes effort to enlarge renewable energy power
- To procure the power from relatively new sites, in order to contribute the enlargement of renewable energy (Additionality)
 - To promote new project conjuncture, then to procure the power from it, we can contribute to increase the capacity of renewable energy of whole society
- To procure from the power generation site which was developed and constructed with the agreement of local society
 - To avoid making significant impact to the environment or society in which the power generation site is located

Reduction of CO₂ Emissions by Reducing Power Consumption When Using Products

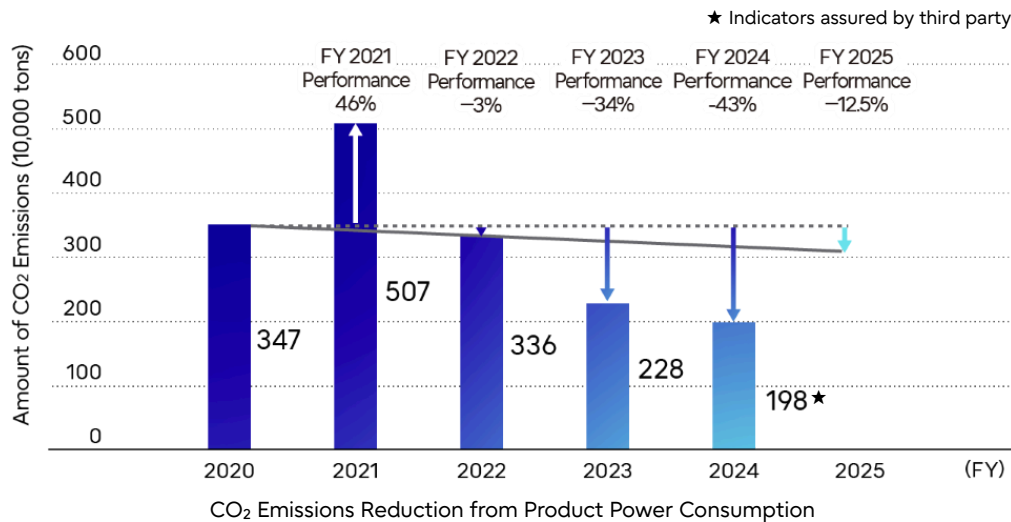
Our Approach

As ICT grows more and more common, we expect there to be an increase in energy demand in proportion to the higher performance and higher-density integration of ICT products. Various countries and regions are also expanding their energy-related regulations for ICT products, and energy efficiency is taking on increasing social importance as a factor in energy label conformance and green procurement requirements.

Here at the Fujitsu Group, we believe that we should work to improve the energy performance of our products during their use, in order to reduce GHG emissions. As such, we will actively implement energy-saving technologies and continue working to further improve the energy efficiency of products. Through these efforts, we will work to promote the development of products that contribute to reduced power consumption when in use.

FY2024 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2024 result
Reduce CO ₂ emissions due to product power consumption by 10% or more in comparison to FY2020.	Reduced by 42.9%



Note: In line with the improvement in the accuracy of data collection, we have retroactively adjusted the figures.

Fujitsu Group Environmental Action Plan (Stage XI) Initiatives

Aiming for net-zero GHG emissions for the entire value chain, the Fujitsu Group Environmental Action Plan (Stage XI) has set a target of reducing emissions in FY 2025 by 12.5% or more in comparison to FY 2020. To achieve this target, each unit has been working to improve energy efficiency, etc. of products in the FY2023–FY2025 pipeline. Specifically, we are actively pushing the use of low-power components, aggregating functions to reduce terminal numbers, using high-efficiency power supplies, optimizing power-management controls, reducing the number of components, and implementing eco-friendly devices.

Attained a 42.9% Reduction in CO₂ Emissions in Comparison to FY2020

In FY2024, as a result of applying and expanding energy-saving technologies in our servers, storage, PCs, and network devices, we were able to attain a 42.9% reduction in CO₂ emissions in comparison to FY2020.

Working Toward Our Targets

In order to achieve net-zero GHS emissions across the entire value chain, each unit will work to further develop products with improved energy efficiency. We will also implement advanced energy-saving technologies and expand their application to our products, as part of our cross-Group policy to improve energy efficiency.

Looking toward the future, we aim to push the development of advanced eco-friendly devices, which will contribute to revolutionary improvements in energy efficiency, and aim for the products to be applied at an early stage.

Initiatives in FY2024

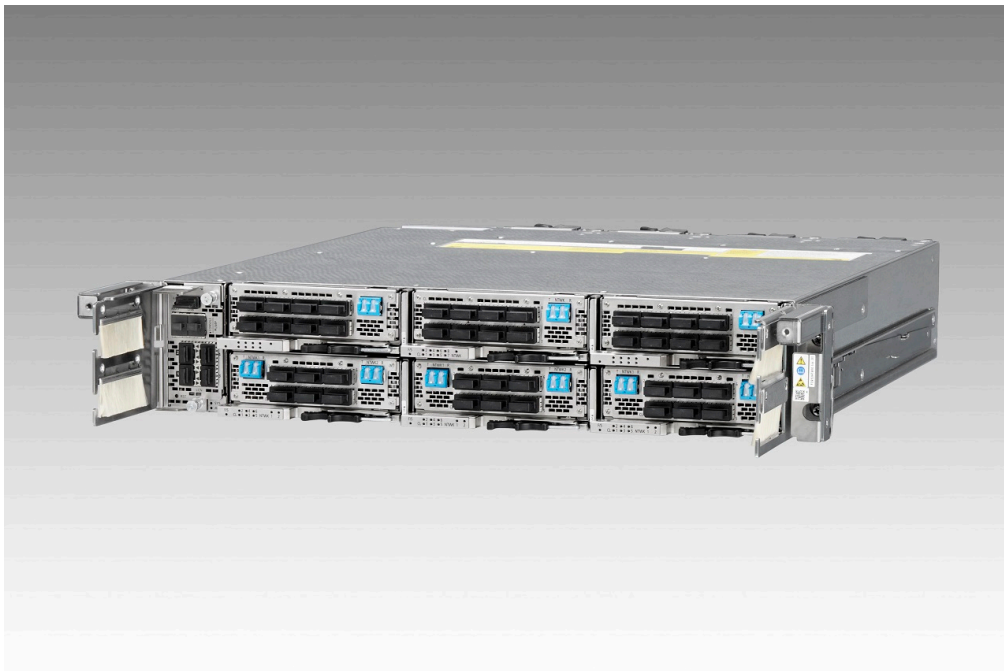
1FINITY T900: Achieving Both High-Capacity, Long-Distance Transmission and Energy Efficiency

The 1FINITY T900 is a product that brings to market an optical transmission platform capable of ultra-high-capacity, long-distance transmission—up to 1.2 Tbps per optical wavelength, among the highest in the world. Key features include high-capacity transmission enabled by cutting-edge digital coherent technology (up to 1.2 Tbps per wavelength), and extended transmission range through Fujitsu's proprietary framer technology, delivering a range that is more than four times the distance of other conventional systems.

From an environmental perspective, the adoption of the latest DSP technology enables higher bit rates while reducing power consumption per 100 Gbps of transmission by 60% compared to previous models.

The product also incorporates Fujitsu's proprietary closed-loop liquid cooling technology, which delivers twice the cooling capacity of traditional air-cooled systems. This enhanced cooling capability helps manage high heat output, contributing to overall energy savings throughout telecom facilities.

Through the deployment of the 1FINITY T900, Fujitsu remains committed to delivering highly reliable, uninterrupted communication services while reducing the environmental impact—creating value for both customers and society.



1FINITY T900

- [Case Studies](#)

Activities to Reduce CO₂ Emissions in the Upstream Portion of the Supply Chain

Our Approach

In addition to reducing our own CO₂ emissions, the Fujitsu Group has also been requesting, as part of green procurement, that its suppliers engage in activities to reduce their own CO₂ emissions in order to help contain global warming. Starting in FY2016, we have also been expanding these efforts further upstream in the supply chain by encouraging our suppliers to include their own suppliers (secondary suppliers from the perspective of the Fujitsu Group) in these activities. Moreover, starting in FY2022, we are asking our main suppliers to establish a CO₂ reduction target based on the international standard of Science Based Targets (SBT). We have also expanded the target suppliers for CO₂ emissions reduction to include those in the services industry in addition to the existing category of parts manufacturing as we strive to further reduce global warming.

In addition, we host webinars on how to set targets and share FAQ. We support our suppliers' CO₂ reduction efforts through the provision of a simple tool for suppliers to visualize CO₂ emissions (Scope 1 and 2) of their own company and determine the appropriateness of their SBT.

Starting in FY2024, we began collaborating with 15 foreign and domestic suppliers (as of March 2025) to share data of CO₂ emissions per unit of product (carbon footprint). For this initiative, we utilized Fujitsu's offering service "ESG Management Platform" to calculate and share product carbon footprints (PCFs) compliant with rules both in Japan and overseas. By offering options for data confidentiality and automatic calculations, we fostered a sense of trust between corporations and encouraged participation. We will make supply chain emissions transparent and propose measures using actual data, with our vision set on developing products by utilizing AI and visualization of business impact as we accelerate this initiative forward.

We expect that having the supply chain as a whole work toward reducing emissions can produce even greater reduction effects (synergies), while also expanding the network of these activities through the supply chain to cover an even wider area spreading beyond national boundaries. Through efforts such as these, the Fujitsu Group hopes to help create a carbon-free society for the future and a sustainable water environment.

- [November 15, 2024 Press Release "Fujitsu collaborates with global suppliers in decarbonization initiative to exchange product-level primary data on CO₂ emissions"](#)

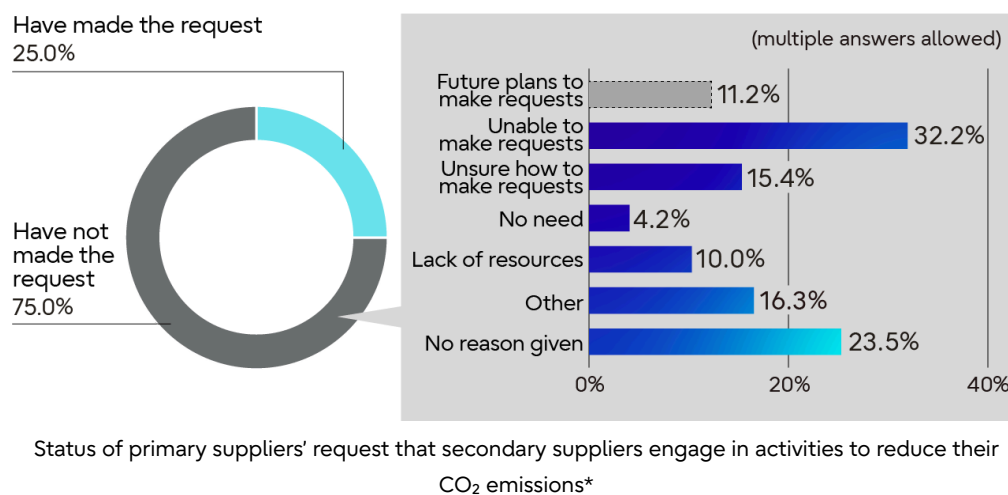
FY2024 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2024 result
Reduction of CO ₂ Emissions: Drive Activities to Reduce CO ₂ Emissions in the Supply Chain	Requested that secondary suppliers (over 61,500 companies) engaged in activities to reduce emissions through primary suppliers of the Fujitsu Group (615 companies)

Reduction of CO₂ Emissions: Requesting and Supporting the Expansion of Activities to Secondary Suppliers

The Fujitsu Group has requested that its primary suppliers, who account for the top 80% of the Group's procurement, to engage in activities to reduce their CO₂ emissions, and to expand these efforts to also include their own suppliers (the Fujitsu Group's secondary suppliers). We also conducted our own environmental survey to ascertain the status of activities by these suppliers. We then provided suppliers who responded to the survey with feedback in the form of a report that analyzed survey responses as a reference for their future activities, and we also requested that they further promote these activities and expand them to include their own suppliers.

As of the end of FY2024, 25% (143 suppliers) responded that they had requested their own suppliers to engage in emissions reduction activities. Over 61,500 secondary suppliers have been asked to engage in emissions reduction activities, and this should substantially impact awareness.



* Excludes suppliers who did not respond and suppliers without secondary suppliers.

Offering Guidelines for Activities for Reducing CO₂ Emissions

The Fujitsu Group created original explanatory materials to facilitate the spread of activities for reducing CO₂ emissions throughout the entire supply chain, and since the end of November 2017, we have made the materials available on the company website and we have provided them to suppliers. The purpose of these materials was not only to give suppliers a greater understanding of the importance of these activities taking place in the supply chain, but also to serve as something

they could use to request and assist such activities amongst their own suppliers. To fulfill our responsibilities as a global enterprise, the Fujitsu Group will continue to think about what must be done to contain global warming and will continue to take action.

"Guideline for activities for reducing CO₂ emissions" can be downloaded from the following sites.

- [Japan](#)
- [Global](#)

2. Practical activities: Procedure for target setting

1. Setting of Activity contents

- 1) Extract feasible activities in-house.
- 2) Decide more suitable activities from the extractions.



2. Selection of Progress Indexes (Numerical data)

Select CO₂ emissions data, or data leading to CO₂ emissions directly.

(e.g. p. 2. Practical activities: Examples for activity contents and progress indexes )

* If it is (e.g. (Select activities to be conducted and progress indexes to be controlled.

Activity items	Activity contents	Progress indexes
Saving energy (reducing lighting power consumption)	Switch off unnecessary lighting/ install LED	Implementation rate/Installation rate /Energy-saving rate
	Light off during break times	Time for lights off/Implementation rate
Saving energy (reducing common-use facility power consumption)	Stop of servers on holidays	Stopping time/Stopping rate
	Reduce overtime hours/ specify days on which all employees leave work at the same time	Implementation rate per department
	Utility time limits on reception/ conference room	Utility time/Energy-saving rate
Saving energy (reducing air-conditioning power consumption)	Appropriate temperature setting of air-conditioning systems	Implementation rate/Implementation period
	Installation of rooftop greening/ wall greening	Implementation rate/Greening area per building
Saving energy (promoting of renewable energy)	Installation of green electricity systems	Installation rate
Saving energy (innovative changes of lifestyles)	Encouragement of bicycle commuting of employees	Number of employees taking part in the initiative/Implementation rate
	Promotion of eco-driving	Implementation rate/ELV installation rate
Preserving biodiversity (preservation of CO ₂ -absorbing resources)	Implementation of forest-preservation activities	Number of activities/Number of participants/Forestation land area/Number of trees planted
Conservation of paper resources	Promotion of paperless	Reduction volume/Implementation rate
Promotion of environmental awareness	Raise awareness by in-house education	Number of attendance/Attendance rate/ Test pass rate

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Informational materials for business partners

Resource Circulation

External Trends

Strengthening Global Resource Circulation

Goal 12 of the Sustainable Development Goals (SDGs), adopted by the United Nations in September 2015, is 'Responsible consumption and production'. The actions that organizations are urged to take in order to meet this goal include the efficient use of natural resources, the appropriate management of chemical substances and waste products throughout the entire product life cycle, and significant reductions in the volume of pollutants emitted into the air, water, and soil. The European Commission also announced its Eco-Design for Sustainable Products Regulation (ESPR) in June 2024, not only expanding the ESPR product scope, but also establishing performance requirements such as recyclability, durability, repairability, and use of recycled materials. With the increase in product sustainability requirements, the ESPR will also introduce Carbon Footprint to provide environmental impact assessment information and a Digital Product Passport (DPP) to ensure traceability throughout the product life cycle. The requirement for more efficient use of resources is increasing worldwide. For example, in the U.S., more and more states are passing Right to Repair laws, while in Japan, the Ministry of Economy, Trade and Industry (METI) is working on building a Circular Economy Information Distribution Platform.

The Problem of Plastic Waste

A report published by the Organization for Economic Cooperation and Development (OECD) in June 2022 predicts that the amount of plastic waste generated globally will triple by 2060 from its 2019 level of 353 Mt. Additionally, while the resumed session of the Fifth United Nations Environment Assembly (UNEA-5.2) held in February 2022 recognized the usefulness of plastics, it also noted that the problem of plastic pollution, in particular marine pollution, is global in scale. It therefore convened an intergovernmental negotiating committee to begin work during the second half of 2022 on developing an international legally binding instrument on plastic pollution, including in the marine environment, with the ambition of concluding the instrument by the end of 2024. However, by the end of 2024 no agreement had been reached on an international instrument (treaty) to legally restrict plastic pollution, and discussions were held over to a future session. In view of these developments, companies need to continue action to engage in plastic resource circulation throughout the product life cycle.

The Fujitsu Group's Position

Aiming for Resource Circulation

Since the 1990s, the Fujitsu Group has had a long-standing commitment to the 3Rs of resource management: reduce, reuse, recycle. We have promoted measures such as reducing the number of parts in our products and making them smaller, thinner, and lighter. We have also focused on the reuse of resources from used ICT products and waste generated at our business sites. Since reuse of resources from used ICT products has been a past target of our Environmental Action Plan, and

we have now achieved a reuse rate of over 90% for business-use ICT products, our efforts are currently continuing as an internal target.

Recently, the push towards the "Circular economy" is gaining momentum worldwide. In particular, the adoption of the abovementioned ESPR has prompted a wave of discussion around resource recycling, including such topics as the reuse of waste as a resource, improvement of product recyclability and the use of recycled materials. There is also an urgent need for measures to address the problem of plastic waste.

In light of this situation, and building on our foundation of existing initiatives, the Fujitsu Group will target the use of reusable plastics in ICT products, and a switch to paper instead of plastic packaging materials. Although changes in our business structure have led to a reduction in overall waste generated, we remain dedicated to further reducing waste and strengthening our recycling and resource utilization efforts to further contribute to a more recycling oriented society. In addition to company-wide measures such as resource-conserving products, we will consider circular economy business models tailored to the characteristics of individual products, and place greater emphasis on designing products tailored to these new business models.

Responses to The Act on Promotion of Resource Circulation for Plastics

Given the growing environmental challenges posed by plastic waste, both in Japan and globally, there is a need for immediate measures to promote plastic resource recycling, including rationalizing their use, municipal recycling, and establishing systems to encourage voluntary collection and recycling by businesses.

Designated a "high-volume waste emitter" under the legislation, Fujitsu has established targets for reducing and recycling plastic waste and is implementing activities in line with those targets.

Target: Promotion of zero-emissions activities for plastic waste and greater use of returnable plastics

FY2024 waste plastics emissions: 1.5 thousand tons



Saving and Reusing Resources in Products and Circular Economy Initiatives



Reducing the Amount of Water Used



Activities to Conserve Water Resources in the Upstream Portion of the Supply Chain

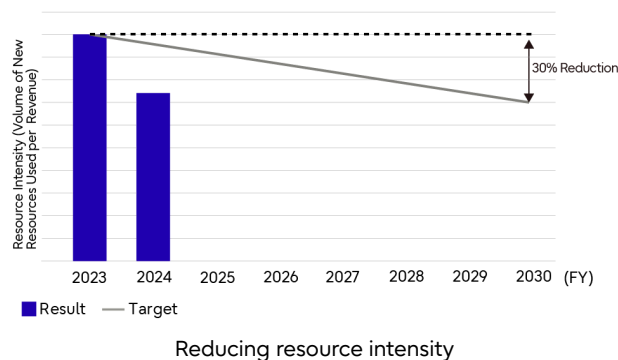
Saving and Reusing Resources in Products and Circular Economy Initiatives

Saving Resources in Products and Circular Economy Initiatives

Our Approach

As risks that threaten the sustainability of society and companies continue to rise, such as environmental destruction due to resource depletion and excessive mining, major fluctuations in resource costs around the world, and concerns about the supply of rare metals, the European Commission (EC) has established a new Circular Economy Action Plan (2.0) as a growth strategic pillar of the European Green Deal and is moving forward with measures to accelerate further implementation of resource efficiency into society. For example, the EC has proposed the Circular Electronics Initiative, as well as maintenance for the eco design directive, and is promoting a circular economy through the entire life cycle of products. This is a growing trend all over the world. We believe that from the perspective of recycling resources, it is important for us to make efficient use of the resources in the ICT products that we provide to customers. We have engaged in design that draws on the principles of reduce, reuse, and recycle, and have developed our products with technology that is effective in reducing the amount of resources we use. Given the growing importance of the circular economy worldwide in recent years, we continue to promote the reduction of environmental impact through resource saving while shifting our focus to the realization of the circular economy.

Furthermore, in October 2023, Fujitsu joined the Circular Partners (CPs), a partnership established by Japan's Ministry of Economy, Trade and Industry to foster collaboration among industry, government, and academia aimed at realizing a circular economy. As part of our ongoing efforts, we aim to reduce our resource intensity—a proprietary metric that indicates the volume of new resources used per revenue across the Fujitsu Group—by 30% or more compared to FY2023 levels. In FY2024, we achieved a 26.5% reduction through resource-saving initiatives. To meet our target, we will continue to drive efforts such as increasing the use of recycled materials to reduce our reliance on virgin resources.



FY2024 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2024 result
Development of products and services that contribute to a circular economy business model	To raise awareness in service development-related departments, Fujitsu implemented an e-learning program for its Japan-based front-line teams, with around 25,000 participants.

Fujitsu Provided e-Learning Program for Front-line Teams in Japan

As part of our commitment to delivering value to customers and society through circular economy initiatives, the Fujitsu Group provided an e-learning program for front-line teams in Japan. Approximately 25,000 employees received the training. The program covered foundational knowledge of the circular economy, its significance, and its positioning within the Fujitsu Group, as well as approaches that contribute to customers' business success. In addition, we held a trial session of our Sustainability for Me workshop for internal and external participants. The workshop focuses on transforming sustainability into business opportunities. Through deeper discussions, the session helped generate new opportunities for business engagement.



A new resource goal: "Develop products and services that contribute to a circular economy business model" Established by the Product Business Division

Under Stage X of Fujitsu Group Environmental Action Plan, we have been uniformly promoting resource saving and resource efficiency (*1) improvement for all products. The goal of Stage XI is to develop products and services that contribute to a circular economy business model. To achieve this goal, we will pursue a shift from a one-time purchase model to a service type business model or new business models.

- *1: Resource Efficiency is our own index calculated by dividing the product value by the environmental burden from resource usage and disposal of each material (resource) that makes up the product.

Each Product Business Division Is Driving Efforts to Achieve Its Own Goals

The Product Design and Development Divisions played a leading role in organizing briefings and workshops on the circular economy business, and the Product Business Divisions have set targets in accordance with the Fujitsu Group Environmental Action Plan (Stage XI). At present, efforts are underway to achieve those targets.

Looking Ahead

Going forward, we will work to make the Fujitsu Group's initiatives more visible by using concrete indicators, while also setting more ambitious targets and driving efforts to achieve them.

Examples of Initiatives in FY2024

Development of a reuse program for ATM maintenance parts (Fujitsu Frontech)

When we replace our customers' ATMs, we take back old ATMs that would normally be scrapped and refurbish some of the parts to be used as maintenance parts. This reduces the number of newly manufactured maintenance parts, thereby limiting the use of new resources and helping to reduce waste.

- [Introduction of Other Initiatives \(Case Studies\)](#)



Product Recycling

Our Approach

The Fujitsu Group's recycling activities are based on the concept of Extended Producer Responsibility (EPR), which holds producers responsible for product design and manufacturing as well as disposal and recycling, and the concept of Individual Producer Responsibility (IPR), which holds a company responsible for its own products. Fujitsu is certified for area-wide disposal of industrial waste based on the Act to Promote Effective Utilization of Resources in Japan. In accordance with these concepts, Fujitsu Recycling Centers around Japan are entrusted to properly dispose of industrial waste, and one of Fujitsu's voluntary management indicators is "to reuse at least 90% of the resources in its ICT products for businesses."

Changes in Resource Reuse Rates of End-of-life Business ICT Products

FY2022	93.6 %
FY2023	94.1 %
FY2024	93.3 %

- [Introduction of Other Initiatives\(Case Studies\)](#)

Reducing the Amount of Water Used

Our Approach

The risk of a global water shortage is on the rise, due to such factors as climate change, the destruction of forests, and the economic growth and population boom in emerging and developing countries. Such a water shortage is a risk for companies as well, since it may very well affect the survival of their businesses. As such, it is important for us to recycle and reduce the amount of water we use.

Since the Fujitsu Group uses particularly large amounts of water in the manufacture of semiconductors and printed circuit boards, we believe it is necessary to reduce our water consumption in these areas especially. In addition to our general water conservation efforts, we have also worked to reuse and recirculate water, through methods such as pure water recycling and the reuse of rainwater. We are continuing our efforts to effectively use water resources in the Environmental Action Plan (Stage XI).

FY2024 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2024 result
Adding measures to reduce water consumption and reducing water usage by at least 57 thousand m ³ by the end of FY2025. (*1)	Water consumption was reduced 46 thousand m ³ (target for FY2024: 38 thousand m ³)

*1: Target organizations: Japan; Fujitsu and Fujitsu Group offices (excluding data centers)
Overseas; Fujitsu and Fujitsu Group manufacturing sites

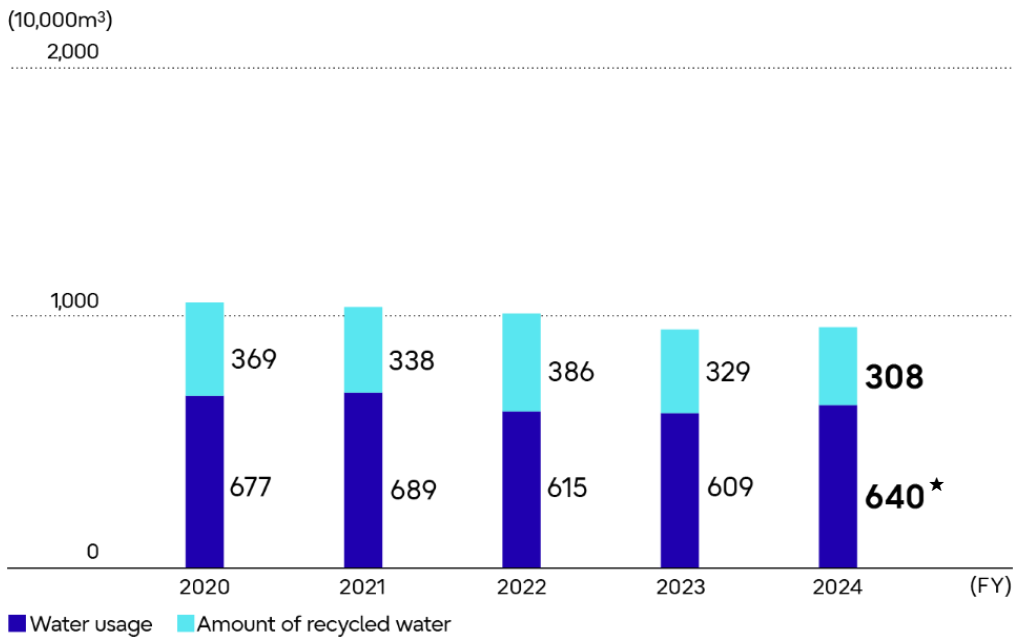
The measures we established in FY2024 to reduce water usage include reducing the amount of water used in coating and cleaning processes, reviewing our water supply and wastewater through actions such as optimizing the water supply for our scrubbers, and upgrading air conditioners from water-cooled units to air-cooled units. We implemented these measures at each business site, plant, etc., so that we could make more efficient use of our water resources.

As a result of these measures, water usage for 2024 was reduced to 46 thousand m³, making a total of 105 thousand m³ from 2023 to 2024, which is 184% of the 57 thousand m³ reduction target set in the Fujitsu Group Environmental Action Plan (Stage XI).

Water Usage in FY2024 was 6.40 Million m³★ (a 5% Increase Compared to the Previous Fiscal Year)

★ Indicators assured by third party

The total amount of water we used in FY2024 was 6.40 million m³★ (output level per sales amount: 180 m³/100 million yen), an increase of 5% compared to FY2023. Additionally, 3.08 million m³ of that usage was recycled water, which was a decrease of 6.6% in comparison to FY2023. Since the total amount of water we used increased, recycled water comprised 48.1% of our total water usage, a deterioration of 5.9% over FY 2023.



Trends in Water Usage and Amounts of Recycled Water

Activities to Conserve Water Resources in the Upstream Portion of the Supply Chain

Our Approach

We have also situated the conservation of water resources as a priority issue which we need to ask our suppliers to address, as well as the reduction of CO₂ emissions.

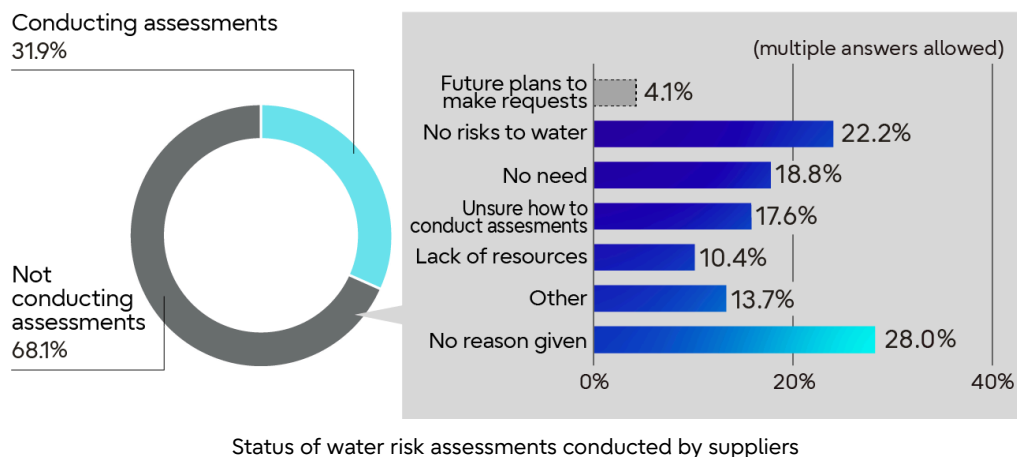
We expect that having the entire supply chain work toward reducing emissions can produce even greater reduction effects (synergies), while also expanding the network of these activities through the supply chain to cover an even wider area spreading beyond national boundaries. Through efforts such as these, the Fujitsu Group hopes to help create a sustainable water environment.

FY2024 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2024 result
Conservation of Water Resources: Request that Primary Suppliers Engage in Activities to Conserve Water	Requested that 615 of the Fujitsu Group's primary suppliers engage in activities to conserve water

Conservation of Water Resources: Requesting that Primary Suppliers Work to Conserve Water Resources as a Key Theme They Should Address

Against the backdrop of worsening water resource problems and growing international concern, in addition to continuing our work to reduce CO₂ emissions as pursued under the Fujitsu Group Environmental Action Plan (Stage VIII) from FY2016 to FY2018, we situated the conservation of water resources as a priority issue which we need to ask our suppliers to address, starting in FY2019. We reviewed the questions we posed on our environmental survey forms so that we would be able to understand the status of our suppliers' activities and their actual circumstances, and identified the challenges we will face in expanding our activities in the future.



Status of water risk assessments conducted by suppliers

Since many companies are globally connected through their supply chains, water conservation is an issue that no company can afford to ignore. The first step in conserving water resources is to have an accurate understanding of inherent water risks. An environmental survey conducted by Fujitsu in FY2024 found that 31.9% of suppliers had conducted water risk assessments, which has been gradually increasing from 28.4% in the previous fiscal year. This indicates that suppliers have an ongoing awareness of water risk as an issue that needs to be addressed.

In order to have suppliers think about conservation of water resources as a more familiar issue, we are offering the "Water Risk Assessment for Companies" document, which compiles materials on topics such as the importance of risk assessments, and introduces publicly available assessment tools. In the future, we will request that even more suppliers conduct water risk assessments and request that they work to conserve water resources.

"Water Risk Assessment for Companies" can be downloaded from the following sites.

- [Japan](#)
- [Global](#)



Contents of "Water Risk Assessment for Companies"

Living in Harmony with Nature (Conservation of Biodiversity)

Management Approach

Biodiversity loss poses an enormous global risk; an integrated response is vital to secure a carbon-neutral and nature-positive future

The Global Risks Report 2023 released by the World Economic Forum (WEF), ranks “Biodiversity loss and ecosystem collapse” as the fourth most severe, long-term risk globally, recognizing biodiversity loss alongside climate change as an urgent and critical issue. Viewing the delivery of a nature-positive world as essential to addressing this issue, the G7 Summit held in June 2021 agreed on a G7 2030 Nature Compact, which includes a commitment to “halt and reverse biodiversity loss by 2030”. Part 2 of the 15th Conference of the Parties to the UN Convention on Biological Diversity (CBD-COP15) held in December 2022 adopted the Kunming-Montreal Global Biodiversity Framework, which includes international targets for 2030. The framework establishes “23 Global Targets for 2030” aimed at the 2030 Mission “To take urgent action to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet” (excerpt). Business groups such as the World Business Council for Sustainable Development (WBCSD) and international environmental NGOs such as the World Wide Fund for Nature (WWF) have also announced a joint proposal with a target of achieving a nature-positive planet by 2030. Thus, it is now considered vital that we not only have carbon-neutral initiatives to counter climate change, but also integrated measures aimed at delivering nature-positive outcomes.

To deliver nature-positive outcomes, we have established a vision and a mid-term goal in line with international targets

Committed to delivering nature-positive outcomes, in 2022 the Fujitsu Group formulated its vision for 2050, its 2030 Mid-term Target, and its 2025 Short-term Target (Environmental Action Plan Stage XI) in line with international targets (Kunming-Montreal Global Biodiversity Framework).

Vision for 2050: Create a world in harmony with nature, where “nature and biodiversity,” which are fundamental to a sustainable society, are fully restored through digital technology.

2030 Mid-term Target: Reduce negative impacts on biodiversity by at least 25% (Base year : FY2020) within the scope of the company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.

2025 Short-term Target: Reduce negative impacts on biodiversity by at least 12.5% (Base year : FY2020) within the scope of the company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.

We will continue to implement activities to reduce negative impacts and increase positive impacts on biodiversity.

FY2024 Results

Target Under Stage XI of the Fujitsu Group Environmental Action Plan	FY2024 result
Reduce negative impacts on biodiversity by at least 12.5% (Base year : FY2020) within the scope of the company's corporate activities, including supply chain, and promote activities to increase positive impacts on it.	Negative impacts on biodiversity were reduced by 28.5% (Base year: FY2020) in locations where Group and supply chain activities are located. As one of the Fujitsu Group activities to increase our positive impact on biodiversity, we continue to support forest conservation activities in the Forest of Hope, a tropical rainforest on the island of Sumatra in Indonesia.

Establishment of a calculation method that uses Ecological Footprint (EF) as the indicator for visualizing the impact of corporate activities on biodiversity

Of the Global Targets for 2030 established by the Kunming-Montreal Global Biodiversity Framework adopted at CBD-COP15, one of the most relevant targets to the business sector is Target 15 : " Take legal, administrative or policy measures to encourage and enable business, and in particular to ensure that large and transnational companies and financial institutions:

- (a) Regularly monitor, assess, and transparently disclose their risks, dependencies and impacts on biodiversity, including with requirements for all large as well as transnational companies and financial institutions along their operations, supply and value chains, and portfolios;
- (b) Provide information needed to consumers to promote sustainable consumption patterns;
- (c) Report on compliance with access and benefit-sharing regulations and measures, as applicable;

in order to progressively reduce negative impacts on biodiversity, increase positive impacts, reduce biodiversity-related risks to business and financial institutions, and promote actions to ensure sustainable patterns of production." At the 24th meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA-24), assessment indicators for each target were also discussed and Ecological Footprint was proposed as one of the candidate indicators for Target 15.

In response, the Fujitsu Group established a calculation method that uses the Ecological Footprint indicator to enable a comprehensive evaluation of the organization's activities. Selected to measure negative impacts on biodiversity, the method identified significant negative-impact factors in the Ecological Footprint assessment of the Group's activities. See below for details.

The Fujitsu Group selected Ecological Footprint as an evaluation indicator for the following reasons:

1. Ecological Footprint is a Component indicator for Target 15 of the Global Targets for 2030, proposed by SBSTTA-24, selected based on scientific findings.
2. It enables comprehensive evaluation of all corporate activities.

Goal/Milestone/Target ⁵	Headline indicator	Summary of the assessment	Component indicator	Complementary indicators
Target 15. All businesses (public and private, large, medium and small) assess and report on their dependencies and impacts on biodiversity, from local to global, and progressively reduce negative impacts, by at least half and increase positive impacts, reducing biodiversity-related risks to businesses and moving towards the full sustainability of extraction and production practices, sourcing and supply chains, and use and disposal.	15.0.1 [Number of companies assessing and reporting on their][Quantified volumes of] Dependencies [and] impacts[, risks and opportunities] of businesses on biodiversity [and related human rights]	Relevance: Green Nationally feasible: Yellow Globally feasible with national disaggregation: Yellow Readiness: Red Summary: Relevant, not fully operational Most Parties felt that an indicator on dependencies and impacts was relevant; however, such an indicator would need to be further defined and elaborated. Parties suggested a number of adjustments to the indicator and/or alternative indicators	Tbc (will align with the Task Force for Nature-related Financial Disclosures) 15.4.1 Ecological footprint 15.4.2 Recycling rate	t15.1. CO ₂ emission per unit of value added (SDG indicator 9.4.1) t15.2. Change in water-use efficiency over time (SDG indicator 6.4.1)

CO-CHAIRS' SUMMARY AND PROPOSED LIST OF INDICATORS FOR CONSIDERATION IN DEVELOPING THE MONITORING FRAMEWORK FOR THE POST-2020 GLOBAL BIODIVERSITY FRAMEWORK (*1)

*1 Source: CBD/SBSTTA/REC/24/2 27 March 2022

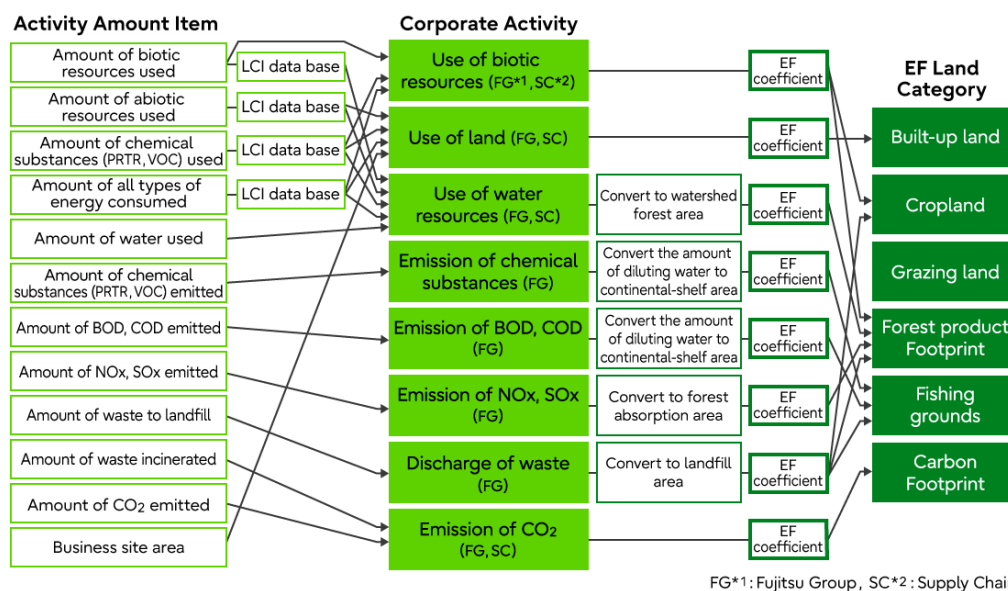
In examining the calculation method, we used the Business & Biodiversity Interrelationship Map® (developed by Japan Business Initiative for Biodiversity (JBIB)) as the basis for extracting items that have biodiversity-related dependencies and impacts, and determined the corresponding amount of activity for each item, as set out in the following table:

Life Cycle	Nature-related Dependency	Nature-related Impact	Impact Driver	Activity Amount
Procurement	Consumption of raw materials	—	Resource use/replenishment	Amount of resources used (biotic, abiotic)
	—	Emissions released into the atmosphere	Climate change	Amount of CO ₂ emitted
Design & Development / Manufacturing	Consumption of water resources	—	Resource use/replenishment	Amount of water used
	Consumption of chemical substances	—	Resource use/replenishment	Amount of PRTR, VOC handled
	Consumption of energy	—	Resource use/replenishment	Amount of electricity purchased
				Amount of heavy oil Type A used
				Amount of kerosene used
				Amount of gasoline used
				Amount of light oil used
				Amount of natural gas used
				Amount of city gas used
				Amount of LPG used
				Amount of LNG used
				Amount of district heating and cooling supply used
	—	Emissions released into the atmosphere	Climate change	Amount of CO ₂ emitted
			Pollution/pollution removal	Amount of NO _x , SO _x emitted
				Amount of PRTR, VOC emitted
	—	Discharge into water bodies	Pollution/pollution removal	Amount of BOD, COD emitted
				Amount of PRTR emitted
	—	Discharge into the ground	Pollution/pollution removal	Amount of waste to landfill
Logistics & Sales	Consumption of energy	—	Resource use/replenishment	Amount of energy consumed
	—	Emissions released into the atmosphere	Climate change	Amount of CO ₂ emitted
Use	—	Emissions released into the atmosphere	Climate change	Amount of CO ₂ emitted
Other	—	Land used for business	Land/ freshwater/ocean use change	Business site area

Nature-related dependencies and impacts and corresponding activity data in the Fujitsu Group

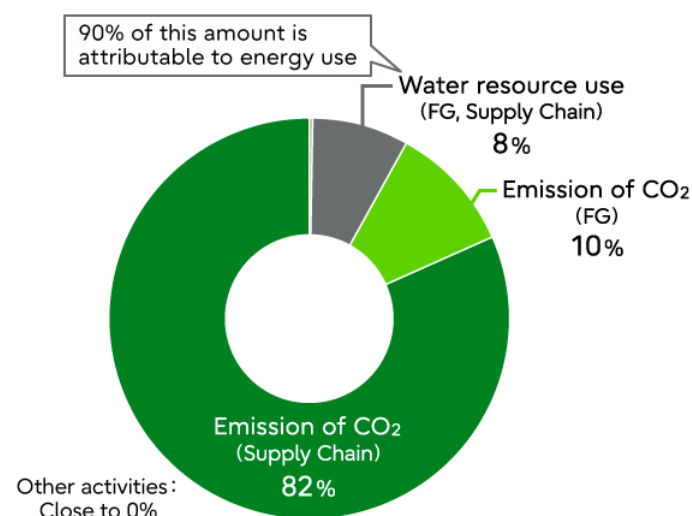
- [\[PDF\] Nature-related dependencies and impacts and corresponding activity data in the Fujitsu Group](#)

We then established an Ecological Footprint (EF) calculation method, using the above Activity Amount items as inputs. We used Life Cycle Inventory (LCI) data to convert some Activity Amount items (e.g., Amount of resources used) to Corporate Activity items that correspond to EF coefficients. Where a Corporate Activity item (e.g., Use of water resources) cannot directly use an EF coefficient, this is reflected in the EF calculation by using additional conversion logic based on scientific knowledge to expand on the original EF method.



Integrated Assessment of Corporate Activities by Ecological Footprint (EF) in the Fujitsu Group

The results of our EF assessment of the Group's corporate activities show that Emission of CO₂ from the Group and its supply chain activities together account for 92% of the negative-impact factors. Water resource use accounts for the remaining 8%, but we found that this was mainly attributable to energy use. We established that Emission of CO₂ and energy use together account for 99% of the negative-impact factors. This means that activities aimed at reducing GHG emissions, such as energy conservation and the introduction of renewables, can also reduce our Ecological Footprint. In short, this clearly demonstrates that the Group's climate change measures are proving effective in reducing negative impacts on biodiversity.



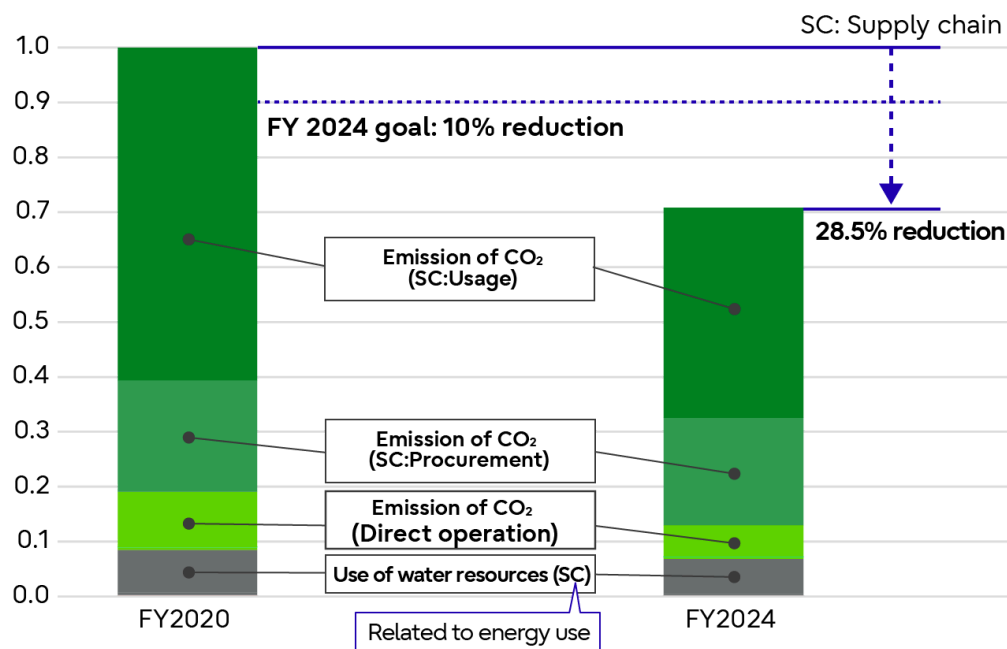
EF Calculation Results in Fujitsu Group (FY2020) - Percentage by Corporate Activity -

FY2024 Initiatives in Detail

28.5% reduction (FY2020 baseline) in negative impacts on biodiversity in the supply chain and locations in which the Group operates

As a result of using the Ecological Footprint as an indicator for assessing impacts in the supply chain and locations in which the Group operates, we have reduced the negative impact on biodiversity by 28.5% against a baseline of FY2020, thus achieving our FY2024 target of a reduction of at least 10% against a baseline of FY2020 (*2). This is due to a reduction in CO₂ emissions, notably a significant reduction in CO₂ emissions downstream in the supply chain (Scope 3 Category 11 emissions).

*2 EF coefficients are fixed for comparison



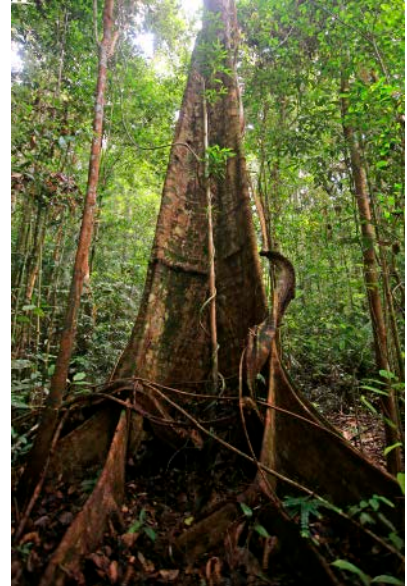
Fujitsu Group EF Assessment (FY2024 Results, by Corporate Activity)

Continuous support of rainforest conservation in the Hutan Harapan (Forest of Hope) tropical rainforest in Sumatra, Indonesia

Since 2018, the Fujitsu Group has been supporting Hutan Harapan, a rainforest conservation effort on the island of Sumatra, Indonesia, through Birdlife International Tokyo. The Hutan Harapan rainforest is a massive forest of around 100,000 hectares (about half the size of Tokyo), located on the southern side of the island of Sumatra. This is the first area in Indonesia set aside as an Ecosystem Restoration Concession (Rights to use forests in a non-logging manner, such as the production of non-timber forest products), and rare animals such as the Sumatran tiger and Sumatran elephant still exist there. In addition to protecting the forest from threats such as forest fires and illegal logging, activities are underway to restore the original ecosystem of secondary forests that were previously commercially logged.

Currently forest patrols are being conducted as an urgent response to large-scale forest fires and illegal logging in the Hutan Harapan rainforest. However, because of the time and effort involved in conducting the patrols and aggregating information, those efforts restricted the resources available for the original mission of forest restoration. The Fujitsu Group has suggested digital technology use to support more efficient forest patrol activity. The use of digital technology has expanded the use of forest monitoring dashboards and new communications infrastructure, effectively countering the destruction of forest and contributing to its conservation.

For further details refer to Contributing to forest conservation through digital technology (*3).



Forests of Hope site: Hutan Harapan
(Source : Hutan Harapan)

- [*3 Contributing to forest conservation using digital technology](#)

Related information

- Conservation of biodiversity
 - [Supporting biodiversity conservation with funds, technology and personnel](#)

Global Warming Prevention

GHG Emissions Report Based on GHG Protocol (*1)

★ Indicators assured by third party

Indicator		FY2020		FY2021		FY2022		FY2023		FY2024	
Upstream (Scope3)		kton-CO ₂	% (*2)	kton-CO ₂	% (*2)	kton-CO ₂	% (*2)	kton-CO ₂	% (*2)	kton-CO ₂	% (*2)
Purchased goods and services		1,192	21.4	1,304	18.2	1,361	25.0	1,086	27.3	2,748★ (*6)	51.7
Capital goods		15	0.3	13	0.2	11	0.2	7	0.2	24	0.5
Fuel and energy-related activities not included in Scopes 1 and 2		99	1.8	94	1.3	85	1.6	82	2.1	81	1.5
Transportation and distribution (Upstream)		53	0.9	71	1.0	44	0.8	32	0.8	16	0.3
Waste generated in operations		4	0.1	4	0.1	4	0.1	3	0.1	3	0.0
Business travel		27	0.5	23	0.3	48	0.9	71	1.8	82	1.5
Employee commuting		5	0.1	6	0.1	5	0.1	5	0.1	6	0.1
Leased assets (Upstream)		88	1.6	64	0.9	72	1.3	43	1.1	44	0.8
Reporting company (Scope1, 2)											
Direct emissions (Scope 1)		75	1.3	70	1.0	65	1.2	64	1.6	69★	1.3
Indirect emissions from energy sources (Scope 2)		583	-	530	-	476	-	451	-	429★	-
		(*3)	9.7	(*3)	6.0	(*3)	6.3	(*3)	6.7	(*3)	4.5
		540		428		341		268		237★	
		(*4)		(*4)		(*4)		(*4)		(*4)	

Downstream (Scope3)											
	Transportation and distribution (Downstream)	N/A (*5)	-	N/A	-	N/A	-	N/A	-	N/A	-
	Processing of sold products	12	0.2	16	0.2	16	0.3	12	0.3	11	0.2
	Use of sold products	3,470	62.2	5,073	70.7	3,358	61.7	2,283	57.4	1,982★	37.3
	End-of-life treatment of sold products	1	0.0	8	0.1	6	0.1	4	0.1	3★	0.1
	Leased assets (Downstream)	N/A	-	N/A	-	N/A	-	N/A	-	N/A	—
	Franchises	N/A	-	N/A	-	N/A	-	N/A	-	N/A	—
	Investment	N/A	-	N/A	-	27	0.5	17	0.4	14	0.3
Scope3 total		4,966	89.0	6,676	93.1	5,037	92.5	3,645	91.7	5,014	94.2

- *1 GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potential.
- *2 The percentage of total GHG emissions (Scope 1 + Scope 2 [Market-based] + Scope 3) when Scope 2 emissions are calculated using the market-based method.
- *3 Location-based
- *4 Market-based
- *5 N/A : Not Applicable
- *6 From FY2024, the scope has been expanded. For details, refer to the [“Environmental Performance Data Calculation Standards”](#)

Material Balance

Input on environmental impact in business activities

★ Indicators assured by third party

	Stage	Unit	FY2021	FY2022	FY2023	FY2024
Design / Procurement / Manufacturing / Development	Raw Materials					
	Metal	ktons	13	11	8	6
	Plastic	ktons	5	3	3	2
	Others	ktons	8	6	5	4
	Chemical Substances (*1)					
	VOC	ktons	0.3	0.3	0.2	0.3
	PRTR	ktons	9.5	7.9	6.8	6.7
	Water					
	Water usage	Mm ³	6.89	6.15	6.09	6.40★
	Energy					
	Total	TJ	5,572	5,092	4,877	4,897★
	Purchased electricity	TJ	4,196	3,823	3,634	3,570
	Heavy oil, kerosene, etc.	TJ	99	93	81	92

	LPG, LNG	TJ	107	105	102	109
	Natural gas, City gas	TJ	1,112	1,018	1,008	1,079
	District heating and cooling	TJ	58	53	53	46
Distribution / Sales	Energy					
	Fuel (light oil, gasoline, etc.)	PJ	1.03	0.63	0.47	0.23
Usage	Energy					
	Electricity	GWh (PJ)	11,507 (41.42)	9,685 (34.87)	6,153 (22.15)	5,279 (19.00)
Collection /Reuse /Recycling	Resources recycling rate	%	92.9	93.6	94.1	93.3
	Amount processed	tons	2,393	1,996	1,986	1,792

Output on environmental impact in business activities

★ Indicators assured by third party

	Stage	Unit	FY2021	FY2022	FY2023	FY2024
Design / Procurement / Manufacturing / Development	Raw Materials					
	CO ₂ emissions	ktons-CO ₂	298	190	120	83
	Chemical Substances (*1)					
	VOC	tons	157	161	135	155★
	PRTR	tons	6	5	9	8★
	Atmospheric Release					
	Total GHG emissions	ktons-CO ₂	600	540	516	498★
	CO ₂ (*2)	ktons-CO ₂	598	538	513	495★
	GHG other than CO ₂ (PFCs, HFCs, SF ₆ , NF ₃ , others)	ktons-CO ₂	2	2	3	3★
	NOx	tons	10	33	25	23
	SOx	tons	0.3	0.3	0.1	0.1
	Water Discharge					
	Total	Mm ³	6.68	5.13	5.00	5.15
	BOD	tons	301	219	137	225
	COD	tons	15	12	5	7

★ Indicators assured by third party

	Waste					
	Amount of waste generated	ktons	12.5	11.6	9.6	9.9★ (*3)
	Thermal recycling volume	ktons	1.8	1.7	1.9	1.5★ (*3)
	Material recycling volume	ktons	10.0	9.4	7.3	8.1★ (*3)
	Disposal volume	ktons	0.7	0.5	0.4	0.3★ (*3)
	Waste diversion rate	%	—	—	—	99★ (*3)
Distribution / Sales	Atmospheric Release					
	CO ₂	ktons-CO ₂	71	44	32	16
Usage	Atmospheric Release					
	CO ₂	ktons-CO ₂	5,073	3,358	2,283	1,982★

*1 Substances that qualify as both a PRTR targeted chemical and a VOC are included under "VOCs" only.

*2 Location-based

*3 For fiscal year 2024, Shinko Electric Industries Co., Ltd.'s two overseas locations, KOREA SHINKO MICROELECTRONICS CO., LTD. and SHINKO ELECTRONICS (MALAYSIA) SDN. BHD., are excluded from the consolidated figures.

Environmental Performance Data Calculation Standards

Applicable Period: April 1, 2024 – March 31, 2025

Fujitsu Group Environmental Action Plan (Stage 11)

Boundary: For details, refer to [Fujitsu Group Environmental Action Plan](#)

Target Item	Indicator	Unit	Calculation Method
Climate Change			
<Scope1, 2> Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)	GHG emissions	Tons-CO ₂	- Amount of CO₂ emissions: - Fuel, gas and heat supplied $\Sigma [(fuel\ oil, gas\ annual\ usage) \times CO_2\ conversion\ factor\ for\ each\ type\ of\ energy^*]$ *CO₂ conversion factor: Conversion factor for power, based on the Act on Promotion of Global Warming Countermeasures - Electricity Annual electricity consumption x CO₂ conversion factor (for location-based and market-based calculations) - Location-based: - Japan: Usage of 0.421 tons-CO₂/MWh in FY 2023 (Source: Adjusted emission factors published on April 16, 2025 from the Electric Power Council for a Low Carbon Society) - Overseas: Latest IEA value (IEA Emissions Factors 2024) - Market-based: - Japan: FY 2023 emission factors for each power producer are used (Base emission factor (adjusted for non-fossil power sources)) (Source: GHG Emissions Accounting, Reporting, and Disclosure System List of Emission Factors by Power Producer)

			Overseas: Value of the power company or the latest IEA value (IEA Emissions Factors 2024)
			Greenhouse gas emissions other than energy-derived CO₂: Annual emissions of greenhouse gases other than energy-derived CO₂ (Non-energy source CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃) $\Sigma[\text{Annual emissions for each type of gas}^{*1} \times \text{Global warming potential for each gas}^{*2}]$ *1 Based on the calculation method used by the appliances and electronics industries: Amount of each gas used (or purchased) x Reactant consumption rate x Removal efficiency, etc. *2 Global Warming Potential (GWP): IPCC (Intergovernmental Panel on Climate Change) Fifth Assessment Report 2014
	Rate of reduction of GHG due to voluntary efforts	%	(Total amount of GHG reductions due to voluntary efforts / total amount of GHG emissions in the previous fiscal year) × 100
<Scope1.2> Increase use ratio of renewable energy to 50% or more by 2025	Ratio of renewable energy use	%	Ratio of the total amount of electricity generated by the company and purchased from outside using renewable energy (Solar, wind, hydro, biomass, geothermal, etc.) used in the fiscal year to the amount of electricity used in the fiscal year
<Scope3> Reduce CO ₂ emissions from power consumption during product use by 12.5% or more.	Rate of reduction in CO ₂ emissions when products are used	%	Rate of reduction in GHG emissions based on FY 2020 emissions, as calculated under Scope 3: Use of products sold downstream
Resource Circulation			
Reduce water consumption by 57 thousand kiloliters or more by implementing water resource conservation measures.	Amount of water usage reduction	m ³	Take the accumulated impact (actual or estimated) of water use reduction measures implemented at each business site, and calculate the amount of reduction for the relevant fiscal year

GHG Emissions Amount Report based on GHG Protocol

Indicator	Unit	Calculation Method
Upstream (Scope 3)	Purchased goods and services	$\Sigma ((\text{Procurement amount of each procurement item}) \times (\text{3EID factor corresponding to the item of each procurement item}))$ (Source: Embodied Energy and Emissions Intensity Data (3EID) published by the National Institute for Environmental Studies Center for Global Environmental Research) Products procured from outside (including voluntary procurement by Fujitsu Group companies) managed by Fujitsu and Fujitsu Group companies through procurement systems for manufacturing parts, services, and indirect materials. (Excluding FDK Corporation and Shinko Electric Industry Co., Ltd.)
	Capital goods	Total amount of acceptance inspection of construction objects in the fiscal year $\times$ emission intensity (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.5 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry)
	Fuel-and-energy-related activities (not included in Scope 1 or 2)	Annual amounts of fuel oil and gas, electricity and heat purchased (consumed) mainly at business sites owned by Fujitsu $\times$ Emissions per unit (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.5 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Based on the Japanese emissions intensity database, IDEA v2.3 (For calculating greenhouse gas emissions in the supply chain))
	Transportation and distribution (upstream)	Transportation of goods within Japan: CO ₂ emissions related to the transportation of goods within Japan by the Fujitsu Group * CO ₂ emissions related to domestic transportation by the Fujitsu Group, based on the Act on the Rational Use of Energy as a source The fuel economy method (for some vehicles) or the improved ton-kilometer method (vehicle, rail, air)

		Tons -CO ₂	International transport/overseas local transport: transportation ton-kilometer x Emission per unit (Source: GHG protocol emissions coefficient database)
	Waste generated in operations	Tons -CO ₂	Annual amounts of waste (discharged mainly by business sites owned by Fujitsu) processed or recycled, by type and processing method x Emissions per unit of annual amount of waste processed or recycled (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.5 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Based on the Japanese emissions intensity database, IDEA v2.3 (For calculating greenhouse gas emissions in the supply chain))
	Business travel	Tons -CO ₂	(By means of transport) $\Sigma(\text{Transportation expense payment} \times \text{Emissions per unit})$ (Source: Basic Guidelines for Calculating Greenhouse Gas Emissions Via Supply Chains Ver. 2.3 and Emissions per Unit Database Ver. 3.5 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry)
	Employee commuting	Tons -CO ₂	For portions of commute by public transportation: (By means of transport) $\Sigma(\text{Transportation expense payment} \times \text{Emissions per unit})$ (Source: Same as above) For portions of commute by private automobile: $\Sigma(\text{Transported persons-kilometer} \times \text{Emissions per unit})$ (Source: Same as above) Transported persons-kilometer: Calculated from transportation expense payment, price of gasoline, and fuel efficiency
	Leased assets (Upstream)	Tons -CO ₂	Annual amounts of fuel oil, gas, electricity, and heat consumed mainly at leased business sites x Emissions per unit of fuel oil, gas, electricity, and heat consumed (Sources – Japan: Act on Promotion of Global Warming Countermeasures – GHG Emissions Accounting, Reporting, and Disclosure System; Overseas: IEA CO ₂ Emissions from Fuel Combustion Highlights 2024)
Reporting company (Scope 1, 2)	Direct emissions	Tons -CO ₂	Amount of CO ₂ emissions from the consumption of fuel oil and gas (burning of fuel) and GHG emissions other than CO ₂ , mainly at business sites owned by Fujitsu * For the calculation method, see “Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)” in the Environmental Action Plan (Stage 11)

	Indirect emissions from energy sources	Tons -CO ₂	CO₂ emissions from the consumption (purchase) of electricity and heat mainly at business sites owned by Fujitsu * For the calculation method, see “Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)” in the Environmental Action Plan (Stage 11)
Downstream (Scope 3)	Processing of sold products	Tons -CO ₂	Intermediate product sales volume^{*1} x Emissions per unit of processing volume^{*2} *1 Intermediate product sales volume: Fujitsu’s device solution sales *2 Emissions per unit of processing volume: Calculated from Fujitsu’s FY 2015 assembly plant data
	Use of sold products	Tons -CO ₂	Electricity consumption during product use^{*3} x Emissions per unit electricity^{*4} *3 Electricity consumption during product use: Calculated as power consumption per unit of each major product shipped in the fiscal year^{*1} during the estimated time of use x Units shipped for the subject fiscal year. Electricity usage for the anticipated usage time per product unit is calculated as electricity consumed (kW) x Time used (h / Days) x Number of days used / Year x Number of years used. Time used (h), number of days used per year, and number of years used are set according to Fujitsu’s internal scenarios *4 Emissions intensity: - Japan: Usage of 0.422 tons-CO₂/MWh in FY 2023 (Source: Emission factors published by the Electric Power Council for a Low Carbon Society) - Overseas: Latest IEA value (IEA Emissions Factors 2024)
	End-of-life treatment of sold products	Tons -CO ₂	Σ (Weight of major products sold during the fiscal year^{*1} by type (t) x Percentage of waste by type and treatment method (%)^{*5} x Emissions intensity by type and treatment method (tCO₂e/t)) (Source: Database for calculating an organization’s greenhouse gas emissions through its supply chain ver. 3.3 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. The emission intensity includes the transportation stage of waste.) *5 The percentage by type of waste and disposal method is calculated based on the waste disposal results of our company Recycling Center in the previous fiscal year for products sold, and based on the waste disposal results of the PC3R Promotion Association for the previous fiscal year for other products collected.

	Investment	Tons -CO ₂	GHG emissions by each company (Scope1+2) ^{*6} x Investment ratio ^{*6} Applies to equity-method companies with an equity ratio of less than 50%.
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Response to Environmental Risks: Environmental Liabilities

Indicator	Unit	Calculation Method
Cost of environmental liabilities	Yen	1. Asset retirement obligation (Only asbestos removal cost related to facility disposal) 2. Cost for soil contamination countermeasures 3. Disposal processing cost for waste with high concentration of PCB (polychlorinated biphenyl)

Response to Environmental Risks: Preventing Soil and Groundwater Pollution

Indicator	Unit	Calculation Method
Measured value of groundwater pollution	mg/L	The highest value in the fiscal year for substances detected at levels exceeding regulated levels set in the Soil Contamination Countermeasures Act, etc., at monitoring wells at the boundaries of sites where past business activities have resulted in soil contamination

Material Balance: Environmental Load in Our Operating Activities

Boundary: Fujitsu and the Fujitsu Group (For details, refer to [List of Companies Covered by the Report on Environmental Activities](#))

Indicator	Unit	Calculation Method
INPUT		
Design/ Procurement/ Manufacturing/ Development	Raw Materials	Tons
		Material inputs to our major products* ¹ shipped in the fiscal year (raw materials per unit for each product x the number of units shipped in the fiscal year)

	Chemical Substances	Volume of substances subject to VOC emissions restrictions	Tons	Of the 20 VOCs (Volatile Organic Compounds) specified in the environmental voluntary action plans of the four electrical and electronic industry associations* ² , total amounts handled are provided for those substances handled in quantities exceeding 100 kg annually per substance at individual business sites, including overseas sites Substances subject to VOC emissions controls that are also covered by the PRTR law are included in the section on substances subject to VOC emissions controls
		Volume of PRTR-targeted substances	Tons	Of the substances covered by the PRTR law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environmental and Promotion of Improvements to the Management Thereof), totals are provided for those substances handled in quantities exceeding 100 kg annually per substance per business site, including overseas sites
	Amount of water used		m ³	Annual use of clean water, industrial water and groundwater (not including groundwater used for melting snow or extracted for purification.)
	Amount of Recycled water		m ³	Annual amount of water used for manufacturing and other purposes once, then recovered, processed, and used again for manufacturing and other processes.
	Energy consumption (calorie basis)		TJ	Σ["Purchased electricity" to "District heating and cooling" below] * The following "heat conversion factor (calorific value)": According to the "Act on the Rational Use of Energy and the Conversion to Non-fossil Energy Sources, etc." For electricity, 3.6 MJ/kWh is used, and for city gas, the value for each supplier or 44.8 GJ/Nkm ³ is used.
		Purchased electricity	TJ	Annual electricity purchases x 3.6 MJ/kWh*
		Bunker A, fuel oil, light oil, benzine, gasoline	TJ	Annual fuel oil usage (or purchases) x heat conversion factor (calorific value)*
		Natural gas	TJ	Annual natural gas usage (or purchases) x heat conversion factor (calorific value)* (Natural gas data from FY 2023 onward are

				converted using the SATP standard.)
		Town gas	TJ	Annual town gas usage (or purchases) x heat conversion factor (calorific value)*
		LPG	TJ	Annual LPG usage (or purchases) x heat conversion factor (calorific value)*
		LNG	TJ	Annual LNG usage (or purchases) x heat conversion factor (calorific value)*
		District heating and cooling	TJ	Annual district heating and cooling (cold and hot water for cooling and heating) usage (or purchases)
Distribution / Sales	Energy consumed for transport		PJ	Total value of transport energy consumption for Fujitsu* ¹ and Fujitsu Group companies* ² *1 Fujitsu (domestic transport): Energy consumption related to domestic transport by the Fujitsu Group, based on the Act on the Rational Use of Energy “Logistics.” *2 Fujitsu Group Companies: Calculated from the transport CO ₂ emissions from OUTPUT (distribution and sales) using the ratio of Fujitsu (domestic transport) transport energy consumption to transport CO ₂ emissions.
Use of sold Products	Energy	Electricity	GWh	Electricity consumed in connection with major products (*1) shipped during the fiscal year (Amount of electricity used for time estimated per product unit x Units shipped in the fiscal year) * Calorific value conversion factor (unit heat generation): in accordance with the "Law Concerning the Rational Use of Energy."
			PJ	
Recycling of resources	Resource recycling rate		%	Based on the calculation method provided by JEITA, recycled components and resources are calculated as a percentage of the weight of used products processed in Japan. Excludes collected waste other than used electronic products.
	Processed volume		Tons	
Output				
Design/ Procurement/ Manufacturing/ Development	Raw Materials	CO ₂ emissions	Tons -CO ₂	CO ₂ emissions related to all stages from resource extraction through processing into raw materials (CO ₂ emissions equivalent for raw materials used per product unit x Units shipped in the fiscal year) for the raw materials used in major products* ¹ shipped in the fiscal year

	Chemical Substances	Volume of substances subject to VOC emissions restrictions	Tons	Of the 20 VOCs (Volatile Organic Compounds) specified in the environmental voluntary action plans of the four electrical and electronic industry associations(*2), total amounts released are provided for those substances handled in quantities exceeding 100 kg annually per substance at individual business sites, including overseas sites. Substances subject to VOC emissions controls that are also covered by the PRTR law are included in the section on substances subject to VOC emissions controls.
		Volume of PRTR substances	Tons	Of the substances covered by the PRTR law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof), released totals are provided for those substances handled in quantities exceeding 100 kg annually per substance per business site, including overseas sites. It is the sum of air emissions and water emissions.
	Atmospheric pollution	CO ₂ emissions	Tons-CO ₂	* For the calculation method, see "Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)" in the Environmental Action Plan (Stage 11).
		GHG emissions other than CO ₂	Tons	* For the calculation method, see "Reduce GHG emissions at business sites by half of the base year by the end of FY2025 (Base year: FY2020)" in the Environmental Action Plan (Stage 11).
		NOx emissions	Tons	NOx concentration (ppm) x 10 ⁻⁶ x Dry gas emissions (m ³ N/hr) x Operating time (hr/yr) x 46/22.4 x 10 ⁻³
		Sox emissions	Tons	SOx concentration (ppm) x 10 ⁻⁶ x Dry gas emissions (m ³ N/hr) x Operating time (hr/yr) x 64/22.4 x 10 ⁻³
	Water Discharge	Wastewater discharges	m ³	Annual water discharge into public waterways and sewers (not including groundwater used for melting snow, but including groundwater extracted for purification when the amount of water is known)
		BOD emissions	Tons	BOD concentration (mg/l) x Water discharges (m ³ /yr) x 10 ⁻⁶
		COD emissions	Tons	COD concentration (mg/l) x Water discharges (m ³ /yr) x 10 ⁻⁶

	Waste	Amount of waste generated	Tons	Total value obtained by adding the total amount of effective utilization (thermal recycling, material recycling) and the amount of waste disposed
		Thermal recycling volume	Tons	Among all types of waste put to effective use, the total volume used in thermal recycling * Thermal recycling: Recovery and use of the heat energy generated by incinerating waste
		Material recycling volume	Tons	Among all types of waste put to effective use, the total volume used in material recycling * Material recycling: Processing of waste to facilitate its reuse, and reuse of processed waste as material or raw materials for new products
		Disposal volume	Tons	Volume of industrial and general waste processed by, for example, landfilling or simple incineration
		Waste diversion rate	%	Weight of waste converted/(Weight of waste converted + Weight of waste disposed of in landfill) x100 *Weight of waste converted: Amount of waste processed by methods other than landfilling disposal + Amount of waste effectively used
Distribution / Sales	Atmospheric Release		Tons-CO ₂	For the calculation method, see “Transportation and distribution (upstream)” in the GHG Emissions Amount Report based on GHG Protocol.
Usage	Atmospheric Release		Tons-CO ₂	For the calculation method, see “Use of sold products” in the GHG Emissions Amount Report based on GHG Protocol.

*1 Major products:

Personal computers, servers, workstations, storage systems, printers, financial terminals, retail terminals, routers, LAN access equipment, access network products and mobile phone base stations.

*2 Four electrical and electronic industry associations:

The Japan Electrical Manufacturers' Association (JEMA), Japan Electronics and Information Technology Industries Association (JEITA), Communications and Information Network Association of Japan (CIAJ), and Japan Business Machine and Information System Industries Association (JBMIA).

List of Organizations Covered by the Report on Environmental Activities in FY2024

Organizations Covered by the report

The coverage is of Fujitsu itself plus a total of 68 companies centering on consolidated subsidiaries that have built environmental management systems. The table below shows the organizations^{*1} for which individual performance data is gathered.

^{*1} The following company names are as of March 31, 2025.

Organizations covered by each Indicators

- ① Scope1,2 : Fujitsu and the Fujitsu Group's own offices and managed rental offices.
- ② Scope3 : All Fujitsu Group business sites.
(Category 1 excludes FDK CORPORATION and SHINKO ELECTRIC INDUSTRIES CO. LTD.)
- ③ Energy : Fujitsu and the Fujitsu Group's own offices and managed rental offices.
- ④ Water : Japan; Fujitsu and Fujitsu Group offices excluded datacenters.
Overseas, Fujitsu and Fujitsu Group manufacturing sites.
- ⑤ Waste : Japan; Fujitsu offices excluded datacenters and Fujitsu Group manufacturing sites. From FY 2021, waste plastics from rental offices are included in the calculation.
Overseas; Fujitsu and Fujitsu Group manufacturing sites.
- ⑥ Chemical Substances : Fujitsu and Fujitsu Group manufacturing sites.
*The sites that handle less than 100 kg per substance per year are excluded.
- ⑦ EMS : Organizations with Environmental Management Systems (EMS). Including organizations with voluntary EMS.

Headquarters

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	Fujitsu Limited	✓	✓	✓	✓	✓	✓	✓

Fujitsu Group companies in Japan (43companies)

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	FUJITSU HOME & OFFICE SERVICES LIMITED		✓					✓
2	Kawasaki Frontale Limited		✓					✓
3	Fujitsu Techno Research Limited		✓					✓
4	DIGITAL PROCESS LTD.		✓					✓
5	FUJITSU BANKING SOLUTIONS LIMITED		✓					✓
6	FUJITSU KAGOSHIMA INFORNET LIMITED		✓					✓
7	G-Search Limited		✓					✓
8	Fsas Technologies Inc.	✓	✓	✓	✓	✓	✓	✓
9	FUJITSU COMMUNICATION SERVICES LIMITED		✓					✓
10	FUJITSU NETWORK SOLUTIONS LIMITED		✓					✓
11	Fujitsu Frontech Limited	✓	✓	✓	✓	✓	✓	✓
12	Fujitsu Japan Limited		✓					✓
13	FUJITSU DEFENSE & NATIONAL SECURITY LIMITED		✓					✓
14	FUJITSU LEARNING MEDIA LIMITED		✓					✓
15	FUJITSU RESEARCH INSTITUTE		✓					✓
16	FUJITSU CoWorCo LIMITED		✓					✓
17	TWO-ONE LIMITED		✓					✓
18	Fujitsu Telecom Networks Limited	✓	✓	✓	✓	✓	✓	✓
19	FUJITSU IT PRODUCTS LIMITED	✓	✓	✓	✓	✓	✓	✓
20	Fujitsu Isotec Limited	✓	✓	✓	✓	✓	✓	✓
21	FUJITSU PERSONAL SYSTEM LIMITED		✓					✓
22	FUJITSU QUALITY LABORATORY ENVIRONMENT CENTER LTD.		✓					✓
23	Fujitsu Optical Components Limited	✓	✓	✓	✓	✓	✓	✓
24	FDK CORPORATION	✓	✓	✓	✓	✓	✓	✓
25	Transtron Inc.	✓	✓	✓	✓	✓		✓
26	SHINKO ELECTRIC INDUSTRIES CO. LTD.	✓	✓	✓	✓	✓	✓	✓
27	FUJITSU DATA CENTER SERVICE CORPORATION		✓					✓
28	Fujitsu IS Service Limited		✓					✓
29	FUJITSU ADVANCED SYSTEMS LIMITED		✓					✓
30	FUJITSU SHIKOKU INFOTEC LIMITED		✓					✓

31	Ridgelinez Limited		✓					✓
32	FUJITSU NETWORK SERVICE ENGINEERING LIMITED		✓					✓
33	Mobile Techno Corp.		✓					✓
34	Per Te Corporation		✓					✓
35	Care Net Ltd.		✓					✓
36	Fujitsu Advance Accounting service Limited		✓					✓
37	Fujitsu Harmony Limited		✓					✓
38	ZIS INFORMATION TECHNOLOGY CORPORATION		✓					✓
39	IT MANAGEMENT PARTNERS LIMITED		✓					✓
40	YJK Solutions Co.,Ltd.		✓					✓
41	Best Life Promotion Ltd.		✓					✓
42	Fujitsu Engineering Technologies Limited		✓					✓
43	FITEC		✓					✓

Fujitsu Group companies worldwide (24 companies)

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	FUJITSU HONG KONG LIMITED		✓					✓
2	FUJITSU DO BRASIL LIMITADA		✓					✓
3	FUJITSU ASIA PTE LTD		✓					✓
4	FUJITSU NETWORK COMMUNICATIONS, INCORPORATED		✓					✓
5	Fujitsu North America, Inc.		✓					✓
6	FUJITSU BUSINESS TECHNOLOGIES ASIA PACIFIC LIMITED		✓					✓
7	FUJITSU AUSTRALIA LIMITED	✓	✓	✓				✓
8	Fujitsu Technology Solutions GmbH	✓	✓	✓				✓
9	Nanjing Fujitsu Nanda Software Technology Co., Ltd.		✓					✓
10	FUJITSU SERVICES LIMITED	✓	✓	✓				✓
11	FUJITSU KOREA LIMITED		✓					✓
12	FUJITSU TAIWAN LIMITED		✓					✓
13	Fujitsu (China) Holdings Co., Ltd.		✓					✓
14	FUJITSU (XI'AN) SYSTEM ENGINEERING Co., Ltd.		✓					✓
15	Beijing Fujitsu System Engineering Co., LTD.		✓					✓

16	FUJITSU (CHINA) Co., Ltd.		✓					✓
17	Fujitsu Finance America, Inc.		✓					✓
18	FUJITSU EMEA PLC		✓					✓
19	Fujitsu Systems Global Solutions Management Sdn. Bhd.		✓					✓
20	FUJITSU CONSULTING INDIA PRIVATE LIMITED	✓	✓	✓				
21	FUJITSU CONSULTING COSTA RICA, S.A		✓					
22	Fujitsu Finland Oy	✓	✓	✓				
23	Fujitsu New Zealand Limited	✓	✓	✓				
24	Fujitsu Germany GmbH	✓	✓	✓				



Global Responsible Business

— Compliance —

The Fujitsu Group recognizes the operation and maintenance of internal control systems, including compliance, is one of the most important management issues from the perspective of maintaining and improving corporate value. Therefore, we will ensure to keep all organizations in the group informed about the Code of Conduct guidelines in the Fujitsu Way.

Furthermore, in all our business activities, we shall be aware of and act with integrity at a high level of corporate ethics that respect international and local standards.

Compliance

WHAT FUJITSU ASPIRES TO BE

Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness, and through those activities the Fujitsu Group becomes a trusted corporate group that is chosen by stakeholders for investment, business transactions, and employment and that fulfills its role as a model for society.

GOALS FOR FY2025

To ensure that the entire organization is familiar with compliance-related parts of the Fujitsu Way Code of Conduct, the Global Compliance Program will be implemented throughout the Group to instill a high level of awareness toward compliance. The management team will take the lead in fostering a corporate culture where no employee tolerates any kind of misconduct (Zero Tolerance). We will also expand these activities to all parties doing business with Fujitsu, seeking their understanding.

1. In the Ethics survey, increase the percentage of employees in the 'low risk' category by at least 10% from its current level
2. Prevent bribery and cartel from occurring

Policies and Structure for Implementation

The Fujitsu Group has a compliance division under the General Counsel and carry out measures based on the Global Compliance Program in cooperation with compliance offices in each region. In addition to fostering a corporate culture that each employee does not tolerate any wrongdoing, the Group is also implementing activities to promote a high level of compliance among all stakeholders in Fujitsu's business, including business partners. The results of these activities are reported to the Risk Management & Compliance Committee, which was established based on "Policy on the Internal Control System" (*1). Activities to raise awareness and ensure of the Fujitsu Way Code of Conduct in Fujitsu Group are implemented in cooperation with the Board of Directors, Audit & Supervisory Board Members, and the Regional Risk Management & Compliance Committees in each region established as a subcommittee to the Risk Compliance Committee.

The operational status of the Global Compliance Program is regularly reported to the Risk Management & Compliance Committee, the Regional Risk Management & Compliance Committee, and the Board of Directors. The development and

operation of internal rules, education, and monitoring systems to comply with various laws and regulations related with Fujitsu Group's business are promoted under the practice and supervision of management.

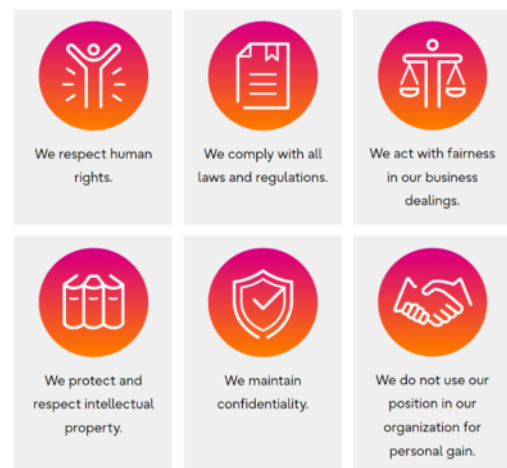
- [*1: \[PDF\] Policy on the Internal Control System \(P5-P8\)](#)

Fujitsu Way Code of Conduct

The Fujitsu Way contains a Code of Conduct, which outlines the fundamental principles that all Fujitsu Group employees should abide by, as shown on the right.

Fujitsu has also implemented the Global Business Standards (GBS) (*2) in 14 languages and it applies uniformly across the Fujitsu Group. It defines and elaborates on the principles of Fujitsu's Code of Conduct to help executives and employees understand and apply the Code of Conduct in their actions.

- [*2: Global Business Standards \(GBS\)](#)



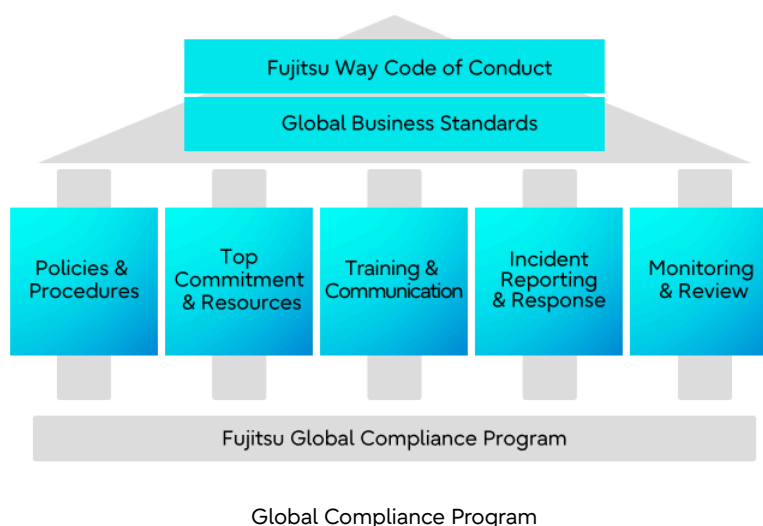
Our employee evaluation criteria include assessing the level of an employee's embodiment of "Our Values" under the Fujitsu Way. One of the values is for employees to act with ethics, transparency and integrity. As such, employee personnel assessment and compensation reflect their level of compliance with the Code of Conduct.

- [Fujitsu Way](#)
- [Financial Well-being](#)

Global Compliance Program

Fujitsu has developed the Fujitsu Global Compliance Program disseminate the Fujitsu Way Code of Conduct and the GBS, and is working to maintain and improve the Fujitsu Group's global legal compliance structure. The Global Compliance Program organizes our various compliance-related activities into five pillars in a systematic manner. The Global Compliance Program promotes external understanding of Fujitsu's compliance structure and its compliance activities, in addition to clarifying what items Fujitsu needs to address on a continual basis. Based on this Global Compliance Program, we implement various policies and initiatives in each region, taking into account factors such as each country/region's legal systems and government institutions guidelines.

When implementing the Global Compliance Program, we establish internal Group rules and assign a compliance officer in each region to be responsible for compliance activities and ensure the structure's implementation. We also continuously provide employees with various forms of training, with the goal of embedding the Fujitsu Way Code of Conduct and the GBS. In addition, we have established an internal whistleblower system in the event of compliance issues, and employees are required to immediately report compliance violations to the Risk Management & Compliance Division if they are discovered. We periodically verify the effectiveness of the Global Compliance Program through measures such as risk assessment, audit, and reviews by external specialists, and continuously work towards improving the Global Compliance Program.



1. Establishing Policies and Procedures

Fujitsu has established the Fujitsu Group Global Policy, which sets out the minimum content or common matters that should be included in the internal standards of all Fujitsu Group companies (consolidated subsidiaries) both in Japan and overseas. Based on this, we have established common standards (Standard Policies) in each field that all officers and employees of consolidated subsidiaries globally must observe and respect.

Based on the Standard Policy for Compliance, a common policy established with the approval of executive management, all Fujitsu Group companies in Japan and overseas have established their own internal compliance standards and detailed rules for areas that have a particularly large impact on business, such as antitrust laws and bribery, in order to ensure thorough compliance and sustainably increase corporate value.

With regard to bribery and conflict of interest, in addition to principles defined in the GBS, we have established various internal rules that state the advance application and approval processes required for actions such as providing gifts and hospitality to government officials, receiving gifts and entertainment from business partners by our employees, giving donations, sponsorships and charitable contributions to various organizations, including political organizations, and facilitating payments.

We also conduct compliance checks of organizations that receive donations and sponsorships. Furthermore, as one measure for conducting advance surveys and evaluation of transaction risk in regions and fields that are at a high risk for corruption, we perform due diligence at the time of starting new transactions. We screen our suppliers through steps such as requiring suppliers to complete questionnaires according to their risk level. We also require partners to abide by laws and regulations through contracts and other means.

2. Top-Level Commitment and Securing of Resources

Top management expresses its intentions to strive for compliance proactively and continuously through measures such as sending messages to employees. In doing so, Fujitsu puts the Code of Conduct and the GBS into practice and spread them throughout the entire Fujitsu Group.

The President himself has repeatedly sent out messages to all employees, both in Japan and overseas, declaring that Fujitsu will put an end to compliance violations such as collusion and the formation of cartels. Even overseas, regional heads and Group company top managers continuously send out messages emphasizing the importance of compliance and a corporate culture that has zero tolerance for wrongdoing.

Furthermore, we hold Fujitsu Compliance Week every year to increase awareness of compliance companywide. During the week, compliance messages are simultaneously sent to employees by top management (including the CEO) at Fujitsu

headquarters and the Heads of each business region, and Presidents of group companies in each country. We also release annually updated Compliance e-Learning to employees of all Group companies, and provide compliance-related activities planned for each region.

Additionally, we have assigned staff in charge of compliance operations in each region, and have formed a global network composed of staff in charge of risk compliance at each Fujitsu Group company. Based on these steps, we have established a system for operation of our Global Compliance Program. In FY2024, officers responsible for compliance in each region visited Japan for a discussion on a future global compliance policy.

3. Training and Communication

The Fujitsu Group continuously conducts various training and communication opportunities for executives and employees in order to embed and implement the Fujitsu Way Code of Conduct, the Global Business Standards, and other internal rules. Standard Policy for Compliance, one of the common standards, stipulates that compliance training be conducted for all Fujitsu Group executives and employees, and compliance e-learning is conducted every year. The contents of this e-learning include risk areas such as bribery, collusion, and security export control, along with how to use our whistleblowing system. Moreover, in order to reflect the results of risk assessment and social conditions, the Compliance Division at Fujitsu headquarters and compliance staff from each region conduct an annual review of the e-learning. In FY2024, compliance e-learning was conducted in 14 languages for all Fujitsu Group executives and employees (approximately 120,000 people). As of April 2025, 97% of all executives and employees have already taken the course.

In addition to the measures listed above, we conduct timely online training and e-learning in accordance with the risk level of each organizational level, region, and division. The training and e-learning is based on laws, customs, and actual business conditions in each country. Every year, Fujitsu and domestic Group companies hold compliance training sessions targeted at newly appointed executives. This training is conducted by lawyers from outside Fujitsu, and the company's legal and compliance divisions. For managers, we periodically conduct internal training where in-house instructors explain the importance of the Code of Conduct and compliance, in addition to discussing typical scenarios and difficult situations.

Compliance education is also incorporated into new employee training to help them understand the Code of Conduct and the importance of GBS in addition to training focused on specific risks such as sales and legal

We also provide compliance training to partner companies to ensure fair trade. When entering into new business dealings in Japan, we require all project workers to undergo mandatory training to prevent the establishment of inappropriate relationships, based on examples of compliance issues that may arise in transactions, such as violations of the Subcontract Act, fraud, and fictitious transactions. We also provide partner training overseas, providing learning sessions to suppliers in the Asia-Pacific region, mainly on fictitious transactions and bribery, and in Europe, to channel partners, marketing agencies, and sales intermediaries, based on examples of all compliance issues that may arise in transactions, such as bribery, conflicts of interest, competition law, and money laundering.

As mentioned above, Fujitsu has designated an annual Fujitsu Compliance Week, during which the CEO and regional heads send out a message to employees and distribute compliance-related news.

In addition to these top-down activities, we collect ideas and strategies from employees on how to avoid compliance violations through surveys. The valuable insights gathered from these surveys are then published on the company intranet, providing an opportunity for employees to learn from each other. We are taking measures to further improve understanding of compliance among frontline workers in each region and enable compliance departments to listen to the voices of those working on the frontline. This includes setting scenarios of actual compliance issues that could occur and providing opportunities for employees in frontline departments to think about and discuss how to deal with them through role-playing in a variety of positions.

4. Reporting and Responding to Incidents

Establishing an Internal Whistleblower System

The Fujitsu Group has established an internally and externally accessible portal, Fujitsu Alert, operated by an external vendor, to receive internal whistleblower reports and consultation (including anonymous reports) from all Group employees (including board members, retirees, temporary transfers, contracted employees, part-time employees, dispatch workers, and others) and offer consultations. Group companies also maintain and operate separate internal whistleblower systems.

Through a web form or telephone hotline, Fujitsu Alert accepts reports on suspected wrongdoing or concern from all Fujitsu Group employees and external parties relevant to the Fujitsu Group, including customers and suppliers (anonymously, if applicable). Fujitsu Alert is available in 14 languages 24 hours a day, 365 days a year.

Fujitsu Alert also serves as reporting system for business partners from which the Fujitsu Group (companies in which Fujitsu has direct or indirect investment of more than 50%) directly procures goods, software or services.

- [Fujitsu Alert](#)
- [Compliance Line for Suppliers in Japan](#)

Fujitsu Alert is publicized to employees via periodic messages, compliance training sessions, websites, and posters. In addition, Fujitsu periodically confirms trends in the usage of Fujitsu Alert in order to ensure increased recognition for and confidence in the systems among employees.

Protection of Whistleblower

Employees are encouraged to report breaches or potential breaches of compliance of which they become aware.

Furthermore, if employees are unsure of the appropriate action to be taken, they can seek advice from a supervisor in their division or a specialized division such as the legal division.

Anonymous reports can be submitted to Fujitsu Alert, and we handle information under strict confidentiality with the utmost care in order to preserve anonymity. Even in cases where the whistleblower is indirectly identified during investigation process, we strictly prohibit the adverse treatment of whistleblowers due to their reports, and any such adverse treatment will be regarded as an extremely serious breach of internal policies.

Response to Reports

When a breach of compliance is reported on Fujitsu Alert, we will conduct an internal investigation under the supervision of responsible managers who are licensed attorneys, and will cooperate with external attorneys when necessary. Fujitsu directly reports the results of its internal investigations to the Board of Directors and the Risk Management & Compliance Committee. These reports are made independent of the division and/or affiliated companies which are involved in the subject matter under investigation. Depending on the content of the report, the Compliance Division may delegate an investigation to other authorized divisions if deemed appropriate.

The Compliance Division will conduct an appropriate internal investigation in order to understand the facts and review possible countermeasures in accordance with applicable laws and professional standards. The internal investigation includes, but is not limited to, consideration of applicable laws, consideration of appropriate investigation steps, evaluation of collected evidence, documentation of investigation results, and reporting or escalation. Depending on the results of the investigation, Fujitsu provides feedback to the whistleblower if necessary based on applicable laws such as the data protection laws and business laws.

In the event that the investigation has verified problems according to the Code of Conduct, Global Business Standards, or other internal rules, we take corrective measures such as disciplinary action and reflect the results in personnel evaluations. In order to prevent similar problems from occurring in the future, we remind all parties of rules, revise systems, strengthen monitoring and supervision, and take other necessary measures.

The process for these investigations, etc., is also reviewed and improved at least once a year, including at the time of establishment of the annual plan under the Global Compliance Program and/or at the time of enactment or amendment of relevant laws.

Fujitsu may be either required by law or decide based on business judgement to provide information about compliance violations to certain government and/or judicial agencies (including, but not limited to, government investigative agencies or courts). When making such decisions, Compliance Division staff work together with managers and other relevant divisions as necessary.

Moreover, letters or emails received via platforms other than Fujitsu Alert are also reviewed for investigation of suspected compliance breach and corrective measures and response are taken as needed.

Total of Reports to Fujitsu Alert and Breakdown

In FY2024, 155 reports were submitted to Fujitsu Alert. Of these, there were no confirmed cases of corruption (bribery included) or legal disputes. The Fujitsu Group takes measures to comply with the laws and regulations of countries where it operates and prevent corruption based on the GBS 5.2 Prevention of Bribery (*3) and the Standard Policy for Compliance.

		FY2024	
		Case reported	Number of actions taken
Total number of cases		155	6
	Human rights violations (harassment, discrimination, etc.)	58	2
	Violation of laws or internal rules	4	2
	No violations (*4)	54	-
	Violation of Competition Act (bid rigging, cartels, etc.)	1	0
	Violation of laws or internal rules	0	0
	No violations	1	-
	Bribery	2	0
	Violation of laws or internal rules	0	0
	No violations	2	-
	Violation of conflicts of interest policy	12	1
	Violation of laws or internal rules	2	1
	No violations	10	-
	Violation of the company's or customers' confidential information or personal information protection	9	2
	Violation of laws or internal rules	2	2
	No violations	7	-
	Insider trading, money laundering	0	0
	Violation of laws or internal rules	0	0
	No violations	0	-
	Other	73	1
	Violation of laws or internal rules	3	1
	No violations	70	-

- [\[PDF\] The number of reports and their breakdown related to Fujitsu Alert](#)
- *3: GBS
- *4: "No violations" in the chart includes cases under investigation as of May 19, 2025

Filing Reports with the Risk Management & Compliance Committee

When executives or employees become aware that compliance violations have occurred, or recognize signs that violations may occur, they are required by the risk management regulations to immediately file a report with the Risk Management & Compliance Committee and in accordance with the reporting system previously established by the head of the division. In addition, we periodically report to the Risk Management & Compliance Committee, the Board of Directors and Audit & Supervisory Board members concerning internal whistleblower reports and consultations, as well as our responses to major compliance issues. Please refer to the Fujitsu Group Integrated Report for the number of meetings of the Risk Management & Compliance Committee and the Board of Directors.

5. Monitoring and Reassessment

The Fujitsu Group conducts annual verification of the effectiveness of the Global Compliance Program through reviews of our risk assessment and internal auditing activities, and through reviews by external experts such as law firms. We are also working to continuously improve our Global Compliance Program based on the results of applicable reviews and audits, as well relevant social conditions. Please refer to the Risk Management page regarding our risk assessment activities.

The Compliance Division of Fujitsu headquarters continually assesses risk that mainly targets Group companies located in overseas countries and regions with a high risk of corruption. Through interviews with executives/employees and verification of internal rules and business processes, the Compliance Division analyzes the compliance risks of local businesses. It then proposes countermeasures in accordance with the actual contents and extent of risks, and supports the implementation of those countermeasures.

The status of risk assessment and implementation of the Global Compliance Program are periodically reported to the Risk Management & Compliance Committee, the Regional Risk Management & Compliance Committees, and the Board of Directors. The discussions and decisions made at these meetings are reflected and implemented in a timely manner to activities in the Global Compliance Program.

Initiatives for Security Export Controls

From the viewpoint of maintaining global peace and security, the export of goods and the transfer of technology that could be used for the development or production of weapons of mass destruction or conventional weaponry are controlled by an international framework for security export controls. In Japan, by following its framework, the regulations for security export controls are implemented under the Foreign Exchange and Foreign Trade Act (the Foreign Exchange Act).

In line with one of the Fujitsu Way Code of Conduct, "We comply with all laws and regulations," Fujitsu has enacted "Security Export Control Regulations" internally and thoroughly enforced it as the fundamental policy to promote security export controls in accordance not only with the Foreign Exchange Act, but with the Export Administration Regulations (EAR) of the United States applied extraterritorially.

As Fujitsu's management system, the President serves as the Security Export Control Chief Officer, while the Security Export Control Office in the Corporate Governance and Compliance Unit serves as the organizer of the security export control operations. On the operational process, it is required that, before export of goods and the transfer of technology to overseas, all classification and transaction screening (scrutinizing destination country/region, end-use/end-user) are surely executed and then all necessary licenses are adequately obtained. "Security Export Control Regulations" also sets the rule that legal violations shall be reported immediately. When execution of business, to prevent legal violations by misinterpretation and/or overlook of related regulations, Fujitsu closely aligns with the Ministry of Economy, Trade and

Industry which has jurisdiction over export administration regulations. Due to such internal system for security export controls upheld, the regular audit is conducted, as well as the export controls training is provided to all executives and employees.

For domestic and overseas Group companies, the guidance about rules and frameworks for proper security export controls is offered accordingly, and any related activities like educational support, audit support and domestic seminar for information exchange are given as well. Furthermore, since FY2013, e-Learning course about basic security export controls has been developed, which is available in multiple languages for Fujitsu Group companies worldwide.

System to Ensure Proper Financial Reporting

In the “Policy on the Internal Control System,” which was resolved by the Board of Directors, Fujitsu stipulates the following points.

1. The Company has, apart from the organization that prepares financial reports, an organization under the Chief Financial Officer responsible for establishing, operating, and evaluating internal control over Fujitsu Group financial reporting, to ensure the effectiveness and reliability of financial reports.
2. These organizations create rules for establishing, operating, and evaluating internal control over the unified accounting policies shared throughout the Fujitsu Group and financial reporting.
3. The organization responsible for establishing, operating, and evaluating internal control over financial reporting periodically reports to the Board of Directors and any other relevant person or organization the results of evaluations on the effectiveness of the internal control.

Status of Operations

The organization responsible for internal control and internal audits has established the system and assesses internal control over financial reporting throughout the Fujitsu Group, and reports the activity status and assessment results to the Representative Director and CEO, Chief Financial Officer, Audit & Supervisory Board Members and the Board of Directors in accordance with the principles of the “Practice Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting” published by the Business Accounting Council.

Our Approach to Tax Matters

Tax Compliance

Tax compliance at the Fujitsu Group is carried out according to the Fujitsu Way Code of Conduct.

We understand the purpose and essence of each country's tax laws and treaties, as well as other guidelines such as those laid out in the Business Erosion and Profit Shifting (BEPS) Project led by the OECD, and abide by them. We strive to file tax returns and pay taxes appropriately. In transactions between related companies, we will comply with the general rule of an arm's length price and distribute profits appropriately.

Tax Governance

The Director who serves as the Chief Financial Officer is responsible for the proper filing and fulfilment of tax returns and obligations, management of tax risks, and optimization of tax expenses. Important matters and risks related to tax are reported to the management meeting and Board of Directors in a timely and appropriate manner for approval.

Transfer Pricing

We comply with the principle of arm's length pricing and distribute profits appropriately when conducting transactions between affiliated companies. We do not transfer business profits generated in countries/regions to countries/regions with low tax rates where we do not conduct business transactions.

Tax Planning

We do not engage in tax planning that is solely for the purpose of avoiding taxes without business purpose or business substance. Similarly, we will not use tax havens to transfer profits with the intention of avoiding taxes.

Relation with Tax Authorities

We strive to build a sound relationship with the tax authority in each country by conducting our business with ethics, transparency, and integrity in accordance with Our Values under the Fujitsu Way.

Based on the above, we aim to achieve proper tax management, in order to continuously improve corporate value.

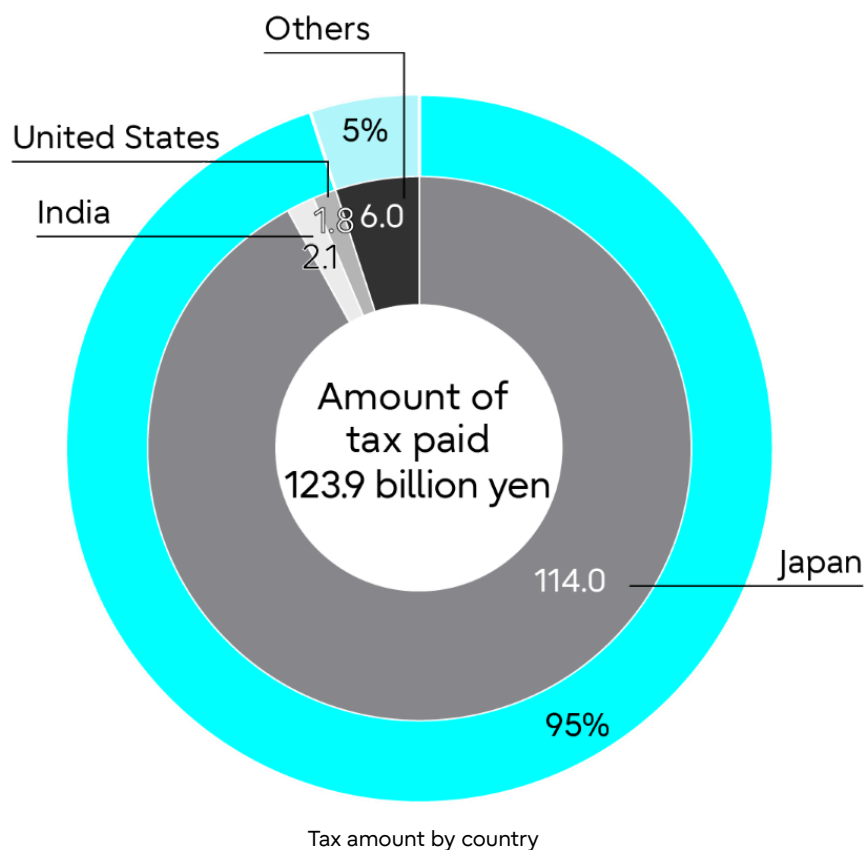
Tax Information

Tax Amount by Region (FY2023)

(billion yen)

	Domestic	Overseas (*6)	Europe	Americas	Asia Pacific	East Asia	Total
Amount of tax paid (*5)	114.0	9.9	2.0	2.3	4.4	1.2	123.9

- [\[PDF\] Click here for a PDF file detailing tax payment amounts by region \(FY2023\)](#)
- *5: Figures are based on the Country-by-Country Report submitted to the Japanese tax authority, and not directly related to consolidated financial statements.
- *6: Europe includes the Middle East and Africa. East Asia represents the sum of China, Taiwan, and Korea, while Asia Pacific includes other Asian countries and Oceania.



Company name and main business (as of the end of March 2024)

	Company Name	Main Business
Japan	Fujitsu Ltd. Fujitsu Japan Limited Fujitsu Fsa Inc. Fujitsu Telecom Networks Limited Fujitsu Frontech Limited Fujitsu Network Solutions Limited Transtron Inc. Ridgelinez Limited Fujitsu Personal System Limited Shinko Electric Industries Co., Ltd. FDK Corporation Fujitsu Defense & National Security Ltd. etc.	● Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems ● Manufacture of network equipment and network systems ● Planning of network systems, consulting, and provision of construction management, operations, maintenance and services ● Consulting and research related to digital transformation ● Provision of front-end technology products and their related solutions and services ● Development, manufacture and sales of semiconductor packages ● Development, manufacturing and sales of various batteries and electronic components ● Research, development, installation and maintenance of information and communication systems related to security, and development of equipment and software for information and communication systems
Europe	Fujitsu Technology Solutions (Holding) B.V. Fujitsu Technology Solutions GmbH Fujitsu Services Holdings PLC FUJITSU SERVICES LIMITED GK Software SE etc.	● Consulting and system construction, provision of various services related to maintenance and operation, and sale of equipment and software for information systems ● Development of retail software products and provision of sales and related services
Americas	Fujitsu Network Communications, Inc. Fujitsu America, Inc. Fujitsu North America, Inc. Fujitsu Consulting (Canada) Inc. FDK AMERICA, INC. etc.	● Development, manufacturing, construction and provision of services related to network equipment and systems ● Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems ● Sales of batteries and electronic components
Asia Pacific	Fujitsu Australia Limited FUJITSU ASIA PTE. LTD. Fujitsu Consulting India Private Limited Fujitsu New Zealand Limited Fujitsu Thailand Co., Ltd. etc.	● Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems
East Asia	FUJITSU KOREA LIMITED FUCHI ELECTRONICS CO., LTD. Fujitsu (China) Holdings Co., Ltd. FUJITSU (XI'AN) SYSTEM ENGINEERING Co.,Ltd. FUJITSU TAIWAN LIMITED etc.	● Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems ● Applications development ● Manufacturing and sale of electronic components

- [\[PDF\] Click here for a PDF file on company names and main businesses \(as of March 31, 2024\)](#)

FY2024 Performance

Message from Management

- During the annual Fujitsu Compliance Week, the President, regional heads, and other senior executives sent out messages to employees about ensuring compliance

Compliance Training

- Compliance e-Learning for all officers and employees at the Fujitsu Group (Conducted in 14 languages for approximately 120,000 people): 97% of executives/employees have taken the course as of April 2025.
- Other e-Learning and on-demand training for different regions, companies, positions and/or functions (For example, training conducted for newly appointed executives, managers and overseas assignees, newly hired employees or sales employees).
- Conducted training on fair trade for partner companies

Bribery/Cartels

- No confirmed cases.

Security Export Controls

- Regular internal audit: 69 divisions within Fujitsu
- Seminar for employees responsible for export controls at Group companies: 24 domestic Group companies
- Audit, training and support for internal control: 8 domestic Group companies and 37 overseas Group companies



Global Responsible Business

— Supply Chain —

The Fujitsu Group specifies Co-existence with Suppliers; Fair and Proper Evaluation and Selection of Suppliers; and Promotion of CSR-Conscious Procurement Activities as the procurement guidelines for its global procurement activities, and aims to achieve CSR risk-free procurement to fulfill its corporate social responsibility.

Supply Chain

WHAT FUJITSU ASPIRES TO BE

In its supply chain, the Fujitsu Group will achieve responsible procurement that embraces diversity and gives full consideration to human rights, the environment and health & safety.

GOALS FOR FY2025

Prevention and reduction of human rights risks in the supply chain

- In addition to requesting compliance with the Procurement Policy, promote the visualization and identification of issues with suppliers and establish a system that prevents problems from occurring

Promotion of GHG emissions reduction in the supply chain

- To promote GHG emissions reduction together with our suppliers, request major suppliers to set numerical targets in line with international standards
(The goal is for our major suppliers to set emissions reduction targets equivalent to SBT WB2°C)

Ensuring diversity in the supply chain

- Based on the social demands of each region and country, set indicators for diversity and engage in activities
- Set support for "empowerment of women" as the main activity in the supply chain in Japan and establish a system to measure the efforts of suppliers

Policy

The Fujitsu Group holds "Co-existence with Suppliers", "Fair and Proper Evaluation and Selection of Suppliers" and "Promotion of Sustainability in Procurement Activities" as the tenets of its Corporate Social Responsibility (CSR) procurement policy, and conducts its global procurement activities accordingly.

In 2005, we developed the "CSR Procurement Guidelines" for sustainable procurement and requested our suppliers in Japan and overseas to comply appropriately. In 2018, we adopted the RBA (*1) Code of Conduct as our "Fujitsu Group CSR Procurement Guidelines." We revised the guidelines in 2023, changed the name to "Fujitsu Group Sustainable Procurement Policy", and are now in the process of requiring our main suppliers to provide their written agreement to the Policy.

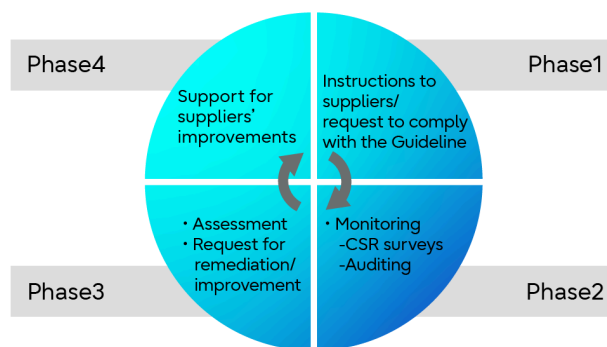
- [*1 : \[PRESS RELEASE\] Fujitsu Joins EICC, a Global Corporate Social Responsibility Coalition](#)
(which was rebranded to become the Responsible Business Alliance (RBA) in October 2017)
- [Fujitsu Group Procurement Policy](#)
- [RBA Code of Conduct](#)
- [\[PDF\] Fujitsu Group Sustainable Procurement Policy](#)

Sustainable Procurement Activities & Periodic Reviews

Under the group-wide policy, the relevant divisions in the Fujitsu Group collaborate regarding sustainability activities. In the area of procurement, the Global Supply Chain Unit works with the relevant divisions in promoting sustainable activities by suppliers. The sustainability activities are targeted at our major suppliers, that is, the largest suppliers by procurement value and those who have ongoing dealings with Fujitsu.

We initially use the Sustainable Procurement Policy to clarify the compliance items and then require our suppliers to undertake sustainability activities. To confirm that these activities are being fully implemented by suppliers, we ask them to respond to a CSR survey, plus various other surveys on topics such as green procurement, information security and Business Continuity Management (BCM).

The survey responses are analyzed and the results are returned to the suppliers as feedback. Where a supplier fails to meet Fujitsu's standards, we require them to undertake improvements. Where there is a particular need to check whether sustainability activities are being fully implemented by a supplier, a CSR audit is conducted. Such suppliers are required to submit a remediation plan for any matters identified by the audit and Fujitsu works with the suppliers to make the necessary improvements. Fujitsu is continually enhancing its processes and promoting sustainable procurement with the goal that ultimately sustainability activities will be properly undertaken by suppliers and will become firmly entrenched.



Fujitsu Group Procurement Policy

Implementing Activities and Participation in Industry-standard Initiatives (RBA Membership)

The Fujitsu Group is a member of the Responsible Business Alliance (RBA), a global CSR alliance. As such, we abide by the RBA's Code of Conduct and engage in sustainable procurement with our suppliers and throughout our supply chain. The RBA receives regular input from stakeholders to inform the ongoing development and implementation of the Code of Conduct.

Many companies in the Fujitsu Group supply chain are currently members of the RBA. We have incorporated the RBA Code of Conduct, which reflects the opinions of workers at those companies, into the Fujitsu Group Sustainable Procurement Policy. As such, we expect the suppliers with whom we do materials, parts, and hardware products business, to comply with the Policy.

The Fujitsu Group also takes an active role in the programs and initiatives of organizations such as the Japan Electronics and Information Technology Industries Association (JEITA) and works to implement sustainable procurement in the industry.

Addressing High-Risk Minerals

The policy of the Fujitsu Group is to exclude from its products, components and supply chain any minerals that give rise to conflicts ("conflict minerals"), or minerals that are at high risk of being associated with forced labor or human rights violations. (The Fujitsu Group identifies tantalum, tin, gold, tungsten and cobalt as high-risk minerals.) Fujitsu has also established a structure to ensure the transparency of procurement activities in the supply chain and the responsible procurement of minerals. This structure includes the relevant internal divisions and operates under the jurisdiction of the Sustainability Management Committee (chaired by Fujitsu's CEO).

- [\[PDF\] Fujitsu Group Policy on Responsible Minerals Sourcing](#)



Surveys on High-Risk Minerals

As part of its due diligence, the Fujitsu Group conducts high-risk minerals surveys with reference to the "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas". These surveys use the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) developed by the Responsible Minerals Initiative (RMI).

- [\[PDF\] List of smelters checked in the survey](#)

Reminders are sent to those suppliers who failed to respond to our survey by the due date. If survey responses reveal insufficient answers, suppliers are asked to resubmit their responses. Where customers indicate that a smelter is considered to be “risky”, we ask suppliers using that smelter to re-examine the nature of their dealings with the smelter. While there have been no confirmed reports yet of smelters having any involvement with armed groups, we will continue to conduct programs aimed at identifying smelters and further increasing transparency in our supply chain.

Promoting Green Procurement

The Fujitsu Group has set out its basic approach to the environmentally sound procurement of components, materials and products in the Fujitsu Group Green Procurement Direction, and we are working with our suppliers to promote green procurement activities. One target for such activities is the reduction of CO₂ emissions, and the Fujitsu Group is requesting that its suppliers, and their suppliers in turn, set targets and promote activities to reduce their CO₂ emissions. In addition, we are asking our suppliers to conduct water risk assessments as a first step toward water resource conservation. We will continue to promote activities that reduce environmental impacts throughout our supply chain.

- [Fujitsu Group Green Procurement](#)

Promoting the Setting of Greenhouse Gas Emissions Reduction Targets in the Supply Chain

With the intention of accelerating the journey to carbon neutrality, the Fujitsu Group has set FY2030 as its new goal to reduce its carbon emissions to zero, 20 years ahead of the previous schedule. The Fujitsu Group has achieved SBTi net zero certification as a result. Moreover, the Group is working to achieve net zero emissions across the entire value chain (Scope 3), including the supply chain, by FY2040.

To work together with our suppliers on reducing greenhouse gas (GHG) emissions in the supply chain, we hold briefings for our major suppliers, encouraging them to set reduction targets in line with international standards and implement reduction activities. To further emphasize societal impact, from FY2024 we have begun encouraging action by 80% of our suppliers on an emissions base, rather than a procurement value base.

Collaboration with Suppliers to Visualize CO₂ Emissions by Product

With the goal of achieving net zero carbon emissions across the entire value chain by FY2040, from FY2024 Fujitsu is collaborating with 15 of its Japanese and overseas suppliers to share data on CO₂ emissions by product (product carbon footprint, PCF). Using the ESG Management Platform, a Fujitsu service offering, PCFs are calculated in compliance with both international and Japanese rules and shared. We are building relationships of trust with our supplier and promoting their participation by considering data confidentiality and offering automatic calculation functions.

Fujitsu is accelerating its efforts to visualize emissions in its supply chain and propose guidelines based on real data, looking towards visualization of AI-linked product development and its business impact.

Promoting Diversity in the Supply Chain

The Fujitsu Group is committed to ensuring diversity throughout the supply chain. We believe that an environment in which diverse human resources are afforded equal opportunities and can leverage each other's values and abilities is essential to fostering innovation and, ultimately, to building and developing a robust, sustainable supply chain.

Given that societal issues and challenges differ depending on the country and location, our supplier diversity initiatives are based on policies developed and implemented according to the characteristics of each country/location. In Japan, for example, since women's empowerment figures prominently on the social agenda, we are promoting activities under the theme of supporting women's empowerment in the supply chain. Specifically, as a first step toward visualizing the status of our initiatives and to foster awareness, we are asking our major suppliers to register information on the status of women's empowerment at their companies in the "Database of Companies Promoting Women's Participation and Advancement in the Workplace" established by the Ministry of Health, Labor and Welfare.

Promoting Information Security Measures

Based on the "Cybersecurity Management Guidelines" issued by Japan's Ministry of Economy, Trade and Industry (METI) and the Information-technology Promotion Agency (IPA), the Fujitsu Group, along with its suppliers, has adopted the goal of "eliminating information security incidents", and is continually implementing measures to prevent such incidents or recurrences. These measures include education, raising awareness, auditing and sharing information.

In recent years, there has been a significant increase in the commercial use of external services such as cloud computing and social media. There has also been a rapid increase in opportunities for the use of smart devices such as smartphones and tablet PCs. Regarding the risk of information leaks, it is necessary to prevent not only incorrectly addressed emails being sent by mistake and the theft or loss of PCs and smart devices, but also new kinds of risks such as in-house crimes and cyber terrorism. In this context, when the Fujitsu Group consigns work to suppliers, including those outside Japan, it promotes education and awareness by requiring the same standards of information security management and handling of personal information as it applies to its own operations. If any serious problem regarding information security is discovered at a supplier, or if the supplier fails to immediately implement corrective measures and no improvement is observed, Fujitsu will take steps such as reviewing its business relationship with the supplier.

Enhancing Supply Chain BCM

The Fujitsu Group sees the enhancement of Business Continuity Management (BCM) throughout its supply chain as essential to ensuring a stable supply of products and services in the event of major disasters or other unexpected contingencies. Accordingly, since FY2007 we have provided our suppliers with ongoing support to improve their BCM capabilities. Fujitsu conducts an annual questionnaire-based survey of its suppliers on how they address BCM. We analyze the responses to the survey and then provide feedback to the suppliers and group companies. Since FY2014, we have been using a standard survey form developed by JEITA's Materials Committee.

Communication with Suppliers

Feedback of Assessment Results in the Suppliers' Performance Review (SPR) System

Under the SPR (*2) System, the Fujitsu Group targets primarily its major suppliers and provides direct feedback on the assessment results. Suppliers whose efforts do not meet Fujitsu's standards are asked to make improvements. Fujitsu also carries out assessments of solutions-related suppliers and provides the results of those assessments as feedback to the major suppliers.

*2: Suppliers' Performance Review: A program developed by Fujitsu that assesses the performance of procured goods and the basic profile of enterprises in terms of quality, technology, price, supply and CSR.

Strengthening Procurement Compliance

Education by Procurement Divisions

Fujitsu Group conducts training programs for our procurement staff to disseminate awareness of sustainability and ensure that procurement is socially responsible. In addition to sustainable procurement and green procurement, training aimed at increasing awareness among procurement staff is also offered in the areas of risk management (BCM activities) and compliance with legislation such as the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors and the Act on Securing the Proper Operation of Worker Dispatching Businesses and Protecting Dispatched Workers.

Complying with the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors

The entire Fujitsu Group makes every effort to maintain legal compliance in accordance with the Fujitsu Way Code of Conduct and Global Business Standards (GBS). We also educate the entire Fujitsu Group and our suppliers on the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors.

In FY2024, we did not violate the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors.

Announcement of "Declaration of Partnership Building"

Fujitsu has developed and announced its "Declaration of Partnership Building" in order to build new partnerships by promoting cooperation and coexistence with suppliers and value-creating businesses.

The Declaration of Partnership Building is an initiative introduced by the "Council for Promoting Partnership Building for the Future", whose members include the Chairman of Japan Business Federation, the President of Chamber of Commerce and Industry, the President of the Japanese Trade Union Confederation, and relevant ministers (Minister of Economy, Trade and Industry, Minister of State for Special Missions (Minister of State for Economic and Fiscal Policy), Minister of Health, Labor and Welfare, Minister of Agriculture, Forestry and Fisheries, and Minister of Land, Infrastructure, Transport and Tourism).

Details of the Declaration of Partnership Building and Fujitsu's declaration are available on the portal site operated by the National Association of Small and Medium Enterprise Promotion Organizations.

- [Portal site: Declaration of Partnership Building \(Japanese text only\)](#)

Supplier Compliance Line

The Fujitsu Group uses the Supplier Compliance Line as a channel to receive reports from suppliers regarding any actions that are potential or actual instances of non-compliance in our purchasing activities. Channels have been set up both internally and externally through which we can verify and investigate the facts of each report and respond quickly.

Fujitsu's internal reporting standards prohibit any adverse treatment of its own staff making such reports or of staff from suppliers making the reports.

Our agreements with suppliers also include explicit provisions on the elimination of anti-social forces and other such groups with the aim of preventing harmful actions by such anti-social forces (and avoiding any encouragement of their activities).

The Fujitsu Group, including its suppliers, will have no relationship whatsoever with anti-social forces.

- [Supplier Compliance Line \(Japanese text only\)](#)

FY2024 Performance

Obtaining Agreement to the Procurement Policy

- Released the new Fujitsu Group Sustainable Procurement Policy, and obtained agreement to that Policy from 482 suppliers

CSR Surveys

- CSR surveys of major suppliers in Japan and overseas (including Fujitsu Group companies): 609 companies

High-Risk Mineral Survey Results

- Responses received from 89.2% of suppliers surveyed
- Smelters operated by 542 companies were checked; of those, 274 companies were compliant with the RMI-certified Responsible Minerals Assurance Process (RMAP).

Implementing GHG Emissions Reductions in the Supply Chain

- We completed the setting of emissions reduction targets for 68% of our suppliers based on their FY2022 emissions volume.

Ensuring Diversity in the Supply Chain

- We requested suppliers with head offices in Japan, which accounted for 68% of procurement value in FY2022, to register their targets in the "Database of Companies Promoting Women's Participation and Advancement in the Workplace" (279 companies already registered).
- We held online briefing sessions for suppliers on gender diversity (with participation from around 400 companies)
- We also achieved procurement KPIs in overseas subsidiaries from companies with a diverse set of attributes (eg, SMEs, women-owned/led businesses, minority-owned businesses)

Promoting Information Security Measures

- Voluntary status inspections of information security measures were conducted (July – Sept. 2024): 2,082 companies

Enhancing Supply Chain BCM

- Surveys conducted and feedback provided: 138 companies, 329 locations

Communication with Suppliers

Solutions:

- Held business briefings for suppliers to share procurement policies and business strategies, and request measures for security and compliance risks. Around 300 companies participated.

Strengthening Procurement Compliance

- Held sessions for global procurement staff to share procurement issues and efforts. Also, held individual sustainability sessions on human rights, the environment and diversity, with a total of 90% staff participation across all sessions.



Global Responsible Business

— Community —

The Fujitsu Group will build collaborative partnerships to engage and empower communities. We will contribute to the prosperity of the communities in which we work globally through collaboration with our business activities, and encourage our employees to develop their skills, have confidence, and be proud to work for Fujitsu through giving back to society.

Community

WHAT FUJITSU ASPIRES TO BE

Every employee is increasing their empathy for social issues and engaging in activities through collaboration and co-creation with a wide range of stakeholders, making a significant and positive impact on society, thereby creating growth opportunities for Fujitsu and contributing to the realization of Our Purpose.

GOALS FOR FY2025

Foster our corporate culture for community activities* and make an impact on society

- Employees participate in community activities (20% of Fujitsu Group employees)

The above target figures were set when formulating the FY2022 Medium-Term Management Plan. In FY2024, many employees participated in community activities through various programs, and target figures were achieved ahead of schedule (actual result: 30.7%). We will continue to work toward higher targets in FY2025.

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

Our Approach to Community Activities

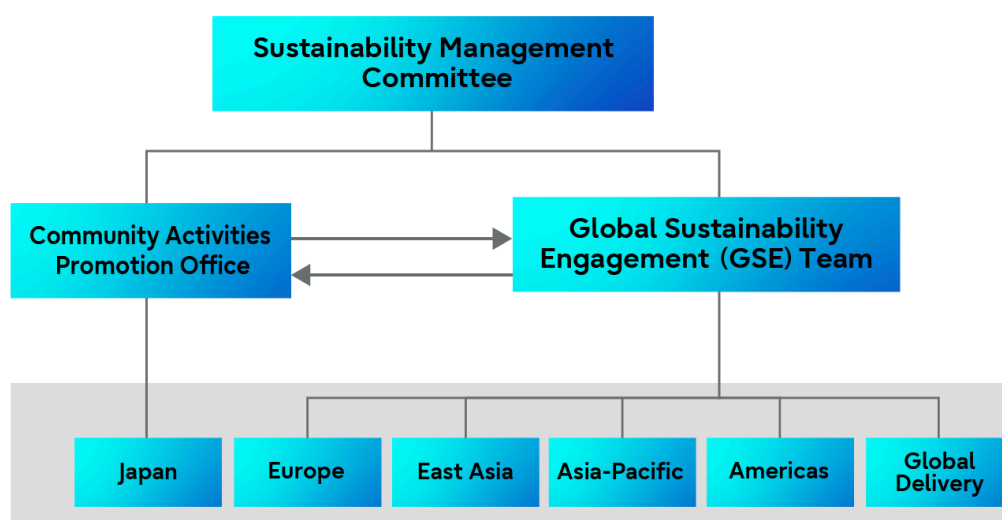
The Fujitsu Group contributes to local communities—who is one of the important stakeholders for us—around the world through donations, investment in organizations that address social issues, volunteer activities that leverage the skillsets of its employees, etc. in hopes of “solving global environmental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

Key Focus Area

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

Promotion Framework

Community Activities Promotion Office and Global Sustainability Engagement team (GSE team) are set up as the contact point in each region under the Sustainability Management Committee. The community activity promotion leader is appointed in each region in charge of planning and promoting activities according to the situations of each country. The Community Activities Promotion Office works with Japan region, and the GSE team works with other overseas regions bilaterally. Initiatives on a global scale are planned through collaboration between the Community Activities Promotion Office and GSE team to be implemented in each region. The Community Activities Promotion Office compiles the activities results in each region on a quarterly basis based on key performance indicators (KPIs), and regularly collaborates with the GSE team and each region in holding discussions aimed at improving the activities on both sides based on their actual situations. In addition to quantitatively assessing the impacts generated through these activities, the office also submits reports to the Sustainability Management Committee twice a year for discussions on how to improve these activities.



Employee Community Activity Support System

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

-Leave System-

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

-Employee Donations-

Fujitsu has set up a donation site specifically for employee use in hopes of increasing employees' awareness of social issues and fostering a volunteer mindset through donations. The Group also offers matching donations by topping up employee

donations at a certain rate for disaster and humanitarian support related donations, if certain criteria are met.

-Introduction of Data Collection Platform-

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

Initiatives of Fujitsu Group

The Fujitsu Group promotes community activities globally as follows.

- Employee-led activities

Employees take the initiatives in conducting community activities, including programs that are planned and implemented by employees on selected SDGs through idea brainstorming and communication using internal social media, support activities (pro bono) for companies, NPOs, and various organizations aimed at addressing social issues, as well as events such as lectures by diverse companies and NGO/NPO representatives and panel discussions/workshops with employees. Furthermore, we also provide educational support programs, where employees act as lecturers in discussing design thinking that Fujitsu practices in promoting its business, and problem-based learning using technology as the theme.

- [Fujitsu's educational support programs \(Japanese only\)](#)

- Grants to NGOs/NPOs

The Fujitsu Group implements financial aid programs for specific initiatives of NGOs and NPOs that its employees want to support, in order to realize Fujitsu's Purpose. The co-creation among employees and NGO/NPO contributes to the realization of a sustainable society. In FY2024, financial aid was provided to five organizations chosen from four countries through an internal recruitment process.

- Activity impact assessment and disclosure

The Fujitsu Group has joined the membership of Business for Societal Impact (B4SI)* since 2023, and will strive to accurately measure and disclose the results of its activities and their impacts.

* An international standard for measuring the impact of social contribution by companies

- Social contribution activity through sports

Over the years, the Fujitsu Group has conducted social contribution activities through sports with the mission of supporting challenges and living in harmony with local communities. We host events involving athletes of Fujitsu's sports teams, create and distribute barrier free maps, and provide opportunities for persons with disabilities or Ukrainian refugees to attend sports events.

- [Fujitsu Sports: Initiatives aimed at achieving SDGs \(Japanese only\)](#)

Examples of Activities

Examples of main activities in each contribution area of Materiality in FY2024 are as follows.

Planet: Solving global environmental issues

Work together to create a future earth where both people and nature can thrive
Cultivating greenery digitally – contributions from Fujitsu employees (China)



Employees planting trees

In China, 13.6% of the land (1.308 million square kilometers) is affected by desertification, impacting nearly 50 million people. Afforestation is crucial to combat desertification, and many employees in China are tackling this issue using the online platform "Ant Forest." Ant Forest is an innovative platform provided by Alipay that allows users to experience sustainability in a gamified manner. Users earn "green energy" through environmentally friendly actions and use that energy to support afforestation in China's arid regions. The planted trees can be tracked via satellites.

In 2023 alone, participants spent an average of 2.5 hours per month, walked over 65 million steps in total, and donated 1,954 Saxaul trees, which are well adapted to desert environments. In 2024, participants had the opportunity to visit "Fujitsu Forest," located in Gansu Province. Through this activity, a total of 3,231 trees have been planted and 32,310 square meters of land have been protected from desertification. Participants spent a total of 9,947 hours engaged in these activities.

- Employees that participated in forestation activities: 3,958

This forestation project is managed by the Society of Entrepreneurs and Ecology (SEE) Foundation.

[Click here for more information about the SEE Foundation](#)

- <http://foundation.en.see.org.cn/about/foundation/>



Relevant SDGs

Prosperity: Developing a digital society

Fujitsu Empowers Young Entrepreneurships with App Development Workshop (New Zealand)



Commemorative photo after the workshop



At the workshop

In 2024, Fujitsu volunteers facilitated an App Development workshop in Wellington, Aotearoa New Zealand, in collaboration with the Young Enterprise Scheme (YES) and Tech Step. The workshop saw 38 students from across the Greater Wellington Region attend. These students learnt about the process behind developing an app and had the opportunity to build their own user flow or wireframe for an app, following specific criteria. This was a wonderful opportunity to collaborate with YES to empower students and continue to create a trusted digital society.

Fujitsu proudly supports YES a not-for-profit committed to inspiring young people to discover their potential in business and life. YES offers programs and classroom resources to high school students to inspire entrepreneurship and creativity. The Fujitsu volunteers participating in the App Development workshop were able to use their Volunteering with Purpose Leave. Volunteering with Purpose Leave in the Oceania region allows employees up to 3 days of paid leave annually (pro-rata for part time employees) for volunteering.

- Employee that participated in the activities: 4
- Beneficiaries: 38



Relevant SDGs

People: Improving people's well-being

Providing learning through sports for children via "Kawasaki City Friendship Sports Classes" (Japan)



Kawasaki City Friendship Sports classes (Women's basketball club)



Group photo of the children and the American football club

Fujitsu has been collaborating with Kawasaki City for over 20 years to support the growth of children through sports. One noteworthy example of this is Kawasaki City Friendship Sports Classes, which have included a women's basketball team, the Red Wave, and an American football club, the Frontiers, as well as a cheerleading team, and have enabled more than 20,000 children to share in the joy of sports. Men's volleyball and basketball teams have also recently joined the program, and there is an athletics team conducting similar activities in Chiba City. In FY2024, Fujitsu visited a total of 20 elementary schools in Kawasaki City. In FY2022, we launched the Fujitsu Sports Kids Learning Program to promote children's growth through diverse sports experiences. In 2024, to coincide with the International Day of Awareness of Food Loss and Waste, children learned how to reduce food waste through quizzes on food waste and "food drive" activity conducted by the Frontiers at their game venues. Employees from the American football club and cheerleading team supported 37 children on-site during the activity.

Fujitsu supports the development of people capable of contributing to society by cultivating a rich humanity and the mental strength to overcome difficulties through sports. We will continue to deepen our ties with society, continue our social contribution activities through sports, and do our utmost to support the growth of children.

*Beneficiaries: 1,601

*Employees participating in activities: 182 (total number of employees participating in activities)

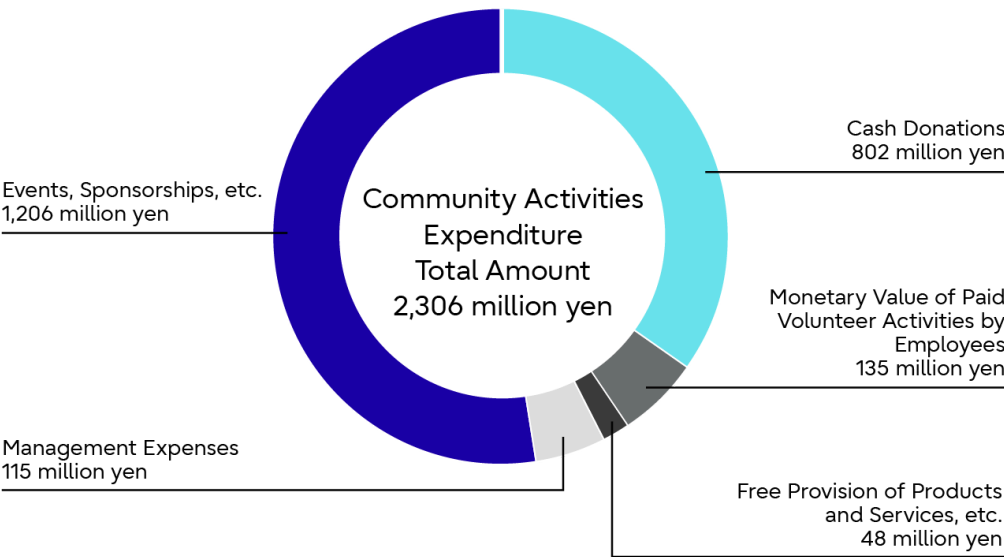
- [*Related link: Initiatives to Achieve the SDGs - Fujitsu Sports - Fujitsu Sports Activities: Fujitsu \(Japanese only\)](#)



Relevant SDGs

FY2024 Performance

The following chart describes the expenditures for community activities at Fujitsu Group in FY2024



*Calculated based on the activity expenditures of Fujitsu group companies in Japan and overseas.
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 FY2024, we donated a total of 53,931,580 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 January 2025, the annual meeting of the World Economic Forum (commonly known as the Davos Conference) was held in Davos, Switzerland.

Under the theme “Collaboration for the Intelligent Age,” there were discussions about how to avoid the “Fragmentation Age” caused by geoeconomic rifts and geopolitical polarization; and rather how we can cooperate to find achievable, human-centric solutions for the “Intelligent Age.” Additionally, there were discussions about how we can rebuild harmonious innovation capabilities for dealing with shared issues, such as escaping from the current low-growth, high-debt global economy, climate change, and ethical use of AI.

Also, for the third year, Fujitsu set up its own facility on-site called “Fujitsu Uvance House,” a rarity for Japanese corporations, where we announced the “Net Positive Promotion Program,” developed jointly with Economist Impact, and held panel discussions jointly with partners. With these events, we worked to strengthen relationships with the ever-important management layer of our customers, as well as to expand our network with government officials and top corporate executives from all countries.

As a member of the World Economic Forum, the Fujitsu Group will work to lead the formation of a global consensus to realize the themes discussed at the Annual Meeting held in January 2025, by aligning Forum's global agenda with the Fujitsu Group's material issues, as a net-positive technology company.



Interior of "Fujitsu Uvance House" booth



Exterior of "Fujitsu Uvance House" booth

- [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 250 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, CO₂ emissions were reduced by as much as 12.6%, and hub usage rate improved by 13.5%.
- Calculation method for CO₂ 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 CO₂ 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 CO₂ emissions for PCFs utilizing real data from 12 global suppliers, as we work toward transparency and reduction in the CO₂ 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 CO₂ emissions.](#)
- [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](#)

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 achieve solutions for 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 Database (Industry-X) Field

- [Catena-X](#)

Domestic Database (Supply Chain) Field

- [Ouranos Ecosystem](#)

European Circular Economy Field

- [CIRPASS 2](#)

Domestic AI, Analysis, and Data Management Field

- [Japan Data Management Consortium \(JDMC\)](#)



Governance

Corporate Governance

Basic Approach to Corporate Governance

Through a decision by the Board of Directors in December 2015, Fujitsu formulated a basic policy that sets out its approach to corporate governance (the "Corporate Governance Policy"). We updated the policy in September 2023 and, adopting the stance that the aim of corporate governance is to ensure better management, we constantly review the policy to ensure that it does not become rigid or lose its relevance. We also discuss it with the Board of Directors as appropriate, and strive to maintain the best corporate governance system at all times.

- [\[PDF\] Corporate Governance Policy](#)

Corporate Governance Structure (as of June 23, 2025)

In accordance with its Corporate Governance Policy, the company outlines the following rules to ensure effective oversight and advice, given from the diverse perspectives of Non-Executive Directors (hereinafter, the term used for a combination of Independent Directors and Non-Executive Directors appointed from within the company), to Executive Directors on their business execution as part of the Board of Directors function while taking advantage of the company through the Audit & Supervisory Board system.

<Board of Directors>

The Company has a Board of Directors to serve as a body for making important decisions and overseeing management. The Board of Directors delegates the decision-making authority over business execution to the Representative Directors and subordinate Corporate Executive Officers to the broadest extent that is permitted by law and the Articles of Incorporation of the company and is considered to be reasonable and will mainly perform as oversight and advisory function. Moreover, the Board of Directors has been formed with Non-Executive Directors at its core so as to enable correction and remediation of errors, insufficiencies, and recklessness in business execution. And by ensuring that External Directors, who are highly independent and hold diverse perspectives, constitute the majority of the members of the Board of Directors, the oversight and advisory function of the Board of Directors is strengthened. Furthermore, in order to better define the management responsibility of the Directors, their terms were reduced from two years to one year in accordance with a resolution at the June 23, 2006 Annual Shareholders' Meeting.

As of June 23, 2025, the Board of Directors consists of nine members in total, comprising three Executive Directors and six Non-Executive Directors (including five External Directors).

In FY2024, the Company held 15 Board of Directors meetings (including three extraordinary meetings) to flexibly resolve and report on the matters that come under the Board's province pursuant to the Companies Act and the Regulations of the Board of Directors of the Company, convening extraordinary meetings as necessary in addition to monthly regular meetings. The Board identified the following five themes as the themes that it should focus on based on the business environment surrounding Fujitsu Group: 1) progress in the Medium-Term Management Plan, which the Board had approved; 2)

mechanisms to link Materiality to business; 3) development and operation of internal control systems and oversight of risk management; 4) monitoring of important M&As and reorganization cases; and 5) succession planning of Directors and others. The Board had discussions with focus on these themes and continued monitoring them.)

Furthermore, the Board discussed agenda items such as shareholder returns, examinations of strategic shareholdings, and feedback on dialogues with shareholders and investors. It also received timely reports from the Risk Management & Compliance Committee that oversees risk management of the entire Group. The reports included monthly updates on the execution status of its tasks and the actions taken regarding individual risks that materialized in FY2024. The Board continued implementing oversight based on these reports. The Company carries out an evaluation of the effectiveness of the Board of Directors every year to improve corporate value by raising the Board's effectiveness. In FY2024, as in FY2023, we conducted a questionnaire for all directors and corporate auditors and individual interviews with each officer based on the answers to the questionnaire, analyzed and evaluated the results, and discussed specific measures at the Board of Directors. As a solution to the issues identified through these efforts, the Company has made efforts to further improve the effectiveness of the Board of Directors by implementing measures such as (1) The Company created a new framework of intensive discussions to confirm the progress of the Medium-Term Management Plan resolved by the Board of Directors and to intensively discuss important management themes, (2) For efficient operation of the Board of Directors meeting, we offered videos explaining agenda items that are suitable for video-based explanation and conducted the meetings on the premise that the participants watched the video in advance using video recordings as an effort to operate the Board of Directors efficiently.

<Audit & Supervisory Board>

The Company has an Audit & Supervisory Board that performs the auditing and oversight functions. The auditing and oversight functions are carried out by Audit & Supervisory Board Members, who review the Board of Directors as well as business execution functions and attend important meetings, including meetings of the Board of Directors.

The Audit & Supervisory Board has five members, comprising two full-time Audit & Supervisory Board Members and three Independent External Audit & Supervisory Board Members.

In FY2024, the Company held 9 Audit & Supervisory Board meetings, mainly to develop and resolve its audit policy and audit plans, confirm the audit plan and method of Accounting Auditors, examine the appropriateness of their audit results and key audit matters and heard reports from the internal audit section. In addition, the full-time Audit & Supervisory Board Members reported and discussed on important items to External Audit & Supervisory Board Members.

In FY2024, Audit & Supervisory Board Members conducted the following audit activities with a focus on the building and operation of internal control systems and responses to management challenges in accordance with the approved audit policy and plans:

- Attending and expressing opinions at the Board of Directors meetings, meetings of Independent Officers, and other important meetings
- Reading important approval documents
- Exchanging opinions with Representative Directors
- Interviewing each business line at the Head Office and subsidiaries on their operations
- Hearing reports from statutory auditors of subsidiaries
- Hearing reports from Accounting Auditors
- Hearing the audit status and results from the internal audit section
- Hearing the status of whistleblowing from the compliance section
- Hearing the status of risk management and quality control

The discussion topics were potential risks of material misstatements in the consolidated financial statements and impacts of, and developments in, material events, etc. that occurred in FY2024.

<Independent Directors & Auditors Council>

The Company has Independent Directors and Auditors Council in response to the requirements of Japan's Corporate Governance Code, which facilitates the activities of Independent Directors and Auditors, and in order to invigorate discussions on the medium- to long-term direction of the Company at its Board of Directors Meetings, the Company believes it essential to establish a system that enables Independent Directors and Auditors, who maintain a certain degree of separation from the execution of business activities, to consistently gain a deeper understanding of the Company's business. Based on this recognition, the Company establish the Independent Directors and Auditors Council, which consists of all Independent Directors and Auditors (five Independent Directors and three Independent Auditors), and discusses the medium to long-term direction of the Company, shares information, and exchanges viewpoints so that each can formulate their own opinions.

In FY2024, the Company held 12 Independent Directors and Auditors Council meetings. The members continuously discussed important management matters such as progress in management policies and business restructuring of the Company and the Fujitsu Group including mergers and acquisitions and shared information and exchanged viewpoints. In addition, in cases of setting prior explanation of important matters that required resolutions at meetings of the Board of Directors as an agenda, a new framework was set up in which a body was structured as a meeting for prior explanation, and full-time Audit & Supervisory Board Members attended as observers. The meeting was held twice during the period under review.

<Executive Nomination Committee and Compensation Committee>

The Company has established the Executive Nomination Committee and the Compensation Committee as advisory bodies for its Board of Directors for the process of nominating Directors and Audit & Supervisory Board Members, for ensuring the transparency and objectivity of its process for determining executive compensation, to enable efficient and substantial discussions, as well as to ensure the fairness in the structure and level of executive compensation.

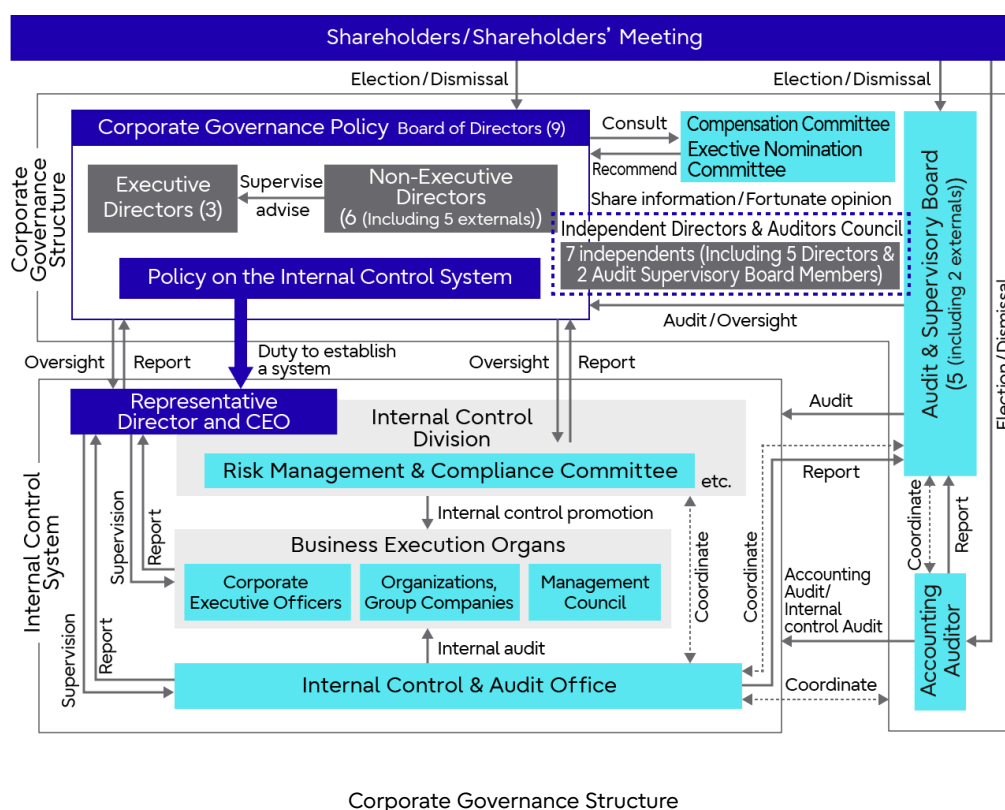
The Executive Nomination Committee deliberates on the candidates for Director and Audit & Supervisory Board Member positions in accordance with the Framework of Corporate Governance Structure and the Procedures and Policy for the nomination and dismissal of Directors and Auditors stipulated in the Policy, and it provides its recommendations or proposal to the Board of Directors. In addition, the Compensation Committee provides its recommendations or proposal on the level of base compensation and the method for calculating performance-based compensation to the Board of Directors in accordance with the Procedures and Policy of Determining Directors and Auditors Compensation, as stipulated in the Policy. Executive Nomination Committee consists of three Non-Executive Directors (including two Independent Directors) and Compensation Committee consists of three Independent Directors. The Members of the 2 committees appointed in June 2025 are as follows. Additionally, the secretariats of both committees are operated by the Company's HR and legal departments. The committee shall consist of Non-Executive Directors and Auditors, more than half of whom shall be Independent Directors. The Chair of the committee shall be an Independent Director.

- Executive Nomination Committee
Chairperson: Yoshiko Kojo (Independent Director)
Members: Kenichiro Sasae (Independent Director), Hidenori Furuta (Non-Executive Director)
- Compensation Committee
Chairperson: Byron Gill (Independent Director)
Members: Takuya Hirano (Independent Director), Izumi Kobayashi (Independent Director)

In FY2024, the Executive Nomination Committee met ten times and the Compensation Committee met six times. The Executive Nomination Committee considered a proposal for the election of Representative Directors, including the CEO, and

proposals for the election of candidates for Directors, Audit & Supervisory Board Members, and the Chairperson of the Board of Directors, etc. The Compensation Committee discussed the level of compensation of Directors and evaluation indicators for the performance-related compensation for the Executive Directors. And each Committee provided its findings to the Board of Directors by the end of the period under review. The Executive Nomination Committee also considered the skills matrix, the succession planning for the CEO, etc. and the selection of candidates for External Directors and Audit & Supervisory Board Members, and conducted a peer-review of Non-Executive Directors, while the Compensation Committee discussed the disclosure scope of executive compensation.

The diagram below illustrates the Company's corporate governance structure. (As of June 23, 2025).



* Number inside parenthesis refers to number of Directors and /or Audit & Supervisory Board Members

Reasons for Adoption of Current Corporate Governance System

We believe that both direct oversight to business execution by the Non-Executive Directors and the oversight by Audit & Supervisory Board Members that stays distant from the decision making and operation of business execution should work jointly to ensure highly effective oversight performance. The company adopts "the company with Audit & Supervisory Board system" that establishes the Audit & Supervisory Board, which is composed of the Audit & Supervisory Board Members appointed as an independent agent.

Moreover, the Board of Directors has been formed with Non-Executive Directors at its core so as to enable correction and remediation of errors, insufficiencies, and recklessness in business execution. And External Directors constitute the majority of the members of the Board of Directors. The core of Non-Executive Directors shall be External Directors with a high degree of independence and diverse perspectives. Moreover, at least one Non-Executive Director is appointed from within

the Company to complement the External Directors' knowledge in the business fields and the culture of the Company, so that the efficiency of oversight and advice performance by the Non-Executive Directors is enhanced.

Basic Approach to the Internal Control System

The compensation of Directors and Auditors is determined based on the "Basic Policy on Executive Compensation," which sets out the details of individual compensation for Directors, and was decided by the Board of Directors in response to a recommendation from the Compensation Committee.

- [\[PDF\] Corporate Governance Report](#)
「Incentive Policies for Directors (page 21); Policy on Determining Remuneration Amounts and Calculation Methods (Page 23, 24)」

Basic Approach to the Internal Control System

To continuously increase the corporate value of the Fujitsu Group, it is necessary to pursue management efficiency and control risks arising from business activities. Recognizing this, the Board of Directors have formulated the "Policy on the Internal Control System", which provides guidelines on: a) how to practice and promote the Fujitsu Way, the principles that underlie the Fujitsu Group's conduct; and b) what systems and rules are used to pursue management efficiency and control the risks arising from the Company's business activities.

See below for the full text of the Policy on the Internal Control System and an overview of the operating status of the systems tasked with ensuring appropriate business practices.

- [\[PDF\] Matters Subject to Measures for Electronic Provision \(Matters Excluded from Paper-based Documents Delivered Upon Request\) at the Time of Notice of the 125rd Annual Shareholders' Meeting](#)

Disclosures Relating to Corporate Governance

Board of Directors (as of June 23, 2025)

	Name	Position and Responsibilities	Representation Authority	Independent Officer
Executive Directors	Takahito Tokita	CEO, Chairman of the Risk Management & Compliance Committee	x	
	Takeshi Isobe	Representative Director, Corporate Vice President, CFO	x	
	Hiroki Hiramatsu	Corporate Executive Officer, SEVP, CHRO		
Non-Executive Directors	Hidenori Furuta	Non-Executive Chairman, Member of the Board		
	Yoshiko Kojo	Chairperson of the Board of Directors		x
	Kenichiro Sasae			x
	Byron Gill			x
	Takuya Hirano			x
	Izumi Kobayashi			x

- [\[PDF\] Board of Directors \(as of June 23, 2025\)](#)

FY2024 Attendance at Meetings of the Board of Directors or Audit & Supervisory Board

Meeting	Number of Meetings	Attendance Rate
Board of Directors	15	100%
Audit & Supervisory Board	9	97.8%

- [\[PDF\] FY2024 Attendance at Meetings of the Board of Directors or Audit & Supervisory Board](#)

Skills of directors and auditors

As a global company making the world more sustainable by building trust in society through innovation, our company has identified requisite qualities including diversity and the necessary skills for Directors and Audit & Supervisory Board Members to execute operations and provide appropriate advice and supervision in their respective roles. The table indicates skills that the Board of Directors highly expected of, among the skills that each Directors and Audit & Supervisory Board Members possesses.

Directors (as of June 23, 2025)

	Name	Independent	Diversity		Skill Matrix				
			Gender	Nationality	Corporate Management	Finance and Investment	Global	Technology	ESG, Academia and Policy
Non-Executive Chairman, Member of the	Hidenori Furuta		Male	JP	x		x	x	
Representative Director, CEO	Takahito Tokita		Male	JP	x		x	x	
Representative Director, CFO	Takeshi Isobe		Male	JP	x	x	x		
Director and Corporate Executive Officer, CHRO	Hiroki Hiramatsu		Male	JP	x		x		x
Director	Yoshiko Kojo	x	Female	JP			x		x
Director	Kenichiro Sasae	x	Male	JP			x		x
Director	Byron Gill	x	Male	US		x	x		
Director	Takuya Hirano	x	Male	JP	x		x	x	
Director	Izumi Kobayashi	x	Female	JP		x	x		x

- [\[PDF\] Skill Matrix \(Directors\)](#)

Auditors (As of June 23, 2025)

	Name	Independent	Diversity		Skill Matrix		
			Gender	Nationality	Legal Affairs and Compliance	Finance and Accounting	Operating Process
Full-time Audit & Supervisory Board Member	Yuuichi Koseki		Male	JP		x	x
Full-time Audit & Supervisory Board Member	Kazuo Yuasa		Male	JP		x	x
Audit & Supervisory Board Member	Koji Hatsukawa	x	Male	JP		x	x
Audit & Supervisory Board Member	Hideo Makuta	x	Male	JP	x	x	
Audit & Supervisory Board Member	Catherine O'Connell	x	Female	NZ	x		

- [\[PDF\] Skill Matrix \(Auditors\)](#)

Definitions of skill matrix categories

	Categories	Definitions
Director	Corporate Management	Experience in corporate management gained as a top executive or senior management
	Finance and Investment	Experience in formulating and executing financial, capital, or investment strategies at a company, or experience in the financial sector or investment operations
	Global	Experience managing international business operations ,managing in overseas countries , working for foreign companies, or leading activities at international organizations
	Technology	Experience in developing technology strategies or conducting R&D at technology-related companies or organizations, or experience in advanced scientific or technological fields
	ESG, Academia and Policy	Experience as a representative or researcher at government agencies, industry organizations, universities, or research institutes, or experience in external engagement on ESG, academic, or policy-related matters
Audit & Supervisory Board Member	Legal Affairs and Compliance	Experience as a legal professional, legal scholar, or as a corporate legal or compliance officer
	Finance and Accounting	Professional certification as a public accountant or tax accountant, or experience in accounting or finance in general
	Operating Process	Experience in managing overall business processes within a company

- [\[PDF\] Definitions of skill matrix categories](#)

Risk Management

Guidelines & Structure

The Fujitsu Group aims to achieve business continuity, enhanced corporate value, and the sustainable development of corporate activities. Uncertainties that might affect the achievement of these objectives are considered to be risks. To address these risks, the Fujitsu Group established a Risk Management & Compliance Committee based on the Policy on the Internal Control System determined by the Board of Directors.

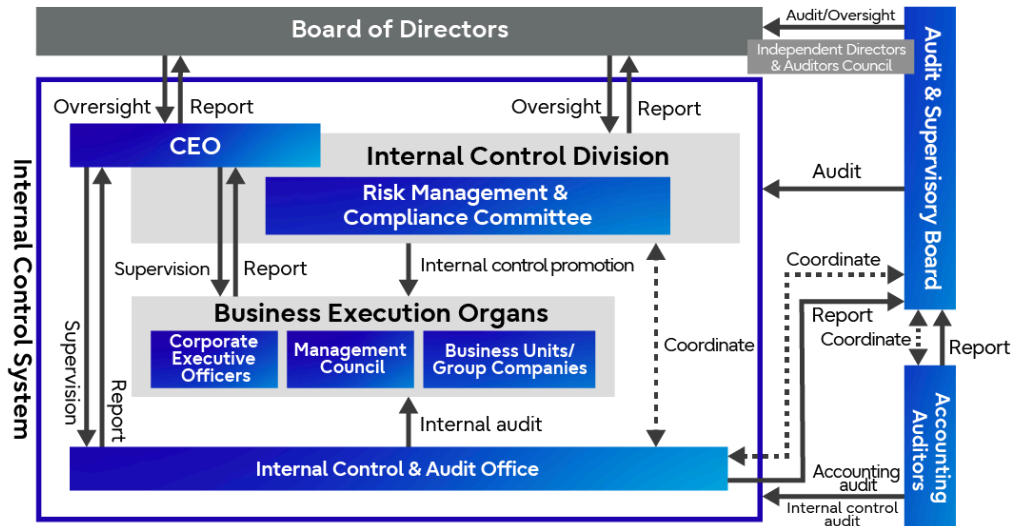
The Committee reports directly to the Board of Directors (including the Independent Directors and Auditors Council) and oversees risk management and compliance for the entire Fujitsu Group.

The Risk Management & Compliance Committee is chaired by the CEO and is composed of Board Members. Its primary function is to continually assess and verify risks that could potentially lead to losses for the Fujitsu Group. The Committee proactively implements measures to control risks identified during the course of business operations (potential risk management). Additionally, the Committee regularly analyzes realized risks to minimize losses, reporting them to the Board of Directors and working to prevent their recurrence (materialized risk management).

The Risk Management & Compliance Committee has established Regional Risk Management & Compliance Committees in each region that forms part of the global, region-based business execution structure. These regional committees operate as subcommittees. The Risk Management & Compliance Committee has deployed Risk Management & Compliance Officers to Business units (First line), as well as to Group companies and regions, both in Japan and overseas. Together, these entities collaborate to build a structure that promotes risk management and compliance throughout the Group.

To further strengthen the Group's risk management capabilities, the company has established the Corporate Risk Management Office (Second line), a department which reports directly to the CEO and is independent of the business divisions. The Committee's secretariat function is provided by the Corporate Risk Management Office and is supervised by the Chief Risk Management Officer (CRMO). The Secretariat monitors overall risk information, providing rapid and appropriate responses, and ensuring thorough risk management under the CEO's direction. As well it convenes a monthly meeting of the Risk Management & Compliance Committee to ensure the swift and effective implementation of corporate policies.

To check that the risk management and compliance system is functioning properly, the company conducts annual audits by corporate auditors and internal audits by audit departments (Third line).



Positioning of the Risk Management & Compliance Committee in the Internal Control System

Processes

Potential Risk Management Process

- Identification and review of important risks of the Fujitsu Group
The Risk Management & Compliance Committee Secretariat (Corporate Risk Management Office, Second line) identifies and reviews the 16 important risks considered important to the Fujitsu Group, taking into account environmental changes affecting the Group. Risk scenarios are defined for each important risk, and they are classified into pure risk and management risk.
- Appointment of risk management departments (Second line)
A risk management department is assigned to each important risk, and is responsible for maintaining control over that specific risk.
- Evaluation of risks to the Fujitsu Group
Risk management departments, Business units, and Group companies evaluate the impact of each important risk, the likelihood of its occurrence, and the status of mitigation measures.
- Ranking and mapping of important risks
Based on the evaluation results of the Group, we rank important risks and create risk maps to visualize their importance. By plotting to four quadrants on a risk map, important risks are evaluated at four levels (avoid/transfer/reduce/hold). From these evaluation results and status of materialized risks, importance is evaluated and high priority risks are determined.
- Risk Management & Compliance Committee Report
Analyses are conducted based on the evaluation findings, and mitigation policies are discussed and determined to address high priority risks and important risks to the Group.
- Issuing of corrective instructions to Business units and Group companies
Based on the evaluation results, feedback is provided to Business units and Group companies, advising them on improvements.
- Risk monitoring within Business units and Group companies
Regular risk monitoring is implemented within Business units and Group companies to assess the status of mitigation measures and reduce risk exposure.

Addressing Materialized Risks

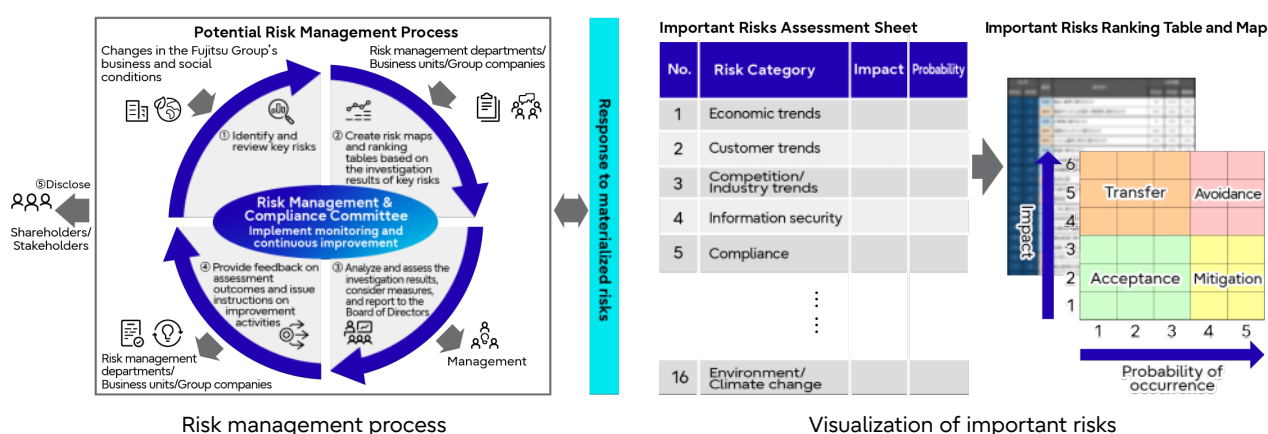
- Risk management regulations mandate rules (such as prompt escalation to the Risk Management & Compliance Committee) and require employees to be informed accordingly.
- Establish escalation rules for Business units and Group companies, and deploy promptly, based on risk management standards and rules for escalating risks to the Risk Management & Compliance Committee.
- Analyze risks and deploy mitigation measures, and report to the Board of Directors as necessary, to prevent recurrence.

By cycling through this risk management process and having the risk management departments monitor it regularly throughout the year, we aim to reduce risks across the Fujitsu Group and to minimize the impact when risks emerge.

High Priority Risks

Considering the findings from evaluations conducted in the Potential Risk Management Process and the status of materialized risks, we have chosen to focus on high priority risks based on their impact on achieving the Fujitsu Group's business strategies and goals. Consequently, we have identified the following two important risks as high priority for FY2025:

- Security risks
- Deficiencies or flaws in products and services



Important risks of the Group (*1)

- 1. Security risks (Pure risk)
- 2. Risks of natural disasters and unforeseen Incidents (Pure risk)
- 3. Human rights risks (Pure risk)
- 4. Compliance risks (Pure risk)
- 5. Financial risks (Management risk)
- 6. Risks related to environment and climate change (Pure risk)
- 7. Risks related to the Fujitsu Group facilities and systems (Pure risk)
- 8. Risks related to competitors and industries (Management risk)
- 9. Deficiencies or flaws in products and services (Pure risk)
- 10. Risks related to economic and financial market trends (Management risk)
- 11. Intellectual property risks (Management risk)
- 12. Customer risks (Management risk)
- 13. Risks related to suppliers, alliances, etc (Management risk)
- 14. Risks related to investment decisions and business restructuring (Management risk)
- 15. Risks related to public regulation, public policy and tax matters (Management risk)
- 16. Risks related to human resources (Management risk)

*1: These are just some examples of the risks associated with doing business. More detailed risk-related information can be found in our securities and other reports.

- <https://pr.fujitsu.com/jp/ir/secreports/>
- Please refer to the web page below for detailed risk information in accordance with our Task Force on Climate-related Financial Disclosures (TCFD) declaration.
 - ["Response to Environmental Risks"](#)

Risk Management Education, etc.

To enforce risk management across the entire Fujitsu Group, we conduct education and training at every level. These programs are targeted at newly appointed executives and managers, as well as others, to educate them on our basic approach to risk management and our rules for promptly escalating issues to the Risk Management & Compliance Committee. The programs present specific instances relating to products, services, and information security, with the aim of continually improving participants' awareness of risk management and enhancing their capacity to respond to risks. Furthermore, by incorporating risk management into employee evaluation indicators, the risk management departments aim to not only link evaluations to financial incentives, but also enhance the organization's risk responsiveness by improving its risk management skills.

Refer to the "FY2024 Performance" section for information on education outcomes for FY2024.

Group-Wide Disaster Management

The basic policy of Fujitsu and its group companies in and outside Japan is to ensure the safety of staff and facilities when disasters occur, to minimize harm and to prevent secondary disasters. We also aim to ensure that business operations resume quickly, and that we can assist in disaster recovery for our customers and suppliers. To this end, we are building robust collaborative structures in our internal organizations and strengthening our business continuity capabilities. In addition to supporting our customers through the management structure in each business unit and group company, the Fujitsu Group is building 'area-based disaster management systems' in each region for working in cooperation with and responding to customers.

To verify the efficacy of our disaster management systems and enhance our response capabilities, we conduct drills tailored to every level, from the entire company through to task forces, workplaces, and employees. We also implement voluntary inspections and verification activities to prevent accidents and minimize the level of harm in each of our facilities. These efforts enable us to accurately identify existing issues and review and implement measures to address those issues, thereby allowing us to work toward continually improving our capacity to prepare for disasters and sustain our business operations. For more information on our Group-wide disaster management, joint disaster response drills and verification activities, please refer to the PDF listed below, and for activity outcomes for FY2024 refer to the "FY2024 Performance" section.

- [\[PDF\] Group-wide disaster management, joint disaster response drills, verification activities](#)

Business Continuity Management

Recent years have seen a myriad of risks that threaten continued economic and social activity. Such events include earthquakes, floods and other large-scale natural disasters, disruptive incidents and accidents, and pandemics involving

infectious diseases. To ensure that Fujitsu and its group companies both in and outside Japan can continue to provide a stable supply of products and services offering the high levels of performance and quality that customers require, even when such unforeseen circumstances occur, we have formulated a Business Continuity Plan (BCP). We are also promoting Business Continuity Management (BCM) as a way of continually reviewing and improving our BCP.

In its response to disasters and infectious diseases, the Fujitsu Group placed the highest priority on maintaining the health and safety of its customers, suppliers and employees, and their families . It also promoted initiatives to sustain the supply of products and services to customers and to help resolve the many societal issues that arise due to disasters and infectious diseases.

For more information on our BCM activities, infectious disease countermeasures and BCM in our supply chain, please refer to the PDF listed below, and for activity outcomes for FY2024 refer to the “FY2024 Performance” section.

- [\[PDF\] BCM activities, infectious disease countermeasures, supply chain BCM](#)

FY2024 Performance

Risk Management Education

Fujitsu Group new executive training: 38 people	—
Uses specific examples to illustrate key points that new executives need to take note of, including internal regulatory systems and issues relating to risk management and compliance.	
Training for Board of Directors: 9 (including 6 non-executive directors)	—
Providing e-learning in various fields, including risk management, for non-executive and executive directors.	
Fujitsu Group new manager training: 1,012 people	—
An e-Learning course that covers areas such as the basic approach to risk management and the role of managers regarding risk management.	
Risk management education program: Fujitsu Group 120,000 people	—
Implemented e-Learning on risk management in general (information security, compliance, etc.)	

Disaster Management Forum: 357 people

These forums are targeted at Fujitsu Group staff responsible for disaster management and business continuity, and all employees in Japan. They offer an opportunity for participants to share knowledge with the aim of improving our on-site responses to large-scale disasters.

Serious Incident Response Training

Serious incident response exercise (Europe region, April 2024: 143 people; Uvance, January 2025: 88 people):
231 people in total

To strengthen the response to a serious incident (including initial measures, cause investigation, cooperation between the site or region and head office, customer response, response to personal information leakage, and media response), we verified the incident response process through training run on two levels, to the site units, and to management in the form of an incident response meeting. Incident response capabilities and inter-organizational cooperation in overseas regions will be enhanced by identifying issues through training and making continuous improvements.

Disaster Management & BCM Training

Joint disaster response drills: FY2024 Drill - Earthquake in the Chugoku/Shikoku area

These annual drills are used to ensure and to verify that Fujitsu and its group companies in Japan are fully versed in the essentials of dealing collaboratively with major disasters. (Proposed scenarios include the "Tokyo Metropolitan Area Earthquake" and the "Nankai Trough Megaquake".)

Training exercise involving a hypothetical pandemic scenario to check BCP

An awareness training exercise centered on a hypothetical scenario involving the loss of human resources in a crisis situation was implemented for all our employees around the globe. The objective was to raise the awareness of every employee involved in business continuity, and measure the business continuity capabilities of the organization as a whole. In addition, a simulation of operations and inter-organizational coordination as outlined in each organization's BCP was used to identify issues and improve the Fujitsu Group BCP.

Information Security

Policy

The world is facing more frequent and severe cyberattacks than ever before, which result in a wide range of damages. With advancements in technology that enable the discovery of internet-facing system, it has become easy for any attacker to identify vulnerabilities and launch attacks. Meanwhile, the threats and methods of attack—which we must now be prepared for—are becoming increasingly sophisticated, including exploitation of unknown vulnerabilities and attacks launched within days from public disclosure of vulnerability.

Given this environment, the Fujitsu Group conducts its activities based on Our Purpose which is to “make the world more sustainable by building trust in society through innovation.” Fujitsu works with many customers to create value for society. We recognize that if Fujitsu were to encounter a cyber incident, the impact would not be limited to our company alone but could extend to our customers and society as a whole. As such, cybersecurity is positioned as a critical management issue. From top executives to the field organization, the entire organization is united in addressing this challenge. To achieve our information security goals, we have established a “Company-Wide Security Risk Management Scheme.”

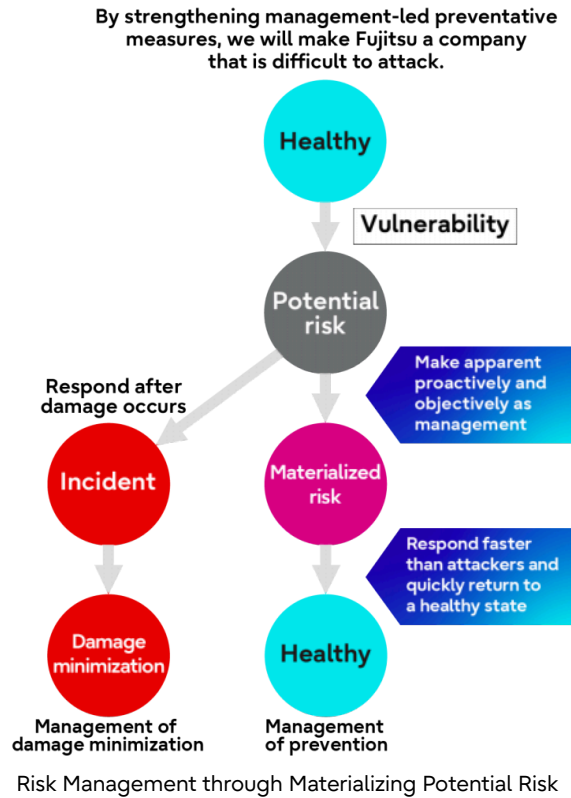
Approach to Security Management

Since 2021, Fujitsu has experienced multiple serious security incidents, and those in the field organization who are responding to them have faced various internal issues. Addressing these issues, we recognized the need to become—and remain—an organization that is attack-resilient. Being “attack-resilient” means creating a situation where attackers perceive that attacking our organization is not easy and that the likelihood of a successful attack is low.

To become an organization that is attack-resilient, we are thoroughly eliminating security risks that could serve as potential entry points for external attacks, such as vulnerabilities in internet-facing assets. By doing so, we aim to create a state where it is extremely difficult for attackers to even identify potential entry points, and even if one is found, executing an attack becomes highly challenging.

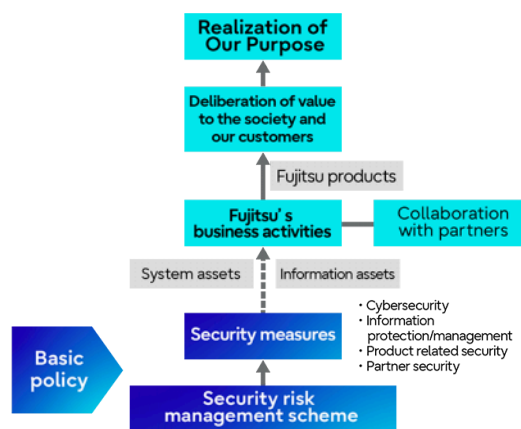
Security Risk Management as an Attack-Resilient Company

Fujitsu's conventional approach to security risk management was rooted in standard risk management practices, with an emphasis on minimizing damages through post-incident response. As a result, potential risks that went unrecognized by field organization gradually enlarged, and the severity of those risks only became apparent after an incident had occurred. In light of this, we believe it is necessary to proactively identify and materialize potential risks from attackers perspective, and to implement countermeasures in advance. This approach is essential to minimizing the impact of cyber threats. Given the increasingly short window between risk discovery and actual attacks in today's threat landscape, it is imperative to adopt a management framework that enables early risk detection and swift response.



Scope of Security Measures

To support the realization of Our Purpose, Fujitsu is implementing security measures based on the assumption that cyber attackers may target not only Fujitsu itself but also our partners and SaaS offerings on our cloud infrastructure. These measures are designed to safeguard customer information across the entire supply chain, both domestically and internationally. Our efforts span cybersecurity for systems that deliver value to our customers (business systems) and those that support internal operations (corporate systems). In addition, we focus on robust information management to ensure proper handling and protection of data and extend our security initiatives to the products we provide as well as to partner companies that form part of our supply chain.



Company-wide Security Risk Management Scheme

Through our experience responding to past incidents and analyzing those events, we have come to recognize that a security incident occurring within a single department can have impacts that extend beyond our organization, affecting customers and society at large. We have also recognized that enhancing the ability of field organization to proactively identify potential risks and respond swiftly requires direct involvement from senior management. Based on this understanding, we have established a company-wide security risk management scheme that enables senior management layer, field organization layer, and the CISO organization (controlling layer) to work together as one, treating security as a core business issue.

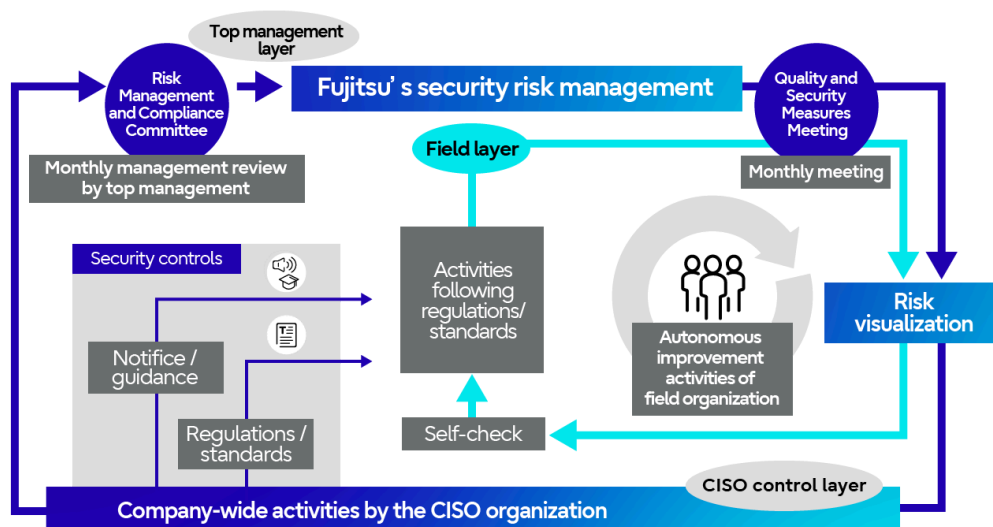
Scheme Overview

This scheme is designed to enable company-wide implementation of security measures, involving senior management, field organization and the CISO, as visualizing risks and building a shared understanding of them are key to driving coordinated efforts across all organizational levels.

The CISO plays a pivotal role in communicating security risks to senior management and fostering a shared understanding between leadership and field organization. This alignment enables effective top-down governance (the outer loop) while encouraging bottom-up improvements (the inner loop). The CISO also defines policies and standards to guide autonomous improvement initiatives at the operational level. In cases where critical and time-sensitive vulnerabilities emerge, the organization exercises direct security oversight of field organization. Through these coordinated efforts, Fujitsu Group advances company-wide security via comprehensive and consistent initiatives across the organization.

The role of the senior management is to make decisions based on information on visualized risks. When risk mitigation measures are implemented at the operational level, field organization sometimes face competing demands—such as increasing business efficiency, reducing costs, and meeting customer expectations. These pressures can at times conflict with security measures and impact the speed of response to such security measures. To address this challenge, management makes decisions based on visualized risks and improves the environment that the field organization cannot resolve conflict or cannot implement the measures even if they want to.

At the operational level, field organization conduct their activities in accordance with company-wide policies and standards set by the CISO organization during normal time. In the event of a security incident due to materialized risk, provisional measures are taken within the respective departments, while formal responses are implemented in line with directions and guidance from the CISO organization. Additionally, teams proactively work to improve their own operations based on visualized risks.



Dual-Loop Company-Wide Security Risk Management Scheme

- Outer loop (dark blue arrow)
This loop enhances senior management involvement through visualization of security risks and empowers the CISO organization to drive effective risk governance.
- Inner loop (light blue arrow)
The inner loop serves as an autonomous loop to promote self-driven risk assessment and risk response based on information of visualized risks.

<Company-Wide Security Risk Management in Accordance with the Scheme>

This scheme promotes company-wide security by fostering a shared understanding of risk status and the progress of security measures through two key meetings: the Risk Management and Compliance Committee, chaired by the CEO of the Fujitsu Group, and Regular Meetings on Quality and Security Measures, which includes the CEO, CRMO, CISO, CQO, and heads of each field organization. These meetings bridge communication between management, control, and operational layers of the organization.

For example, it was decided through these meetings that responsibility for implementing security measures would be included in the duties of field organization heads. In addition, departments that were slow to address critical vulnerabilities were identified for the CISO to step in as necessary to prompt the responsible department heads to take action through a top-down approach. This communication approach encourages department heads to not leave security matters solely to their staff, but to take an active leadership role in driving security improvements themselves.

The status of risks and the implementation of security measures are continuously monitored, enabling both management and operational layers to quantitatively assess the response of their respective departments. This monitoring fosters a sense of urgency and risk awareness when responses are delayed. In instances where the implementation of security measures is delayed or deemed insufficient, the CISO may intervene with direct oversight. This has reinforced accountability among operational-level managers, fostering a heightened awareness of their critical role in advancing security initiatives and ensuring more robust execution at the operational level.

Structure and Communication of Security Measures during Implementation

A governance framework has also been established to permeate the CISO organization's policies, standards, and security measures at the operational level. Based on directives from the CISO organization, each of Fujitsu's headquarters, under the authority of its organization head, has appointed three key roles including a System Security Manager, Information Manager, and PSIRT (Product Security Incident Response Team) Manager*1, to promote autonomous security practices within the field organization. The CISO organization engages in structured communication at both the head of Business Unit and security managers in the field organization by pairing head of Unit and persons in charge of initiatives in CISO organization.

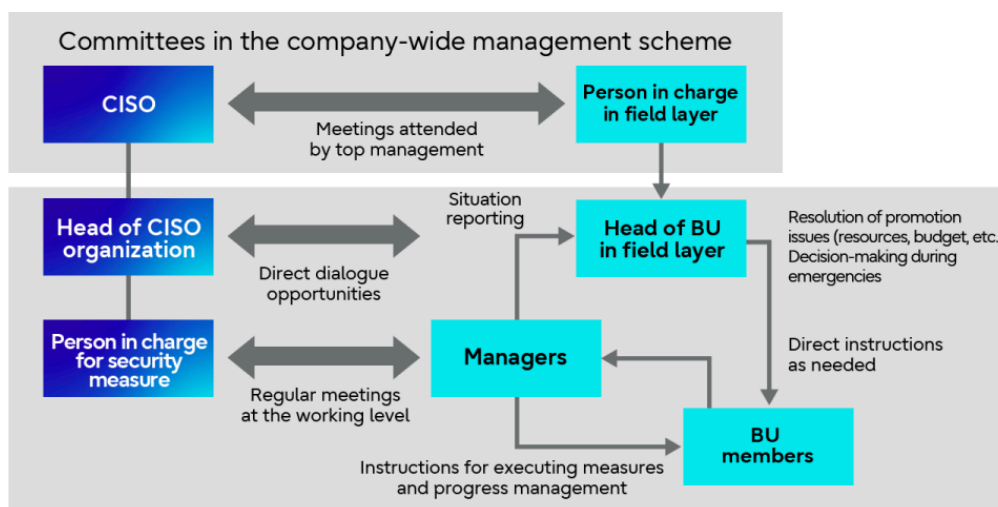
Specifically, one-on-one discussions are conducted with each division head to convey the current realities facing Fujitsu, including specific incidents, as well as the actual risk landscape within their organization. These conversations aim to foster a shared sense of urgency and encourage division heads to actively engage in their division's security response. Additionally, regular leadership meetings and subcommittees led by persons in charge of implementing security measures provide a forum for dialogue between the CISO organization's initiative leaders and security managers in the field organization.

Through these discussions, company-wide policies, standards, and security measures are effectively embedded into day-to-day operations. These efforts strengthen the leadership role of division heads in promoting security initiatives and ensure that responsible officers are executing them effectively at the field organization. For global operations, where alignment between corporate policy and local security requirements is essential, a regional CISO framework has been established to coordinate and oversee efforts by region.

*1: System Security Manager: Person responsible for overseeing the maintenance and management of information systems security.

Information Manager: Person responsible for overseeing information management and protection.

PSIRT Manager: Person responsible for overseeing the management of product related vulnerabilities.



Communication between the Governance Structure and each Layer

<Policies/Standards>

Fujitsu has established a Risk Management Framework grounded in the global standards of NIST's (*2) SP800-37 (*3), to define its approach to security risk management across the Group. This framework outlines a structured set of processes for identifying and systematically managing security risks related to both organizational operations and information systems. It institutionalizes regular risk management activities across all organizational units and embeds these practices as formal rules throughout the development and operational phases of information systems. By integrating these processes into business workflows, Fujitsu ensures widespread awareness and adoption of risk management practices across the Group.

In addition, the Fujitsu Group Standards for Information Security Measures have been formulated with reference to NIST's CSF (*4), SP800-53 (*5), and ISO/IEC 27002 for standardized application across the Group. This standards consists of 165 management measures, which defines how each management measure should be applied based on the importance of the information systems involved. Materials such as manuals and guidelines are also available to support the effective company-wide implementation of these measures.

*2: NIST: National Institute of Standards and Technology

*3: SP800-37: NIST SP800-37 Rev.2 Risk Management Framework

*4: CSF: Cybersecurity Framework

*5: SP800-53: NIST SP800-53 Rev.5 Security and Privacy Controls for Information Systems and Organizations

Visualization of Security Risks

Fujitsu has developed various dashboards, such as the Risk Monitor and Information Management Dashboard, for the digital (mechanic) visualization of risks, including status of remaining vulnerability on information systems or improper information management.

The Risk Monitor provides a comprehensive view of each department at Fujitsu headquarters and Group companies and visualizes numerical values of risks. With regard to the risks detected through the above mentioned vulnerability scanning and other measures, the remaining number of corrective actions by severity level is displayed in a heatmap or graph, and it is possible to prioritize the most important risks.

The Information Management Dashboard is a digitized information management ledger that maintains inventory of confidential information, including names of administrators, storage locations and disclosure restrictions in digital form. The system checks for consistencies with the actual status of information management (e.g., audit logs for storage services) and alerts the management department if any deficiencies are detected, thereby enabling an immediate response. These dashboards are utilized across the management, control, and operational layers, functioning both as governance tools for monitoring field organization and as practical tools for those departments to evaluate their performance and foster autonomous improvement efforts.

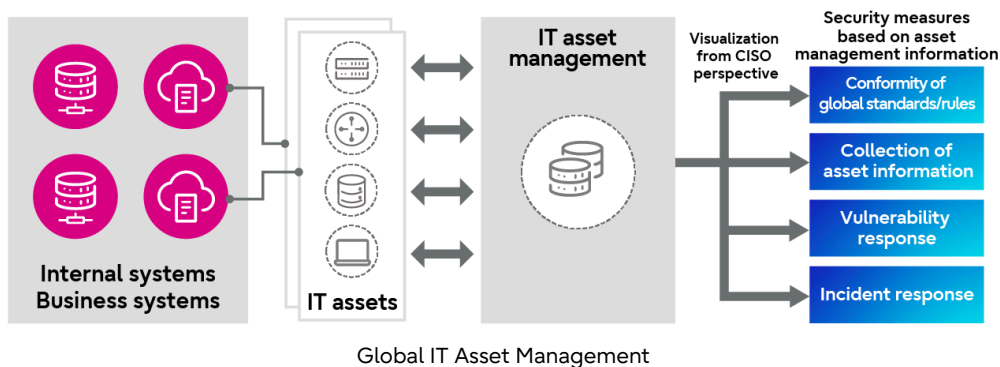
Cyber Security Measures

Fujitsu implements a multi-layered cybersecurity framework. As part of its preventative measures against unauthorized access, the company manages vulnerabilities based on IT asset management data across its systems. In addition, comprehensive monitoring is conducted to detect and respond swiftly in the event of a breach. To further mitigate risk, sensitive information is encrypted to ensure data protection, even in the unlikely event of information exfiltration.

Measures Linked to Centralized IT Asset Management

<Autonomous Risk Remediation Through Centralized and Visualized IT Asset Management>

To support our customers' safe, secure, and sustainable business activities, we have centralized and visualized the IT asset management data of the IT systems (business systems) for our globally operating customers, as well as internal IT systems. This helps us promptly identify and remediate any security risks throughout the Fujitsu Group. We have been strengthening routine risk management, visualizing risk audits conducted by the CISO organization and their result, and promoting an appropriate understanding of the actual situation in each departments and their autonomous remediation.

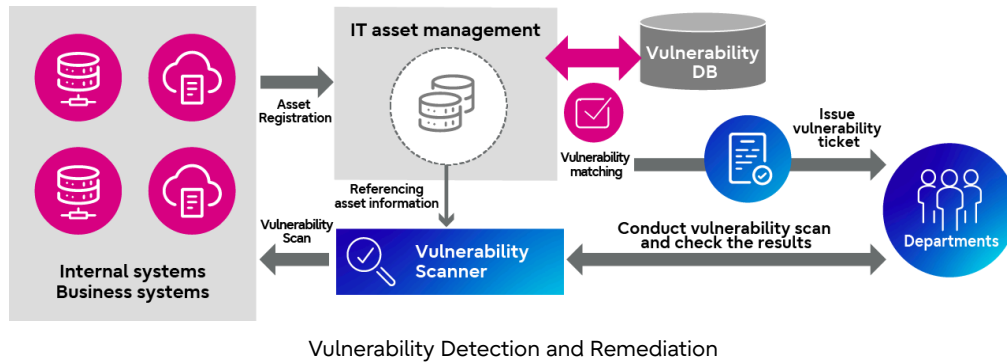


<Vulnerability Detection and Remediation>

By establishing vulnerability scanning process for systems directly accessible from the Internet using IT asset management information, each department that manages the system can autonomously conduct periodic scanning and implement remedial solutions triggered by vulnerability detection. Annual inspection using this process are conducted to ensure that vulnerability remediation practices are in place, and when high-risk vulnerabilities are detected, reliable solution will be implemented in a timely manner with the involvement of the CISO organization.

Even systems that are not directly accessible from the internet may be compromised through lateral movement originating

from internet-facing systems, potentially resulting in broader impact. To address this risk, we regularly update IT asset management information and match with vulnerability database to detect and remediate the vulnerability of systems. This initiative has been rolled out across the entire Fujitsu Group, ensuring proactive management of vulnerabilities in managed assets. As a result, the number of new externally exposed vulnerabilities detected has significantly declined. In particular, detections of high-risk vulnerabilities, such as open ports, have been reduced to just a few cases.



<Utilization of Threat Intelligence and Attack Surface Management>

We are proactively utilizing threat intelligence to speed up the detection of, and response to, vulnerabilities in systems exposed to the Internet. Threat intelligence enables us to collect information in the early stage of an actual attack from an attacker's perspective, such as information on global threat trends and vulnerabilities as well as vulnerability information in Fujitsu Group's systems exposed to the Internet. The obtained threat intelligence allows impact analysis and prompt remedial action.

Moreover, in combination with vulnerability scanning of Internet-exposed systems based on IT asset management information, we also implement attack surface management, which monitors system vulnerabilities from an attacker's perspective.

<Establishment of an Emergency Vulnerability Response Process>

It is essential to establish a system that enables swift response to vulnerabilities not only during emergencies but also in normal operations. As such, the following measures have been implemented in Japan: appointment of designated personnel authorized to make service suspension decisions and establishment of comprehensive procedures for emergency vulnerability response.

Today, cyberattacks targeting software vulnerabilities are launched in increasingly shorter intervals following their discovery, while the speed of such threats continues to accelerate. Given these circumstances, as Fujitsu prioritizes the protection of customer data and the delivery of stable services, we may proactively suspend services at our own discretion if a critical vulnerability arises. This action is taken only when rapid intervention, including service suspension, is essential to protect the information assets of both customers and the company. Such decisions are made with the belief that they not only mitigate security risks but also minimize potential business impacts.

Thorough Monitoring

The cyber security environment is constantly changing, and attack methods are becoming more complex and sophisticated. Under such circumstances, the Fujitsu Group takes a zero-trust approach, based on the concept that 100% prevention of

intrusion by cyber-attack is impossible, to reinforce security monitoring.

We have established internal guidelines for security monitoring and conduct periodic system inspections to assess and visualize the current situation. We are also working to ensure a sound monitoring to enhance detection capabilities and enable timely response to cyber-attacks. Furthermore, we ensure that critical systems are thoroughly monitored through third-party inspections conducted by the CISO organization.

Protection of Important Information

At Fujitsu, it is our policy that activities involving the handling of confidential information, such as development and operations tied to customer contracts, are conducted using the Fujitsu Developers Platform. This approach aims to enhance information security and ensure system quality.

The Fujitsu Developers Platform is equipped with features that fundamentally improve information management. These include restricted sharing functions that prevent data mixing across multiple projects by limiting access to designated project members and enforced access deadlines to deter improper data retention after project completion. Additionally, it supports confidentiality-aware information management by issuing alerts when files labeled with sensitivity levels are stored in inappropriate folders. Furthermore, it monitors activities such as downloads to promptly detect and contain potential data leaks in the event of unauthorized access.

Encryption of critical information on the Fujitsu Developers Platform is mandatory. Any unencrypted data is flagged on dashboards to prompt remedial action. Through these measures, we safeguard valuable information assets across diverse business operations and support secure, reliable business continuity.

Response to Incidents

While proactive measures are in place to prevent security incidents, it is equally important to ensure a prompt response in the event an incident does occur, in order to minimize potential impacts. For this reason, we have preemptively established scheme and procedures based on the assumption that security incidents may occur during normal times. This allows us to quickly implement a series of procedures in the event of an incident, including escalation, response, recovery, and notification.

(1) Escalation

When a security incident is confirmed to have caused damage to the system managed by a department or to a personal terminal, the incident and the extent of the damage are assessed according to preestablished procedures, and immediate emergency measures to be carried out, while also escalating the incident to the appropriate level. After escalation, a specialized team will be assigned by the Security Control Organization to assist with incident response, allowing them to work together to resolve the incident.

(2) Incident response

The Security Control Organization and the department managing the affected system cooperate to prevent the spread of damage by shutting down the affected system and/or disabling specific functions. The cause of the incident is investigated and eradicated thereafter. (e.g., application of patches).

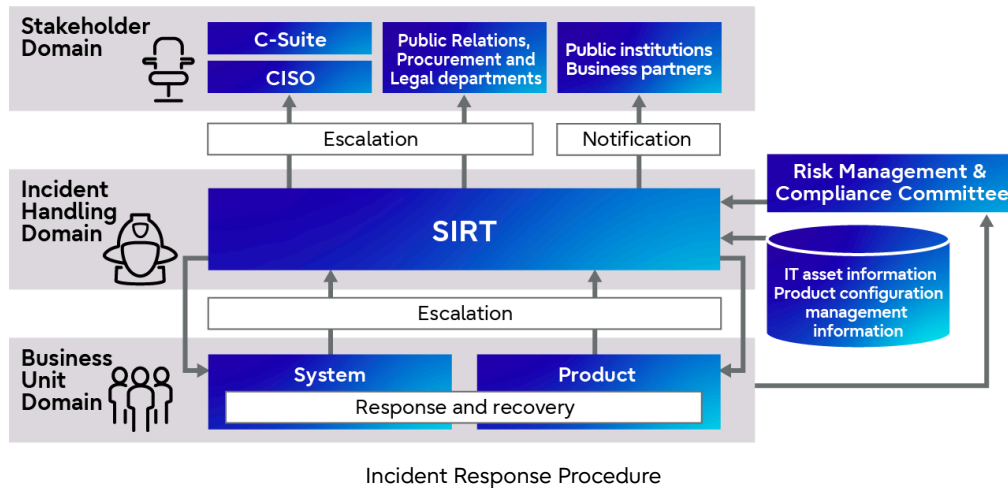
(3) Recovery

After eradicating the cause of the incident, system and business-related data are restored to resume the system and business operations to a normal state.

(4) Notification

Incident details is shared and reported to fulfill our accountability to stakeholders, including public authorities, affected customers, and business partners.

The Incident Response Handbook & Guidelines, which defines the above procedures has been developed and deployed at Fujitsu Headquarters and Group companies in Japan. In addition, for international group companies, alignment is being carried out to accommodate country-specific requirements.



<Sophistication of Incident Response>

Responding to a security incident requires an accurate understanding of the event from a technical perspective through log analysis, malware analysis, disk forensics, and other methods. A quick and fitting response also requires determining an overall policy and collaborating with parties involved inside and outside the company.

At Fujitsu, technical experts and members who take the lead on the path to the solution work together to respond to security incidents, following several processes, including the escalation process.

We have been accumulating data on attacker's tools, processes, and access methods and improving technical knowledge and skills of our response team members through continuous training. We also conduct reviews of the result of past incidents we have handled with our global Group companies to continuously improve our incident response capabilities, including upgrading our structure, rule and processes and accumulating know-how, to enable immediate responses and minimize the impact of incidents.

Risk Prevention in Our Products and Services

<xSIRT Regime>

To protect customers who use Fujitsu's products and services, we centrally manage product configuration information, IT asset information, and threat intelligence information, which includes vulnerability information. In addition, to enable prompt and proactive response to risks arising from vulnerabilities in products and services, we have established an xSIRT (*6) regime by assigning PSIRT managers and System Security Managers, who are responsible for managing vulnerabilities in their departments.

*6: xSIRT: Security Incident Response Team

An organization or regime that handles incidents that affect products and services offered by Fujitsu.

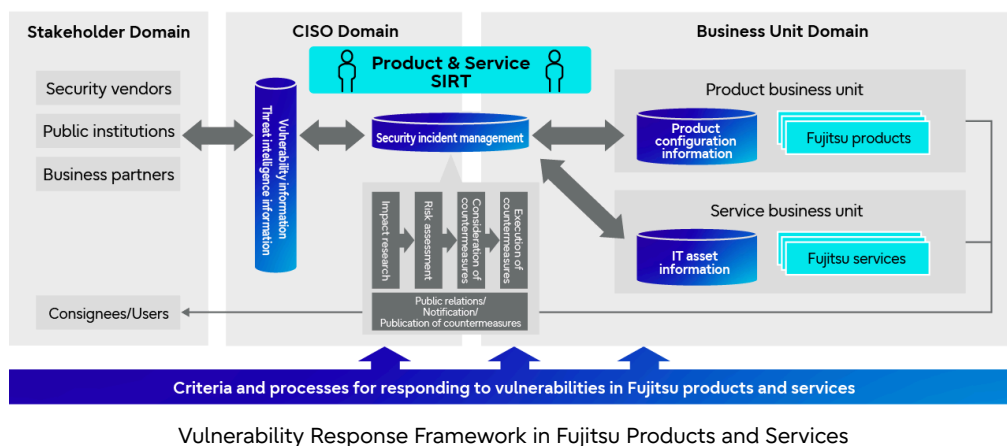
<Process Formulation>

In order to estimate risks to products and services, and to promptly consider and execute countermeasures against vulnerabilities based on risks to products and services, we have established criteria and processes for addressing risks associated with vulnerabilities. In addition, we are continuously improving these processes based on statistical analysis and our past incident response results.

With these regime and processes in place, we ensure prompt remediation of vulnerabilities in order to shorten the vulnerability response time and resolve them in a timely manner, thereby preventing secondary damage to our customers and minimizing the impact on their business continuity.

As an example of the successful achievements of implementing this solution, at the time when a vulnerability-induced cyber attack occurred in the past, which caused significant damage and had an impact worldwide and resulted in a major risk warning from CISA (*7), Fujitsu has been able to avoid damage from information exploitation based on its prompt identification of the affected system and appropriate remedial action taken.

*7: CISA: The U.S. Cybersecurity and Infrastructure Security Agency



Vulnerability Response Framework in Fujitsu Products and Services

Information Management

Fujitsu and its Group companies in Japan implemented the Information Protection Management System in order to appropriately protect confidential information (including personal information) of the Group and third parties. We also apply a PDCA cycle that covers from the "(1) Roles & Responsibilities" to "(7) Review". In order to clarify information assets that must be protected, we establish appropriate management according to the status of our customers and suppliers, and take initiatives for protecting information. These steps are taken for the autonomous information protection activities (regulations by industry, business type, etc.) conducted by each division while



Information Protection Management Systems (7 Points)

unifying the classification of information on a global scale. Furthermore, we utilize various support tools such as information management dashboards to support appropriate information management, while also making improvements as necessary to realize effective and secure operations. In addition, a number of internal departments have obtained ISMS certification. The main activities of the Information Protection Management System are described below.

<Information Protection Management System>

(1) Roles & Responsibilities

Under the CEO, we are building a system to manage and protect confidential and personal information through a global network that is centered on the CISO and overseen by the CEO. We appoint information management staff for each department, clarify roles, and promote the appropriate handling of confidential and personal information.

(2) Policies & Regulations

In order to handle confidential and personal information appropriately, necessary rules (such as policies on information management, handling of third party confidential information and personal information management), procedures, and an annual activity plan have been formulated.

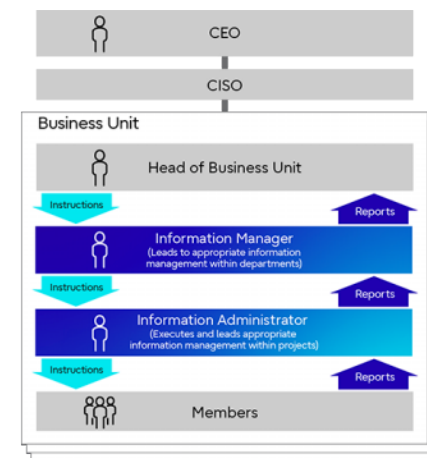
Policies and rules are updated on a regular basis, along with changes to the law.

(3) Training & Cultivation of Awareness

In order to improve the information security awareness and skills of each employee, we provide relevant information according to employees' positions and roles. We also provide various training sessions and information in response to changes in the work environment, such as working from home.

Information management training (e-Learning) (*8) is provided at least once annually for all employees including executives. Information management training materials are also available to employees at any time.

*8: Number of participants in 2024: 37,234



Information Management System and Roles

(4) Self-Inspection

Inventory is conducted regularly to identify and classify and perform risk analysis on the information assets retained by each department.

(5) Incident Response

Scheme, escalation routes, procedures are being developed on a global basis to ensure that incidents are addressed appropriately in a timely manner.

(6) Audit

The Information Management and Audit Division confirms the status of information management in each division from a third-party perspective and provide instructions and suggestions for corrections and improvements.

(7) Review/Modification

The Information Protection Management System is reviewed and modified in consideration of external opinions, including audit results, incidents, and complaints, as well as legal revisions, and changes in the environment.



Information Security Course 2024-2025

Protection of Personal Information

Fujitsu has established a global Personal Information Protection System to strengthen the protection of personal data. Under the leadership of the CISO organization and the Legal Division, we work with each region and Group company to comply with the laws and regulations of each country, including the GDPR (*9). In regard to the handling of personal information, we post and announce privacy policies on public websites in each country.

***9: GDPR: General Data Protection Regulation**

A European regulation that was put into effect on May 25, 2018 and that requires companies, organizations, and groups to protect personal data. Includes rules on the transfer of personal data outside the European Economic Area (EEA) and the obligation to report within 72 hours of a data leakage at cybersecurity incidents.

In Japan, with the objective of protecting personal information, Fujitsu Group obtained certification for the PrivacyMark (*10) by the Japan Information Processing and Development Center (JIPDEC) in August 2007 and we are continually working to strengthen our Personal Information Protection System. Group companies also obtain the PrivacyMark as necessary to ensure thorough management of personal information. The Information Management Promotion and Audit Division conducts third-party reviews of each division's information management practices, providing guidance and recommendations for remedial actions and improvements as needed. Internal audits were conducted in all departments in FY2024.

***10: The PrivacyMark**

The PrivacyMark is granted to businesses that handle personal information appropriately under a personal information protection management system that conforms to JIS Q 15001.

In FY2024, Fujitsu Customer Service Center Personal Information Protection Desk did not receive any consultations or complaints regarding customers' privacy. No customer information was provided to government or administrative agencies in accordance with the Act on the Protection of Personal Information.

Acquisition of Information Security/ Information System Certification

Fujitsu Group is actively promoting the acquisition of third-party evaluation and certification in our information security efforts.

- [\[PDF\] Third-party evaluation/certification audit results \(link\)](#)

Initiative to Promote Autonomous Improvement at the Operational Level

Aligned with the Company-Wide Security Risk Management Scheme, we are driving initiatives that are primarily led by the control layer to enhance organizational resilience against cyberattacks as an attack-resilient company. However, if response efforts at the field organization level are initiated only upon receiving notifications or guidance from the control layer, there is a risk of lagging behind the speed at which attackers operate. To address this, it is imperative that each organizational unit proactively complies with security standards and independently executes timely countermeasures. This self-directed approach is essential to identifying and mitigating risks before they can be exploited.

Visualization of Organizational Maturity

<Maturity Monitor>

At Fujitsu, we digitally score factors such as the occurrence of vulnerabilities within organizations and the speed at which they are remediated, and visualize them as indicators of organizational maturity.

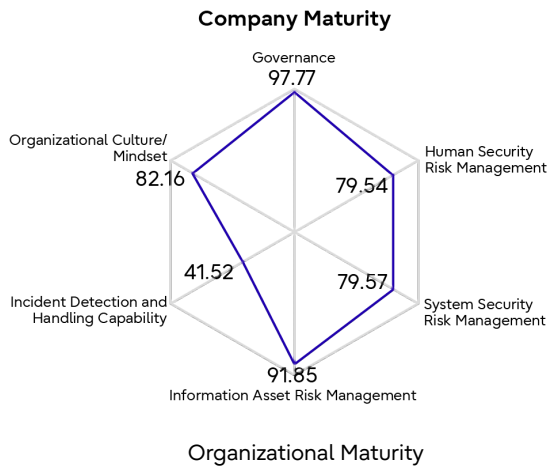
By visualizing the maturity level of each department at Fujitsu headquarters and Group companies on a monthly basis, we aim to foster a culture of autonomous implementation of specific solutions and remedial actions based on an understanding of current circumstances and gaps from targets.

Inspired by the C2M2 (*11), or Cybersecurity Capability Maturity Model, and SIM3 (*12), or Security Incident Management Maturity Model, both of which have been proven globally, our security maturity level evaluation indicators incorporate a unique method of scoring maturity mechanically from data taken from our security measures. The maturity levels are scored on six axes: governance, human security risk management, system security risk management, information asset risk management, incident detection and response capabilities, and organizational culture and mindset.

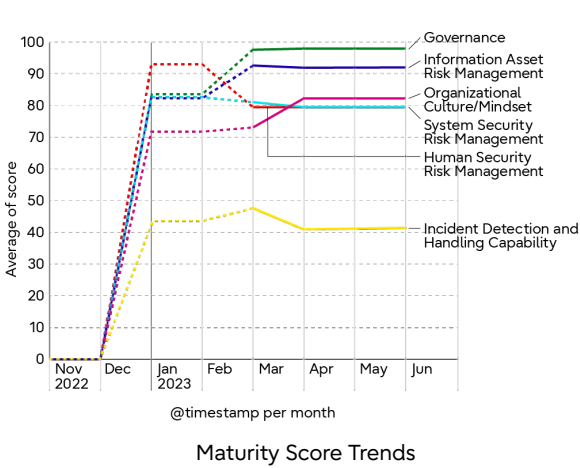
In addition to Fujitsu's internal metering, we aim to strengthen our cybersecurity incident response capabilities by using external security rating services to continuously check Fujitsu's security scoring, which is objective from a third-party perspective.

*11: C2M2 : Cybersecurity Capability Maturity Model
*12: SIM3 : Security Incident Management Maturity Model

Visualized Security Maturity Level



Maturity Score Trends (Entire Company)



Third-party Assessments

As a global provider of IT services, the Fujitsu Group places great importance on the continuous implementation of security measures and our accountability to stakeholders regarding the soundness of our security status. As part of these efforts, we have adopted the services of third-party security ratings companies SecurityScorecard and Bitsight, which provide objective assessments of our security posture. These services assess risks from an attacker perspective and incorporate publicly disclosed security incidents into an overall score reflecting the soundness of our security status. By utilizing these security rating services to guide our security initiatives, we have achieved and maintained high ratings from both SecurityScorecard and Bitsight.

SecurityScorecard	A Rating
Bitsight	Advanced Rating

(As of May 2025)

The Fujitsu Group is committed to continuously enhancing its security measures based on objective assessments provided through security rating services. Through these efforts, we aim to further strengthen stakeholder trust and contribute to positive business outcomes, including garnering deeper partnerships and expanding the customer base.

Security-Related Human Resource Development

To foster greater autonomy at the field organization, we deliver security education and training that covers the latest threat landscape, as well as incorporates real-world lessons learned from recent incidents that have occurred within Fujitsu.

Through these efforts, we are committed to developing a strong security mindset and strengthening the skills of all executives and employees.

<Security Education and Training>

In addition to providing basic education on cyber-security and information management, we thoroughly disseminate the latest trends, as well as current status and lessons learned from response to incidents occurred at Fujitsu. We work to improve the skills of our professional personnel by issuing guidelines on system monitoring for system managers. Moreover, as incidents cannot be 100% prevented, we have shifted our approach from “efforts to prevent contingencies”, to “efforts based on the premise that contingencies will occur”, thereby strengthening our company-wide incident response capabilities.

As part of this effort, the Fujitsu Group conducts company-wide training for executives and employees every six months. Specifically, with the aim of responding quickly and minimizing the impact of incidents that have a social impact, we conduct incident drills in which executives and personnel from various departments participate. We also provide practical training scenarios for SEs and sales personnel who are involved in external business and internal operations. Insights gained from these training sessions are reflected as appropriate in the Incident Response Handbook & Guidelines described in the "Incident Response" section, and are shared across the Group. In addition, targeted e-mail drills are conducted on an ongoing basis to foster a security mindset among each employee.

* Number of training sessions conducted in FY2024: 1 time company-wide training sessions, 2 times targeted e-mail training session

<Strengthening Information Security Structure and Human Resource Development>

In an effort to change employees' mindsets and behavior regarding information security within the Fujitsu Group, the CISO and the CISO organization regularly disseminate information across the Fujitsu Group, and security measures are taken through security managers assigned to each department.

In 2023, the Fujitsu Group redefined the profile of its ideal security personnel and revised the Professional Certification System. In addition to clearly outlining the expected competencies of personnel contributing to security enhancement across the organization, we also launched training programs and aligned compensation schemes to reflect such professional expertise.

Through these initiatives, we are expanding skilled security personnel and reinforcing security frameworks across all departments.

Quality Initiatives

Our Policy

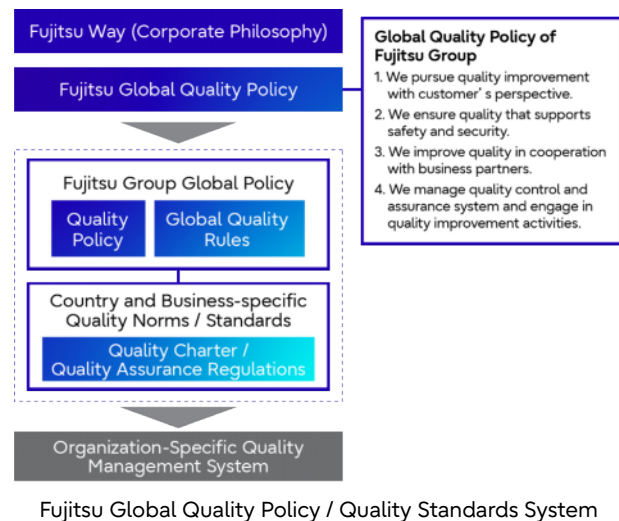
The Fujitsu Group has the important responsibility of supporting businesses and lifestyles of our diverse customer base, beyond developing better society, through providing a wide range of products and services. In order to contribute to the creation of a trusted society, the entire Fujitsu Group utilizes technology to ensure stable operation and improve the quality of our customers' systems.

To that end, the Fujitsu Group has established the Fujitsu Global Quality Policy to put the Fujitsu Way's cherished value of trust into practice. This policy recognizes quality as a foundational part of our business and shows how we will continue to provide safe and secure products/services worldwide.

In line with the Fujitsu Way and the Fujitsu Global Quality Policy, we have established Quality Policy (Standard Policy for Quality Management) and Global Quality Rules under the Fujitsu Group Global Policy which outlines the rules that the entire group adheres to. Under the Fujitsu Group Global Policy, we have established regulations and standards tailored to the characteristics of the countries where we do business, our products/services, customer requests, and applicable laws and restrictions.

For example, in Japan, we have established the Fujitsu Group Quality Charter and five Quality Assurance Regulations (including Shipment, Registration, Release, and Safety Promotion Regulations).

All of our measures, from planning to design to verification, production, sales, and even follow-up support, are based on this charter and these regulations. This ensures that we continue to provide products/services that stay one step ahead of our customers and any changes in their business landscapes.



Implementation Policy for the Safety of Our Products and Services

The Fujitsu Group recognizes its social responsibility to contribute to building a safe and secure society. The Fujitsu Group always considers and endeavors to improve the safety of products and services in every aspect of the group's business activities.

1. Observation of laws and regulations

We observe laws and regulations concerning product and service safety.

2. Efforts to secure safety

We try to ensure that products and services are safe in a variety of use situations and take measures as necessary to secure the safety of the products and services. In addition to legally specified safety standards, we develop and observe voluntary safety standards in our endeavors to improve products and services continuously.

3. Prevention of incidents caused by improper use, etc.

For the safe use of products and services by customers, we properly display notices and warnings in handbooks or on the body of the products in order to prevent incidents caused by improper use or carelessness.

4. Collection of incident information, etc.

We actively collect safety-related information from customers, including information on product and service incidents and what might lead to such an incident.

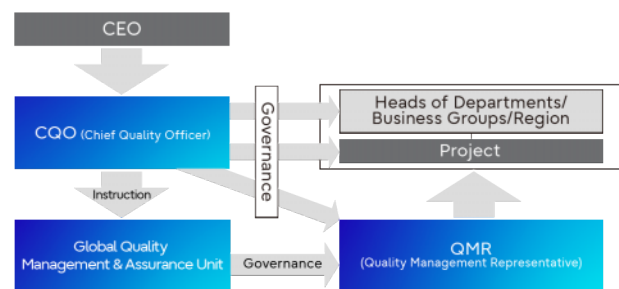
5. Handling of incidents

We immediately check the facts of any occurring incident related to a product or service, investigate the cause, and handle it properly. If the product or service has a safety problem, we provide that information to customers and take proper measures, such as product recall, service recovery, and prevention of further damage and other damage from occurring. We quickly report the occurrence of major product incidents to the proper authorities in accordance with laws.

Our Quality Management Structure

The Fujitsu Group appointed a Chief Quality Officer (CQO) and have built a quality management system for our products/services across the entire Group. Specifically, under the leadership of the CQO, the Global Quality Management & Assurance Unit, as the company headquarters, promote and implement quality management activities for Fujitsu's entire Group by formulating a company-wide quality policy and strategy, and evaluating its implementation status from independent view point, then executing further improvement actions. Furthermore, Fujitsu established Quality Management Representatives (QMRs) in each department, business group and region to implement quality management in their own organization as our means of governing Groupwide quality management

Towards the goal of thorough quality governance, the CQO, QMR, and Global Quality Management & Assurance Unit have established a steering body that regularly discusses issues, countermeasures, and implementation status in the field, as we perform field-oriented quality activities in an effort to provide products/services with consistent and optimal quality for our customers.

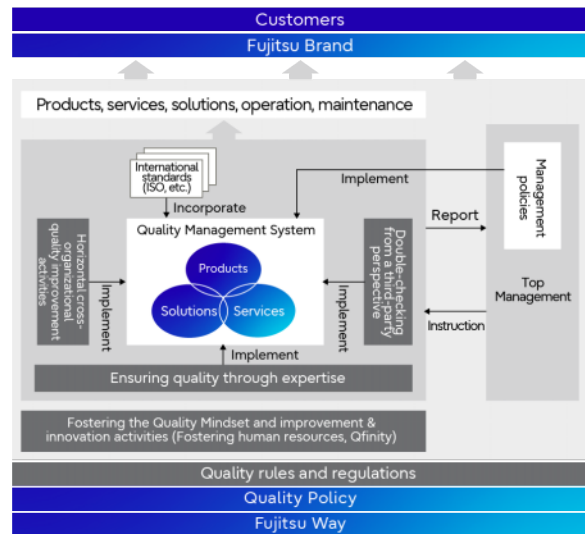


Our Quality Management Structure

Our Quality Support Framework

In order to provide a level of quality for our products and services which meets the needs and expectations of our customers in a consistent way, it is essential for us to coordinate with various organizations inside and outside Fujitsu—including business units, common business units, and business partners—from planning and design through development, manufacturing, testing, sales, operations, and up until maintenance. Frameworks and mechanisms to integrate these organizations are essential as a foundation for our efforts.

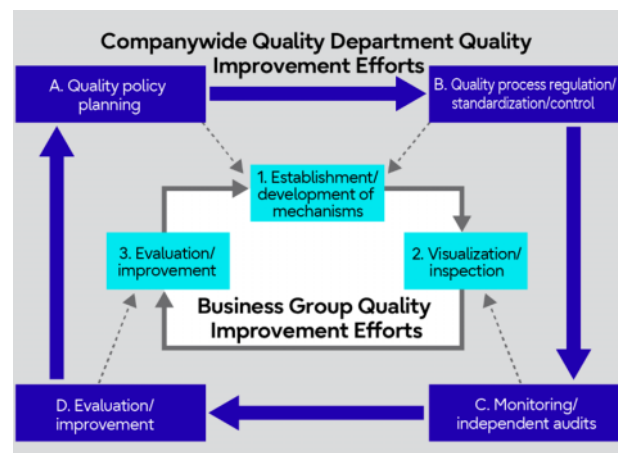
This is why we built our Quality Management System (QMS): to coordinate among these business units as appropriate for the product or service. Our QMS periodically verifies the progress in light of international certification standards such as the ISO in the aim of achieving process improvements to realize even higher quality.



Our Quality Support Framework

Companywide Quality Improvement Cycle

The Fujitsu Group's quality improvement efforts consist of activities based on the Quality Policy by our Companywide Quality Department (Companywide Quality Department Quality Improvement Efforts in the diagram below) and activities to develop and implement quality management systems for each business group (Business Group Quality Improvement Efforts sections of the Companywide Quality Improvement Cycle diagram). These elements turn the cycle, with the entire Group working collaboratively and strategically to improve quality.



Companywide Quality Improvement Cycle

A. Quality policy planning

Quality objectives are set and reviewed, and quality strategies and policies for achieving them are planned and rolled out across the entire Fujitsu Group. In addition, we monitor and manage activities to ensure they are conducted in accordance with our Quality Policy.

B. Quality process regulation/standardization/control

Based on our Quality Policy, we are making progress with the standardization of specific processes and techniques in key areas targeted for improvement. We implement and control these standards at the locations where we operate. Additionally, also in line with our Quality Policy, we promote activities to improve quality across our business groups.

Furthermore, in addition to developing and disseminating quality-related standards, we also share best practices derived from successful projects, so that they can be widely utilized. Further, we promote the sharing of knowledge and project standardization through lessons learned from unsuccessful projects in a manner readily accessible to anyone.

C. Monitoring/independent audits

We monitor the projects of each business group, identify risks to quality at an early stage, escalate issues found, and implement countermeasures as needed. Any concerns regarding quality are addressed by a third party, who audits / conducts an inspection of the items involved, whereby we carry out corrections and improvements.

<In the event of a serious quality issue with any product/service we provide our customers>

Following the Risk Management Regulations, the matter is immediately reported from the field to the Risk Management & Compliance Committee at the Fujitsu Headquarters. Under the direction of the Committee, the relevant departments address the incident jointly and consider ways to prevent recurrence. The recurrence prevention measures are shared with other departments through QMR in an effort to prevent the same incident from occurring at other Fujitsu Group companies.

D. Evaluation/improvement

We regularly examine and analyze our approach to quality and consider additional measures if necessary, directing the QMR to make improvements based on the business characteristics of each organization.

After reporting updates to executive management on a regular basis, action is taken following their decision making and instructions.

Additionally, through Qfinity (*1) activity, good/best practices are commended and shared across the entire Fujitsu Group to increase the level of quality throughout the Group.

*1: Qfinity

Qfinity, an internal branding term which combines the words "quality" and "infinity," represents the DNA of the Fujitsu Group: the "infinite pursuit of quality by each and every employee." Qfinity is an improvement and innovation activity launched throughout the Fujitsu Group in FY 2001 to continuously improve the quality of products and services, with each and every employee taking a central role. Through Qfinity, we promote quality improvement activities in each workplace, while also encouraging the extraction and sharing of key knowledge, as we engage in quality improvement of products and services.

Quality Governance

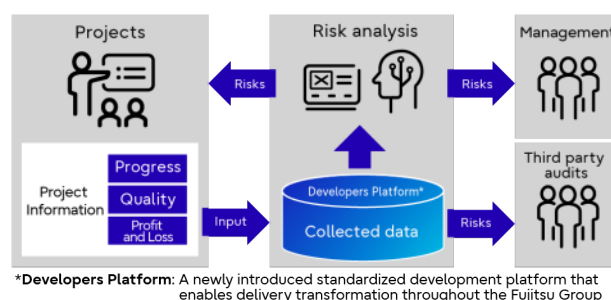
Under the CQO, we are working to strengthen quality governance across the Fujitsu Group as well as prevent major incidents from reoccurring and enhancing the quality of products/services.

The process of strengthening quality governance involves rolling out a common platform to assess quality risk and the quality assurance process that supports service delivery within the Fujitsu Group to correctly assess risks and take thorough action against it.

As the number of challenges in new area of business increases and information systems become more complex, we use these mechanisms as a base to make swift and appropriate decisions and prepare for a variety of risks.

< Design/Operation Platform Supporting Quality Governance and Risk Monitoring >

We consolidate quality related information that we obtain in the development field, such as progress of development projects, test density, and defect detection rate, onto our common platform, Fujitsu Developers Platform. By analyzing this accumulated data with AI to identify potential future risks and urging the teams to plan and implement countermeasures, we aim to improve project success rate. Additionally, extraction and visualization of risks from quality data obtained in daily activities leads to self-directed



*Developers Platform: A newly introduced standardized development platform that enables delivery transformation throughout the Fujitsu Group

Mechanism for Objectively Assessing Field Decisions

improvements, as project members in the field notice risks by themselves.

< Quality Assurance Processes That Support Service Delivery >

To provide customers with higher value than ever before and ensure stable system operation, we have moved to the “One Delivery” project structure—a new type of service delivery that is not organization-dependent. One Delivery manages projects in accordance with the shared “One Delivery Quality Assurance Process” to enable centralized risk management.

The One Delivery Quality Assurance Process embodies four key steps based on past quality issue trends. First, “Resource management” aims to prevent skills mismatch and similar problems. Next, the “GOGI Approval system” determines the promotion of business opportunities and projects from an objective and multifaceted perspective. “Technology control” then aims to improve technological appropriateness and feasibility. Finally, through “business opportunity and quality monitoring”, we detect at an early stage those projects with potential troubles. Through the “One Delivery Quality Assurance Process,” the entire Fujitsu Group provides higher quality services with greater stability.

Value creation for customers and stable system operation



FY2024 Performance

Violation of Laws and Regulations Concerning Product Safety

- Violation of laws and regulations concerning product safety: 1 incident (Electrical Appliance and Material Safety Law: Conformance error in labeling requirements for the importer (corrected))

Disclosure of Information Related to Product Safety

- Number of disclosed issues: 0 major product incidents
- [Important notices concerning product safety](#)
- Prevention Measures for Laptop Battery Ignition Incidents
On three previous occasions, Fujitsu has asked customers to exchange and return battery packs in order to prevent the spread of ignition incidents due to the possibility that foreign matter had contaminated the interior of the battery during the battery pack manufacturing process.
At the same time, however, although extremely rare, there have been cases of ignition occurring in battery packs outside

those covered by the returns and exchanges.

It has been found that limiting the phenomena that increase the internal pressure of batteries is an effective measure in preventing these types of ignition incidents.

Since February 9, 2017, Fujitsu has been offering a "Battery Charging Control Update Tool" through its website for its laptop PCs launched between 2010 and 2016. In addition, since November 2018, Fujitsu has been distributing the Battery Charging Control Update Tool via Microsoft's Windows Update service to the laptop PCs of all those affected in order to ensure all customers using the affected laptop PCs apply the update.

Non-legal compliance violations related to product safety and information/labeling violations

- Product information and labeling violations: 0
- Violation in third-party certification: 1 incident (Falsified certification documentation (corrected))

ISO9001 / ISO20000 Certification Status

Fujitsu is continuously working to improve processes under the QMS (items below as of September 2024).

- ISO9001: 20 divisions certified
- ISO20000: 9 divisions certified

Working With Our Customers

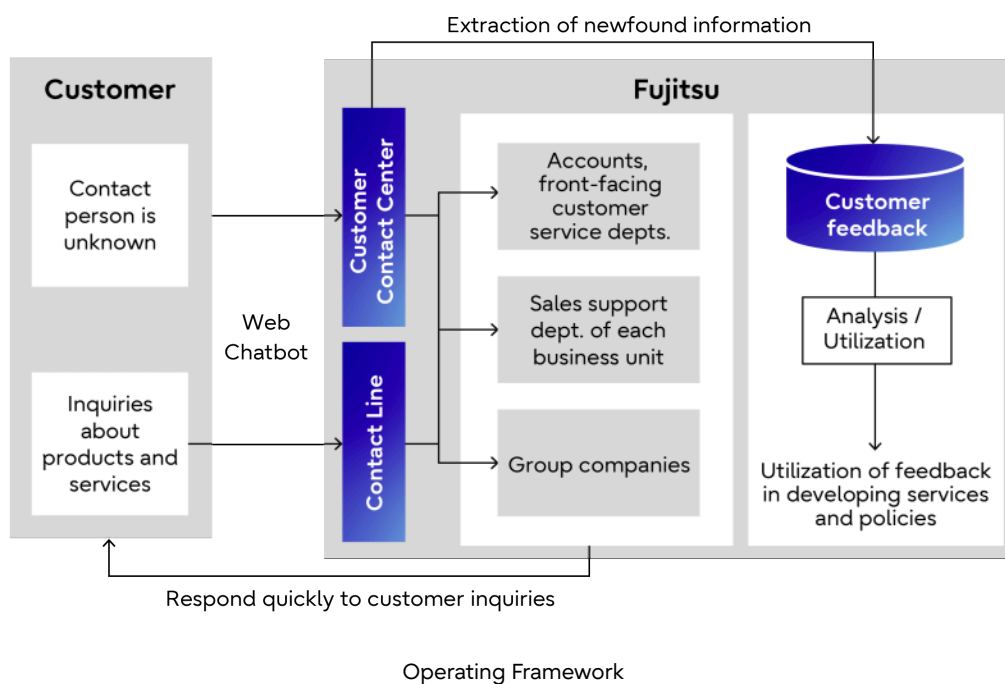
Improving Customer Satisfaction

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

The Fujitsu Customer Contact Center and Fujitsu Contact Line

To be able to address customer inquiries quickly and accurately, the Fujitsu Customer Contact Center and the Fujitsu Contact Line collaborate with multiple departments and utilize AI and chatbots to respond. Furthermore, they also act as a form of surveillance, helping prevent missed and late responses. Not only do they increase customer satisfaction by facilitating quick answers, but they also allow us to analyze information about customer inquiries so that we can improve the development and quality of our products and services.

- [Customer Contact Center / Fujitsu Contact Line \(Japanese only\)](#)



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 FY2025, 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 goals (KPIs) and monitor these indices via the PDCA cycle to see if they have been achieved, in order to determine whether our advertising policies have been effective and cost-effective.

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

- [Advertising and Promotion \(Japanese only\)](#)

Social and Governance Data

Employees in Fujitsu group

★ Indicators assured by third party

		FY2022	FY2023	FY2024	GRI
Number of employees by region (person) (*1)	Total	124,055	123,527	112,743★	G102-7,8
	Japan	72,641	72,049	66,812	
	East Asia	4,966	4,655	3,663	
	Asia Pacific	20,440	20,888	19,191	
	The Americas	3,891	3,851	3,584	
	Europe	22,117	22,084	19,493	
Number of Employees by Type of Contract (person)	Full-time	124,055	123,527	112,743	
	Non Full-time (*2)	12,005	13,288	10,320	

*1 The number of employees as of end of the fiscal year (March 20)

*2 Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

Board of Directors

		End of June, 2023	End of June, 2024	End of June, 2025	GRI
	Total	9	9	9	G405-1

Directors (person)	Male	7	7	7	
	Female	2	2	2	
External directors (person)		5	5	5	
Non-Japanese directors (person)		1	1	1	

Diversity (Fujitsu group)

★ Indicators assured by third party

		FY2022	FY2023	FY2024	GRI
Ratio of female employees (%)	Fujitsu group	24.8	25.2	25.8	G405-1
	Fujitsu	19.5	20.5	21.4	
Ratio of female executives and managers (%)	Fujitsu group	15.0	15.8	16.8	
	Fujitsu	9.1	10.3	11.5★	
Ratio of female in junior management positions (%)	Fujitsu group	17.8	18.2	19.4	
Ratio of female in top management positions (%)	Fujitsu group	13.8	15.6	22.6	
Ratio of female in management positions in revenue-generating functions (%)	Fujitsu group	15.5	17.5	17.9	
Ratio of female in STEM-related (*5) positions (%)	Fujitsu group	20.4	19.5	20.7	

*3 The number of employees as of end of the fiscal year (March 20)

*4 The ratio of "diversity" in the Fujitsu Group for the fiscal year 2024 is calculated excluding discontinued operations.

*5 STEM-related Departments: Departments related to Science, Technology, Engineering and Mathematics

			Male	Female	GRI
Average salary for FY2024 by gender (Fujitsu group) [yen]	Executive level	Base salary only	33,557,143★	32,657,143★	G405-2
		Base salary + Other incentive	129,219,500★	119,695,143★	
	Management level	Base salary only	9,248,554★	8,635,649★	
		Base salary + Other incentive	13,334,916★	12,209,859★	
	Non-management level	Base salary + Bonus	6,092,447★	4,901,237★	

*6 Average salary for FY2024 by gender covers domestic Group companies with 301 or more employees.

*7 Base salary includes basic salary and various allowances (Commuting allowance and retirement allowance are excluded.).

*8 Incentives include bonuses and stock compensation, and theoretical values are used for some executives. As for stock compensation, the amount based on the estimated amount of grant under the 2024 Plan < Grant amount fixed for 3 years of 2024~2026 > is used instead of the amount based on the fixed amount of grant in fiscal 2024.

Diversity (Fujitsu)

		FY2022	FY2023	FY2024	GRI
Number of employees (*9) Total (person)		35,092	35,924	34,850★	G405-1
Average age (year) (*10)		43.7	43.6	43.1★	
Number of employees by age group (person)	Under 30	5,126	5,252	5,297★	
	30-49	16,523	17,093	17,166★	
	50 and over	13,443	13,579	12,387★	

Number of employees by gender (person)	Male	28,248	28,549	27,381	
	Female	6,844	7,375	7,469	
Gender salary gap(%) (Female to male ratio) (*11)	All employee	76.9	76.8	79.0	G405-2
	Full-time employee	76.5	76.7	78.4	
	Fixed-term employee	84.5	81.3	86.2	
Ratio of newly appointed female managers (%) (qualified personnel)		25.8	28.6	31.1	G405-1
Number of non-Japanese employees (person)		674	774	817	
Employment ratio of people with disabilities (%) (*12) (counted in every June)		2.45	2.35	2.48★	

*9 The number of employees as of the end of the fiscal year (March 20) includes executive officers and does not include non-regular employees.

*10 At the end of the fiscal year (March 31)

*11 Period covered: April 1, 2024, to March 31, 2025. Salary is the amounts paid to employees, including basic salaries, bonuses, and other benefits. (Excluding retirement allowance and commuting allowance.)

*12 Fiscal 2022 data cover Fujitsu, Fujitsu Harmony, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, and Fujitsu Techno Research, fiscal 2023/2024 data cover Fujitsu, Fujitsu Harmony, Fujitsu IS Service, Fujitsu Advanced Accounting Service, Fujitsu Home & Office Service, Fujitsu Techno Research and Fujitsu Japan.

Employment (Fujitsu Limited)

★ Indicators assured by third party

			FY2021	FY2022	FY2023	FY2024	GRI
Average year of service (year) (*13)	Total		19.2	19.1	18.8	18.2★	
		Male	20.0	20.0	19.8	19.1	

		Female	15.8	15.5	15.2	14.6	
Total number of new employee hires (person)			1,220	1,583	2,131	1,686	G401-1
Ratio of new hires (%)			67.2	48.3	49.2	53.0	
Percentage of open positions filled by internal candidates (%)			87.1	79.3	68.9	78.3	

*13 At the end of the fiscal year (March 31)

Using the Care Leave and Short Work Hours system (Fujitsu Limited)

★ Indicators assured by third party

			FY2022	FY2023	FY2024	GRI
Number of employees using child care leave (person) (*14),(*16)	Total		518	525	584★	G401-3
		Male	286	303	324	
		Female	232	222	260	
Return to work rate after child care leave (%)	Total		100	100	100	
		Male	100	100	100	
		Female	100	100	100	
Continuous work rate after child care leave (%)	Total		96.6	98.9	97.8	
		Male	95.8	99.1	97.8	
		Female	96.9	98.7	97.7	
Number of employees using family care leave (person) (*14)	Total		18	24	25★	
		Male	10	11	14	

		Female	8	13	11	
Return to work rate after family care leave (%)			100	100	100	
Continuous work rate after family care leave (%)			85.7	93.3	92.9	
Number of employees using Short working hours (child care) (person) (*14)	Total		670	674	627★	
		Male	21	15	22	
		Female	649	659	605	
Number of employees using Short working hours (family care) (person) (*14)	Total		11	14	12★	
		Male	8	7	5	
		Female	3	7	7	
Paternity leave (person) (*14)(*15)			549	592	591★	
Percentage of male employees taking childcare leave (%) (*17)			85.1	86.2	86.2	

*14 Data applies to regular employees enrolled as of the end of the fiscal year (March 20).

*15 Employees who gave birth within the fiscal year and took the relevant leave within the same fiscal year (including those who combined it with childcare leave) are being counted.

*16 "Employees who have taken parental leave for the first time for a subject child, regardless of whether the child was born within the current year (in accordance with the calculation method accompanying the disclosure of the status of parental leave)" (including combined use with childcare leave)

*17 Percentage of male employees who took childcare leave, etc. and leave for childcare purposes. (based on the Childcare and Nursing Care Leave Act)

Occupational Safety and Health (Fujitsu Limited)

★ Indicators assured by third party

	FY2022	FY2023	FY2024	GRI
Lost time injury frequency rate (*18)	0.03	0.09	0.13★	G403-2

Severity (rate)(*20)	0.00	0.00	0.00	
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*18 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 (*19) / Total number of hours worked by workers in the reference group during the reference period] × 1,000,000)

*19 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

*20 Number of lost working days/Total working hours × 1,000

Human Resource Development (Fujitsu group)

Overview

	FY2021	FY2022	FY2023	FY2024	GRI
Average Annual Hours Spent Learning [hour /year /person]	42.0	46.5	37.4	54.4	G404-1
Annual Cost of Learning [1000yen /year /person]	81.7	75.4	73.9	100.2	
Human Capital Return on Investment (ROI) (*21)	1.21	1.24	1.19	1.22	

*21 Human Capital Return on Investment (ROI): Calculated by [net sales - (operating expenses - employee-related expenses)]/employee-related expenses

Breakdown of learning hours in FY2024

Age group	20s and younger	30s	40s	50s	GRI
Average Annual Hours Spent Learning [hour /year /person]	135.6	29.7	31.6	29.5	G404-1

Gender	Male	Female	GRI
Average Annual Hours Spent Learning [hour /year /person]	41.8	49.6	G404-1

Level	Managers and above	Non-managers	GRI
Average Annual Hours Spent Learning [hour /year /person]	30.4	47.3	G404-1

Employee Engagement

The employee engagement survey includes questions about the sense of fulfillment from working for the Fujitsu Group, the connection between Fujitsu's purpose and one's own work, and the utilization of one's individual strengths. We also use various data from regular well-being surveys and stress checks to improve employee engagement.

Topics	FY2021	FY2022	FY2023	FY2024	Target for FY2025
Engagement score (%) (*22)	67	69	69	68	75

*22 The Positive response rate is as follows.

FY2021: 64%、FY2022: 66%、FY2023: 64%、FY2024: 63%、Target for FY2025: 72%

Political contributions and other spending (*23)

Overview

Category	FY2021	FY2022	FY2023	FY2024
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns / organizations /candidates	17.1	20.2	20.4	19.9
Trade associations or tax-exempt groups	134.9	130.4	216.9	208.1
Others	0	0	0	0
Total	152.0	150.6	237.3	228.0

[million yen]

*23 Fujitsu conducts political donations properly in accordance with the Political Funds Control Act.

Expenditure on major political organization

Organization	FY2023
National Political Association	18.0

[million yen]

Large expenditure by sustainability topics

Topics	Description of engagement	FY2024
Recommendations for IT and other industrial policies	Our company provides advice on IT and other industrial policies by participating in various committees and workshops of electronics, electricity, and information and communications organizations in legal entity and economic organizations, such as the Japan Electronics and Information Technology Industries Association.	117.6

Sustainable development on a global scale	Our company works through organizations such as the World Economic Forum (*24) for the purpose of sustainable development of industry and humankind.	71.9
Responding to environmental issues such as climate change	With the aim of responding to climate change through industry, we are participating in environmental projects such as the World Business Council (*24) for Sustainable Development.	18.6

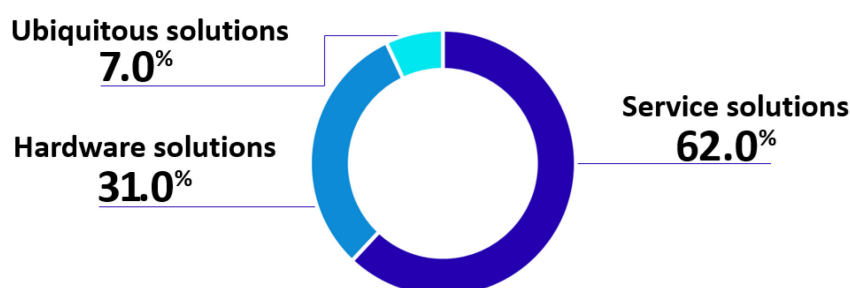
[million yen]

*24 For more information on WEF and WBCSD, please visit [this site](#).

Fujitsu Group Profile (as of March 31, 2025)

Company Name	Fujitsu Limited	Capital	¥325.6 billion
Address	- Kawasaki Main Office 4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa 211-8588, Japan	Total Assets	¥3,497.0 billion
Representative Director President	Takahito Tokita	(Liabilities: ¥1,597.4 billion, Net assets: ¥1,902.0billion)	
Established	June 20, 1935	Fiscal Year-end	March 31
Main Business Activities	- Service Solutions - Hardware Solutions - Ubiquitous Solutions	Employees Consolidated	112,743
		Non-consolidated:	34,850
		Directors	9
		(incl. 2 female directors and 5 outside directors, as of June 23, 2025)	
		Consolidated Subsidiaries	271 companies
		Equity-method Affiliates	14 companies
		Stock Exchange Listings	Tokyo, Nagoya

Break down of Revenue by Business Segment



Service Solutions

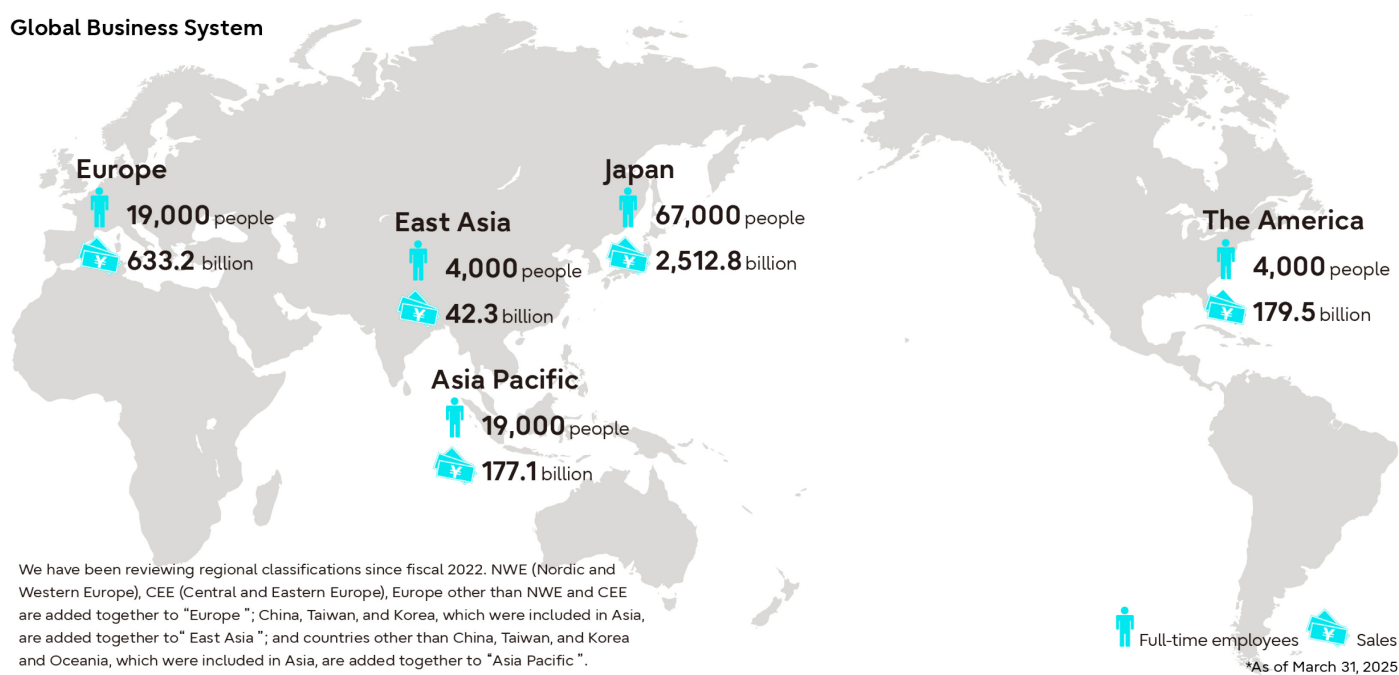
- Consulting Services (Business Consulting and Technology Consulting)
- Cloud Services (IaaS, PaaS, SaaS, etc.)
- Systems Integration (System Implementation, Modernization, etc.)
- Software (Business Applications and Middleware)
- Software Support Services
- Business Process Outsourcing
- IT Services (Data Center, Network Services, Security Services, In-Vehicle Information Systems, etc.)
- Managed Services (Systems Operations Management, Application Operations Management, Service Desk, etc.)

Hardware Solutions

- System Products (UNIX Servers, Mission Critical IA Servers, PC Servers, OS, Storage System, Mainframe, Front End Technology, etc.)
- Network Products (Mobile Systems, Photonics Systems, IP Network Equipment, etc.)
- Hardware Support Services (Support for System Products and Network Products)
- System Support Services (ICT System and Network Maintenance and Monitoring Services, etc.)

- ### Ubiquitous Solutions
- PCs

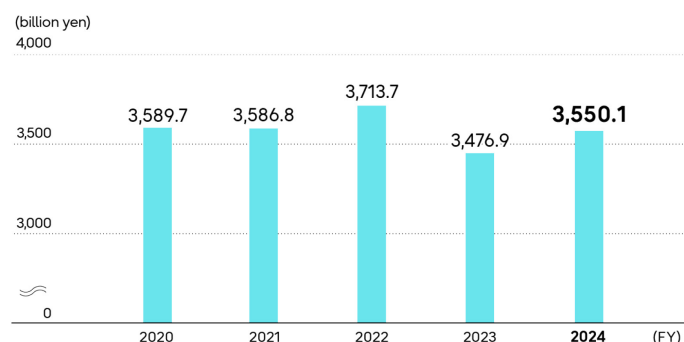
Global Business System



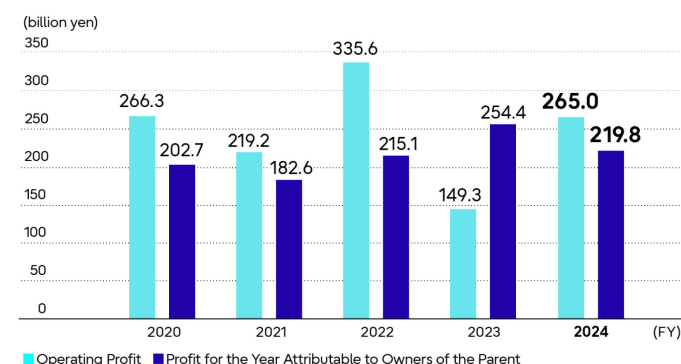
Financial & Non-Financial Highlights

★ Indicators assured by third party

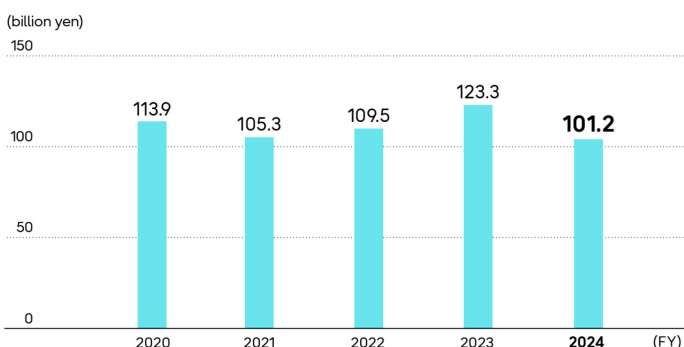
Revenue



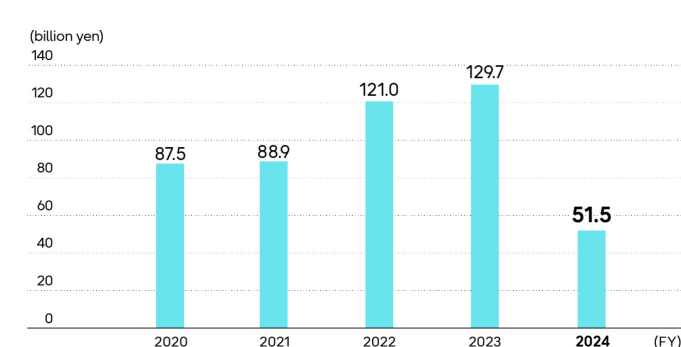
Operating Profit / Profit for the Attributable to Owners of the Parent



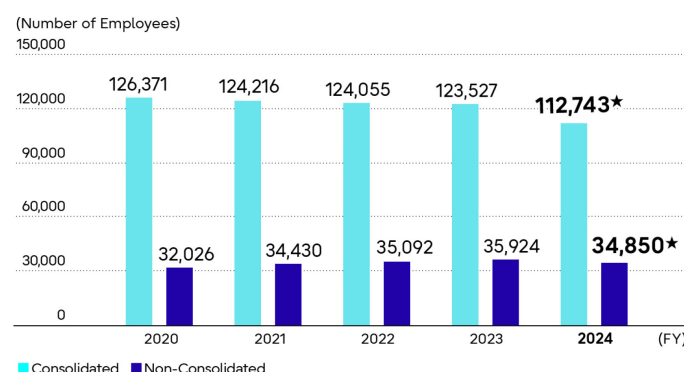
R&D Expense



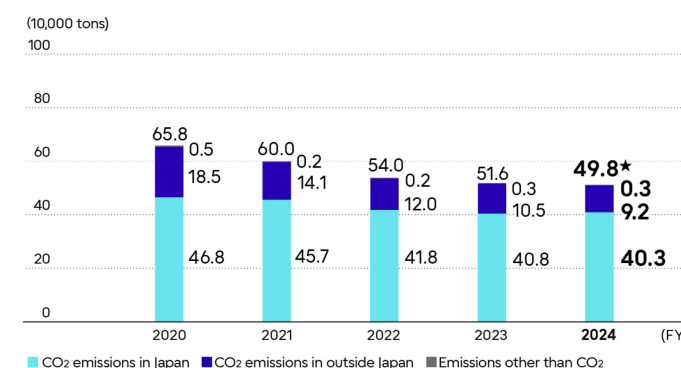
Capital Expenditure



The Number of Employees



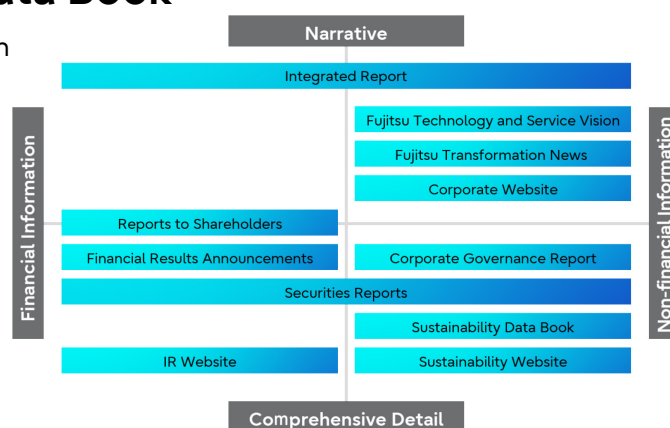
Total Greenhouse Gas Emissions



Sustainability Information Disclosure Framework

Our Sustainability Website and Data Book

Fujitsu established a sustainability website in FY 2019 in order to disclose non-financial information from the “Fujitsu Group Integrated Report” in more detail. Through this website, we are able to update our sustainability information in a more timely manner. We will also begin release of our “Sustainability Data Book,” a PDF that contains the information on our website, every October, in order to leave a record of the information that has been disclosed.



Information Disclosure System at Fujitsu

Guidelines Referenced

- GRI Standards
- SASB Standards
- Environmental Reporting Guidelines (2012/2018 versions / Ministry of the Environment)
- UN Global Compact
- ISO26000

Comparison Table of Guidelines Referenced

- GRI Standards / United Nations Global Compact (UNGC) principles Comparison Table
- SASB

Reporting Period

This website focuses on activities in FY 2024, from April 1, 2024 to March 31, 2025, and the data presented is actual performance data from that period.

Target Readership

This report is written assuming the following readership: Fujitsu stakeholders including customers, employees, stockholders/investors, suppliers/business partners, international society/local communities, and public institutions/governments.

About Third Party Assurance

The Fujitsu Group Sustainability Data Book 2025 receives a third-party assurance from KPMG AZSA Sustainability Co., Ltd. to ensure the reliability of disclosure information.

- [Independent Assurance Report](#)

Contact

- [Sustainability Division, CEO Office, Fujitsu Ltd
4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa, 211-8588, Japan](#)

Independent Assurance Report

The Fujitsu Group Sustainability Data Book 2025 receives third-party assurance from KPMG AZSA Sustainability Co., Ltd. for fiscal 2024 performance of specific environmental and social performance indicators in order to ensure the reliability of disclosure information.

Independent Practitioner's Limited Assurance Report

To the Representative Director CEO of Fujitsu Limited

Conclusion

We have performed a limited assurance engagement on whether selected environmental and social performance indicators (the "subject matter information" or the "SMI") presented in Fujitsu Limited's (the "Company") Sustainability Data Book 2025 (the "Report") as of June 1, 2024, March 20, 2025, March 31, 2025, and for the periods from December 21, 2023 to December 20, 2024 and from April 1, 2024 to March 31, 2025, have been prepared in accordance with the criteria (the "Criteria"), which are established by the Company and are explained in the Report. The SMI subject to the assurance engagement is indicated in the Report with the symbol "★". We have also performed a limited assurance engagement on whether the materiality assessment process in the Report has been prepared and presented in accordance with the process implemented by the Company.

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI as of June 1, 2024, March 20, 2025, March 31, 2025, and for the periods from December 21, 2023 to December 20, 2024 and from April 1, 2024 to March 31, 2025 is not prepared, in all material respects, in accordance with the Criteria, and that the materiality assessment process in the Report is not prepared and presented, in all material respects, in accordance with the process implemented by the Company.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report. We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as "other information"). We have read the other information but have not performed any procedures with respect to the other information.

Responsibilities for the SMI

Management of the Company are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.

Inherent limitations in preparing the SMI

As described in the Report, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Management of the Company.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes,

relevant systems and controls in place over the preparation of the SMI;

- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- performing a site visit at one of the Company's sites which was determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Junichi Shiraishi, Engagement Partner
KPMG AZSA Sustainability Co., Ltd.
Tokyo Office, Japan
October 21, 2025

Notes to the Reader of Independent Assurance Report:

This is a copy of the Independent Practitioner's Limited Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

GRI Standards / United Nations Global Compact (UNGC) principles Comparison Table

- Please refer to the "[SASB Standards Comparison Table](#)".

Statement of use;	Fujitsu Ltd. has reported in accordance with the GRI Standards for the period from 1 April 2024 to 31 March 2025.
GRI 1 used;	GRI 1: Foundation 2021

GRI Standards Indicator (*: Core performance indicator)		References	UNGC principle
GRI 2 : General Disclosures 2021			
1. The organization and its reporting practices			
2-1	Organizational details a. report its legal name; b. report its nature of ownership and legal form; c. report the location of its headquarters; d. report its countries of operation.	◆ Corporate Governance ◆ Fujitsu Group Profile [Reference] WEB (Worldwide)	
2-2	Entities included in the organization's sustainability reporting a. list all its entities included in its sustainability reporting; b. if the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting; c. if the organization consists of multiple entities, explain the approach used for consolidating the information, including: i. whether the approach involves adjustments to information for minority interests; ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; iii. whether and how the approach differs across the disclosures in this Standard and across material topics.	◆ Sustainability Information Disclosure Framework	
2-3	Reporting period, frequency and contact point a. specify the reporting period for, and the frequency of, its sustainability reporting; b. specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this; c. report the publication date of the report or reported information;	◆ Sustainability Information Disclosure Framework	

	d. specify the contact point for questions about the report or reported information.		
2-4	Restatements of information a. report restatements of information made from previous reporting periods and explain: i. the reasons for the restatements; ii. the effect of the restatements.	◆ Social and Governance Data ◆ Sustainability Information Disclosure Framework	—
2-5	External assurance a. describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved; b. if the organization's sustainability reporting has been externally assured: i. provide a link or reference to the external assurance report(s) or assurance statement(s); ii. describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; iii. describe the relationship between the organization and the assurance provider.	◆ Independent Assurance Report	
2. Activities and workers			
2-6	Activities, value chain and other business relationships a. report the sector(s) in which it is active; b. describe its value chain, including: i. the organization's activities, products, services, and markets served; ii. the organization's supply chain; iii. the entities downstream from the organization and their activities; c. report other relevant business relationships; d. describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.	◆ Fujitsu Group Profile	
2-7	Employees a. report the total number of employees, and a breakdown of this total by gender and by region; b. report the total number of: i. permanent employees, and a breakdown by gender and by region; ii. temporary employees, and a breakdown by gender and by region; iii. non-guaranteed hours employees, and a breakdown by gender and by region; iv. full-time employees, and a breakdown by gender and by region; v. part-time employees, and a breakdown by gender and by region; c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: i. in head count, full-time equivalent (FTE), or using another methodology;	◆ Social and Governance Data	

	ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; d. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b; e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.		
2-8	Workers who are not employees a. report the total number of workers who are not employees and whose work is controlled by the organization and describe: i. the most common types of worker and their contractual relationship with the organization; ii. the type of work they perform; b. describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; c. describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.	◆ Social and Governance Data	
3. Governance			
2-9	Governance structure and composition a. describe its governance structure, including committees of the highest governance body; b. list the committees of the highest governance body that are responsible for decision making on and overseeing the management of the organization's impacts on the economy, environment, and people; c. describe the composition of the highest governance body and its committees by: i. executive and non-executive members; ii. independence; iii. tenure of members on the governance body; iv. number of other significant positions and commitments held by each member, and the nature of the commitments; v. gender; vi. under-represented social groups; vii. competencies relevant to the impacts of the organization; viii. stakeholder representation.	◆ Corporate Governance Report	

2-10	Nomination and selection of the highest governance body - describe the nomination and selection processes for the highest governance body and its committees; - describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: - views of stakeholders (including shareholders); - diversity; - independence; - competencies relevant to the impacts of the organization.	◆ Corporate Governance Report	
2-11	Chair of the highest governance body - report whether the chair of the highest governance body is also a senior executive in the organization; - if the chair is also a senior executive, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	◆ Corporate Governance Report	
2-12	Role of the highest governance body in overseeing the management of impacts - describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development; - describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people, including: - whether and how the highest governance body engages with stakeholders to support these processes; - how the highest governance body considers the outcomes of these processes; - describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b, and report the frequency of this review.	◆ Corporate Governance Report	
2-13	Delegation of responsibility for managing impacts - describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including: - whether it has appointed any senior executives with responsibility for the management of impacts; - whether it has delegated responsibility for the management of impacts to other employees;	◆ Sustainability Management in the Fujitsu Group	

	b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people.		
2-14	Role of the highest governance body in sustainability reporting a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information; b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material topics, explain the reason for this.	◆ Corporate Governance Report ◆ Sustainability Management in the Fujitsu Group	
2-15	Conflicts of interest a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated; b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: - cross-board membership; - cross-shareholding with suppliers and other stakeholders; - existence of controlling shareholders; - related parties, their relationships, transactions, and outstanding balances.	◆ Corporate Governance Report	
2-16	Communication of critical concerns a. describe whether and how critical concerns are communicated to the highest governance body; b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.	◆ Corporate Governance Report	
2-17	Collective knowledge of the highest governance body a. report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.	◆ Corporate Governance Report	
2-18	Evaluation of the performance of the highest governance body a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people; b. report whether the evaluations are independent or not, and the frequency of the evaluations; c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices.	◆ Corporate Governance Report	

2-19	Remuneration policies - describe the remuneration policies for members of the highest governance body and senior executives, including: - fixed pay and variable pay; - sign-on bonuses or recruitment incentive payments; - termination payments; - clawbacks; - retirement benefits; - describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people.	◆ Corporate Governance Report	
2-20	Process to determine remuneration - describe the process for designing its remuneration policies and for determining remuneration, including: - whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; - how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; - whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organization, its highest governance body and senior executives; - report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.	◆ Corporate Governance Report	
2-21	Annual total compensation ratio - report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual); - report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual); - report contextual information necessary to understand the data and how the data has been compiled.	◆ Securities Report (Japanese only)	
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy - report a statement from the highest governance body or most senior executive of the - organization about the relevance of sustainable development to the organization and its	◆ Message from the CEO ◆ Sustainability Management in the Fujitsu Group	

	c. strategy for contributing to sustainable development.		
2-23	Policy commitments a. describe its policy commitments for responsible business conduct, including: - the authoritative intergovernmental instruments that the commitments reference; - whether the commitments stipulate conducting due diligence; - whether the commitments stipulate applying the precautionary principle; - whether the commitments stipulate respecting human rights; b. describe its specific policy commitment to respect human rights, including: - the internationally recognized human rights that the commitment covers; - the categories of stakeholders, including at-risk or vulnerable groups, that the organization gives particular attention to in the commitment; c. provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this; d. report the level at which each of the policy commitments was approved within the organization, including whether this is the most senior level; e. report the extent to which the policy commitments apply to the organization's activities and to its business relationships; f. describe how the policy commitments are communicated to workers, business partners, and other relevant parties.	◆ Sustainability Management in the Fujitsu Group ◆ Fujitsu Group Human Rights Statement	
2-24	Embedding policy commitments a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including: - how it allocates responsibility to implement the commitments across different levels within the organization; - how it integrates the commitments into organizational strategies, operational policies, and operational procedures; - how it implements its commitments with and through its business relationships; - training that the organization provides on implementing the commitments.	◆ Supply Chain	
2-25	Processes to remediate negative impacts a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to;	◆ Human Rights	

	b. describe its approach to identify and address grievances, including the grievance mechanisms that the organization has established or participates in; c. describe other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to; d. describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms; e. describe how the organization tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.		
2-26	Mechanisms for seeking advice and raising concerns a. describe the mechanisms for individuals to: i. seek advice on implementing the organization's policies and practices for responsible business conduct; ii. raise concerns about the organization's business conduct.	◆ Compliance	
2-27	Compliance with laws and regulations a. report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by: i. instances for which fines were incurred; ii. instances for which non-monetary sanctions were incurred; b. report the total number and the monetary value of fines for instances of noncompliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by: i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period; ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods; c. describe the significant instances of non-compliance; d. describe how it has determined significant instances of non-compliance.	◆ Compliance	
2-28	Membership associations a. report industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role.	◆ United Nations Global Compact	

5. Stakeholder engagement			
2-29	Approach to stakeholder engagement a. describe its approach to engaging with stakeholders, including: i. the categories of stakeholders it engages with, and how they are identified; ii. the purpose of the stakeholder engagement; iii. how the organization seeks to ensure meaningful engagement with stakeholders.	◆ Sustainability Management in the Fujitsu Group ◆ Stakeholder Engagement ◆ Diversity, Equity & Inclusion ◆ Supply Chain	1~10
2-30	Collective bargaining agreements a. report the percentage of total employees covered by collective bargaining agreements; b. for employees not covered by collective bargaining agreements, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.	◆ Social Well-being	1,9

GRI 3: Material Topics 2021			
3-1	Process to determine material topics a. describe the process it has followed to determine its material topics, including: i. how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships; ii. how it has prioritized the impacts for reporting based on their significance; b. specify the stakeholders and experts whose views have informed the process of determining its material topics.	◆ Materiality	
3-2	List of material topics a. list its material topics; b. report changes to the list of material topics compared to the previous reporting period.	◆ Materiality	
3-3	Management of material topics a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including:	◆ Materiality	

	i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).		
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GRI 101 : Biodiversity 2024

101-1	Policies to halt and reverse biodiversity loss. a. describe its policies or commitments to halt and reverse biodiversity loss, and how these are informed by the 2050 Goals and 2030 Targets in the Kunming-Montreal Global Biodiversity Framework; b. report the extent to which these policies or commitments apply to the organization's activities and to its business relationships; c. report the goals and targets to halt and reverse biodiversity loss, whether they are informed by scientific consensus, the base year, and the indicators used to evaluate progress.	◆ Living in Harmony with Nature (Conservation of Biodiversity) ◆ Living in Harmony with Nature (Conservation of Biodiversity) ◆ Response to Environmental Risks	—
101-2	Management of biodiversity impacts a. report how it applies the mitigation hierarchy by describing: i. actions taken to avoid negative impacts on biodiversity; ii. actions taken to minimize negative impacts on biodiversity that were not avoided; iii. actions taken to restore and rehabilitate affected ecosystems, including the goals of the restoration and rehabilitation, and how stakeholders are engaged throughout the restoration and rehabilitation actions; iv. actions taken to offset residual negative impacts on biodiversity; v. transformative actions taken and additional conservation actions taken;	◆ Living in Harmony with Nature (Conservation of Biodiversity) ◆ Living in Harmony with Nature (Conservation of Biodiversity)	

	b. with reference to 101-2-a-iii, report for each site with the most significant impacts on biodiversity: i. the size in hectares of the area under restoration or rehabilitation; ii. the size in hectares of the area restored or rehabilitated; c. with reference to 101-2-a-iv, report for each offset: i. the goals; ii. the geographic location; iii. whether and how principles of good offset practices are met; iv. whether and how the offset is certified or verified by a third party; d. list which of its sites with the most significant impacts on biodiversity have a biodiversity management plan and explain why the other sites do not have a management plan; e. describe how it enhances synergies and reduces trade-offs between actions taken to manage its biodiversity and climate change impacts; f. describe how it ensures that the actions taken to manage its impacts on biodiversity avoid and minimize negative impacts and maximize positive impacts for stakeholders.		
101-3	Access and benefit-sharing a. describe the process to ensure compliance with access and benefit-sharing regulations and measures; b. describe voluntary actions taken to advance access and benefit-sharing that are additional to legal obligations or when there are no regulations and measures.	—	
101-4	Identification of biodiversity impacts a. explain how it has determined which of its sites and which products and services in its supply chain have the most significant actual and potential impacts on biodiversity.	◆ Living in Harmony with Nature (Conservation of Biodiversity)	
101-5	Locations with biodiversity impacts a. report the location and size in hectares of its sites with the most significant impacts on biodiversity; b. for each site reported under 101-5-a, report whether it is in or near an ecologically sensitive area, the distance to these areas, and whether these are: i. areas of biodiversity importance; ii. areas of high ecosystem integrity; iii. areas of rapid decline in ecosystem integrity; iv. areas of high physical water risks; v. areas important for the delivery of ecosystem service benefits to Indigenous Peoples, local communities, and other stakeholders; c. report the activities that take place in each site reported under 101-5-a;	◆ Living in Harmony with Nature (Conservation of Biodiversity) ◆ Living in Harmony with Nature (Conservation of Biodiversity)	

	d. report the products and services in its supply chain with the most significant impacts on biodiversity and the countries or jurisdictions where the activities associated with these products and services take place.		
101-6	Direct drivers of biodiversity loss a. for each site reported under 101-5-a where its activities lead or could lead to land and sea use change, report: - the size in hectares of natural ecosystem converted since a cut-off or reference date, the cut-off date or reference date, and the type of ecosystem before and after conversion; - the size in hectares of land and sea converted from one intensively used or modified ecosystem to another during the reporting period, and the type of ecosystem before and after conversion; b. for each site reported under 101-5-a where its activities lead or could lead to the exploitation of natural resources, report: - for each wild species harvested, the quantity, the type, and extinction risk; - water withdrawal and water consumption in megaliters; c. for each site reported under 101-5-a where its activities lead or could lead to pollution, report the quantity and the type of each pollutant generated; d. for each site reported under 101-5-a where its activities lead or could lead to the introduction of invasive alien species, describe how invasive alien species are or may be introduced; e. for each product and service in its supply chain reported under 101-5-d, report the information required under 101-6-a, 101-6-b, 101-6-c, and 101-6-d, with a breakdown by country or jurisdiction; f. report contextual information necessary to understand how the data has been compiled, including standards, methodologies, and assumptions used.	◆ Living in Harmony with Nature (Conservation of Biodiversity)	
101-7	Changes to the state of biodiversity a. for each site reported under 101-5-a, report the following information on affected or potentially affected ecosystems: - the ecosystem type for the base year; - the ecosystem size in hectares for the base year; - the ecosystem condition for the base year and the current reporting period; b. report contextual information necessary to understand how the data has been compiled, including standards, methodologies, and assumptions used.	◆ Living in Harmony with Nature (Conservation of Biodiversity)	

101-8	Ecosystem services - for each site reported under 101-5-a, list the ecosystem services and beneficiaries affected or potentially affected by the organization's activities; - explain how the ecosystem services and beneficiaries are or could be affected by the organization's activities.	—	
GRI 102: Climate Change 2025			
102-1	Transition plan for climate change mitigation - describe its transition plan, including policies and actions to mitigate climate change; - describe how the transition plan aligns with the latest scientific evidence on the global effort needed to limit global warming to 1.5°C, including the source of the climate change-related scenarios used, and the methodologies and assumptions used to develop the transition plan; - report the total expenditure incurred by the implementation of the transition plan as monetary value and percentage of the total expenditure incurred in the reporting period; - report the governance bodies or individual roles responsible for overseeing and implementing the transition plan and their responsibilities; - describe how the transition plan is embedded in its business strategy; - report the targets to achieve the transition plan and progress toward them, including: - GHG emissions reduction targets reported under Disclosure 102-4; - targets to phase out fossil fuels, the base year, and standards, methodologies, and assumptions used to set the targets; - other climate change mitigation targets, how these were set, what is covered, the base year, and their role within the transition plan; - describe how the transition plan aligns with just transition principles and how engagement with stakeholders informs its development and implementation; - describe the impacts on people and the environment from implementing the transition plan and the actions taken to manage them, including: - workers, local communities, and Indigenous Peoples; - biodiversity; - describe how its public policy activities, including lobbying activities, are consistent with the transition plan; - explain, in the absence of a transition plan, why it does not exist, and describe the steps being taken to develop it and the expected time frame.	◆ Response to Environmental Risks ◆ TCFD-Based Information Disclosure	

102-2	Climate change adaptation plan: - describe the impacts on people and the environment associated with its climate change-related risks and opportunities and how they were considered in the development of the adaptation plan; - describe its adaptation plan, including: - policies and actions to adapt to climate change; - the source of the climate change-related scenarios used, the temperature projection included in the scenarios, and the methodologies and assumptions used to develop the adaptation plan; - the total expenditure incurred by the implementation of the adaptation plan as monetary value and percentage of the total expenditure incurred in the reporting period; - the governance bodies or individual roles responsible for overseeing and implementing the adaptation plan and their responsibilities; - the targets to achieve the adaptation plan and progress toward them; - how the adaptation plan aligns with just transition principles and how engagement with stakeholders informs its development and implementation; - describe the impacts on people and the environment from implementing the adaptation plan and the actions taken to manage them, including for: - workers, local communities, and Indigenous Peoples; - biodiversity; - explain, in the absence of an adaptation plan, why it does not exist, and describe the steps being taken to develop it and the expected time frame.	◆ Response to Environmental Risks ◆ TCFD-Based Information Disclosure	
102-3	Just transition In the context of its transition or adaptation efforts, the organization shall: - report the total number of new employees recruited and a breakdown of this total by: - gender; - employee type; - report the total number of employees whose work was terminated and a breakdown of this total by: - gender; - employee type; - report the total number of redeployed employees and a breakdown of this total by: - gender; - employee type;	◆ Social and Governance Data	

	d. report the total number of employees who received training for up- and re-skilling, and a breakdown of this total by: i. gender; ii. employee type; e. report the total number of new workers who are not employees recruited and a breakdown of this total by gender; f. report the total number of workers who are not employees whose work was terminated and a breakdown of this total by gender; g. report the total number and percentage of new employees recruited whose basic pay is at or above the cost-of-living estimate, and describe actions taken or commitments made to address any gaps between basic pay and the cost-of-living estimate for workers reported under 102-3-a and 102-3-e; h. list the locations of operation where the organization has impacts on local communities and Indigenous Peoples; i. report the percentage of locations of operation listed under 102-3-h in which an agreement has been reached with affected or potentially affected local communities or Indigenous Peoples to safeguard their interests; j. report contextual information necessary to understand the data reported under 102-3 and describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology.		
102-4	GHG emissions reduction targets and progress a. report short-, medium-, and long-term gross Scope 1, Scope 2, and Scope 3 GHG emissions reduction targets in metric tons of CO₂ equivalent and as a percentage of base year emissions, where: i. gross Scope 1, Scope 2, and Scope 3 GHG emissions reduction targets are reported separately or where Scope 1 and Scope 2 GHG emissions are combined; ii. gross Scope 1 and Scope 2 GHG emissions reduction targets cover the total Scope 1 and Scope 2 GHG emissions reported under Disclosures 102-5 and 102-6; iii. GHG removals, GHG trades, and avoided GHG emissions are excluded;	◆ The Fujitsu Group Environmental Vision ◆ TCFD-Based Information Disclosure ◆ Environmental Targets ◆ Global Warming Prevention	

	b. for each gross GHG emissions reduction target, report whether biogenic CO₂ emissions are included in the target; c. for each gross Scope 2 GHG emissions reduction target, report whether the targets use the location-based or market-based method; d. for each gross Scope 3 GHG emissions reduction target, list the Scope 3 categories covered by the targets; e. for each gross GHG emissions reduction target, report the gases covered by the target; f. explain how the gross GHG emissions reduction targets align with the latest scientific evidence on the effort needed to limit global warming to 1.5°C; g. describe its gross GHG emissions reduction target revision policy; h. for each gross GHG emissions reduction target, report the base year, including: i. the rationale for choosing it; ii. base year emissions in metric tons of CO₂ equivalent; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions; iv. the previously reported base year emissions, if base year emissions are recalculated; i. report the progress toward each gross GHG emissions reduction target using the inventory method, in metric tons of CO₂ equivalent, and as a percentage of a base year emissions; j. for each gross GHG emissions reduction target, explain how the progress toward the target was achieved and whether it is due to: i. reductions as a result of the organization's initiatives; or ii. other factors; k. report standards, methodologies, assumptions, and calculation tools used.		
102-5	Scope 1 GHG emissions a. report gross Scope 1 GHG emissions in metric tons of CO₂ equivalent, and in the calculation i. include emissions of CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃. ii. include biogenic non-CO₂ GHG emissions produced by combustion or biodegradation of biomass from owned or controlled sources; iii. exclude GHG removals, GHG trades, and avoided emissions; iv. use the global warming potential (GWP) values based on a 100-year timeframe from the latest IPCC assessment report;	◆ Global Warming Prevention ◆ Environmental Performance Data Calculation Standards	

	b. provide a breakdown of gross Scope 1 GHG emissions by CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃, in metric tons and metric tons of CO₂ equivalent; c. report biogenic CO₂ emissions from the combustion or biodegradation of biomass from owned or controlled sources in metric tons, separately from gross Scope 1 GHG emissions; d. report the base year for the calculation, including: i. the rationale for choosing it; ii. base year emissions in metric tons of CO₂ equivalent separately for gross Scope 1 GHG emissions and biogenic CO₂ emissions; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions; iv. the previously reported base year emissions, if base year emissions are recalculated; e. report the consolidation approach for Scope 1 GHG emissions that is consistently applied across Scope 1, Scope 2, and Scope 3 GHG emissions, whether equity share, financial control, or operational control; f. report standards, methodologies, assumptions, and calculation tools used, including the source of the emission factors used.		
102-6	Scope 2 GHG emissions a. report gross location-based and, if applicable, market-based Scope 2 GHG emissions in metric tons of CO₂ equivalent, and in the calculation: i. include emissions of CO₂, CH₄, and N₂O; ii. include biogenic non-CO₂ GHG emissions from electricity use; iii. exclude GHG removals, GHG trades, and avoided emissions; iv. use the global warming potential (GWP) values based on a 100-year timeframe from the latest IPCC assessment report; b. provide a breakdown of gross location-based Scope 2 GHG emissions by CO₂, CH₄, and N₂O in metric tons and metric tons of CO₂ equivalent; c. report location-based and, if applicable, market-based biogenic CO₂ emissions from electricity use in metric tons, separately from gross Scope 2 GHG emissions; d. report the base year for the calculation, including: i. the rationale for choosing it; ii. base year emissions in metric tons of CO₂ equivalent separately for gross Scope 2 GHG emissions and biogenic CO₂ emissions; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions; iv. the previously reported base year emissions, if base year emissions are recalculated;	◆ Global Warming Prevention ◆ Environmental Performance Data Calculation Standards	

	e. report the consolidation approach for Scope 2 GHG emissions that is consistently applied across Scope 1, Scope 2, and Scope 3 GHG emissions, whether equity share, financial control, or operational control; f. report standards, methodologies, assumptions, and calculation tools used, including the source of the emission factors used.		
102-7	Scope 3 GHG emissions a. report gross Scope 3 GHG emissions in metric tons of CO₂ equivalent, and in the calculation: i. include GHG emissions for each Scope 3 category; ii. include emissions of CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃ ; iii. include biogenic non-CO₂ GHG emissions from the combustion or biodegradation of biomass in the upstream and downstream value chain; iv. exclude GHG removals, GHG trades, and avoided emissions; v. use the global warming potential (GWP) values based on a 100-year timeframe from the latest IPCC assessment report; b. provide a breakdown of gross Scope 3 GHG emissions by each of the 15 Scope 3 categories in metric tons of CO₂ equivalent; c. report biogenic CO₂ emissions from the combustion or biodegradation of biomass in the upstream and downstream value chain in metric tons, separately from gross Scope 3 GHG emissions, and a breakdown of this total by each of the 15 Scope 3 categories; d. report the base year for the calculation, including: i. the rationale for choosing it; ii. base year emissions in metric tons of CO₂ equivalent separately for gross Scope 3 GHG emissions and biogenic CO₂ emissions; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions; iv. the previously reported base year emissions, if base year emissions are recalculated; e. report the consolidation approach for Scope 3 GHG emissions that is consistently applied across Scope 1, Scope 2, and Scope 3 GHG emissions, whether equity share, financial control, or operational control; f. report standards, methodologies, assumptions, and calculation tools used, including the sources of the emission factors used.	◆ Global Warming Prevention ◆ Environmental Performance Data Calculation Standards	

102-8	GHG emissions intensity - report GHG emissions intensity ratio(s), including the gross GHG emissions in metric tons of CO₂ equivalent (the numerator) and the organization-specific metric (the denominator) chosen to calculate the ratio(s); - report the scope(s) of GHG emissions included in the intensity ratio(s), whether Scope 1, Scope 2, or Scope 3.	◆ Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites ◆ Global Warming Prevention ◆ Environmental Performance Data Calculation Standards	
102-9	GHG removals in the value chain - report the total Scope 1 GHG removals in metric tons of CO₂ equivalent, excluding any GHG trades, and a breakdown of this total by each storage pool; - for each type of storage pool, describe how quality criteria are monitored to manage the risk of non-permanence; - report the intended use of GHG removals; - describe the impacts on people and the environment from its Scope 1 GHG removals and the actions taken to manage them, including for: - workers, local communities, and Indigenous Peoples; - biodiversity; - report standards, methodologies, assumptions, and calculation tools used.	◆ Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites ◆ Global Warming Prevention ◆ Environmental Performance Data Calculation Standards	
102-10	Carbon credits - report the total amount of carbon credits canceled in metric tons of CO₂ equivalent and a breakdown of this total by removal or reduction projects; - for each project where carbon credits have been canceled, report: - project name and ID; - project type; - cancellation serial number, cancellation date, and vintage; - host country and issuing registry; - for each carbon credit project reported under 102-10-b, describe how the project adheres to each of the following quality criteria: - additionality; - credible baselines; - permanence; - leakage avoidance; - unique issuance and claiming; - regular monitoring; - independent validation and verification; - GHG program governance; - report the purpose of carbon credit cancellation;	-	

	e. describe the impacts on people and the environment from projects where carbon credits are purchased and how the organization continuously monitors and evaluates them, including: i. the categories of stakeholders consulted in project implementation; ii. how human rights are respected; iii. how socio-economic benefits are provided to local communities and Indigenous Peoples; iv. how biodiversity is conserved; v. how trade-offs are assessed.		
GRI 103 : Energy 2025			
103-1	Energy policies and commitments a. describe how its energy-related policies and commitments contribute to energy consumption reduction, energy efficiency, and the transition to renewable energy sources; b. describe the impacts on the economy, environment, and people that may result from its energy consumption and the transition to renewable energy sources.	◆ TCFD-Based Information Disclosure ◆ Environmental Targets ◆ Expand the Use of Renewable Energy	
103-2	a. Energy consumption and self-generation within the organization report total fuel consumption within the organization in joules, watt-hours, or multiples, and a breakdown of this total by: i. renewable and non-renewable energy sources; ii. each activity in which the fuel is consumed for each renewable and non-renewable energy source; b. report total purchased electricity, heating, cooling, and steam consumption within the organization in joules, watt-hours, or multiples, and a breakdown of this total by: i. renewable and non-renewable energy sources; ii. electricity, heating, cooling, and steam consumption for each renewable and nonrenewable energy source; c. report total self-generated renewable electricity, heating, cooling, and steam consumption within the organization in joules, watt-hours, or multiples, and a breakdown of this total by electricity, heating, cooling, and steam consumption for each activity in which it is consumed for each renewable energy source; d. report total self-generated electricity, heating, cooling, and steam sold in joules, watthours, or multiples, and a breakdown of this total by: i. renewable and non-renewable energy sources; ii. electricity, heating, cooling, and steam sold for each renewable and nonrenewable energy source;	◆ Expand the Use of Renewable Energy ◆ Material Balance ◆ Environmental Performance Data Calculation Standards	

	e. report whether contractual instruments are used to disclose information on purchased electricity, heating, cooling, and steam consumption, and if so, describe how the contractual instruments adhere to quality criteria to ensure accuracy and consistency; f. report standards, methodologies, assumptions, and calculation tools used, including the source of the conversion factors used.		
103-3	Upstream and downstream energy consumption a. report total significant energy consumption in its upstream and downstream value chain in joules, watt-hours, or multiples, and list the upstream and downstream categories in which significant energy consumption occurs; b. report standards, methodologies, assumptions, and calculation tools used, including the source of the conversion factors used.	◆ Material Balance ◆ Environmental Performance Data Calculation Standards	
103-4	Energy intensity a. report energy intensity ratio(s), including the energy consumption in joules, watt-hours, or multiples (the numerator) and the organization-specific metric (the denominator) chosen to calculate the ratio(s); b. report whether the energy intensity ratio(s) include energy consumption within the organization, in its upstream and downstream value chain, or both; c. report the types of energy consumption included in the energy intensity ratio(s), whether fuel, electricity, heating, cooling, or steam.	◆ Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites ◆ Material Balance ◆ Environmental Performance Data Calculation Standards	
103-5	Reduction in energy consumption a. report the reduction in energy consumption achieved in joules, watt-hours, or multiples, including whether and how it is due to: i. reductions from the organization's conservation and efficiency initiatives; ii. other factors; b. report the types of energy consumption included in the reduction, whether fuel, electricity, heating, cooling, or steam; c. report whether the reduction in energy consumption was achieved within the organization, in its upstream and downstream value chain, or both, and list the upstream and downstream categories in which reduction was achieved; d. report whether the reduction in energy consumption is estimated, modeled, or sourced from direct measurements and, if applicable, the estimations or modeling methods used; e. report the base year or baseline for calculating the reduction in energy consumption, including: i. the rationale for choosing it;	◆ Reduction of CO₂ Emissions by Reducing Power Consumption When Using Products ◆ Environmental Performance Data Calculation Standards	

	ii. energy consumption in the base year or baseline; f. report standards, methodologies, assumptions, and calculation tools used.		
GRI 201 : Economic Performance			
201-1	Direct economic value generated and distributed.	—	—
201-3	Coverage of the organization's defined benefit plan obligations.	[Reference] Integrated Report Financial Section	—
201-4	Financial assistance received from government.	—	—
GRI 202 : Market Presence			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	—	—
202-2	Proportion of senior management hired from the local community at significant locations of operation.	—	—
GRI 203 : Indirect Economic Impacts			
203-1	Development and impact of infrastructure investments and services supported.	◆ SDG-related Activities in Fujitsu ◆ Community	8, 9
203-2	Significant indirect economic impacts, including the extent of impacts.	—	—
GRI 204 : Procurement Practices			
204-1	Proportion of spending on local suppliers at significant locations of operation.	—	—
GRI 205 : Anti-corruption			
205-1	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	—	10
205-2	Communication and training on anti-corruption policies and procedures.	◆ Transforming Our Corporate Culture ◆ Compliance	10
205-3	Total number and nature of confirmed cases of corruption and measures taken.	◆ Compliance	—
GRI 206 : Anti-competitive Behavior			
206-1	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	—	—
GRI 207 : Tax			
207-1	Approach to tax	◆ Compliance	—
207-2	Tax governance, control, and risk management	◆ Compliance	—
207-3	Stakeholder engagement and management of concerns related to tax	◆ Compliance	—
207-4	Country-by-country reporting	◆ Compliance	—

GRI 301 : Materials			
301-1	Materials used by weight or volume	◆ Material Balance	—
301-2	Recycled input materials used	◆ Material Balance	—
301-3	reclaimed products and their packaging materials	◆ Material Balance	—
GRI 303 : Water and Effluents			
303-1	Interactions with water as a shared resource	◆ Material Balance ◆ Reducing the Amount of Water Used	—
303-2	Management of water discharge-related impacts	—	—
303-3	Water withdrawal	◆ Material Balance ◆ Reducing the Amount of Water Used	—
303-4	Water discharge	—	—
303-5	Water consumption	◆ Material Balance	—
GRI 306 : Effluents and Waste			
306-1	Waste generation and significant waste-related impacts	◆ Material Balance	—
306-2	Management of significant waste-related impacts	◆ Waste ◆ Material Balance	—
306-3	Waste generated	◆ Waste	—
306-4	Waste diverted from disposal	◆ Waste	—
306-5	Waste directed to disposal	◆ Waste	—
GRI 307 : Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations	◆ Response to Environmental Risks ◆ Environmental Management System	—
GRI 308 : Supplier Environmental Assessment			
308-1	New suppliers that were screened using environmental criteria	—	—
308-2	Negative environmental impacts in the supply chain and actions taken	◆ Activities to Reduce CO₂ Emissions in the Upstream Portion of the Supply Chain ◆ Activities to Conserve Water Resources in the Upstream Portion of the Supply Chain	—

GRI 401 : Employment			
401-1	New employee hires and employee turnover	◆ Social and Governance Data ◆ Social Well-being	—
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	◆ Financial Well-being	—
401-3	Parental leave.	◆ Social and Governance Data	6
GRI 402 : Labor/Management Relations			
402-1	Minimum notice periods regarding operational changes	—	—
GRI 403 : Occupational Health and Safety			
403-1	Occupational health and safety management system	◆ Occupational Health and Safety	1
403-2	Hazard identification, risk assessment, and incident investigation	◆ Social and Governance Data	—
403-3	Occupational health services	◆ Occupational Health and Safety ◆ Risk Management	1
403-4	Worker participation, consultation, and communication on occupational health and safety	◆ Occupational Health and Safety	—
403-5	Worker training on occupational health and safety	◆ Occupational Health and Safety	—
403-6	Promotion of worker health	◆ Health Well-being	—
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		—
403-8	Workers covered by an occupational health and safety management system		—
403-9	Work-related injuries	◆ Occupational Health and Safety ◆ Health Well-being ◆ Social and Governance Data	—
403-10	Work-related ill health	◆ Occupational Health and Safety ◆ Health Well-being ◆ Social and Governance Data	—
GRI 404 : Training and Education			
404-1	Average hours of training per year per employee	◆ Career & Growth Well-being	—
404-2	Programs for upgrading employee skills and transition assistance programs	◆ Career & Growth Well-being	6

404-3	Percentage of employees receiving regular performance and career development reviews	—	—
GRI 405 : Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employee.	◆ Social and Governance Data	1, 6
405-2	Ratio of basic salary and remuneration of women to men	◆ Social and Governance Data	—
GRI 406 : Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	—	—
GRI 407 : Freedom of Association and Collective Bargaining			
407-1	Operations and suppliers in which the freedom of association and collective bargaining may be at risk	◆ Supply Chain ◆ Compliance	—
GRI 408 : Child Labor			
408-1	Operations and suppliers at significant risk for incidents of child labor	◆ Supply Chain ◆ Compliance	—
GRI 409 : Forced or Compulsory Labor			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	◆ Supply Chain ◆ Compliance	—
GRI 410 : Security Practices			
410-1	Security personnel trained in human rights policies or procedures	—	—
GRI 411 : Rights of Indigenous Peoples			
411-1	Incidents of violations involving rights of indigenous peoples	—	—
GRI 412 : Human Rights Assessment			
412-1	Operations that have been subject to human rights reviews or impact assessments	◆ Human Rights	—
412-2	Employee training on human rights policies or procedures	◆ Transforming Our Corporate Culture ◆ Human Rights	1
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—	—
GRI 413 : Local Communities			
413-1	Operations with local community engagement, impact assessments, and development programs	—	8
413-2	Operations with significant actual and potential negative impacts on local communities	—	7, 8
GRI 414 : Supplier Social Assessment			
414-1	New suppliers that were screened using social criteria	◆ Supply Chain	—
414-2	Negative social impacts in the supply chain and actions taken	—	—

GRI 415 : Public Policy			
415-1	Political contributions	◆ Social and Governance Data	—
GRI 416 : Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories.	◆ Quality Initiatives ◆ Supply Chain	9
416-2	Incidents of non-compliance concerning product and service information and labeling	◆ Quality Initiatives	—
GRI 417 : Marketing and Labeling			
417-1	Requirements for product and service information and labeling	—	—
417-2	Incidents of non-compliance concerning product and service information and labeling	◆ Quality Initiatives	—
417-3	Incidents of non-compliance concerning marketing communications	◆ Working With Our Customers	—
GRI 418 : Customer Privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	◆ Information Security	—
GRI 419 : Socioeconomic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	◆ Compliance	—

SASB Standards Comparison Table

Sustainability Disclosure Topics and Accounting Metrics

Topic	Code	Accounting Metric	Reference
Environmental Footprint of Hardware Infrastructure			
	TC-SI-130 a.1	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	Material Balance Global Warming Prevention
	TC-SI-130 a.2	(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Material Balance Water
	TC-SI-130 a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Climate Change Improve Power Usage Effectiveness (PUE) at Our Data Centers
Data Privacy & Freedom of Expression			
	TC-SI-220 a.1	Description of policies and practices relating to behavioral advertising and user privacy	Privacy Policy Information Security
	TC-SI-220 a.2	Number of users whose information is used for secondary purposes	—
	TC-SI-220 a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	—
	TC-SI-220 a.4	(1) Number of law enforcement requests for user information, (2) Number of users whose information was requested, (3) Percentage resulting in disclosure	Information Security
	TC-SI-220 a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	—

Data Security			
	TC-SI-230 a.1	(1) Number of data breaches, (2) Percentage involving personally identifiable information (PII), (3) Number of users affected	• Update Regarding Unauthorized Access to Project Information Sharing Tool
	TC-SI-230 a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	• Information Security • Fujitsu Group Information Security Report
Recruiting & Managing a Global, Diverse & Skilled Workforce			
	TC-SI-330 a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	• Social and Governance Data
	TC-SI-330 a.2	Employee engagement as a percentage	• Non-Financial Indicators • Social and Governance Data
	TC-SI-330 a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	• Social and Governance Data
Intellectual Property Protection & Competitive Behavior			
	TC-SI-520 a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	–
Managing System Risks from Technology Disruption			
	TC-SI-550 a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	–
	TC-SI-550 a.2	Description of business continuity risks related to disruptions of operations	• Risk Management

Activity Metrics

Activity Metric	Reference
(1) Number of licenses or subscriptions, (2) Percentage cloud based	—
(1) Data processing capacity, (2) Percentage outsourced	—
(1) Amount of data storage, (2) Percentage outsourced	—



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