FUJITSU

Sustainability Data Book 2026

Fujitsu Group



Table of Contents

Message from the CEO 2
Sustainability Information Disclosure Framework 3
Fujitsu group profile 5
Financial and non-financial highlight 7
United Nations Global Compact 8
Sustainability Management
- Fujitsu Way 11
- Transforming Our Corporate Culture 13
- Value Creation Model 16
- Materiality 19
- GRB (Global Responsible Business) Goals and Achievements 24
- Non-Financial Indicators 30
- Non-Financial Indicators (From FY2026 Onward) 35
- Understanding the relationship between financial and non-financial indicators 39
- Intellectual Property Strategy to Support Fujitsu's Purpose 41
- Sustainability Management in the Fujitsu group 48

Environment

Environmental Management
- Environmental Management System 51
- Response to Environmental Risks 55
- Green Procurement 64
- Environmental Training and Awareness Activities for Employees 67

Environmental Vision on Climate Change
- The Fujitsu Group Environmental Vision 68
- Environmental Targets 71
- TCFD-Based Information Disclosure 73

Living in harmony with nature (Conservation of biodiversity)
- Living in harmony with nature (Conservation of biodiversity) 88

Fujitsu Group Environmental Action Plan
- Fujitsu Group Environmental Action Plan 95
- Contribution to the resolution of environmental challenges for customers and society through our business 102
- Climate Change 109
- Reducing Greenhouse Gas (GHG) emissions at our business sites 111
- Expanding the Use of Renewable Energy 114
- Reduction of CO_2 emissions by reducing power consumption when using products 116
- Activities to reduce GHG emissions in the upstream portion of the supply chain 119
- Resource Circulation 122
- Saving and reusing resources in products and circular economy initiatives 124
- Reducing the amount of water used 127
- Activities to conserve water resources in the upstream portion of the supply chain 129
- Living in harmony with nature (Conservation of biodiversity) 131

Environmental Data
- Global Warming Prevention 138
- Material Balance 140
- Environmental Performance Data Calculation Standards 144
- List of Organizations Covered by the Report on Environmental Activities in FY2025 154

Social
- Human Rights 159
- Diversity, Equity & Inclusion 173
- Well-being 188
- Career & Growth Well-being 193
- Financial Well-being 199
- Social Well-being 203
- Health Well-being 211
- Occupational Health and Safety 231
- Community 239
- Collaboration with External Parties 245
- Working With Our Customers 248

Governance
- Corporate Governance 251
- Compliance 261
- Supply Chain 273
- Risk Management 282
- Information Security 289
- Quality Initiatives 304

Data collection
- External Recognition and Awards 311
- Social and Governance Data 315
- GRI Standards / United Nations Global Compact (UNGC) principles Comparison Table 324
- SASB Standards Comparison Table 352

Independent assurance report 354

Message from the CEO



Representative Director CEO
Takahito Tokita



The world is at a historic turning point; rapid AI evolution has changed our industrial structure, there is increasing geopolitical fragmentation, and economic security is of heightened importance. New technology continues to transform not only people's lives and corporate activity, but industrial rules and even our values themselves. Such changes pose threats, but they can also be seen as opportunities for new value creation.

Taking into account such changes both in our external environment and in sustainability disclosure standards, at Fujitsu we have been reviewing Materiality. We have identified six themes for our essential contribution - the areas of Planet: Conservation of the global environment, Prosperity: Developing a digital society, and People: Improving people's well-being - plus the foundations that enable sustainable development - Technology, Management foundation, and Human capital. Our review focuses on specific areas within each of these themes.

With these Materiality themes as a starting point, beginning this fiscal year 2026, our Mid-to-long-term Management Vision 2035 sets the next ten years as a period of technology-driven value creation. Fujitsu will provide trusted technology to help identify and implement solutions to a wide range of societal challenges.

We will further evolve Uvance, a business model that supports customer business growth and cross-industry solutions to those societal challenges, and drive initiatives to create business in new areas. Specifically, we will focus on three areas: our Sovereign Platform, a high-trust computing platform with superior energy-saving calculation capacity; Physical AI that provides human-robot collaboration to achieve higher productivity with workplace autonomy and advanced capabilities; and Intelligent Society, supporting more advanced social infrastructure and enhanced resilience through AI and data. Leveraging our proprietary cutting-edge technology and implementation expertise gained over many years, Fujitsu will contribute to solving the issues facing society such as energy and resource constraints, labor shortages, and increased disaster risk.

On one hand, Fujitsu is accelerating its own transformation to achieve global sustainability. Based on our long-term vision to achieve net-zero greenhouse gas emissions, our goal is to be carbon neutral within the Group by FY2030, and to achieve net-zero greenhouse gas emissions across the value chain by FY2040. We have been granted Net Zero certification under the Science Based Targets Initiative (SBTi). In addition to our climate change commitments, under Stage XII of our Environmental Action Plan, we are strengthening our biodiversity initiatives and advancing resource circulation.

Based on the premise of business activities that respect human rights, we are promoting responsible business management including in our supply chain. As technology is applied more widely, there is an increasing focus on human rights, ethics and transparency. Fujitsu will fulfill its responsibilities as a trusted company via dialogue with a diverse range of stakeholders.

A source of competitiveness in this AI era is, we believe, our people. Fujitsu is working to achieve a talent portfolio that aligns with its business portfolio and is redesigning its positions and skills based on collaboration between people and AI. We are strengthening our human capital, promoting improved employee well-being to support each employee's individual challenges and growth, so that they can independently create value. This diverse talent working together through co-creation will be the power that supports our company's sustainable growth and our contribution to society.

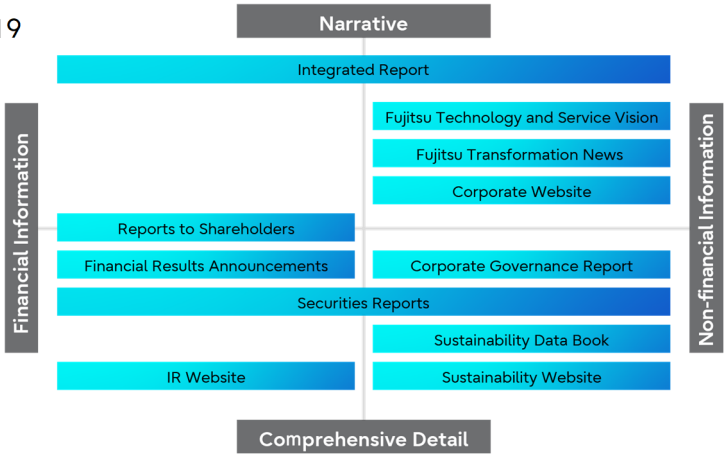
Together with our customers and partners, Fujitsu will strive to solve societal challenges with trusted technology, to realize a safer, more secure, and more prosperous society.

Finally, the Fujitsu Group is a signatory to the 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.

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

- **[PDF] GRI Standards / United Nations Global Compact (UNGC) principles Comparison Table**
- **[PDF] SASB**

Reporting Period

This website focuses on activities in FY 2025, from April 1, 2025 to March 31, 2026, 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.

Scope

Unless otherwise stated, this report covers Fujitsu Limited and its consolidated subsidiaries.
"Fujitsu" in the text refers to Fujitsu, Ltd, "Fujitsu Group" refers to Fujitsu, Ltd. and its consolidated subsidiaries inside and outside of Japan, and "Fujitsu and its domestic Group companies" refers to Fujitsu, Ltd. and its consolidated subsidiaries in Japan.

Key changes to scope

- Following the exclusion of Shinko Electric Industries Co., Ltd. from the scope of consolidation in June 2025, environmental performance data for the company and its subsidiaries, including energy consumption, Scope 1 and Scope 2 emissions, renewable energy consumption, water use, and waste generation, is reported through May 2025. Other environmental performance data related to these entities is excluded from reporting from FY 2025 onward.
- Following the exclusion of FDK Corporation from the scope of consolidation in March 2025, environmental performance data for the company and its subsidiaries is excluded from reporting from FY 2025 onward.

About Third Party Assurance

The Fujitsu Group Sustainability Data Book 2026 receives a third-party assurance from KPMG AZSA Sustainability Co., Ltd. to ensure the reliability of disclosure information.

- **[PDF] Independent Assurance Report**

Contact

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  4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa, 211-8588, Japan

Fujitsu Group Profile (as of March 31, 2026)

Company Name Fujitsu Limited
Address
- Kawasaki Main Office
  4-1-1 Kamikodanaka, Nakahara-ku,
  Kawasaki-shi, Kanagawa 211-8588, Japan

Representative Director President
Takahito Tokita (as of June 29, 2026)
Established June 20, 1935
Main Business Activities
- Service Solutions
- Hardware Solutions
- Ubiquitous Solutions

Capital ¥325.6 billion
Total Assets ¥3,399.7 billion
(Liabilities: ¥1,355.1 billion, Net assets: ¥2,044.5 billion)
Fiscal Year-end March 31
Employees Consolidated 99,203
Non-consolidated: 32,224
Directors 9
(incl. 2 female directors and 6 outside directors, as of June 29, 2026)
Consolidated Subsidiaries 224 companies
Equity-method Affiliates 10 companies
Stock Exchange Listings Tokyo, Nagoya

Breakdown of Revenue by Business Segment

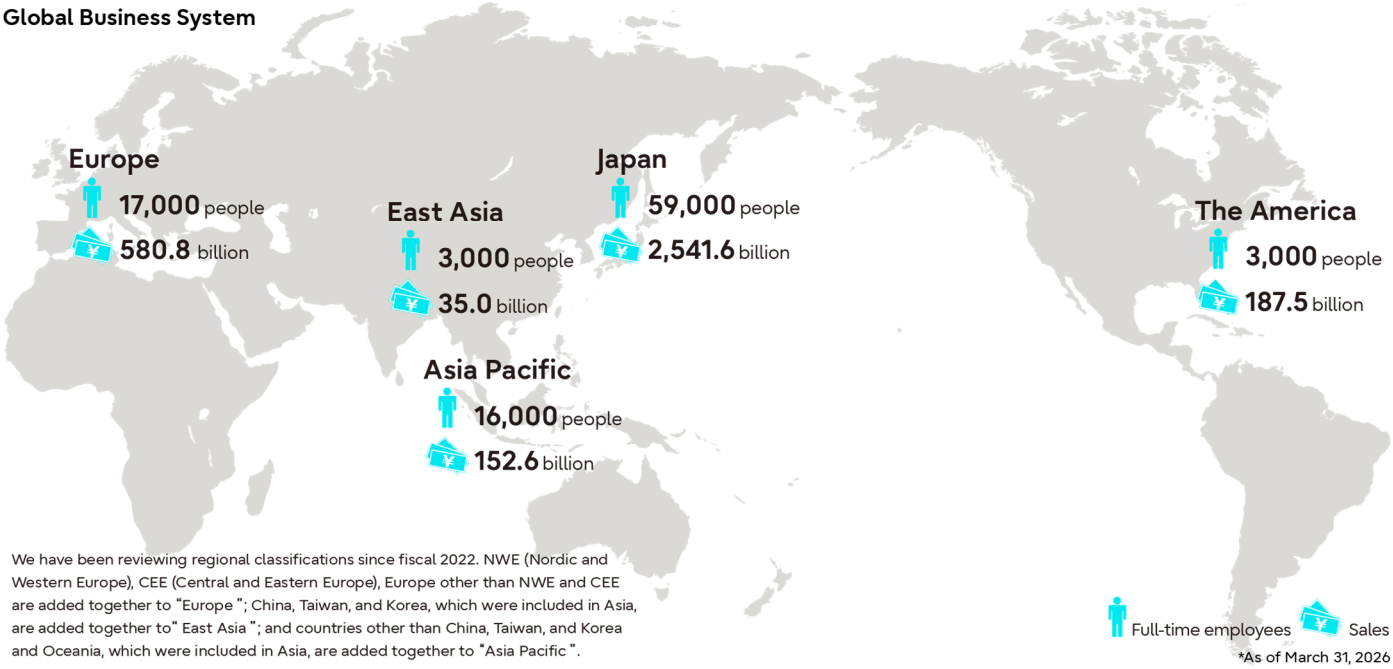
Segment	Revenue (Billions of yen)
Service Solutions	2,346.9
Hardware Solutions	1,009.8
Ubiquitous Solutions	229.8
Inter-segment Elim./Corporate	▲83.6
Total	3,502.9

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



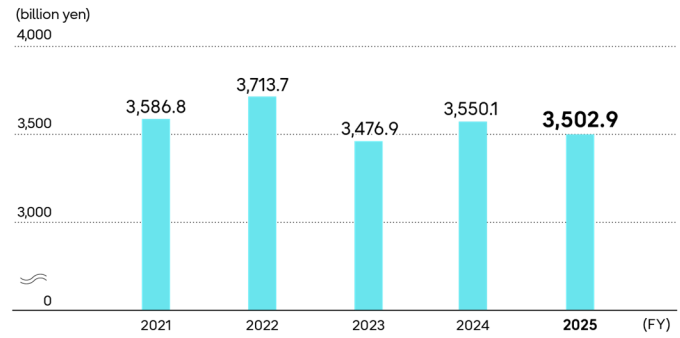
We have been reviewing regional classifications since fiscal 2022. NWE (Nordic and Western Europe), CEE (Central and Eastern Europe), Europe other than NWE and CEE are added together to "Europe "; China, Taiwan, and Korea, which were included in Asia, are added together to" East Asia "; and countries other than China, Taiwan, and Korea and Oceania, which were included in Asia, are added together to "Asia Pacific ".

*As of March 31, 2026

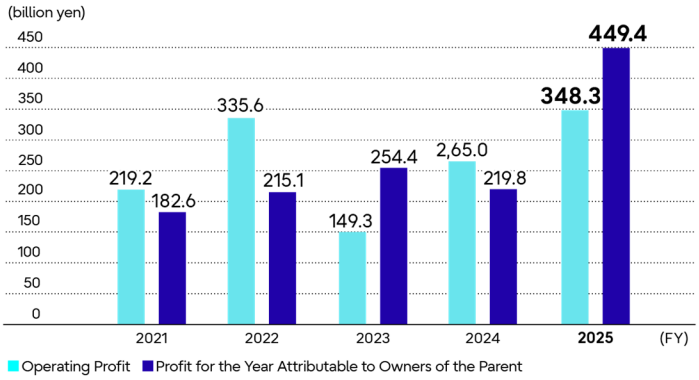
Financial & Non-Financial Highlights

★ Indicators assured by third party

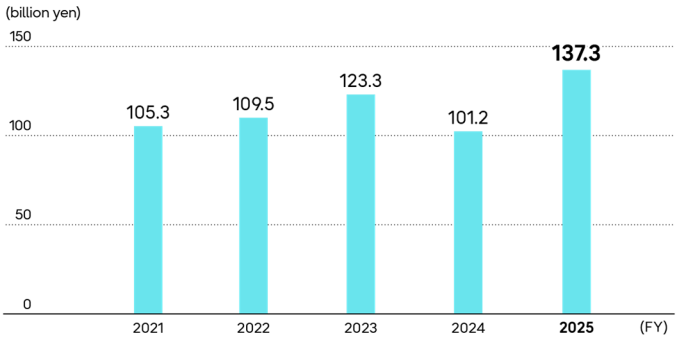
Revenue



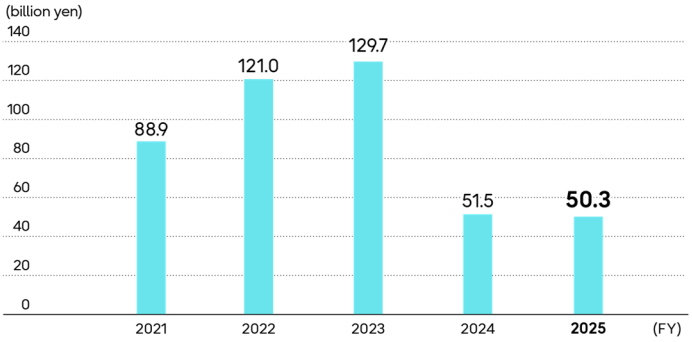
Operating Profit / Profit for the Attributable to Owners of the Parent



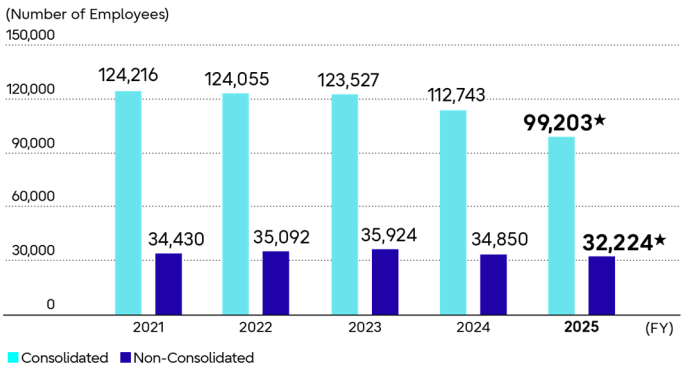
R&D Expense



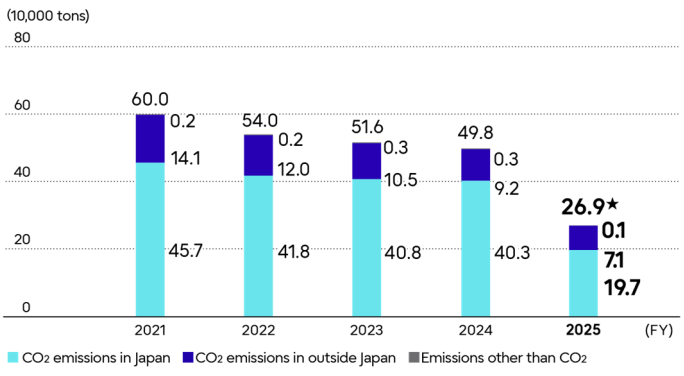
Capital Expenditure



The Number of Employees



Total Greenhouse Gas Emissions



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**



Sustainability Management

Over vision and the policy for achieving a sustainable society.

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

Fujitsu Way

The Core Elements of the Fujitsu Way

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

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

The Fujitsu Way comprises three parts:

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

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

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

Click below for further details.

- **Fujitsu Way**
- **Transforming Our Corporate Culture**



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

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Transforming Our Corporate Culture

The Fujitsu Way

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

- Fujitsu Way



Our Purpose

Activities to Promote the Fujitsu Way

Internal Communication Initiatives

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



Sample pages from the Fujitsu Way booklet

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

Employee Engagement

We conduct an engagement survey throughout the company each year to gauge the level of employee understanding of, and connection with, Our Purpose. The results show a 4-point increase overseas and a 5-point increase within Japan (compared with FY2024).
Also, seeing a need to achieve Our Purpose by mobilizing the aspirations of each and every employee and generating greater synergy, in 2020 we started rolling out the Purpose Carving® program, an initiative to shape and inform each individual's own purpose (My Purpose). Purpose Carving® is an interactive program that enables participants to reflect on their personal journeys and the values they uphold, clarifying their own purpose as they contemplate the future. With over 84,000 employees worldwide having completed the program as of May 2026, the combination of their purpose together with Fujitsu's corporate purpose provides the driving force for transformation.

Materiality Contribution Awards

In FY2025, we built on our existing Sustainability Contribution Awards to develop the Materiality Contribution Awards as an internal program that focuses on contributions to materiality. This new program promotes Materiality initiatives aimed at achieving Our Purpose, and recognizes business activities and the organizational activities that support them.
By bringing together individual project activities in each area of Materiality, we aim to make a significant impact on solving the issues defined by Materiality.
Fujitsu managers involved in Materiality and the CSSO(*1) participate in the Awards program as judges, basing their decisions on criteria such as the Materiality items being contributed to, the degree of contribution to the business, and the promise shown by the initiatives.

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

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

Award-winning Projects from FY2025 Materiality Contribution Awards

- Solving global environmental issues: Advances in the analysis of battery and semiconductor materials, greater efficiency in the logistics sector, and sustainable FGC operation through optimized supply chains, adoption of renewable energy, and decreased waste
- Developing a digital society: Promoting DX for more advanced decision making, greater operational efficiency and data utilization in the manufacturing, logistics and retail sectors, and initiatives to resolve societal problems such as labor shortages
- Improving people's well-being: Integrated management of cancer genome and treatment data, and its utilization in treatment and research, etc.
- Technology: Adoption of EVs to reduce CO_2 emissions, energy transitions to drive decarbonization; etc.
- Management foundation: DX-oriented practices aimed at business transformation; etc.
- Human capital: Training personnel capable of using data to transform work practices, using digital approaches to improve engagement among retail employees; etc.

Value Creation Model

Fujitsu's Purpose-driven Value Creation Model

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

Fujitsu aims to realize its Purpose, which is "to make the world more sustainable by building trust in society through innovation", and thereby create new value while helping to build a better future together with our customers and for society. To achieve this, and taking a long-term perspective towards the world we envision for 2035 (*1), Fujitsu will balance solving societal challenges with business growth by realizing our Vision for 2030.

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

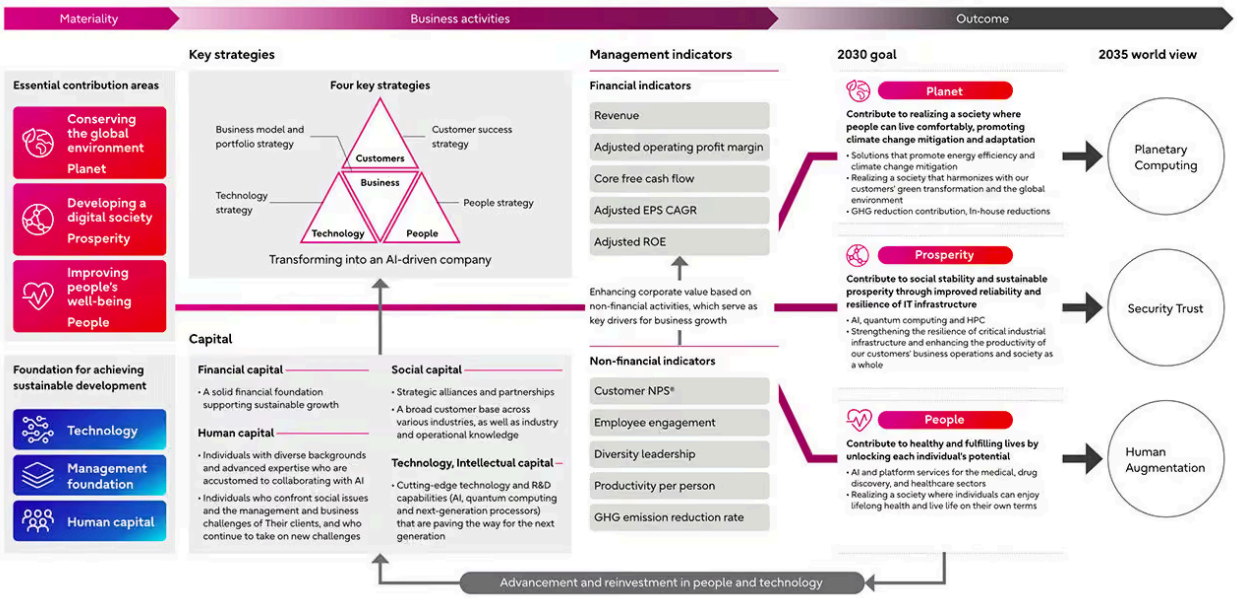
- (*1) : World we envision for 2035 :
  The world Fujitsu envisages in the year 2035 is based on the key themes of Human Augmentation, the extension of human abilities and potential; Planetary Computing, the simulation of all activities on Earth using high-performance, energy-efficient computing; and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

- Uvance
- Sustainability Management in the Fujitsu Group

Value Creation Model

Our Purpose | To make the world more sustainable by building trust in society through innovation

Vision for 2030 | Being a technology company that realizes net positive through digital services



Value Creation Model

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

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

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

People (Improving people's well-being)

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

Materiality

Materiality in the Fujitsu Group

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

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

The Fujitsu Group has identified two categories of Materiality issues that must be resolved in order to achieve sustainable growth. The first category is 'Essential Contribution Areas' and the second is 'Fundamentals for achieving sustainable development.' In the first category of Essential Contributions, we will leverage the development of Uvance and other businesses to provide customers and society with value that contributes to "Planet: Conservation of the global environment", "Prosperity: Developing a digital society", and "People: Improving people's well-being". Furthermore, we will strengthen our technology, management foundation, and human resources to create a foundation for achieving sustainable development as the source of value creation for the Fujitsu Group, while supporting the creation of new business models and spurring innovation.

In the fiscal year 2025 update, on the basis of these categories, we identified three themes under Essential Contribution Areas, and three themes under Foundation for Achieving Sustainable Development.

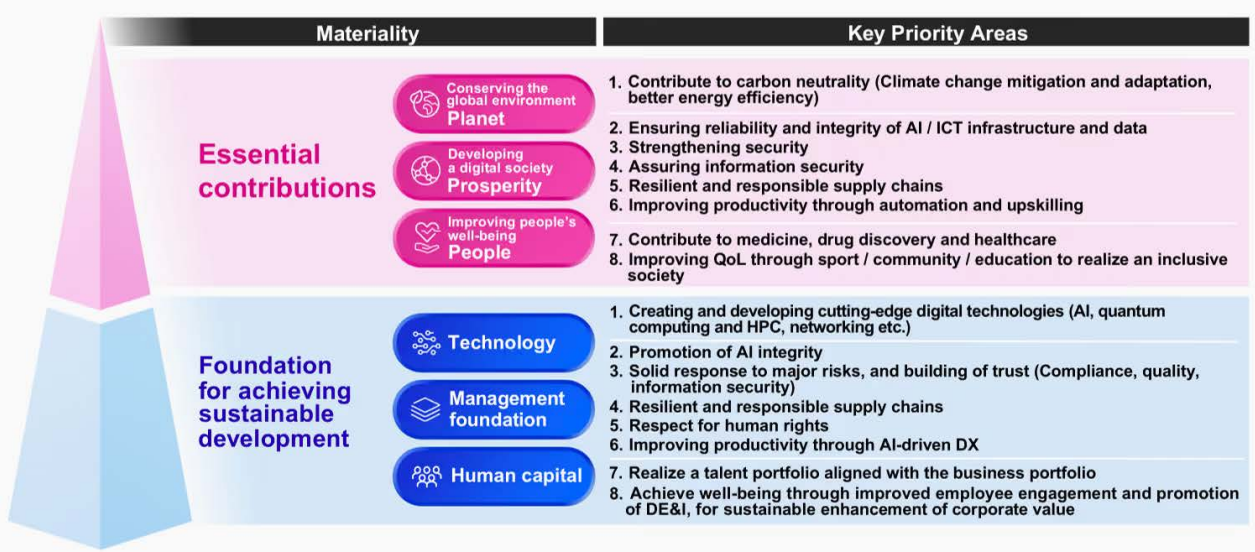
The materiality assessment process makes use of the results of a Fujitsu Group-wide potential risk assessment to ensure alignment with company-wide risk management. Issues such as climate change, human rights, and security identified through materiality analysis are linked as important sources of risk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

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

Going forward, we will continue to promote Group-wide initiatives related to Materiality, reduce and avoid critical management risks, and maximize business opportunities. In this way, we aim to enhance the corporate value of the Fujitsu Group and contribute to preservation of the global environment, the digital society, and people's well-being.

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

Materiality



Concept diagram of materiality

Materiality Identification Process

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

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

Step 1 Study the environment surrounding Fujitsu

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

Step 2 Organize and identify sustainability topics

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

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

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

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

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

Fujitsu Group and Stakeholder Assessment

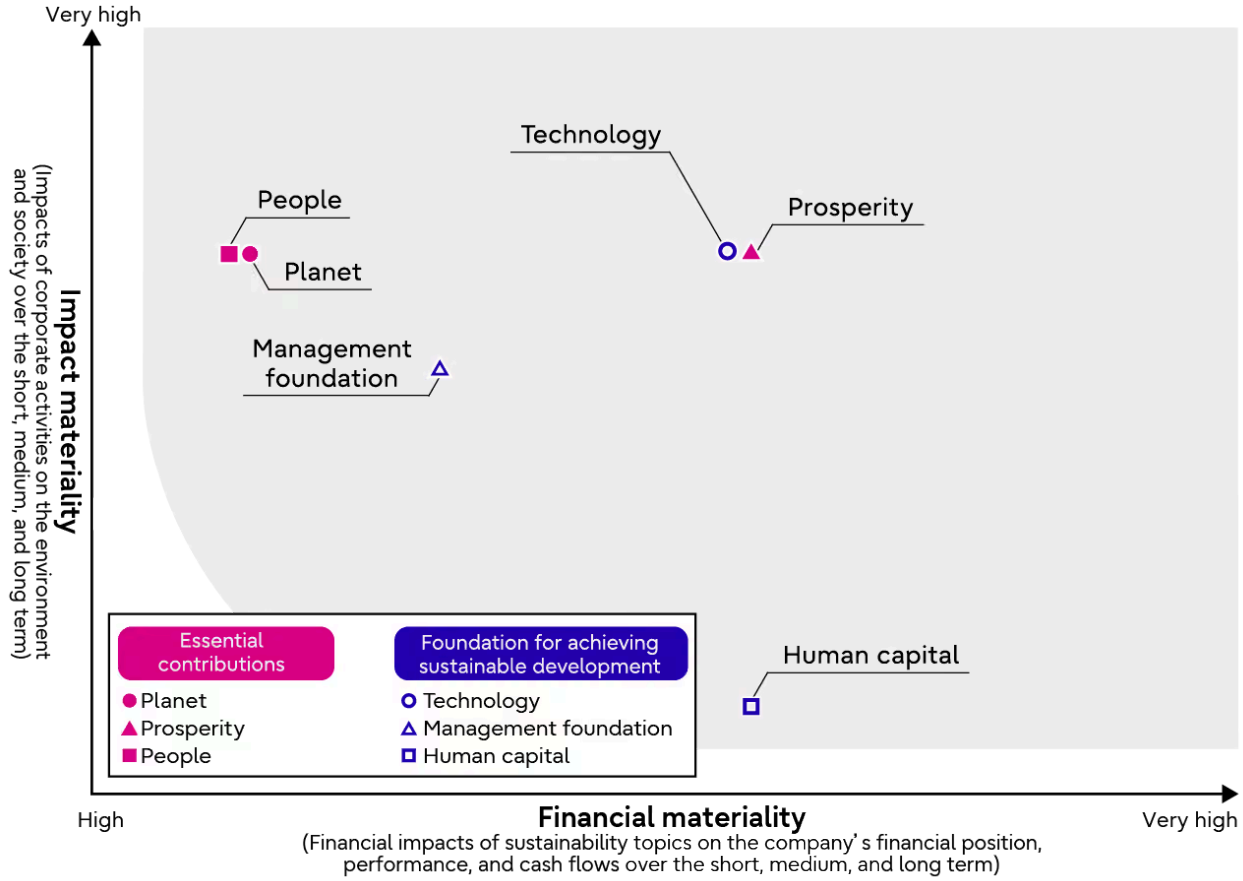
Surveys, interviews

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

Desktop research

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

Materiality Matrix



Materiality Matrix

Step 4 Decision on Materiality

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

Step 5 Review

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

GRB (Global Responsible Business) Goals and Achievements

GRB Goals and Achievements in FY2025

Human Rights and DE&I

Human Rights

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

Diversity, Equity & Inclusion (DE&I)

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

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

Well-being

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

Environment

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Fujitsu will fulfill its social responsibilities as a global corporate SX leader. In addition to achieving our carbon neutrality goals, we will solve various environmental challenges by providing innovative solutions through co-creation with our customers. <Goals> • Fulfill our social responsibilities and help to resolve environmental challenges ・Reduce greenhouse gas (GHG) emissions from Fujitsu facilities and the supply chain with the aim of achieving the Science Based Targets initiative (SBTi) Net-Zero Standard ・Avoid risks associated with our business activities and minimize our impact on the environment ・Help to resolve environmental challenges for customers and society through our business operations →Specific targets are set in the Fujitsu Group Environmental Action Plan (Stage XI)
Major Achievements in FY2025	• Greenhouse gas emissions reduction rate: ・Actual 71.5% reduction exceeding the target of at least a 50% reduction (approx. 10.0% annual reduction against the FY2020 baseline) ・Renewable energy usage ratio: Achieved 67.5%, exceeding a target of at least 50% • Avoided risks and minimized our impact on the environment: ・Water usage: Actual reduction of 110,000 m^3 exceeding a target reduction of at least 57,000 m^3 ・Development of products and services that contribute to a Circular Economy (CE) business model: Embedded Circular Economy (CE) as a common development theme in all our Product Business Divisions by promoting the transformation to a Circular Economy (CE) business model <Supply Chain> ・CO_2 emissions from electricity consumption attributable to product use: Actual 46.0% reduction compared to a target 12.5% reduction (against the FY2020 baseline) ・Promotion of GHG emissions reductions in the supply chain: Emissions reduction targets (SBT WB2° C pathway-aligned) set for key suppliers: Using FY2022 total supplier emissions as the baseline, 100% of suppliers have set their emissions reduction targets. ・CO_2 emissions reductions and water resource conservation in the upstream supply chain: 100% completion of call to action for our key suppliers Helped to resolve environmental challenges for customers and society through • our business operations. ・Formulated an indicator for the level of contribution to GHG emissions reductions under the environmental contribution indicator for SX solutions. Provided visualization using a logical construct for formulation based around international standards. ・Conducted interviews with external stakeholders to obtain objective assessments from SX leaders Published reports to improve our recognition as SX leaders

Compliance

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

Supply Chain

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	The Fujitsu Group will realize a responsible supply chain that takes into consideration human rights, health and safety, and the environment and also ensures diversity. <Goals> • Prevent and reduce human rights risks in the supply chain ・To prevent problems from occurring, create a system that promotes visualization of suppliers and identification of issues in parallel with requests for compliance with procurement guidelines • Promote GHG emission reductions in the supply chain ・Request key suppliers to set numerical targets in line with international standards in order to jointly promote GHG emission reductions ・(The goal is for key suppliers to set SBT WB2° C-aligned emissions reduction targets) • Ensure supply chain diversity ・Establish diversity indicators and activities based on the social needs in each region and country ・Create a system to measure the status of supplier initiatives, with activities in Japan defined as women's empowerment

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

Community

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Every employee is increasing their empathy for social issues and engaging in activities through collaboration and co-creation with a wide range of stakeholders, making a significant and positive impact on society, thereby creating growth opportunities for Fujitsu and contributing to the realization of Our Purpose. <Goals> • Transform our employees' mindset towards community activities(*1), nurture our corporate culture, and make an impact on society ・Employees participate in community activities (20% of employees)
Major Achievements in FY2025	• Employees participated in community activities (28.8% of employees)

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

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

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

Non-Financial Indicators

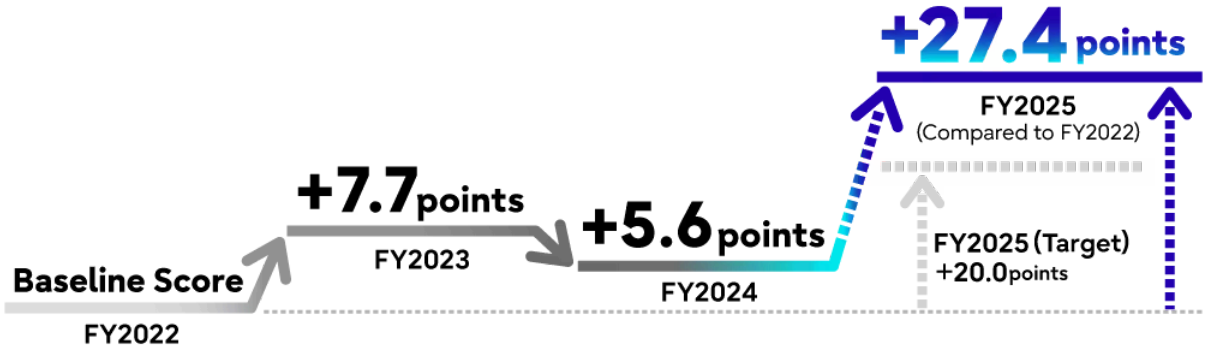
Approach

To contribute sustainably to the Fujitsu Purpose in the long term, it is essential to foster trusted relationships with all stakeholders. The Fujitsu Group has integrated non-financial indicators into its core business activities, promoting their achievement alongside financial targets.
To measure and verify our positive impact on customers and society, and to strengthen the Foundation for Achieving Sustainable Development, we set non-financial targets in the Medium-Term Management Plan announced in FY2023. These targets include key performance indicators (KPIs) such as: Customer Net Promoter Score (NPS®)(*1), Employee Engagement (EE), Diversity Leadership (ratio of female in leadership roles), Productivity Index, and Greenhouse Gas (GHG) Emissions Reduction Rate. We are continuously monitoring the progress of these KPIs.

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

Net Promoter Score (NPS®)

Global Net Promoter Score (NPS®) Survey (Global NPS® Survey) is a metric used to objectively gauge the extent to which trusted relationships with customers helps create customer loyalty. Unlike customer satisfaction, which indicates the degree of satisfaction or dissatisfaction with a purchased product or service, customer loyalty is characterized by the ability to determine the degree of customer attachment and the likelihood of repeat purchases. The Fujitsu Group employs Global NPS® Survey as one of its non-financial indicators with the aim of realizing customer-centric management. By listening to our customers' views via NPS® and offering services that appropriately suit their requirements, or by making proposals that anticipate their future needs, the value of the customer experience will be enhanced and our Global NPS® Survey will rise further. We believe that creating such a positive cycle will result in a boost to the corporate value of the Fujitsu Group.
As a structure to achieve this objective, at the working level we have appointed customer experience leaders in each region to take the lead in a timely manner in relation to improvement activities. Action plans and awareness of issues developed through discussions between CX leaders and frontline employees are shared with management, ensuring that customer issues are addressed at the frontline level and treated as management issues. This creates a system with a ‘feedback loop’ to propose continuous improvement, examine areas for investment, and verify the effectiveness of measures already taken.



Customer Net Promoter Score（NPS®）

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

Employee Engagement (EE)

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

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



Employee Engagement FY2023 results



Employee Engagement FY2024 results



Employee Engagement FY2025 results



Employee Engagement FY2025 target

Diversity Leadership (Ratio of female in leadership roles)

The Fujitsu Group aims to build a corporate culture driven by diversity and inclusion, based on the Fujitsu Way. The core vision guiding this is to "Build an inclusive and equitable culture where everyone belongs and can be completely themselves."
With this in mind, our goal is to create innovation, enhance our corporate value, and contribute to a trusted society. We aim to achieve this by recruiting the human resources that are indispensable for Fujitsu's continued growth due to the multi-faceted individualism, capability and potential of each and every employee, as well as their diversity and specific expertise, and making the best possible use of the value they bring to the company.



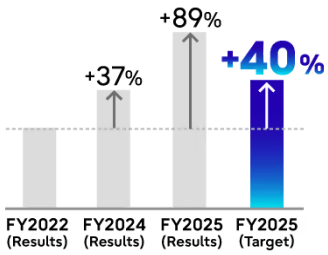
Ratio of female in leadership roles

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

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

Per capita productivity

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



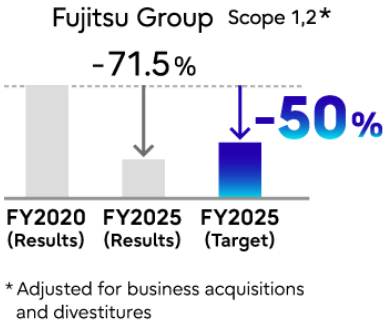
Per capita productivity in service solutions

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

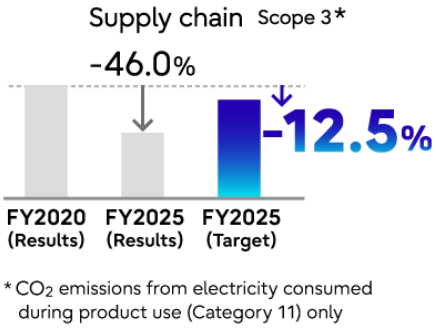
Reduction of GHG Emissions

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

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



* Adjusted for business acquisitions and divestitures



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

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

Non-Financial Indicators (From FY2026 Onward)

Introduction

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

Customer NPS® (*1)

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

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

Employee Engagement (EE)

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

Diversity in leadership

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

Greenhouse gas (GHG) emissions reduction rate

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

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

Per capita productivity

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

Related link:

- Non-Financial Indicators

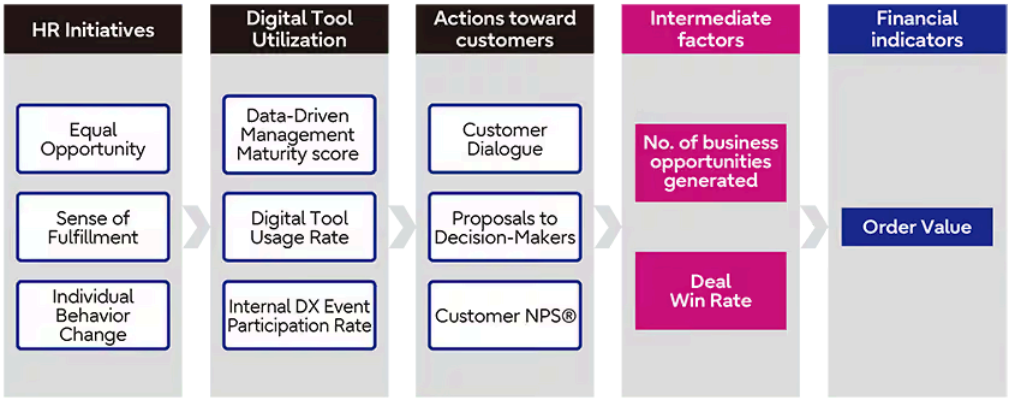
Understanding the relationship between financial and non-financial indicators

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

Results of causal analysis of financial and non-financial indicators

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

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



Results of the Causal Relationship Analysis (FY2025 Actual Results)

Future enhancement and use in initiatives

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

Cross-Talk with Project Members

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

- Uncovering a New Equation for Enhancing Corporate Value

Intellectual Property (IP) strategy to support Fujitsu's Purpose

Policy (IP management and corporate value)

Fujitsu's Purpose is to make the world more sustainable by building trust in society through innovation. To achieve this, the aim of our intellectual property management policy is to contribute to innovation and new value creation in the Fujitsu Group by strategically building and utilizing intellectual capital, including our technology, our brand and our designs.
Intellectual property management encompasses 2 main aspects. One aspect is contributing to value creation through the development and utilization of an intellectual property portfolio, including the acquisition of intellectual property rights for the Fujitsu Group's intellectual capital.
The other is risk management, which consists of lowering the incidence of risks likely to diminish our corporate or social value, primarily through measures that promote respect for and prevent violations of our rights and those of third parties.

Contributing to value creation

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

Reduction of Risk of Damage to Value

One important way to reduce the risk of losing corporate value is by protecting intellectual property. Other parties' infringements of rights held by the Fujitsu Group not only obstruct the progress of our business strategy, they also have the potential to negatively impact customers' trust in the Fujitsu brand in a competitive environment. For this reason, we constantly monitor for infringements, and where a possible infringement is discovered that could potentially cause a rights violation, we immediately execute appropriate countermeasures.
Fujitsu's Code of Conduct which, together with our Purpose and Values makes up the Fujitsu Way, clearly states our commitment to respecting and protecting intellectual property and respecting the intellectual property rights of others, just as they respect our own acquisition of rights to intellectual capital. We have established Rules for Handling Intellectual Property Rights that link this Code of Conduct to specific actions; these rules are being applied to Fujitsu and Group

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

- **Fujitsu's intellectual property**



Contributing to value creation and reduction of risk of damage to value

Intellectual Property Organization Structure

The Intellectual Property Organization (the Intellectual Property Division) forms part of the Legal and Intellectual Property Unit and reports to the General Counsel. It comprises the Intellectual Property Management Department, which oversees and manages the company's intellectual property activities in consultation with management, and the Intellectual Property Center, responsible for building the company's IP portfolio. In addition to collaboration within the division, the Intellectual Property Division manages intellectual property in collaboration with Fujitsu Techno Research Ltd., which provides IP-related services.
The Intellectual Property Division also collaborates with the Technology Unit headed by the Chief Technology Officer (CTO) to implement IP activities that support corporate value creation, rapidly incorporating the Technology, Management, and Business Portfolio strategies, and their progress, into IP strategies and the action plans of the Intellectual Property Division. In addition, at meetings such as the Independent Directors & Auditors Council attended by external directors and auditors, the Head of the Legal and Intellectual Property Unit reports on these IP management strategies and their progress, providing opportunities for discussion with management.

Group-wide global collaboration

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

Collaboration between the Intellectual Property Division and Business Divisions

We are promoting intellectual property activities in order to gain a competitive advantage. These include strengthening collaboration between the Intellectual Property and Research Divisions, and using IP information to analyze the strengths that technologies under development would have in the market (with the Intellectual Property Division providing feedback on the results to the Research Division). We are also identifying and addressing areas in global standardization where international standardization should be actively utilized. Furthermore, to enhance the added value of Uvance offerings, we will continue to deepen the ties between the Intellectual Property and Business divisions to further strengthen our R&D technology-based offerings.



Intellectual Property Organization Structure



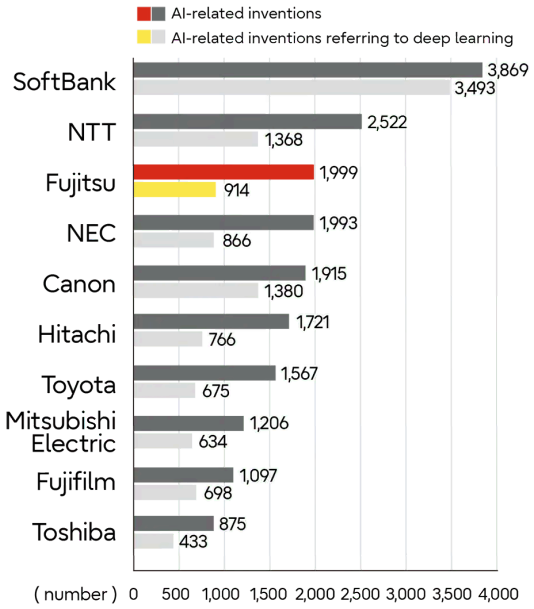
Fujitsu Group Global Collaboration

IP activities

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

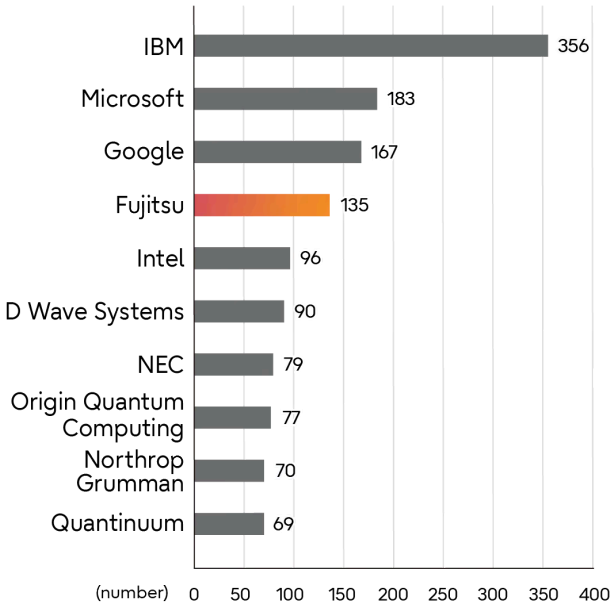
Developing an intellectual property portfolio

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



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

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



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

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

- **Intellectual property strategy to support Fujitsu's Purpose**

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

FUJITSU-MONAKA is a general-purpose processor that reduces the power consumed by data centers and other social infrastructure and contributes to the development of a carbon-neutral society. It delivers high energy efficiency by leveraging such unique Fujitsu technologies as Fujitsu-designed microarchitecture, high-speed data processing to provide robust support of a wide range of AI workloads, and low-voltage technologies. In order to build sustainable AI and HPC infrastructure, Fujitsu is developing an IP portfolio that features Fujitsu's proprietary technologies and is based on consideration of the areas that will be made open to underpin the technologies that contribute to strategic collaboration with partners. In addition, an invention relating to arithmetic processing technology that helped enhance the performance of the K computer and the Fugaku supercomputer received the Prime Minister's Award at the National Commendation for Invention.

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

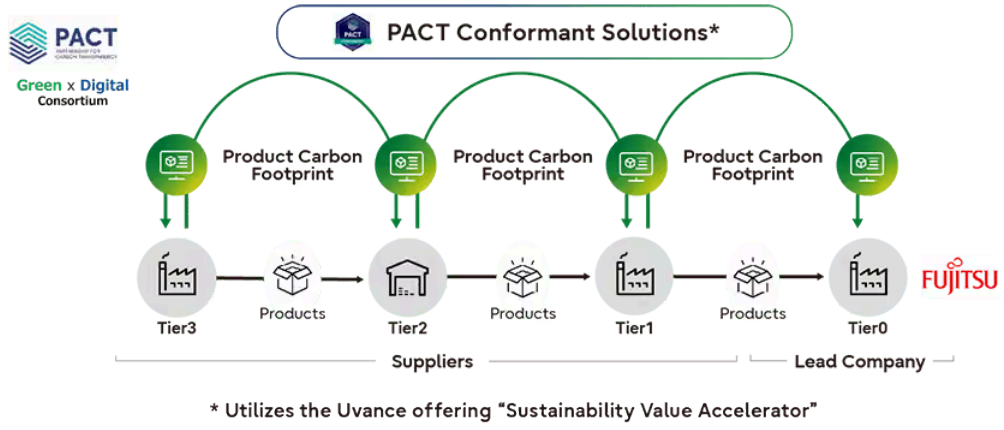
Global standardization activities and rulemaking

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

Achieving net zero across the value chain

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

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



Fujitsu PACT Implementation Program

Open innovation

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

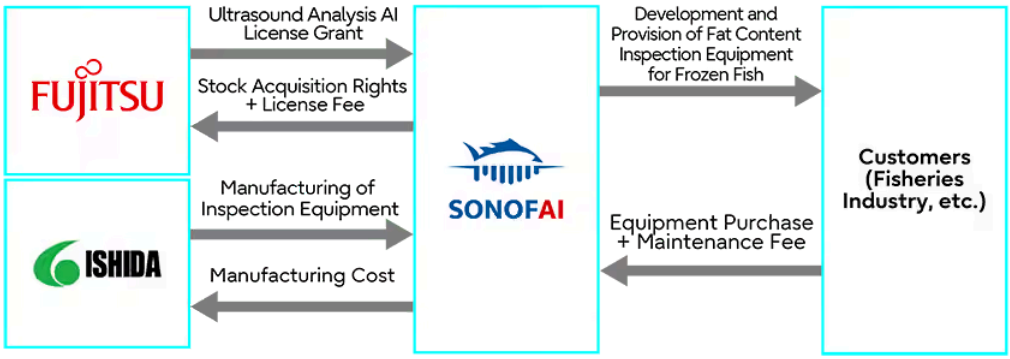
Open innovation through the use of intellectual property

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

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

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

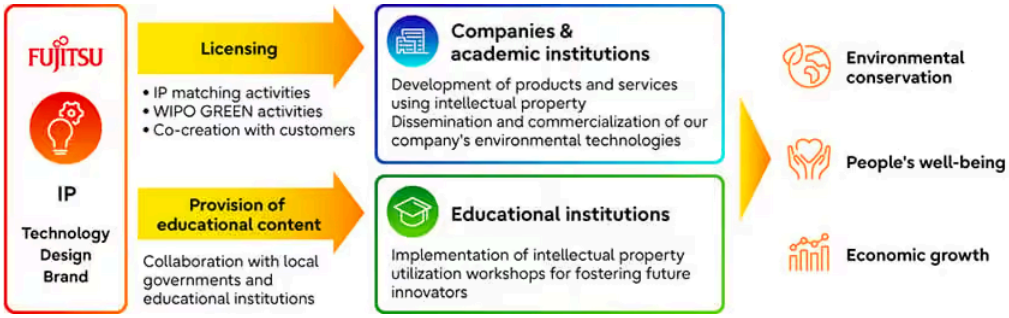
- **Sonofai launches the world's first device powered by Fujitsu's Ultrasound Analysis AI technology for inspecting the fat content of frozen albacore tuna: Fujitsu**



Business scheme

FUJITSU Technology Licensing Program™ for SDGs

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

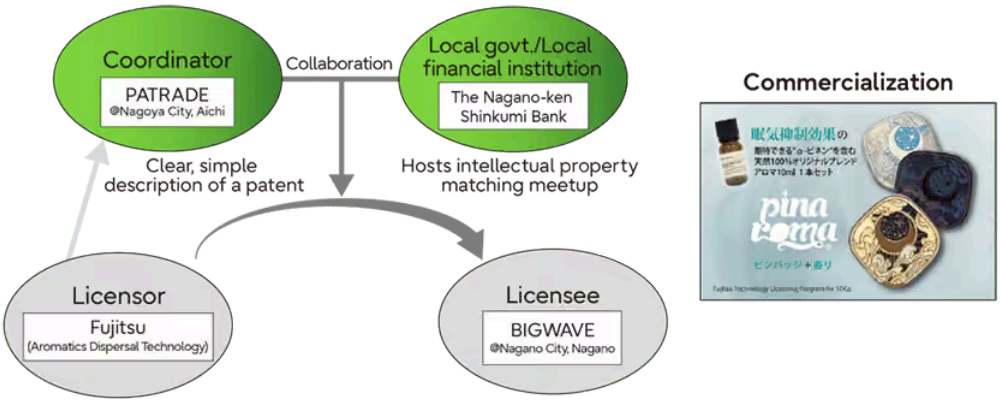


FUJITSU Technology Licensing Program™ for SDGs

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

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

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



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

Sustainability Management in the Fujitsu Group

Policy, Promotion Scheme, and Review

The Fujitsu Group has always been seen by society as a trustworthy and responsible enterprise through its delivery of products and services. However, the BANI era(*1) is here, bringing sweeping changes that challenge conventional thinking. It is therefore incumbent upon us, as a member of the global community, to generate positive impacts for society by engaging in business activities aimed at resolving environmental, societal and economic problems, under the initiative of senior management. In April 2020, we established a Sustainability Management Committee that will drive a sustainability-focused management approach under the supervision and direction of the Board of Directors Meeting and the Executive Management Council Meeting. As of fiscal 2026, the committee comprises corporate executives and SVPs appointed by the Fujitsu CEO, and is chaired by the CEO with the Corporate Vice President acting as Vice Chairperson. (As of May 2026, the committee has 19 members, including the chair.)

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

The committee is scheduled to meet once every 6 months, and on an ad hoc basis as required, to review the progress of our activities in non-financial areas and determine whether we are on track to meeting our targets. The committee's other duties include conducting checks and discussions on sustainability-related businesses and deliberating on new activities. It then reports the results during management meetings and to the Board of Directors. The first committee meeting was held in April 2020, followed by semiannual meetings – with the most recent meeting being held in March 2026. To date, the meetings have been characterized by lively discussions on topics such as non-financial indicators and future operational methods as we aim to implement materiality in order to contribute to the realization of a net positive society by 2030, where technology and innovation create a positive impact on society as a whole. In fiscal 2026, the committee reviewed and discussed revisions to materiality to comply with sustainability disclosure standards, align with the new Medium-term Management Vision, and to adapt to changes in the external environment. Based on these discussions, the newly identified materiality was reported to the Independent Board of Directors through the Management Council. The status of sustainability management was shared with External Directors and Auditors. In addition, interviews and exchanges of views were conducted with them during the review of the new materiality, and the results of the review were subsequently reported. As described above, the Board of Directors oversees the progress of sustainability management, further strengthening the overall supervision framework.



System Chart

- (*1) BANI : Acronym for Brittle, Anxious, Nonlinear, Incomprehensible coined by Jamai Cascio from the Institute for the Future (IFTF) as a keyword to characterize the current world
- (*2) The Fujitsu Group stakeholders : The Fujitsu Group regards our people, customers, partners, community and shareholders as its stakeholders. Government authorities, NPOs, NGOs, and similar organizations are also particularly important stakeholders within this community (international and regional society).

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

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

Reference :

- **Materiality**



Environment

Addressing global environmental issues, including climate change, by reducing environmental impact across business activities and delivering value through technology to contribute to a sustainable society.

Environmental Management

Environmental Management System 51
Response to Environmental Risks 55
Green Procurement 64
Environmental Training and Awareness Activities for Employees 67

Environmental Vision on Climate Change

The Fujitsu Group Environmental Vision 68
Environmental Targets 71
TCFD-Based Information Disclosure 73

Living in harmony with nature (Conservation of biodiversity)

Living in harmony with nature (Conservation of biodiversity) 88

Fujitsu Group Environmental Action Plan

Fujitsu Group Environmental Action Plan 95
Contribution to the resolution of environmental challenges for customers and society through our business 102
Climate Change 109
Reducing Greenhouse Gas (GHG) emissions at our business sites 111
Expanding the Use of Renewable Energy 114
Reduction of CO_2 emissions by reducing power consumption when using products 116
Activities to reduce GHG emissions in the upstream portion of the supply chain 119
Resource Circulation 122
Saving and reusing resources in products and circular economy initiatives 124
Reducing the amount of water used 127
Activities to conserve water resources in the upstream portion of the supply chain 129
Living in harmony with nature (Conservation of biodiversity) 131

Environmental Data

Global Warming Prevention 138
Material Balance 140
Environmental Performance Data Calculation Standards 144
List of Organizations Covered by the Report on Environmental Activities in FY2025 154

Environmental management system

We are continuously working to improve our ISO 14001 (*1) based environmental management systems and to promote Group-wide environmental management.

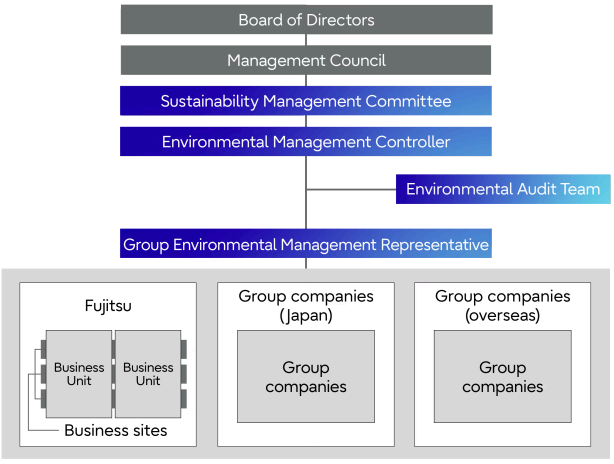
- (*1) ISO 14001 : Environmental management systems (EMS) standard determined by the International Organization for Standardization (ISO). Certification is granted to environmentally conscious organizations that develop systems for ongoing reductions in their environmental footprint.

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 and formulates policies.
In addition, they share climate-related business risks and opportunities, consider appropriate response measures, and report 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 are composed of relevant parties that go beyond the framework of business groups

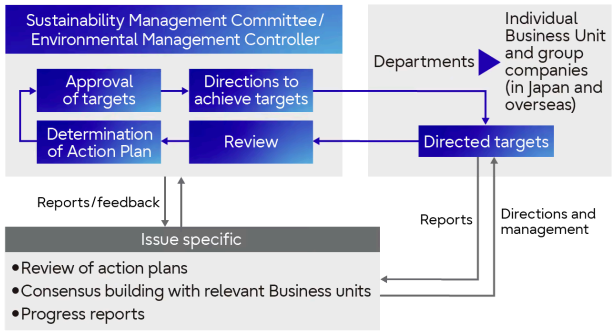


Environmental Management Framework

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 mid- to long-term issues in overall environmental management—such as reducing energy consumption and CO_2 emissions and responding to environmental risks. It also approves the Fujitsu Group Environmental Action Plan. The designated organizations for each environmental issue (e.g., energy, greenhouse gas 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.



Activity flow

To further disseminate these initiatives and improve skills, we continually provide environmental training/education and briefing sessions 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 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 2026, Fujitsu and 15 domestic Group 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 FY2025 audits were carried out at 39 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 7 opportunities for improvement were identified. While there were some shortcomings in compliance with certain environmental regulations no significant risks were found overall.

External Audits implementation and results

To maintain our ISO 14001 certification, we undergo external audits conducted by a certification body. In FY2025 in Japan the Group was audited by the Japan Audit and Certification Organization for Environment and Quality (JACO). The audit results included 24 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 FY2025.

Optimizing the collection, accounting, and disclosure of ESG Data

The Fujitsu Group is optimizing all processes from collection to disclosure through centralized management of ESG data.

- **Sustainability Management Information Service**

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, 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 environmental risks

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 (GHG) emissions and the introduction of carbon tax, there is demand from customers and society for contribution to carbon neutrality. 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 GHG emissions. Additionally, if climate change countermeasures are insufficient, there is a risk of losing business opportunities due to damage to our corporate reputation and of being unable to participate in tenders.
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 GHG 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 Plan.
Risks to reputation	● Risk: Decreased corporate value and increased response costs associated with 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 Corporate Questionnaire 2025**

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 Fujitsu Group Sustainable Procurement Policy . As a result, we have confirmed that there are no significant risks that could substantially affect our business activities.

Physical Climate Risk Adaptation

Fujitsu has 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, adaptation is tailored to that specific location and risk.
In FY2025 Fujitsu Australia and New Zealand undertook an updated assessment of climate-related physical risks which included a climate scenario analysis across short, medium and long term time horizons to assess the physical impacts of climate change on its operations, business model and value chain.
Through this process, key physical climate risks relevant to the region were confirmed which included wildfires, flooding and

chronic temperature increases over time.
Key measures undertaken in Australia and New Zealand to manage and adapt to these climate-related physical risks include:

- Business continuity processes:
  - Implementation of business continuity and disaster recovery processes to support ongoing operations during acute climate events.
  - Flexible service delivery and workforce arrangements to maintain continuity during disruptions.
- Operational and infrastructure resilience:
  - Installation of equipment designed to tolerate extreme climate hazards – such as suitable cooling equipment to manage extreme temperatures.
  - Preventative and scheduled maintenance programs to manage climate-related stress on infrastructure and equipment.
  - Measures to support continued operations during energy disruptions, including energy back-up systems.
- Workforce health and safety:
  - Occupational health, safety and wellbeing measures to support employees during extreme weather conditions.
  - Flexible working arrangements to mitigate impacts on productivity during climate-related events.
- Supply chain and service delivery:
  - Implementation of operational and commercial contractual arrangements to manage disruption to logistics networks, supplier/product availability and customer delivery timelines.
- Asset and business activity locations:
  - Inclusion of climate-related risks in infrastructure planning and facility site selection to reduce exposure to hazards such as wildfires and flooding.

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 adaptation based on Physical climate risk in specific locations

- Philippines, the Business Continuity Planning includes natural disaster events such as 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 of adaptation 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 2 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 4-point scale.

- **(*1) Planned scale**
- **(*2) Assumed maximum scale**

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



(c) Removable watertight panels



(d) 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 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 by January 2000.

Preventing destruction of the ozone layer

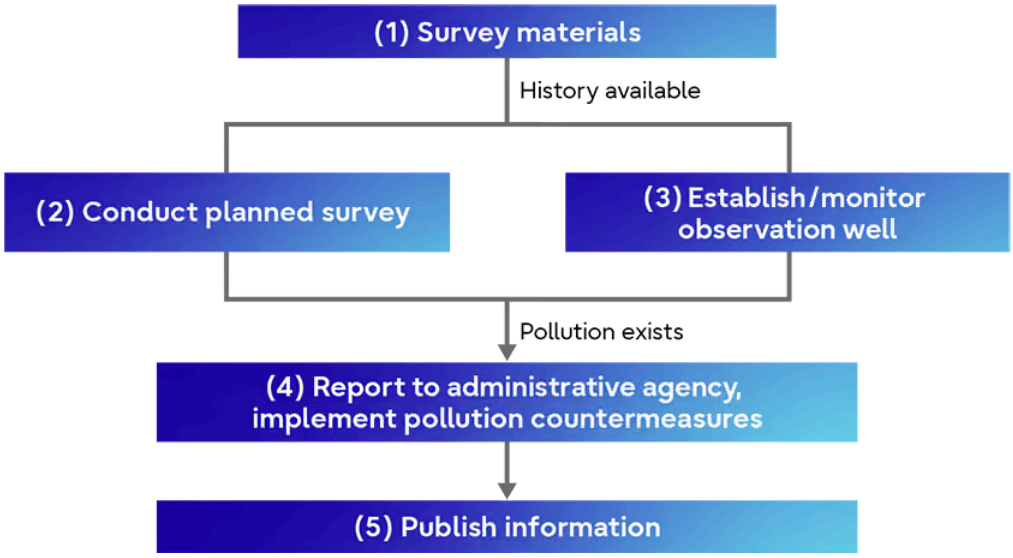
Since fluorocarbons not only destroy the ozone layer but also cause global warming, we have totally eliminated the use of ozone-depleting substances in manufacturing processes (parts cleaning and solvents) by introducing precision water cleaning systems and no-clean soldering technology. On the other 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 fluorocarbon leakage for FY2025 indicates that the Group-wide total was 283 t-CO_2, and the amount at each company remains below 1,000 t-CO_2 (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 FY2025, there are 2 business sites where soil and groundwater pollution from prior business activities has 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 areas outside the premises, which is the greatest risk of soil / groundwater 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	1.5	0.04
			Chloroethylene	5.7	0.002
Oyama Plant	Oyama City, Tochigi Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Trichloroethylene	0.3	0.01
			1, 1-dichloroethylene	0.25	0.1
			1, 2-dichloroethylene	4.806	0.04
			Chloroethylene	1.177	0.002

Business sites where soil or groundwater pollution 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 manage chemical substances using our original chemical information system called "FACE" and work 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 1.56 billion yen in soil pollution cleanup costs and asbestos processing costs during facilities demolition, which is the amount we calculate, as of the end of FY2025, 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 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 the Fujitsu 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." To promote the adoption of these standards among its business partners, the Fujitsu Group publishes them in multiple languages (in three languages) and strives to communicate with business partners through various means, including explanatory sessions and individual meetings, as needed. Through such activities, the Group implements green procurement activities in conjunction with its partners in Japan and overseas and promotes procurement from business partners that fulfill the green procurement requirements (see below). Using external evaluation tools such as EcoVadis and surveys , we conduct annual monitoring of our business partners' statuses with regard to environmental management systems, CO_2 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 CO_2 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 System

CO_2 emission reduction initiatives

The Fujitsu Group also asks our business partners to work toward CO_2 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 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 major suppliers to establish CO_2 reduction targets based on the international standard of Science Based Targets (SBT) as we strive to further mitigate global warming.
Since 2025, we have been collaborating with 45 suppliers, both in Japan and overseas, to share product-level CO_2 emissions data (carbon footprints). This initiative leverages Fujitsu's Sustainability Value Accelerator - Fujitsu Track and Trust 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 to respond quickly to revisions to laws and regulations and the enactment of new regulations.

- (*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
- (*7) CMS : Chemical substances Management System

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 is also provided to employees who are in charge of environment-related tasks.

<table>
<tr><th>Environment training</th><th>New hires</th><th>Employees</th><th>Managers</th><th>Top management</th></tr>
<tr><td>General training</td><td colspan="4">Environmental e-learning</td></tr>
<tr><td rowspan="2">Specialized training
(Only for applicable individuals)</td><td colspan="3">EMS training for new appointees, Internal auditor training</td><td rowspan="2"></td></tr>
<tr><td colspan="3">Waste management practitioner training, Environmental law training</td></tr>
<tr><td rowspan="2">Awareness activities</td><td colspan="4">Seminars, workshops, etc.</td></tr>
<tr><td colspan="4">Communication through the Internet and social media</td></tr>
</table>

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 employee. This training is considered essential to acquire the fundamental knowledge they should possess and is included as a core part of the Group wide training program.

The Fujitsu Group Environmental Vision

In light of the escalating global commitment to achieving carbon neutrality, the Fujitsu Group has set clear targets: to reduce the greenhouse gas (GHG) emissions from its own operations (Scope 1 and 2) to be 'net-zero equivalent' by FY2030, and to reach net-zero greenhouse gas emissions (*1) across its entire value chain by FY2040.
In addition to reducing environmental impacts across its own operations and supply chain, Fujitsu is leveraging technology to help address the challenges faced by customers and society and is 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 the residual emissions (of 10% or less) are neutralized 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 CO_2 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 AI 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 AI 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

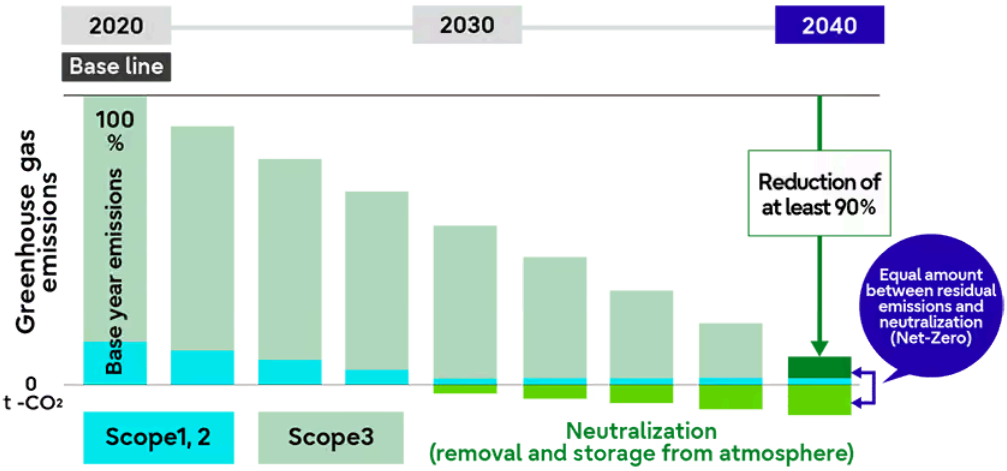


Adaptation: Contribute to Climate Change Adaptation Measures

Achieving Net-zero Emissions in the Fujitsu Group Value Chain

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

Roadmap to Net-Zero



GHG reduction across the entire value chain

FY2030 targets

- Scope 1+2 emissions to net zero equivalent
- Scope 3 emissions reduced by more than 42% (compared to FY2020)

Contributing to a Carbon-neutral Society

The Fujitsu Group contributes to achieving carbon neutrality across the society by creating ecosystems with customers in a variety of industries and business sectors. By integrating AI platforms and other leading-edge technologies into a framework that transcends businesses, industries, and regional boundaries, the Group will reduce GHG emissions. This will be achieved through, for example, optimizing the use of resources and energy across society as a whole.

Contributing to Climate Change Adaptation Measures

We will leverage AI and technologies such as digital twins to effectively reduce GHG emissions. These technologies will be used to develop offerings 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.

SBTi Net-Zero Target Validation

In 2017, the greenhouse gas (GHG) emissions reduction targets set by the Fujitsu Group for emissions from its business sites and value chain were 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 the UN Global Compact. It encourages companies to set GHG emission reduction targets that are scientifically aligned with the level of ambition required under 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 2021, we updated our target from 33% reduction against the base year to 71.4% by FY2030 and received acknowledgment of our 1.5 °C-aligned strategy from SBTi.
Furthermore, in 2023, we decided to further strengthen our existing target and aim for net-zero by FY2040. We also received Net-Zero target validation from the SBTi.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

"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) : 10% or less of residual emissions are removed and stored by technologies that directly capture CO_2 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 | CLIMATE GROUP | CDP

"RE100" logo

on the Environmental action plan, and since 2024, we have been working as 1 of 12 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. As the 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 with additionality (*3). This way we will contribute to the spread of renewable energy in society as a whole.

- (*2) RE100: This 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: This 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 to investors and various other stakeholders in line with those recommendations. 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. The Committee reports on their findings to the Board of Directors at meetings of the Executive Management Council. To date, these findings have included matters such as the results of analyses using multiple climate change scenarios (including 1.5 °C), policy initiatives aimed at achieving net-zero GHG emissions targets and increasing the use of renewable energy, and materiality (including climate change and other environmental issues). In FY2025, we reviewed our materiality themes in conjunction with the update of our Medium- and Long-term Management Vision. The updated themes were presented to the Sustainability Management Committee for discussion, with the result that six materiality themes, including Climate Change (Planet), were reviewed and approved. These decisions are also reported to the Executive Management Council and to the Board of Directors. In the review of Materiality, Fujitsu also ensured Board involvement through measures such as summarizing opinions on the importance of climate change initiatives obtained in feedback from interviews with External Directors and the Audit & Supervisory Board and through discussions held at executive retreats that included External Directors. Through these efforts, the Board of Directors has further deepened its involvement by establishing a framework under which it both monitors and oversees the status of sustainability management, including climate change. The Board will continue to oversee climate change initiatives, focusing primarily on matters discussed by the Sustainability Management Committee, which meets twice annually. • The Risk Management & Compliance Committee regularly reports to the Board of Directors on key risks identified across the entire Group, including climate-related risks. Fujitsu has also established an Environmental Management System (EMS) based on ISO 14001, and the results of EMS activities are reported to the Board of Directors through meetings of the Executive Management Council.	• Sustainability Management in the Fujitsu Group • Corporate Governance • Environmental Management System • Risk Management

<table>
<tr><td></td><td>Role of management in assessing and managing climate-related risks and opportunities</td><td>• 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.</td><td></td></tr>
<tr><td rowspan="3">Strategy</td><td>Short-, medium- to long-term climate-related risks and opportunities</td><td rowspan="2">• 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.

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 (CO_2 emissions calculation, visualization, etc.), Energy-efficient products (HPC, 5G virtualization base stations, etc.)</td><td rowspan="3">• Response to Environmental Risks
• The Fujitsu Group Medium/Long-term Environmental Vision</td></tr>
<tr><td>Impacts on business, strategy, and financial planning</td></tr>
<tr><td>Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2℃ or lower scenario</td><td>• In 2021, the Fujitsu Group conducted scenario analyses out to 2050 using 1.5℃ and 4℃ 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.</td></tr>
<tr><td>Risk Management</td><td>Climate-related risk identification and assessment process</td><td>• 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.</td><td>• Response to Environmental Risks</td></tr>
</table>

<table>
<tr><td rowspan="2"></td><td>Climate-related risk management process</td><td>• 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.</td><td rowspan="2">• Environmental Management Systems
• Risk Management</td></tr>
<tr><td>Status of integration with organization-wide risk management</td><td>• 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.</td></tr>
<tr><td rowspan="3">Metrics and Targets</td><td>Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</td><td>• 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.</td><td rowspan="3">• The Fujitsu Group Medium/Long-term Environmental Vision
• Fujitsu Group Environmental Action Plan</td></tr>
<tr><td>GHG emissions for Scope 1, 2, and 3</td><td>GHG emissions for FY2025 [unit : kton-CO_2e]
★ Indicators assured by third party
<table><tr><th colspan="2">Scope</th><th>Baseline year (FY2020)*</th><th>Result (FY2025)</th></tr><tr><td colspan="2">Scope 1</td><td>16</td><td>13</td></tr><tr><td colspan="2">Scope 2 (Market-based)</td><td>319</td><td>83</td></tr><tr><td colspan="2">Scope 3 (Across all categories)</td><td>6,813</td><td>4,586</td></tr><tr><td rowspan="2">Key categories</td><td>Category 1</td><td>3,027</td><td>2,476★</td></tr><tr><td>Category 11</td><td>3,470</td><td>1,872★</td></tr></table>* Values recalculated to align with the scope of aggregation for fiscal year 2025 based on the GHG Protocol.</td></tr>
<tr><td>Targets used by the organization to manage climate-related risks and opportunities and performance against targets</td><td>Climate-related targets and performance
<table><tr><th>Item</th><th colspan="2">Targets</th><th>FY2025 Performance</th></tr><tr><td>Reduction in own GHG emissions *1*2</td><td>Net Zero by FY2030</td><td>Environmental Vision</td><td>71.5% reduction</td></tr><tr><td>Reduction in GHG emissions in the value chain *1*3</td><td>90% reduction by FY2040</td><td>SBT Net Zero certification</td><td>34.5% reduction</td></tr><tr><td>Renewable energy usage rate</td><td>100% renewable energy in 2030</td><td>RE100 membership</td><td>67.5%★ deployment</td></tr></table>*1: vs. FY2020, *2: Scope1 + Scope2, *3: Scope1 + Scope2 + Scope3</td></tr>
</table>

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. The committee reports on findings 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 SBTi-aligned GHG reduction target from a 2.0°C pathway to a 1.5°C pathway. In April 2021, the new target was validated as 1.5°C-aligned by 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 solutions we should prioritize, 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 established an Environmental Management System (EMS) based on ISO 14001, and the results of EMS activities are reported to the Board of Directors through meetings of the Executive Management Council.
To further strengthen governance relating to climate change, starting in FY2022 we added ESG-related third-party evaluations (such as the CDP climate change program[*2]) to the assessment indices for the bonuses paid to Executive Directors. (Executive compensation consists of base compensation, bonuses, and performance-linked stock compensation.)

*1 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℃ of global warming in FY2018, and for warming of 1.5℃ and 4℃ 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(*3), the US introduced a carbon tax in 2020, and that tax 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-CO_2 when it was introduced, is expected to rise to \$140/t-CO_2 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-CO_2 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 posed by the additional costs involved in decarbonization. The unit cost of the FIT surcharge(*4), which was 1.40JPY/kWh in	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
		FY2023, rose to 3.49JPY/kWh in FY2024, and is expected to rise 10% by FY2030. • 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.

*1 IEA: An abbreviation for the International Energy Agency, an international energy organization that provides guidance on global energy policy, analyzes energy markets, and collects and publishes energy statistics.
*2 FIT surcharge: Abbreviation for the renewable energy generation promotion Feed-In-Tariff levy. A levy added to electricity charges under the Feed-in Tariff (FIT) system to support renewable energy generation.

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 CO_2 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℃ and 4℃ 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, while 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

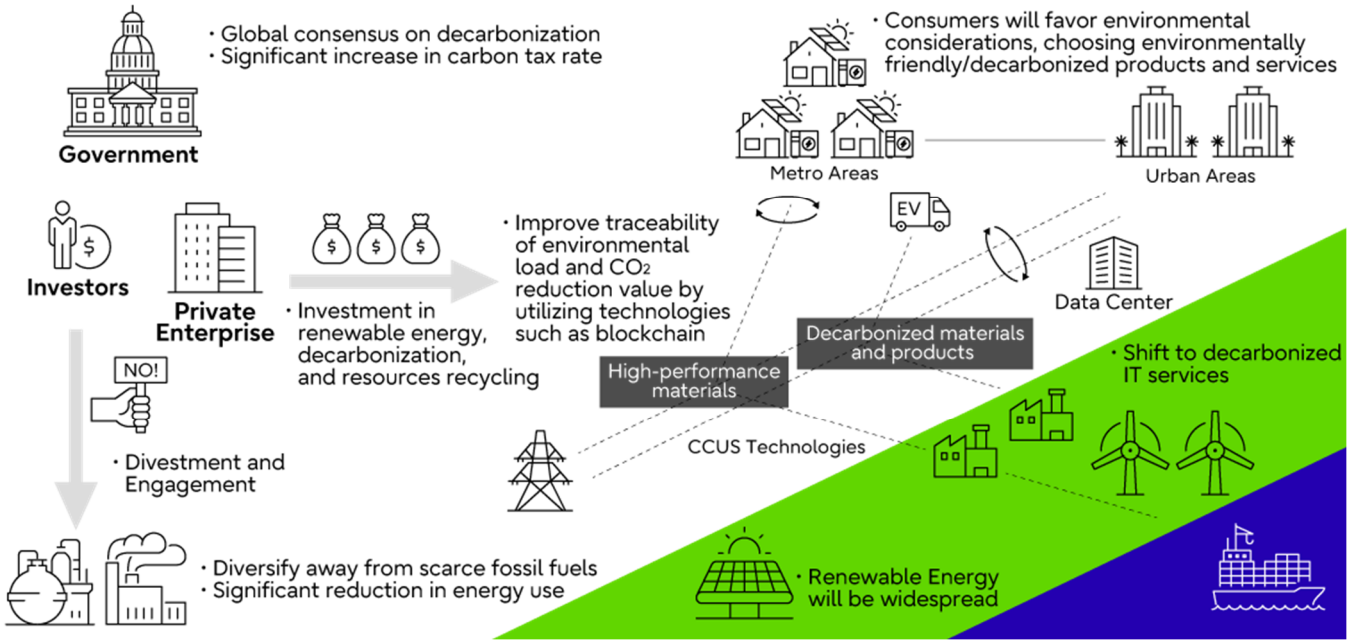
The analysis was conducted in 4 steps: assessment of risk severity, definition of scenarios, evaluation of impacts on business, and discussion of countermeasures.

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℃ 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℃ and 4℃)	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 • Carbon pricing • Emissions targets • Energy-saving measures • Key product / Service price variations <Natural disasters> Increased damage to factories/supply chains due to heightened risk of natural disasters • Flooding/Changing weather patterns • More severe abnormal weather events	**1.5℃ 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 CO_2 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
		4℃ 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.)

<table>
<tr><td rowspan="4">Automotive businesses</td><td rowspan="4"><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

<Natural disasters>
Increased damage to factories/supply chains due to heightened risk of natural disasters
• Flooding/Changing weather patterns</td><td colspan="2">1.5℃ scenario</td></tr>
<tr><td>Increased demand for services such as MaaS and greater supply chain traceability to help reduce environmental impacts through the entire life cycle</td><td>• Visualization of CO_2 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</td></tr>
<tr><td colspan="2">4℃ scenario</td></tr>
<tr><td>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</td><td>• 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</td></tr>
<tr><td rowspan="4">Food-related businesses</td><td rowspan="4"><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

<Natural disasters>
Increased damage to agriculture due to heightened risk from natural disasters and temperature rises
• Higher average temperatures
• More severe abnormal weather events</td><td colspan="2">1.5℃ scenario</td></tr>
<tr><td>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</td><td>• Visualization of CO_2 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</td></tr>
<tr><td colspan="2">4℃ scenario</td></tr>
<tr><td>Increased demand for "resilient agriculture" to cope with issues of stable food supply resulting from natural disasters</td><td>• Support for risk event simulation and timely provision of risk information
• Rapid solutions through data-driven management (review of manufacturing systems, suppliers, SCM, etc.)</td></tr>
</table>

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℃ scenario**	
		Proliferation of energy/labor-saving technologies. Increased demand from radical changes to business models (demand chains, etc.)	• Visualization of CO_2 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℃ 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℃ and 4℃)	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 changes 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 • Flooding/Changing weather patterns • More severe abnormal weather events	**1.5℃ 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℃ 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

<Risk & Opportunity Analysis>

Target businesses : Hybrid IT

Sectors studied	Risk severity assessment (both 1.5℃ and 4℃)	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 <Natural disasters> Increased damage to datacenters due to heightened risk from natural disasters • Higher average temperatures • More severe abnormal weather events	**1.5℃ 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
		4℃ 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 2030.
As of FY2025, Fujitsu achieved a 71.5% reduction in GHG emissions (Scope 1 and 2) in FY2025, on the way to Net Zero by FY2030 (against a FY2020 baseline). We also achieved a 34.5% reduction in GHG emissions (Scope 1, 2 and 3) across the entire value chain in FY2025, on the way to our targeted 90% reduction by FY2040 (against a FY2020 baseline).
We increased our renewable energy usage rate to 67.5%★in FY2025, on the way to our targeted 100% usage by 2030.

Living in harmony with nature (Conservation of biodiversity)

Vision and 2030 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 and its 2030 Target (Environmental Action Plan Stage XII) 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.
2030 target (2030)	Reduce negative impacts on biodiversity by at least 42% (Base year: FY2020) within the scope of the company's corporate activities, including its value 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 FY2025, the Group implemented the LEAP (Locate, Evaluate, Assess and Prepare) approach (Phase 2), mainly in its upstream value chain.

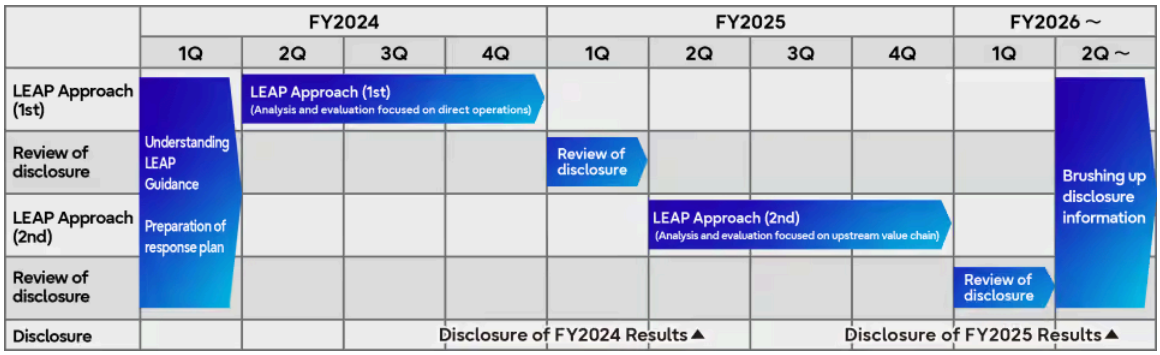
Summary of results – Details here

- **TNFD-Based Information Disclosure**

Governance	Same as the Fujitsu Group's TCFD-based information disclosure
Strategy	Priority locations: Of 39 direct operations sites, 22 sites were identified as sensitive locations through analysis using IBAT and other tools. Additional investigations and analyses are planned to identify locations with material impacts on nature. In the upstream value chain, of 119 manufacturing sites associated with major Tier 1 suppliers, 105 were identified as sensitive locations through IBAT and related assessments. Additional investigations and supplier engagement will start to identify material locations. Dependencies and impacts: Using ENCORE, the impact on nature of Emissions of nutrient pollutants to water and soil was identified as a highly important impact in both the upstream value chain and in direct operations. In addition, potential high-significance dependencies and impacts were identified in the upstream value chain relating to disturbance (e.g., noise and light); freshwater area use; seabed area use; rainfall pattern regulation services; and water purification services. Risks and opportunities: Risk and opportunity analysis and materiality assessments across multiple scenarios for 2030 and 2050 identified the following as high-significance risks and opportunities. Risks: natural disasters and environmental degradation; supply chain and procurement risks; environmental regulatory compliance risks; new technology and service development risks; and talent acquisition risks. There were potential opportunities in: new service offerings; building sustainable supply chains; reputation enhancement through nature-conservation activities; and talent acquisition.
Management of risks and impact	Same as the Fujitsu Group's TCFD-based information disclosure
Metrics and targets	Set metrics and targets for reflecting several elements of all corporate activity in line with international targets. Metrics and targets for dependencies and impacts on, and risks and opportunities related to, Priority locations will be considered in future.

In FY2026, we will implement the LEAP approach (Phase 3) mainly for issues identified in the analysis and evaluation to date, and fine-tune the disclosure information.

- **Fujitsu prepares for disclosure in line with TNFD framework, registers as TNFD Adopter**



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"

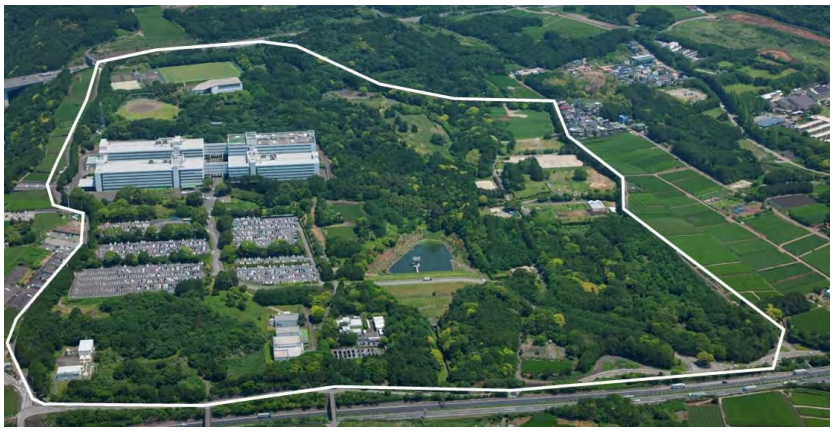
As part of Stage XI of its Environmental Action Plan, the Fujitsu Group has set a target for conserving nature and biodiversity, and has commenced activities to evaluate and reduce the nature and biodiversity-related dependencies and impacts of the Group's corporate activities. Targets for Stage XII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

- 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 hectare site occupied by the Fujitsu Numazu Site is given over to green space to nurture the precious biodiversity of the region. The Site 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 Site 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 target.

- (*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)



Fujitsu Numazu Site Green Space(Ministry of the Environment: Nationally Certified Sustainably Managed Natural Sites)

Nationally Certified Sustainably Managed Natural Sites Logo

- [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 target.

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 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)”.



Forests of Hope site: Hutan Harapan
(Source：Hutan Harapan)

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

3. Coastal cleanup activities on Tsushima, an island seriously contaminated by marine plastics

In 2019, 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.

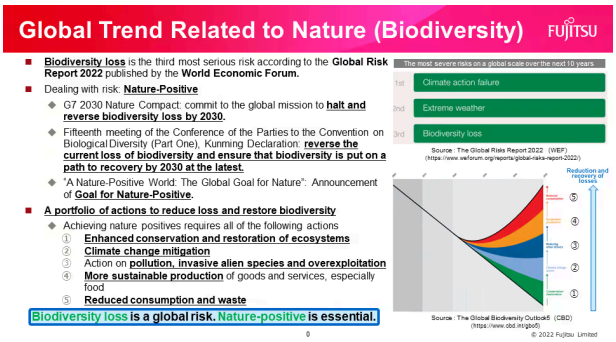


Fig. Image of environment e-learning materials 1

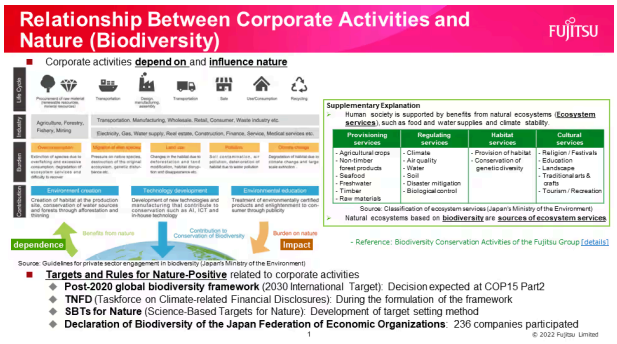


Fig. Image of environment e-learning materials 2

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 FY2015 have channeled most management resources into the core sector of Technology Solutions. In FY2019, 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 Uvance. The objective 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, while the manufacture of semiconductors, electronic components and PCs has accounted for the majority of energy consumption in the past, business restructuring has greatly reduced energy consumption in these sectors. By contrast, energy consumption by 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 through measures such as using renewable energy and reducing the power used by data centers by making them more efficient.

Operating as a responsible global corporate citizen

The adoption of the Sustainable Development Goals (SDGs) by the United Nations and the Paris Agreement at the COP21 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; Well-being; 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 first formulated its Environmental Action Plan in 1993 and is continually expanding the scope of its environmental activities. In stages I to V of the plan (FY1993-2009), the objective was to significantly reduce the environmental impact of the business activities of the Fujitsu Group itself. Far-reaching measures were implemented throughout our factories and offices to reduce impacts such as CO_2 emissions, chemical substance emissions, and waste generation. In stage VI (FY2010-2012), we broadened our activities to focus on three key initiatives: As well as strengthening measures to lessen our own environmental impacts, we assisted with similar efforts by customers and society as a whole, and also took on the challenge of conserving biodiversity. In stages VII to IX (FY2013-2022), we placed a clearer emphasis of our commitment on helping to resolve the environmental issues faced by customers and society through the use of ICT. To further reduce our own environmental impact, we expanded the use of renewable energy and broadened the scope of our activities to cover the entire supply chain, including business partners. We also put considerable effort into promoting and expanding the widespread adoption of renewable energy by customers and across society. In stage XI (FY2023-2025), we rolled out initiatives aimed at establishing a solid grounding for achieving the Fujitsu Group Environmental Vision. This included increasing our share of renewable electricity in our own operations along with initiatives to assist customers and communities with digital technology. The Fujitsu Group will continue to intensify and broaden its environmental initiatives with the aim of building an affluent and sustainable society as we grasp the opportunities offered by these changing times.

Fujitsu Group Environmental Action Plan Stage XII

Social responsibility and value creation as a leading company in AI

The Fujitsu Group is committed to reducing its own environmental impacts and those of its supply chain, and to expanding and enhancing the value it provides to customers and society through technology. And recognizing our obligations as a leading AI company, we are also leveraging our technological strengths to drive reductions in GHG emissions by our customers and society more broadly, working hand in hand with our customers and partners to realize a sustainable future.

Outline of the Fujitsu Group Environmental Action Plan Stage XII

To address environmental and social issues, we have set five targets in three global risk areas highlighted by the World Economic Forum: "Climate Change," "Resource Circulation," and "Living in Harmony with Nature". These are mapped against the two focus areas of "Customers and Society" and "Fujitsu Group and Supply Chain". The Fujitsu Group is developing and implementing specific measures to expand its contribution to reducing GHG emissions by customers and society, and to achieve carbon neutrality in its own operations and those of its supply chain.
Target years: 5 years from FY2026 to FY2030

Customers and society

Fujitsu has boosted its standing globally by progressing initiatives and developing solutions that contribute to SX. With this raised standing in mind, our focus in Stage XII of our Environmental Action Plan is to leverage our technological expertise and our responsibilities as a leading AI company to commit fully to reducing GHG emissions by our customers and society. Fujitsu's strength lies in its ability to help resolve social issues through digital services. Uvance is our core initiative in this area and is used to target a wide range of sectors, including manufacturing, consumer goods, health and social infrastructure. It aims to drive business growth for our customers while at the same time tackling social issues. It assists with the visualization and reduction of CO_2 emissions in logistics and supply chains, and through the Sustainability Value Accelerator promotes more advanced corporate ESG management and information disclosure. But our efforts are not limited to addressing our own environmental concerns. We are evolving into a company with expertise in the digital sphere that can now drive decarbonization in our customers and in society more generally.

Fujitsu Group and Supply Chain

Climate change

In order to achieve net-zero equivalent greenhouse gas (GHG) emissions from our own business activities and from the entire value chain, we have set ourselves reduction targets to be achieved by FY2030. We will reach these targets through the strategic deployment of renewable electricity, including Power Purchase Agreements (PPAs) with additionality, and the use of advanced AI to drive more advanced energy conservation. At the same time, we are pursuing initiatives such as making our own products more energy-efficient and encouraging our suppliers to monitor and reduce their environmental impacts. For Scope 1 and Scope 2, Fujitsu will implement effective measures such as the electrification of facilities, the use of carbon credits, and the adoption of renewable energy as we work to achieve net-zero GHG emissions(*1). We are taking on the challenge of decarbonizing the entire Scope 3 value chain, with a reduction target of 42% as a milestone on the road to net zero by FY2040.

- (*1) : Net Zero GHG Emissions: Reduce GHG emissions by 90% or more from the base year in the target year and remove residual emissions of 10% or less by directly removing CO_2 from the atmosphere (DAC) or by absorbing CO_2 through planting trees.

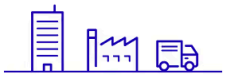
Resource Circulation

Our goals are to design products that conserve resources, to improve resource circularity, and to build a circular economy business model capable of overcoming resource constraints. To achieve this, by FY2030 we will reduce our levels of new resource inputs (virgin material use) per unit of consolidated revenue by at least 30% against 2023 levels. We will also formulate a circularity index by FY2027 and systematically work to implement that index.

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 within the scope of the company's corporate activities, including the value chain.

Environmental Action Plan Stage XII

	Customers and Society	Fujitsu Group and Supply Chain		
	Business Field	**Upstream Business**	**Fujitsu Business Area**	**Downstream Business**
				
Climate change	• Expand our contribution to reducing global GHG emissions	• Reductions focused on GHG emissions by suppliers	• Shift GHG emissions at business sites to carbon-neutral levels • Increase the share of renewable electricity with additionality	• Reductions focused on GHG emissions during product use
Resource Circulation		(Implement measures such as water stewardship programs and responses to water risk)		• Improve resource efficiency through better resource circulation and minimized resource use in products
Living in Harmony with Nature (Biodiversity Conservation)		• Reduce negative impacts and increase positive impacts on biodiversity from corporate activities		

Environmental Action Plan Stage XII Targets

Item		Target	FY2030 Targets	Baseline
Customers and society				
		Contribute to reducing global GHG emissions	Under review	Under review
Fujitsu Group and supply chain				
Climate change	Scope 1 and 2	• Reduce GHG emissions at business sites to net-zero equivalent level by the end of fiscal 2030 • Increase share of renewable electricity used in business operations to 100% by 2030 and expand use of high-impact renewable energy	Net zero equivalent (residual level)	—
	Scope 3	• Reduce GHG emissions by at least 42% across the entire value chain by the end of fiscal 2030	Reduction of at least 42%	2020
Resource circulation		• Reduce new resource inputs (raw material use) as a proportion of consolidated revenue by at least 30% compared with fiscal 2023 levels • Formulate a circular economy index by fiscal 2027 and promote initiatives toward achieving it	Reduction of at least 30%	2023
Living in harmony with nature		Reduce negative impacts on biodiversity by at least 42% within the scope of the company's corporate activities (including the value chain), and promote activities that increase positive impacts on biodiversity	Reduction of at least 42%	2020

Note: In light of changes in water consumption resulting from our business transformation, our approach to water stewardship is not to set water reduction targets, but to focus on disclosing initiatives such as conservation activities and responses to water-related risks.

- **[PDF] Environmental Action Plan Stage XII Targets**

Fujitsu Group Environmental Action Plan Stage XI Performance

Target			Baseline	FY2025 Targets	FY2025 Results
Customers and Society					
Promotion of initiatives and solutions development that contribute to SX		• FY2023: Formulation of environmental contribution metrics. FY2024-25: Measurement and disclosure of the amount of contribution • To be objectively acknowledged as an SX leader	—	Deliver SX solutions to customers	Improved recognition as an SX leader
Fujitsu and Supply Chain					
Climate Change(*)	Scope 1 and 2	• Business sites must halve their GHG emissions against the baseline (FY2020) by the end of FY2025 • Increase the share of renewable electricity to at least 50% by 2025	FY2020	Reduction of at least 50%	71.5% reduction
	Scope 3 (Category 11)	• Reduce CO_2 emissions from power consumption during product use by at least 12.5%	FY2020	Reduction of at least 12.5%	46.0% reduction

	Scope 3 (Category 1)	• 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	100% set

Resource Circulation		• Development of products and services that contribute to a circular economy (CE) business model	—	Development of CE business products & services	Embedded CE as a common development theme in all our Product Business Divisions by promoting the transformation to a CE business model
		• Reduce water consumption by at least 57,000 m^3 by implementing water reduction measures	—	At least 57,000 m^3	Reduction of 105,000 m^3
		• Increase awareness of water stewardship in the upstream supply chain • Request that major suppliers implement initiatives to raise awareness of issues such as the importance of water resources	—	Requests Completed	Requests 100% issued
Living in Harmony with Nature		• Reduce negative impacts on biodiversity within the scope of the company's corporate activities, including the supply chain, by at least 12.5%. In addition, promote activities that increase positive impacts on biodiversity	FY2020	Reduction of at least 12.5%	36.3% reduction

(*) Climate Change: Scope 1, 2 and 3, adjusted for acquisitions and divestitures

- [PDF] Environmental Action Plan Stage XI Targets and Performance

RELATED LINKS

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

Contribution to the resolution of environmental challenges for customers and society through our business

Fujitsu 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 helping to preserve the global environment, 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 Stage XI of our 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) SX: Sustainability Transformation

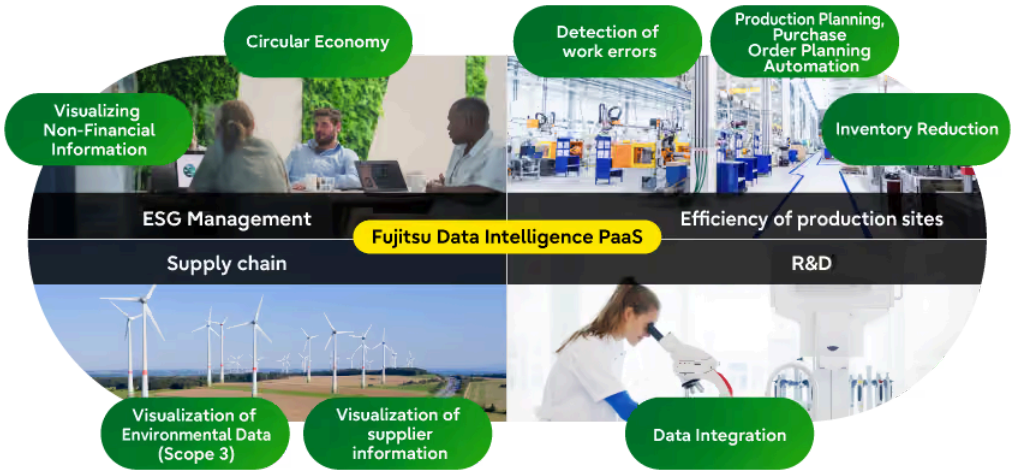
Data-driven response to uncertain times

In times of uncertainty, companies face various challenges at the management, operational, and at the industry and societal levels. To address these challenges while maintaining and enhancing our competitiveness, it is crucial that we make timely and well thought-out decisions informed by data.
Fujitsu offers customers a data-driven management approach to achieving their organizational goals that uses data to formulate the most impactful scenario. Through a cycle of increasing real data, linking data correctly, assigning value to that data and then creating new experiences, we support 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 in decision making: More advanced management through the use of 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 in manufacturing processes and transactions.
  - Demand forecasting: Greater efficiency through data-driven planning and business processes
  - Advanced infrastructure operation: Risk-based maintenance through data-driven predictive fault detection
  - Quality management: Support for enhanced quality through data integration from design and manufacturing 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 transition to a circular economy: Aiming to contribute to a sustainable society through the use of data to reduce environmental impacts.

Fujitsu Data Intelligence PaaS (DI PaaS) is a service that powerfully drives this data-driven decision making as well as 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 "Fujitsu Kozuchi", the world's most advanced AI solution; the "Sustainability Value Accelerator", which enables traceability; and "Data Life-Cycle Utilization", which includes Palantir Foundry and Microsoft Azure/Amazon Web Services among others to achieve 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 solutions and insights across the value chain. 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 providing value-chain traceability across companies and industries

The Sustainability Value Accelerator enhances the transparency of the value chain by collecting verifiable traceability data, thus enabling collaboration across companies and across nations. Through trust-based 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 helps to revitalize markets.

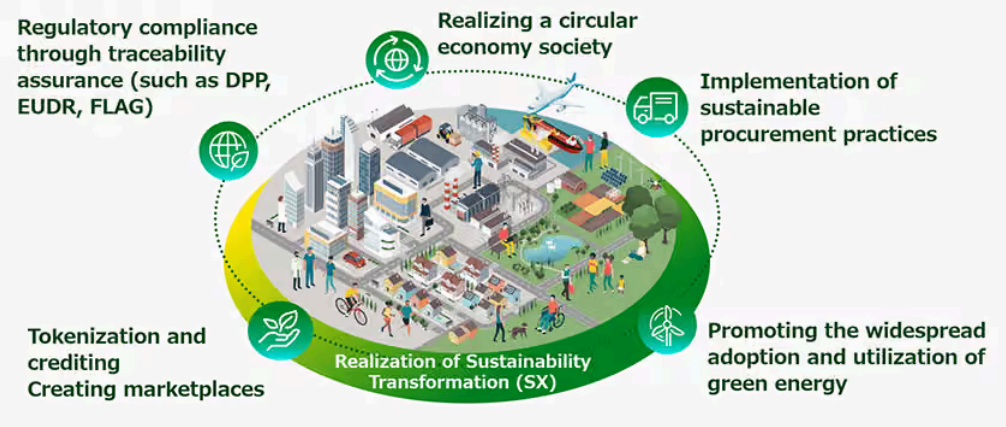
Our approach to solutions

- Provide sustainable procurement and business revitalization: We provide traceability linked to proof of origin for both primary products and secondary products generated through recycling and reuse. This clarifies the process by which products are reused, ensuring transparency for consumers and businesses. We enhance product reliability and promote responsible resource use throughout the supply chain by collecting and managing data right through from raw material procurement for primary products as well as 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 across different industries: Reducing greenhouse gas (GHG) emissions is a typical example of a scenario requiring data collaboration. GHG emissions reduction is challenging for individual companies to achieve alone as a concerted effort across the entire supply chain is essential. Collecting data from upstream and downstream partners is particularly important for reducing Scope 3 emissions. However, because traditional

monetary-based calculations often fail to reflect the efforts of suppliers, calculating Product Carbon Footprints (PCF) based on primary data, which requires data collaboration, is crucial.
The Sustainability Value Accelerator helps to visualize and reduce emissions through data collaboration across the entire supply chain, compliant with international standards such as WBCSD PACT.

- Realize a decarbonized society through data utilization and carbon credits: We digitize and automate the work required by knowledge specialists to assess, report, and verify the amount of CO_2 emissions. This significantly reduces the workload both for companies generating J-Credits(*2) and for certifying organizations 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): J-Credit Scheme: A scheme whereby the Japanese government certifies as "carbon credits" the amount of greenhouse gas emissions (such as CO_2) absorbed through appropriate forest management or reduced by introducing energy-saving devices or using renewable energy. J-Credits are classified as compliance credits based on systems managed by nations and governments, and can be used for regulation compliance.



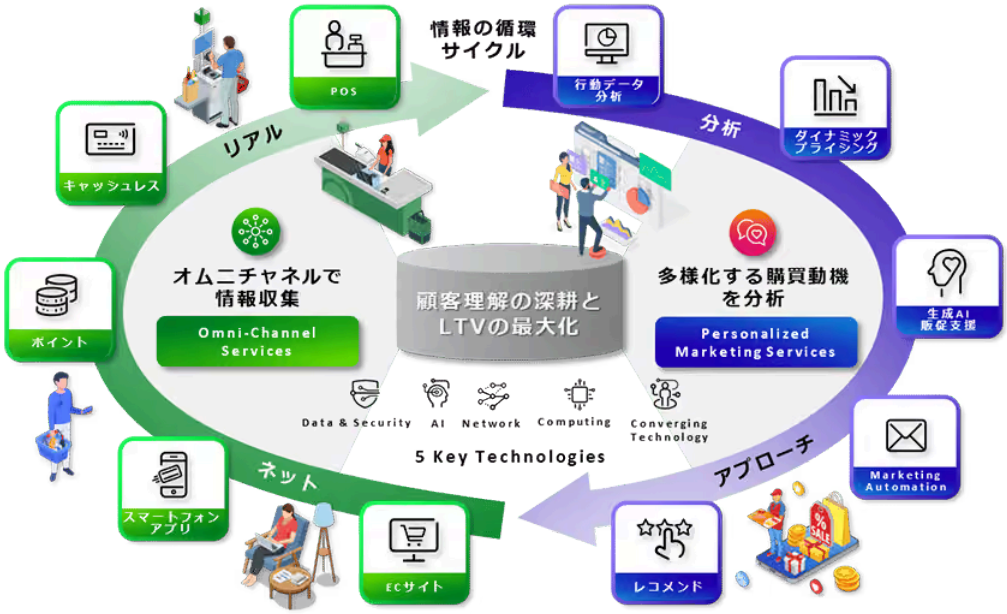
Sustainability Value Accelerator

Achieving sustainable consumption by stimulating demand through personalized marketing

With increasing diversification of consumers' purchasing behavior, companies face challenges in accurately gauging demand as well as reducing waste (e.g. food loss) while increasing profit.
By using AI-based personalized marketing services to optimally identify consumer needs, Fujitsu assists with the entire process from stimulating demand through to optimizing prices. This maximizes the balance of supply and demand across the entire supply chain, offering both reduced waste and business sustainability.

Our approach to solutions

- Demand creation and customer experience optimization: Enhances the consumer purchasing experience by using AI to generate optimized recommendations based on a range of purchasing data.
- More efficient promotional campaigns: Effectively drives demand by using generative AI to create optimized promotional measures based on consumer behavior data.
- Reduced losses through dynamic pricing: Reduces losses from unsold goods and their disposal through automatic generation of optimal pricing based on AI analysis of demand.



Personalized Marketing Services *Japanese text only

Supporting transformation to sustainable businesses by linking data throughout the supply chain

Organizations are facing complex pressures in their supply chains, with frequent external changes and uncertainties in consumer trends, geopolitical risks, tariff fluctuations, procurement disruptions, and environmental impact reductions among others. Amidst all this, they must predict 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, allowing speedy yet flexible responses with end-to-end linking even of complex operational instructions. This supports the transformation to a truly sustainable data-driven business along with a resilient supply chain that maximizes profits while minimizing environmental impact.

Our approach to solutions

- Supply chain visualization and planning optimization: While continuing to leverage existing business processes and systems, we can enhance the visualization of the entire supply chain by integrating dispersed data and optimize planning with technologies such as AI.
- Risk forecasting and enhanced resilience: We use digital rehearsals to simulate risks and loss and build systems that can quickly respond to unforeseen circumstances such as natural disasters.
- Links to organization-wide operational instructions: We enhance intra-organizational business agility by quickly reflecting plan updates necessitated by sudden changes or unexpected problems on ordering from suppliers and logistics operations.



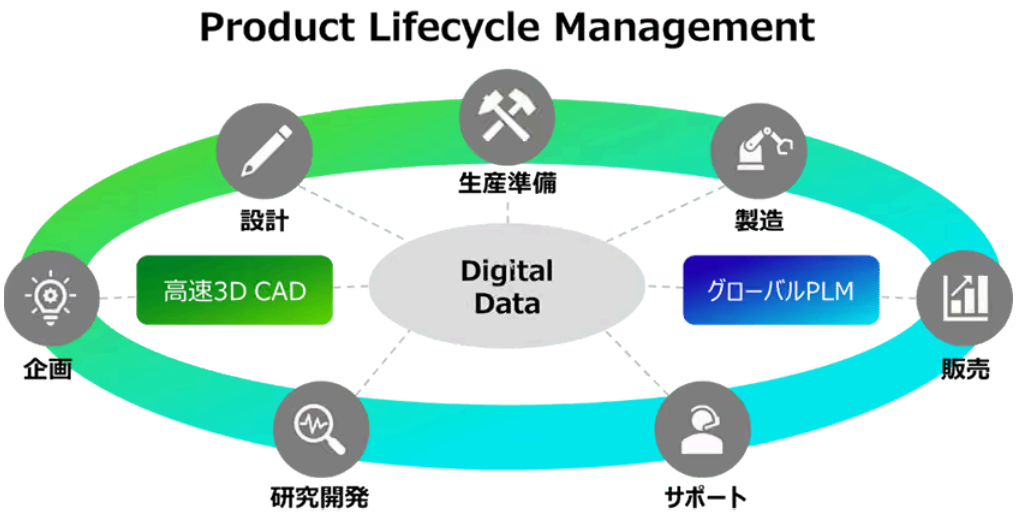
DSCM *Japanese text only

Visualization and automation linked by digital threads for more efficient development processes

Manufacturing industry business processes, from product design through to production preparation, must consider the environment and 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 considerations. Linking environmental information to the Bill of Materials (BOM) from the initial design stages allows us to develop products that are both competitive and compliant with the applicable regulations. This supports sustainable growth in the manufacturing industry through efficient development processes.

Our approach to solutions

- Integration and visualization of environmental information using digital threads: We develop an environmental BOM where environmental information is linked to the design BOM with PLM-centered digital threads. This provides a consistent linkage from data procurement from the supplier through to design and manufacture, promoting environmental consideration from the earliest design stages.
- Development process automation using simulation and optimization: By combining LCA, MBD (Model-Based Design) and 3D CAE (Computer-Aided Engineering), we can automate multi-objective optimization and simulation of the environmental impacts and product performance on digital twins. This enables efficient design with fewer development steps by automating selection of the optimum material, shaping or manufacturing method to achieve environmental goals.



Product Lifecycle Management *Japanese text only

Utilizing AI and ICT to improve comfort, convenience, and safety, and make urban spaces more attractive

As populations become more concentrated in cities and depopulation accelerates in regional areas, there is a growing need for more compact cities capable of responding flexibly to the needs of citizens and consumers. We confront a growing number of issues, such as how to foster vibrant urban spaces, limit congestion, and provide transport that does not rely on cars along with safe and secure environments.
Fujitsu Group's 'Advanced Space' enables the creation of sustainable urban areas that foster streetscapes that are lively and interesting but also safe and secure, creating relaxed and appealing 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 attractive spaces.

Our approach to solutions

- First, we focus on visitor engagement and revenue maximization at sports and entertainment venues and event management. By leveraging ticketing management and video analytics AI, we can improve both the visitor experience and operational efficiency, contributing to more vibrant, safe, and secure communities.
- Second, we deliver value in the transportation sector. By utilizing integrated traffic simulation and on-demand mobility services, we help optimize transportation measures. This helps reduce congestion and improve travel convenience.
- Third, we improve the efficiency of infrastructure management. By leveraging urban data and infrastructure diagnostic services,local governments and infrastructure operators can streamline inspection and maintenance activities.
- In addition, we leverage AI and integrated comprehensive simulators to analyze city-wide data, we support optimize planning and decision-making. This enables city management that fosters vibrant communities while maintaining a safe and secure environment.



Advanced Space

Climate change

External trends

Accelerated controls on GHG emissions are required for carbon neutrality

The COP 21 Paris Agreement, adopted in 2015, established a shared global long-term goal to limit "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 long-term 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. Based on the International Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB) and the disclosure standards issued by the Sustainability Standards Board of Japan (SSBJ), Fujitsu evaluates and discloses climate-related risks and opportunities, and financial impacts, in accordance with the framework established by the Task Force on Climate-related Financial Disclosures (TCFD). In addition, the Science Based Targets initiative (SBTi) calls for corporate emissions reduction targets set to meet the 1.5°C pathways, 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, energy consumption associated with the growing AI demand is trending upward and will continue to increase. To curb this, the Fujitsu Group regularly monitors energy consumption and GHG emissions at its data centers, factories, and offices and promotes measures to reduce energy consumption.

Approach under the Fujitsu Group Environmental Action Plan Stage XII

Strengthening concrete efforts to achieve net-zero

In May 2017, the Fujitsu Group formulated the FUJITSU Climate and Energy Vision, its environmental vision. In August of the same year, the Group obtained SBTi validation for its GHG emissions reduction targets as in line with 2°C pathways. The SBTi provides a framework for companies to set voluntary GHG emissions reduction targets based on scientific knowledge compiled by organizations such as the IPCC (*2), with the aim of driving significant mid- to long-term reductions in GHG emissions.
Given the global trend toward net-zero, the Fujitsu Group reviewed its position and revised its FY2030 target for reducing GHG emissions from its business sites from 33% to 71.4% below FY2013 levels. On April 15, 2021, this revised figure was also validated as a 1.5°C pathways-aligned target by the SBTi. To accelerate the global community's journey to net-zero, including within its supply chain, Fujitsu has pledged to expand its use of renewable energy to achieve 'net-zero equivalent' GHG emissions from its own operations by FY2030, and to achieve net-zero (*3) across its entire value chain (Scope 1, 2, 3) by FY2040. This net-zero by FY2040 target has been approved by the SBTi (*4) in June 2023.
Under the Fujitsu Group Environmental Action Plan Stage XII, the Group will leverage its technologies to reduce environmental impacts across its operations and supply chain, while simultaneously delivering value to customers and society. Through this dual approach, the Group will continue to reduce GHG emissions while aiming to achieve both business growth and solutions to social challenges.

- (*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 mitigation 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 CO_2 in the atmosphere.
- **(*4) Refer to our target wording on the SBTi Target Dashboard.**

Related links

- Actions and targets related to climate change initiatives under the Fujitsu Group Environmental Action Plan Stage XII
  - **Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites**
  - **Expand the Use of Renewable Energy**
  - **Reduction of CO_2 Emissions by Reducing Power Consumption When Using Products**
  - **Activities to Reduce GHG 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 initially aimed to eliminate all CO_2 emissions from its own operations 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 data centers) primarily emit CO_2 when energy (electricity, fuel oil, gas) is used and emit PFCs and HFCs from fluorocarbon leakage. We set reduction targets in addition to complying with the relevant laws, and we are striving to reduce and control energy use and GHG emissions.

Reducing CO_2 emitted during energy consumption

About 99% of the Fujitsu Group's total GHG emissions arise from CO_2 emissions due to energy consumption. Therefore, we continuously promote the following energy-saving measures to reduce CO_2 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 emissions of GHGs other than CO_2

As for GHGs other than CO_2, the Fujitsu Group mainly emits PFCs and HFCs because of fluorocarbon leaks from air conditioning equipment. We conduct inspections and maintenance in compliance with relevant laws and strive to control these emissions.

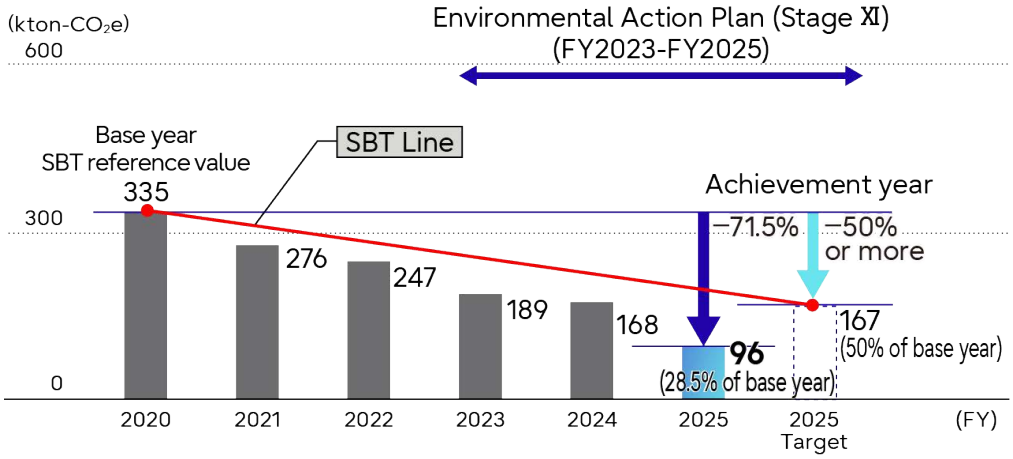
FY2025 performance

Targets under the Fujitsu Group environmental action plan (Stage XI)	FY2025 result
Reduce GHG emissions of our business sites to 50% or less of the base year (FY2020) level. (FY2025 target: 50% reduction) (*1)	71.5% 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 CO_2 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 CO_2 emissions by 462 ton-CO_2e through the continuous and efficient deployment of high-efficiency LED lighting. We also improved facility operations (794 ton-CO_2e) 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. Through our own efforts, we carried out measures to reduce emissions by roughly 1.2 kton-CO_2e (0.7% in comparison to last fiscal year).
As a result of these initiatives, we reduced our GHG emissions according to market standards in line with the SBT-based target set in the environmental action plan, which is an objective in the Environmental Action Plan (Stage XI), by 71.5% compared to the baseline year (43.1% reduction in comparison to our emissions in the previous fiscal year).



Environmental action plan (Stage XI) GHG emissions reductions (*4) (*5)

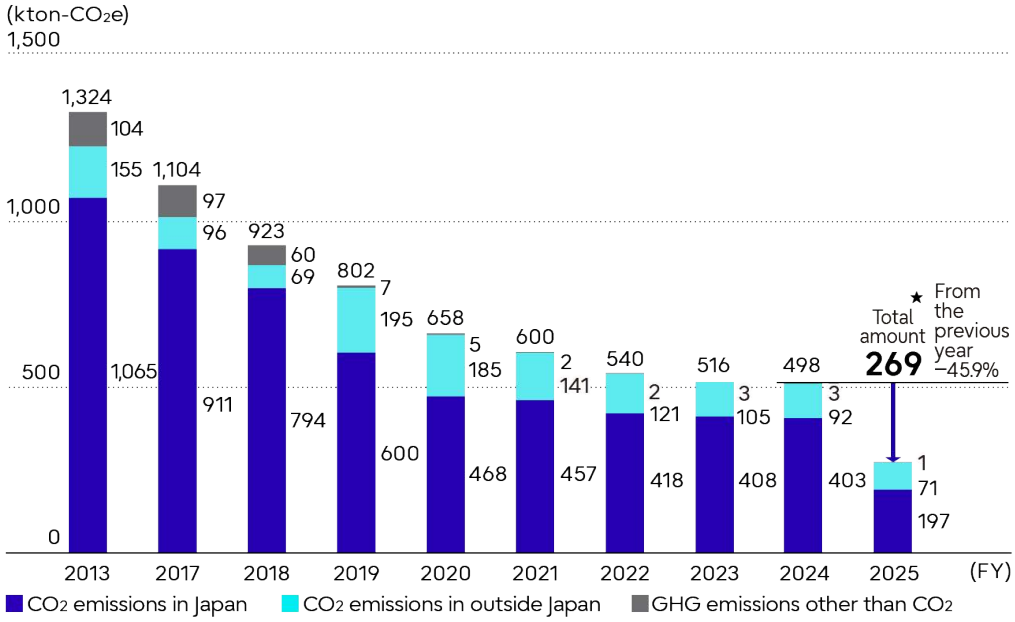
- (*3) BAT (Best Available Technologies) : Usable state-of-the-art technologies to reduce GHGs.

- (*4) : Environmental Action Plan (Stage XI) performance values for the reference year (FY2020) and FY2025 are totals calculated using the latest boundary for business sites covered by the environmental action plan (Stage X).
- (*5) : CO_2 conversion factors of purchased electricity are market standards for both the reference year (FY2020) and FY2025 performance values.

Total emissions of 269 kton-CO_2e*in FY2025

★ Indicators assured by third party

Our total GHG emissions in FY2025 were 269 kton-CO_2e (output level per sales amount: 7.7 ton-CO_2e/100 million yen). They decreased by 45.9% in comparison to the previous fiscal year.



Trends in total GHG emissions (*6) (*7)

- (*6) CO_2 emissions in Japan and overseas : The CO_2 conversion factor for purchased electric power in performance reports has been calculated with a fixed value of: In Japan - 0.570 tons-CO_2/MWh for FY2013, 0.518 tons-CO_2/MWh for FY2017, 0.497 tons-CO_2/MWh for FY2018, 0.461 tons-CO_2/MWh for FY2019, 0.444 tons-CO_2/MWh for FY2020, 0.441 tons-CO_2/MWh for FY2021, 0.436 tons-CO_2/MWh for FY2022, 0.437 tons-CO_2/MWh for FY2023, 0.421 tons-CO_2/MWh for FY2024, and 0.422 tons-CO_2/MWh for FY2025.
  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 CO_2 : These are converted to equivalent amounts of CO_2 using the global warming potential (GWP) for each gas.

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, ensuring a stable energy supply through diversification of energy sources, and achieving economic growth centered on energy.
The Fujitsu Group has established an environmental vision aimed at achieving a carbon-neutral society. Under this vision, the Group has identified the thorough promotion of energy conservation and the active introduction of renewable energy as key initiatives. 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).

FY2025 performance

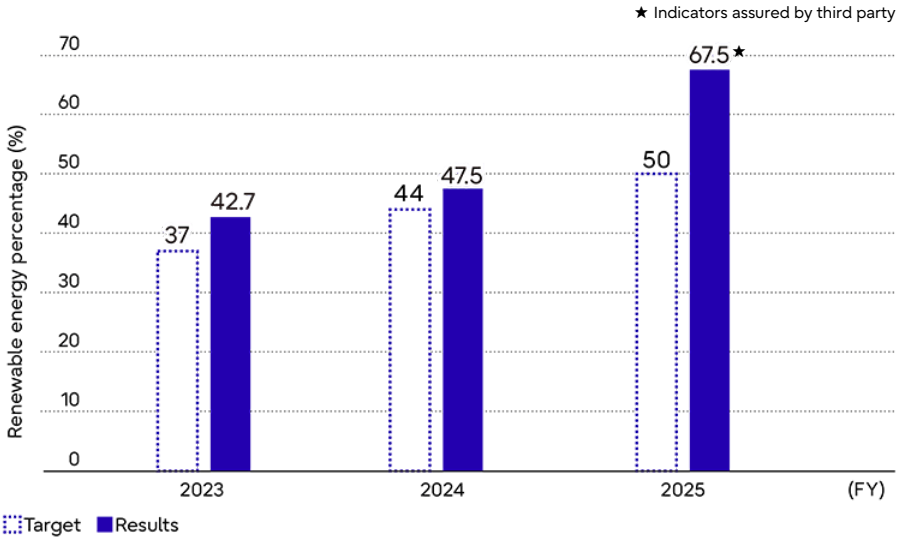
★ Indicators assured by third party

Targets under the Fujitsu Group environmental action plan (Stage XI)	FY2025 result
Expand the rate of renewable energy usage to more than 50 % in 2025 (*1)	67.5%★ (*2)

- (*1) Target organizations : Business sites owned by Fujitsu and the Fujitsu Group. Includes all data centers
- (*2) Calculation standards : Refer to the 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. As a result, in FY2025, we achieved a 100% renewable energy usage rate across all data center operations through initiatives such as the purchase of green power and electricity generation using solar panels. Consequently, the Fujitsu Group's overall renewable energy usage rate increased to 67.5%★.
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.



Environmental action plan (Stage XI) renewable energy percentage

Renewable energy procurement principle

Mandatory requirement

- Renewable energy that can be reported through RE 100 activities
  - Power sources are Solar, Wind-power, Geothermal, Biogas and 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 1 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 1 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 CO_2 emissions by reducing power consumption when using products

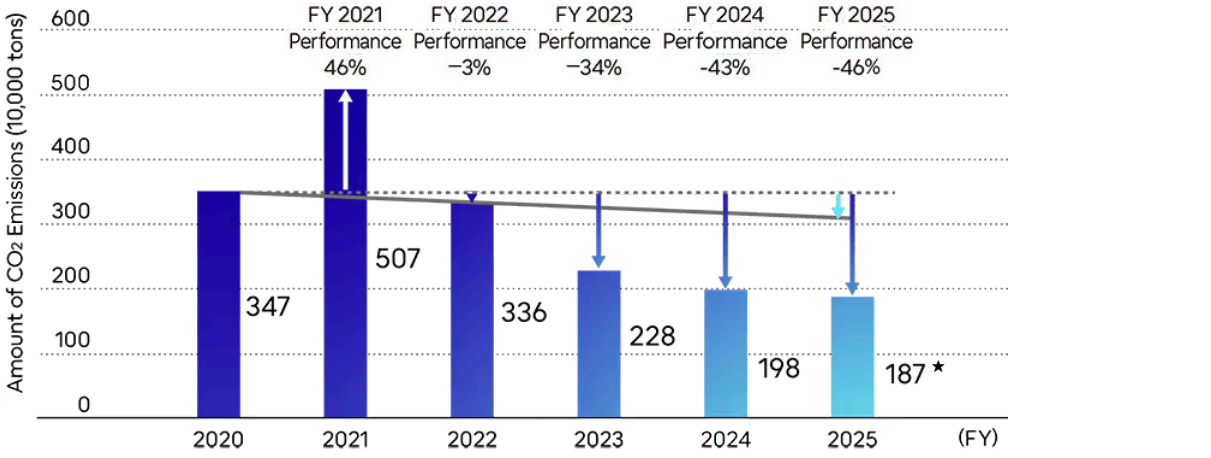
Our approach

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.

FY2025 performance

Targets under the Fujitsu Group environmental action plan (Stage XI)	FY2025 result
Reduce CO_2 emissions due to product power consumption by 12.5% or more in comparison to FY2020.	Reduced by 46.0%

★ Indicators assured by third party



CO_2 emissions reduction from power consumption during product use
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 FY2025 by 12.5% or more in comparison to FY2020. To achieve this target, each unit has been working to improve energy efficiency, etc. of products in the FY2023–FY2025 pipeline. Specifically, we promoted 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 energy-saving devices.

Attained a 46.0% reduction in CO_2 emissions in comparison to FY2020

In FY2025, as a result of applying and expanding energy-saving technologies in our servers, storage, PCs, and network devices, we were able to attain a 46.0% reduction in CO_2 emissions in comparison to FY2020.

Working toward our targets

In order to achieve net-zero GHG 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 energy-saving devices, which will contribute to revolutionary improvements in energy efficiency, and aim for the products to be applied at an early stage.

Initiatives in FY2025

ESPRIMO G6015/T and G6015/TX: Delivering a space-saving design, high performance, and energy efficiency

The ESPRIMO G6015/T and G6015/TX are the smallest desktop PC models in the ESPRIMO series and were designed with a strong focus on space efficiency. Despite their ultra-compact chassis with a case volume of only approximately 0.87 liters, the smallest in the ESPRIMO lineup, they achieve industry-leading energy efficiency, with typical power consumption of 4.7 W and an AAA rating under Japan's Energy Conservation Act classification system.
The systems also support a wide range of security features and enable greater operational efficiency through AI-driven technologies.
From an environmental perspective, only the ESPRIMO G6015/T complies as standard with the International ENERGY STAR® Program, an international energy-efficiency program established to protect the global environment by setting criteria for products with outstanding energy-saving performance, including power consumption during operation, sleep mode, and power-off mode. In addition, the adoption of low-power components has enabled a 49% reduction in power consumption compared with the ESPRIMO G5010/E.
Through the continued provision of energy-efficient products, we remain committed to contributing to a carbon-neutral society.



ESPRIMO G6015/T

- Case Studies

Activities to reduce GHG emissions in the upstream portion of the supply chain

Our approach

In addition to reducing our own GHG emissions, the Fujitsu Group has also been requesting, as part of green procurement, that its suppliers engage in activities to reduce their own GHG 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 GHG reduction target based on the international standard of Science Based Targets (SBT). We have also expanded the target suppliers for GHG emissions reduction to include those in the services-related 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 FAQs. We support our suppliers' GHG reduction efforts through the provision of a simple tool for suppliers to visualize GHG emissions (Scope 1 and 2) of their own company and determine whether their target setting conforms to the SBT criteria.
Starting in FY2024, we began collaborating with 45 foreign and domestic suppliers (as of March 2026) to share data of CO_2 emissions per unit of product (carbon footprint). For this initiative, we utilized Fujitsu's offering service "Sustainability Value Accelerator- Fujitsu Track and Trust" 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.

- **November 15, 2024 press release "Fujitsu collaborates with global suppliers in decarbonization initiative to exchange product-level primary data on CO_2 emissions"**
- **Expanding the scope of the world's first deployment! Implementing seminars for global suppliers as we aim to achieve decarbonization! (Japanese text only)**
- **A Journey of Change: How Fujitsu uses PACT to partner with suppliers and drive value chain decarbonization**

FY2025 performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2025 result
Reduction of GHG emissions: expansion of activities to primary suppliers and secondary suppliers	100% complete establishment of emissions reduction targets in Fujitsu Group's primary suppliers (who produce 80% in emissions).

Reduction of GHG emissions: Expansion of activities to primary suppliers and secondary suppliers

The Fujitsu Group has requested that its primary suppliers, who account for 80% of emissions, implement activities to reduce GHG emissions and establish reduction targets. The establishment of targets is 100% complete.
Additionally, using external evaluation tools such as EcoVadis and Fujitsu's own internal environment surveys, we can ascertain and analyze the status of these activities by our suppliers, as we promote continual improvement and strengthening of emission-reducing activities. Furthermore, regarding PCF (Product Carbon Footprint) activities, we are pursuing collaboration with our global suppliers and we aim to enhance the precision of our emissions data by expanding efforts even to secondary suppliers.

Supplier GHG reporting status

Item	Implementation Status
Energy Usage and GHG Reporting	60%
Scope3 GHG Emissions Reporting	44%

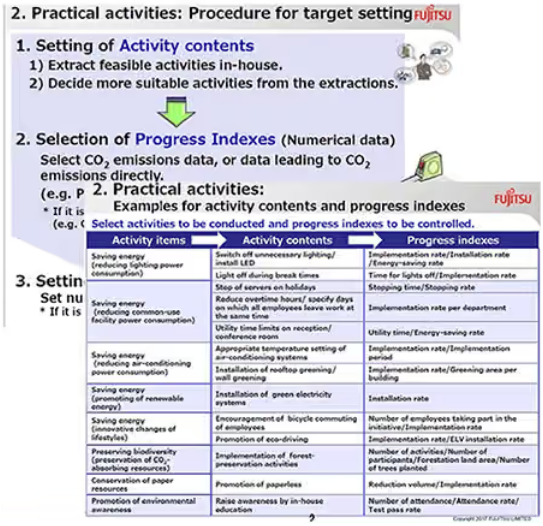
- * Total from responses by suppliers using EcoVadis

Offering guidelines for activities for reducing CO_2 emissions

The Fujitsu Group created original explanatory materials to facilitate the spread of activities for reducing CO_2 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 CO_2 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 CO_2 emissions data, or data leading to CO_2 emissions directly.
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2. Practical activities:
Examples for activity contents and progress indexes

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

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

According to the Global Plastics Outlook: Economic Drivers, Environmental Impacts and Policy Options report published by the Organization for Economic Co-operation and Development (OECD) in February 2022, the amount of plastic waste generated globally by 2060 will be triple 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 decided that an Intergovernmental Negotiating Committee (INC) would be established in the latter half of 2022 to develop an international agreement, with the aim of finalizing the agreement by the end of 2024. However, by the end of 2024 no agreement had been reached on a legally binding international instrument (treaty) on plastic pollution, and discussions were carried forward to a future resumed session. As a company, we need to address plastic resource circulation throughout the entire product life cycle and will continue our efforts in this area.

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 downward trend in our overall waste generated, we will continue to further reduce waste and strengthen our recycling and resource utilization efforts as we strive to make a greater contribution to a recycling-oriented society. In addition to company-wide measures such as minimizing resource use in our products, we are investigating circular economy business models that are tailored to the characteristics of individual products, and placing greater emphasis on design that is 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
FY2025 waste plastics emissions: 1.2 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

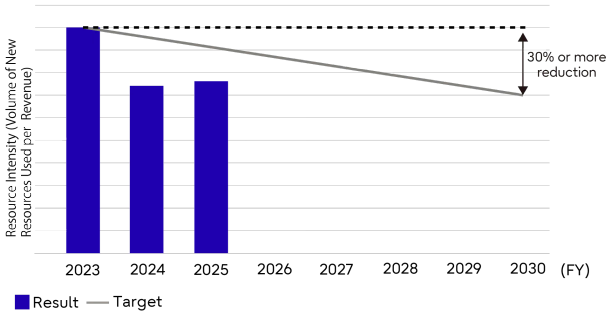
Saving and reusing resources in products and circular economy initiatives

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 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. 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. We submitted our target to reduce our resource intensity—a proprietary term that indicates the volume of virgin resources used per revenue across the Fujitsu Group—by 30% or more compared to FY2023 levels to CPs, and are advancing activities toward this end. In FY2025, the reduction was 25.6% compared with FY2023 levels because of the impact from a decrease in sales, despite carrying out resource-saving initiatives. This target is also covered in the Fujitsu Group Environmental Action Plan (Stage XII). 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.



Reduction in resource intensity

FY2025 performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2025 result
Development of products and services that contribute to a circular economy business model	By promoting a transformation to a circular economy business model, the circular economy has become a common development theme across all Product Business Divisions

By promoting a transformation to a circular economy business model, the circular economy has become a common development theme across all Product Business Divisions

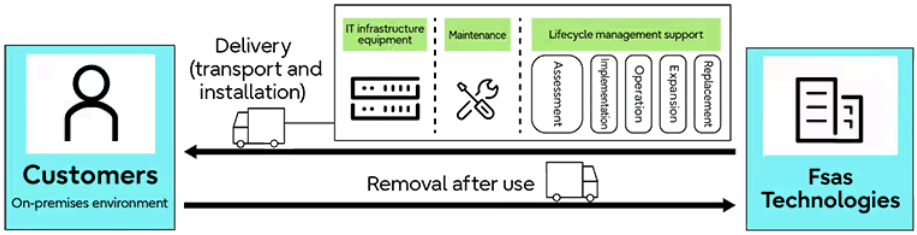
Following a shift in mindset driven by cross-functional initiatives, each Product Business Division is now transitioning from viewing the circular economy merely as an environmental measure to a core theme for business model transformation, and is proactively addressing it. First, we promoted a shift in mindset among product development teams through cross-functional initiatives such as holding workshops, setting and promoting targets for each division, deploying e-learning, and disseminating information through the internal website. As a result, the circular economy is now recognized not merely as an environmental initiative, but as a company-wide business transformation theme, penetrating the entire organization. Also, we have established a system in which all business divisions involved in product development formulate and promote targets that incorporate the perspective of the circular economy. This has transformed the system into an autonomous promotion system in which each division proactively takes action. As a result, 8 development targets related to the circular economy were set and promoted across all 6 business divisions in FY2025.

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

uSCALE subscription model (Fsas Technologies Inc.)



How uSCALE works

This is a new IT infrastructure delivery model that allows the customer to use hardware equipment such as servers and storage, as well as software, on-premises, on a monthly subscription basis.
At the end of the subscription period, the product is returned, refurbished, and then redistributed to other customers. This process reduces the use of virgin resources and contributes to the realization of a circular economy.
Furthermore, customers also benefit from reduced initial costs, pay-as-you-go billing, and the elimination of the need to own assets.

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

FY2023	94.1 %
FY2024	93.3 %
FY2025	94.6 %

- 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).

FY2025 performance

Targets under the Fujitsu Group environmental action plan (Stage XI)	FY2025 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 by 5 thousand m^3 (target for FY2024: 5 thousand m^3)

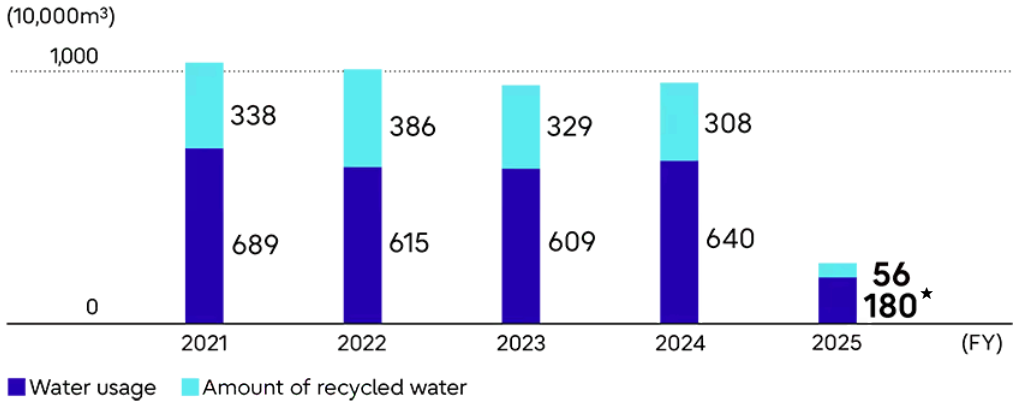
- (*1) : Target organizations: Japan; Fujitsu and Fujitsu Group offices (excluding data centers)
  Overseas; Fujitsu and Fujitsu Group manufacturing sites

The measures we established in FY2025 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 2025 was reduced by 5 thousand m^3, bringing the cumulative reduction to 110 thousand m^3 between FY2023 and 2025, which is 193% of the 57 thousand m^3 reduction target set in the Fujitsu Group Environmental Action Plan (Stage XI).

Water usage in FY2025 was 1.80 million m^3 ★ (a 72% decrease compared to the previous fiscal year)

★ Indicators assured by third party

The total amount of water we used in FY2025 was 1.80 million m^3 (output level per sales amount: 51 m^3/100 million yen), representing a 72% decrease compared to FY2024. Additionally, 0.56 million m^3 of that usage was recycled water, which was a decrease of 81.7% in comparison to FY2024. As a Group company with high water consumption and recycled water volume is no longer part of the Fujitsu Group, recycled water comprised 31.3% of our total water usage, a deterioration of 16.7 percentage points over FY2024.



Trends in water usage and amounts of recycled water

Data centers and water management

The advancement and widespread adoption of AI have rapidly increased attention to water resource management and water consumption in data centers.
Particularly in Europe, regulations and mandatory disclosure requirements related to data center water consumption and WUE (Water Usage Effectiveness) (*2) are being introduced, and water resource management is increasingly recognized as a critical business issue.
In response, we recognize WUE, alongside PUE (Power Usage Effectiveness), which has long been a key focus, as an important indicator for sustainable data center operations.
Against this backdrop, we conducted a survey in FY2025 of our major domestic and international data centers to assess the current status of water management and WUE performance.
Going forward, we will leverage the survey results to enhance water management practices at each facility. In addition, by sharing best practices across regions, we aim to achieve sustainable data center operations that optimize both PUE and WUE.

- (*2) : WUE (Water Usage Effectiveness) : A metric that measures water-use efficiency in data centers. It is calculated as annual water consumption (L) divided by the power consumption of IT equipment (kWh).

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 GHG emissions. We are working to understand the status and circumstances of our suppliers' activities, and are also promoting the implementation of water risk assessments as the first step toward water resource conservation activities.
We expect that having the entire supply chain work together on water conservation 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.

FY2025 performance

Targets under the Fujitsu Group Environmental Action Plan (Stage XI)	FY2025 Result
Conservation of Water Resources: Implement effective water conservation activities and water risk countermeasures.	Implemented a water risk survey and climate analysis for Fujitsu Group's primary suppliers.

Conservation of water resources: Requesting that primary suppliers work to conserve water resources as a theme they should address

Against the backdrop of worsening water resource problems and growing international concern, in addition to continuing our work to reduce GHG emissions as pursued under the Fujitsu Group Environmental Action Plan (Stage VIII) from FY2016 to FY2018, we situated the conservation of water resources as an issue which we need to ask our suppliers to address, starting in FY2019.
Consequently, we are moving forward with the deployment and utilization of EcoVadis, an external evaluation tool, in order to ascertain activity status and conditions for suppliers, as we work to clarify the issues we will face during implementation of these initiatives in the future.

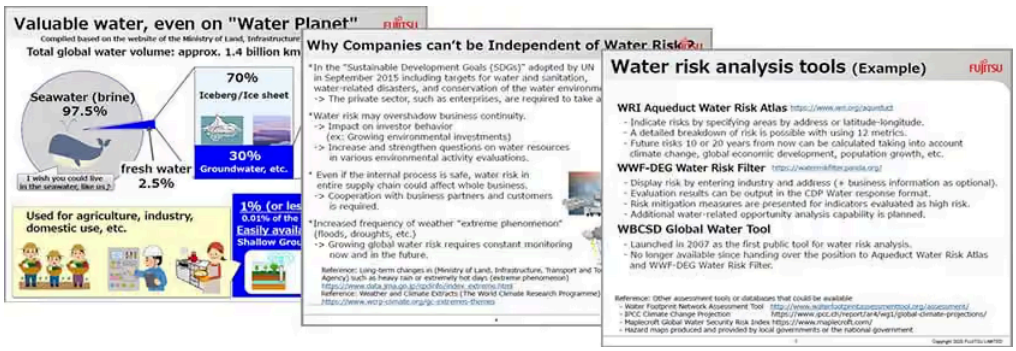
Supplier water risk activity implementation status

Item	Implementation Rate
Formulation of Environmental Policy for Water Resources	36%
Establishment of Quantitative Targets for Water Resources	14%
Initiatives in Reducing Water Usage	69%
Water Usage Reporting	64%

- *Total from responses by suppliers using EcoVadis

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.
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 2026 from the World Economic Forum (WEF), ranks “Biodiversity loss and ecosystem collapse” as the second most severe, long-term global risk, 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, as well as carbon-neutral initiatives to counter climate change, we also have 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

The Fujitsu Group formulated its vision for 2050 and its 2030 Target (Environmental Action Plan Stage XII (five-year plan)) in line with international targets for delivering nature-positive outcomes (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 Target: Reduce negative impacts on biodiversity by at least 42% (against FY2020 levels) within the scope of the company's corporate activities, including the value chain, and promote activities to increase positive impacts on biodiversity. We will continue to implement activities to reduce negative impacts and increase positive impacts on biodiversity.

FY2025 performance

Target Under Stage XI of the Fujitsu Group Environmental Action Plan	FY2025 performance
Reduction of at least 12.5% (against FY2020 levels) in negative impacts on biodiversity within the scope of the company's corporate activities, including the supply chain, and promotion of activities to increase positive impacts on biodiversity.	36.3% reduction in negative impacts on biodiversity (against FY2020 levels) within the scope of the company's corporate activities, including the supply chain. As one of the Fujitsu Group activities aimed at boosting our positive impact on biodiversity, we participated in the Nature-Positive Nasunogahara Alliance.

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

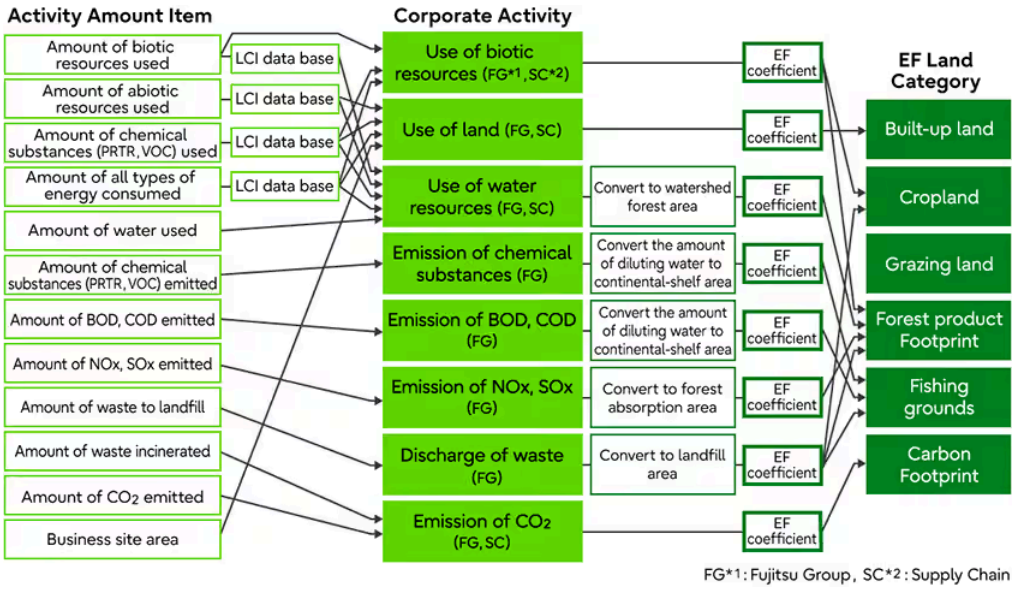
In examining the calculation method, we used the Business & Biodiversity Interrelationship Map® (developed by Japan Business Initiative for Biodiversity (JBIB)) as the basis for extracting items that have biodiversity-related dependencies and impacts, and determined the corresponding amount of activity 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 NOx, SOx emitted
				Amount of PRTR, VOC emitted
				Amount of waste incinerated
	—	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

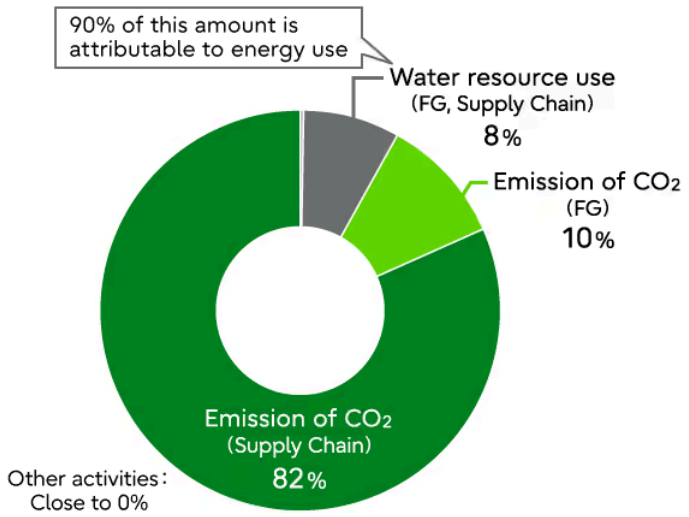
- [PDF] Nature-related dependencies and impacts and corresponding activity data in the Fujitsu Group

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 the "Emission of CO_2" component for Fujitsu and its supply chain accounts for 92% of the negative-impact factors. "Use of water resources" accounts for the remaining 8%, but we found that this was mainly attributable to energy use. This allowed us to identify that "Emission of CO_2" and "Consumption of Energy" collectively account for 99% of the negative-impact factors. This means we can also reduce our EF through activities aimed at reducing GHG emissions, such as conserving energy and increasing the use of renewable energy. This clearly demonstrates that the Group's climate change measures are proving effective in reducing negative impacts on biodiversity.



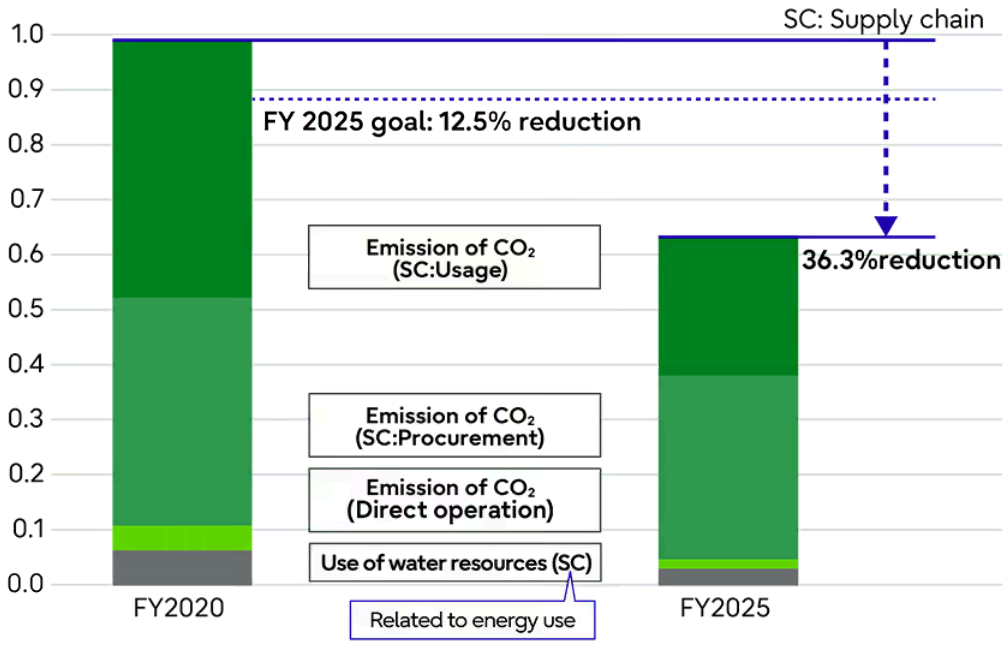
EF calculation results in Fujitsu Group (FY2020) - Percentage by corporate activity -

FY2025 initiatives in detail

36.3% reduction (against FY2020 levels) in negative impacts on biodiversity within the scope of the company's corporate activities, including the supply chain.

The results of our assessments using the Ecological Footprint as an indicator for impacts within the scope of the company's corporate activities (including the supply chain) show that we reduced the negative impact on biodiversity by 36.3% against FY2020 levels, thus achieving our FY2025 target of a reduction of at least 12.5% against FY2020 levels(*2). This is due to a reduction in CO_2 emissions, in particular a significant reduction in CO_2 emissions downstream in the supply chain (Scope 3 Category 11 emissions).

- (*2) : EF coefficients are fixed for comparison



Fujitsu Group EF Assessment (FY2025 Results by Corporate Activity)

Participation in the Nature-Positive Nasunogahara Alliance

Fujitsu has been one of the principal companies participating in the Nature-Positive Nasunogahara Alliance (NPNA) since it was first launched, and takes part in activities based around the Fujitsu facility in Nasu (Nasu Plant), located in the Nasu region. The alliance is a framework aimed at restoring biodiversity through collaboration between businesses, local governments, research institutions, and other stakeholders. As a company active in the region, Fujitsu participates in local nature conservation activities, environmental surveys, and employee engagement programs. But beyond these on-ground activities, Fujitsu is also seen as being in a position to help with more advanced biodiversity management and visualization, due to its strengths in digital technologies such as AI and data analytics. Thus, Fujitsu plays a role in promoting the social implementation of nature -positive initiatives through both regionally-based practical initiatives and technology-driven advancement.

Stakeholder Comments


Mr Kuzuma, Head of Fujitsu Nasu Plant

Since it was first established in 1980, the Nasu Plant has continued its business operations with the support of the local community.
The abundant natural environment of Nasunogahara is the foundation for our business in that region, and we see preserving that precious environment for future generations as a key corporate responsibility.
We became part of the Nature-Positive Nasunogahara Alliance in October 2025 and have conducted initiatives such as workshops and excursions to deepen our understanding of the region's natural environment. At the same time, we have continued to engage in dialogue with other stakeholders.
We will continue to leverage our trademark expertise in technology and data utilization as we work with the local community to further create value, deepen our understanding of the Nasunogahara natural environment, and help build sustainable regional communities.

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 (*2)		FY2022		FY2023		FY2024		FY2025	
Upstream (Scope3)		kton-CO_2e	% (*3)	kton-CO_2e	% (*3)	kton-CO_2e	% (*3)	kton-CO_2e	% (*3)	kton-CO_2e	% (*3)
	Purchased goods and services	1,192	21.4	1,361	25.0	1,086	27.3	2,748 (*7)	51.7	2,476★	52.5
	Capital goods	15	0.3	11	0.2	7	0.2	24	0.5	43	0.9
	Fuel and energy-related activities not included in Scopes 1 and 2	99	1.8	85	1.6	82	2.1	81	1.5	44	0.9
	Transportation and distribution (Upstream)	53	0.9	44	0.8	32	0.8	16	0.3	14	0.3
	Waste generated in operations	4	0.1	4	0.1	3	0.1	3	0.0	1	0.0
	Business travel	27	0.5	48	0.9	71	1.8	82	1.5	84	1.8
	Employee commuting	5	0.1	5	0.1	5	0.1	6	0.1	7	0.1
	Leased assets (Upstream)	88	1.6	72	1.3	43	1.1	44	0.8	35	0.7
Reporting company (Scope1, 2)											
	Direct emissions (Scope 1)	75	1.3	65	1.2	64	1.6	69	1.3	20★	0.4
	Indirect emissions from energy sources (Scope 2)	583 (*4) 540 (*5)	- 9.7	476 (*4) 341 (*5)	- 6.3	451 (*4) 268 (*5)	- 6.7	429 (*4) 237 (*5)	- 4.5	249★ (*4) 107★ (*5)	- 2.3
Downstream (Scope3)											
	Transportation and distribution (Downstream)	N/A (*6)	-	N/A	-	N/A	-	N/A	-	N/A	-
	Processing of sold products	12	0.2	16	0.3	12	0.3	11	0.2	N/A	-
	Use of sold products	3,470	62.2	3,358	61.7	2,283	57.4	1,982	37.3	1,872★	39.7

	End-of-life treatment of sold products	1	0.0	6	0.1	4	0.1	3	0.1	5★	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	-	27	0.5	17	0.4	14	0.3	5	0.1
Scope3 total		4,966	89.0	5,037	92.5	3,645	91.7	5,014	94.2	4,586	97.3

*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 Base year for GHG emission reduction targets

*3 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.

*4 Location-based

*5 Market-based

*6 N/A : Not Applicable

*7 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	FY2022	FY2023	FY2024	FY2025
Design / Procurement / Manufacturing / Development	Raw Materials					
	Metal	kton	11	8	6	6
	Plastic	kton	3	3	2	2
	Others	kton	6	5	4	4
	Chemical Substances (*1)					
	VOC	kton	0.3	0.2	0.3	0.0 (*4)
	PRTR	kton	7.9	6.8	6.7	0.0 (*4)
	Water					
	Water usage	Mm^3	6.15	6.09	6.40	1.80★
	Energy					
	Total	TJ	5,092	4,877	4,897	2,471★
	Purchased electricity	TJ	3,823	3,634	3,570	2,106
	Heavy oil, kerosene, etc.	TJ	93	81	92	65
	LPG, LNG	TJ	105	102	109	22

	Natural gas, City gas	TJ	1,018	1,008	1,079	263
	District heating and cooling	TJ	53	53	46	15
Distribution / Sales	Energy					
	Fuel (light oil, gasoline, etc.)	PJ	0.63	0.47	0.23	0.21
Usage	Energy					
	Electricity	GWh (PJ)	9,685 (34.87)	6,153 (22.15)	5,279 (19.00)	5,182 (18.65)
Collection /Reuse /Recycling	Resources recycling rate	%	93.6	94.1	93.3	94.6
	Amount processed	ton	1,996	1,986	1,792	1,896

Output on environmental impact in business activities

	Stage	Unit	FY2022	FY2023	FY2024	FY2025
Design / Procurement / Manufacturing / Development	Raw Materials					
	CO_2 emissions	kton-CO_2	190	120	83	91
	Chemical Substances (*1)					
	VOC	ton	161	135	155	3★ (*4)
	PRTR	ton	5	9	8	1★ (*4)
	Atmospheric Release					
	Total GHG emissions	kton-CO_2e	540	516	498	269★
	CO_2 (*2)	kton-CO_2	538	513	495	268★
	GHG other than CO_2 (PFCs, HFCs, SF6, NF3, others)	kton-CO_2e	2	3	3	1★
	NOx	ton	33	25	23	25
	SOx	ton	0.3	0.1	0.1	0.0
	Water Discharge					
	Total	Mm^3	5.13	5.00	5.15	1.37
	BOD	ton	219	137	225	1
	COD	ton	12	5	7	2
	Waste					
	Amount of waste generated	kton	11.6	9.6	9.9 (*3)	3.4★

	Thermal recycling volume	kton	1.7	1.9	1.5 (*3)	0.6★
	Material recycling volume	kton	9.4	7.3	8.1 (*3)	2.6★
	Disposal volume	kton	0.5	0.4	0.3 (*3)	0.2★
	Waste diversion rate	%	-	-	99 (*3)	97★
Distribution / Sales	Atmospheric Release					
	CO_2	kton-CO_2e	44	32	16	14
Usage	Atmospheric Release					
	CO_2	kton-CO_2e	3,358	2,283	1,982	1,872★

*1 Substances that qualify as both a PRTR targeted chemical and a VOC are included under "VOCs" only.

*2 Location-based

*3 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.

*4 Shinko Electric Industries Co., Ltd. is excluded from consolidated figures.

Environmental Performance Data Calculation Standards

Applicable Period: April 1, 2025 – March 31, 2026

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	Ton-CO_2e	・Amount of CO_2 emissions: 1. Fuel, gas and heat supplied Σ [(fuel oil, gas annual usage) x CO_2 conversion factor for each type of energy*] *CO_2 conversion factor: Conversion factor for power, based on the Act on Promotion of Global Warming Countermeasures 2. Electricity Annual electricity consumption x CO_2 conversion factor (for location-based and market-based calculations) ・Location-based: ・Japan: Usage of 0.422 tons-CO_2/MWh in FY 2024 (Source: Adjusted emission factors published on March 12, 2026 from the Electric Power Council for a Low Carbon Society) ・Overseas: Latest IEA value (IEA Emissions Factors 2025) ・Market-based: ・Japan: FY 2024 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 2025)

			・ Greenhouse gas emissions other than energy-derived CO_2: Annual emissions of greenhouse gases other than energy-derived CO_2 (Non-energy source CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3) Σ[Annual emissions for each type of gas*1 x 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	Ton-CO_2e	Σ ((Procurement amount of each procurement item) x (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.
	Capital goods	Ton-CO_2e	Procurement amounts related to construction projects × emission intensity (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.6 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)	Ton-CO_2e	Annual amounts of fuel oil and gas, electricity and heat purchased (consumed) mainly at business sites owned by Fujitsu x Emissions per unit (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.6 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)	Ton-CO_2e	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)
		Ton-CO_2e	International transport/overseas local transport: transportation ton-kilometer x Emission per unit (Source: GHG protocol emissions coefficient database)
	Waste generated in operations	Ton-CO_2e	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. 3.6 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	Ton-CO_2e	(By means of transport) Σ(Transportation expense payment x Emissions per unit) (Source: Basic Guidelines for Calculating Greenhouse Gas Emissions Via Supply Chains Ver. 2.3 and Emissions per Unit Database Ver. 3.6 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry)
	Employee commuting	Ton-CO_2e	For portions of commute by public transportation: (By means of transport) Σ(Transportation expense payment x Emissions per unit) For portions of commute by private automobile: Σ(Transported persons-kilometer x Emissions per unit) Transported persons-kilometer: Calculated from transportation expense payment, price of gasoline, and fuel efficiency (Source: Ministry of the Environment and Ministry of Economy, Trade and Industry, "Basic Guidelines for Calculating Greenhouse Gas Emissions Through the Supply Chain, Ver. 2.3" and "Emissions per Unit Basis, Ver. 3.6")
	Leased assets (Upstream)	Ton-CO_2e	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 Warning Countermeasures – GHG Emissions Accounting, Reporting, and Disclosure System; Overseas: IEA2025)
Reporting company (Scope 1, 2)	Direct emissions	Ton-CO_2e	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	Ton-CO_2	CO_2 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)	Use of sold products	Ton-CO_2e	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-CO_2/MWh in FY 2023 (Source: Emission factors published by the Electric Power Council for a Low Carbon Society) ・ Overseas: Latest IEA value (Source: IEA Emissions Factors 2025)
	End-of-life treatment of sold products	Ton-CO_2e	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. 3.6 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	Ton-CO_2e	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%.

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		Ton	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	Ton	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	Ton	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 40.0 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)* (Data on town gas for fiscal year 2025 and beyond has been converted according to SATP standards.)
		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		Ton	
Output				
Design/ Procurement/ Manufacturing/ Development	Raw Materials	CO_2 emissions	Ton -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	Ton	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	Ton	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	Ton-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	Ton	* 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	Ton	NOx concentration (ppm) x 10^{-6} x Dry gas emissions (m^3N/hr) x Operating time (hr/yr) x 46/22.4 x 10^{-3}
		Sox emissions	Ton	SOx concentration (ppm) x 10^{-6} x Dry gas emissions (m^3N/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	Ton	BOD concentration (mg/l) x Water discharges (m^3/yr) x 10^{-6}
		COD emissions	Ton	COD concentration (mg/l) x Water discharges (m^3/yr) x 10^{-6}
	Waste	Amount of waste generated	Ton	Total value obtained by adding the total amount of effective utilization (thermal recycling, material recycling) and the amount of waste disposed
		Thermal recycling volume	Ton	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	Ton	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	Ton	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	Ton-CO_2	For the calculation method, see “Transportation and distribution (upstream)” in the GHG Emissions Amount Report based on GHG Protocol.
Usage	Atmospheric Release	Ton-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 base station equipment.

*2 Four electrical and electronic industry associations:

The Japan Electrical Manufactures’ 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 FY2025

Organizations Covered by the report

The coverage is of Fujitsu itself plus a total of 65 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, 2026.

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 ,11 and 12 excludes 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 (41companies)

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 KAGOSHIMA INFORNET LIMITED		✓					✓
6	G-Search Limited		✓					✓
7	Fsas Technologies Inc.	✓	✓	✓	✓	✓	✓	✓
8	FUJITSU NETWORK SOLUTIONS LIMITED		✓					✓
9	Fujitsu Frontech Limited	✓	✓	✓	✓	✓	✓	✓
10	Fujitsu Japan Limited		✓					✓
11	FUJITSU DEFENSE & NATIONAL SECURITY LIMITED		✓					✓
12	FUJITSU LEARNING MEDIA LIMITED		✓					✓
13	TWO-ONE LIMITED		✓					✓
14	1FINITY Works, Inc.	✓	✓	✓	✓	✓	✓	✓
15	FUJITSU IT PRODUCTS LIMITED	✓	✓	✓	✓	✓	✓	✓
16	Fujitsu Isotec Limited	✓	✓	✓	✓	✓	✓	✓
17	FUJITSU PERSONAL SYSTEM LIMITED		✓					✓
18	Furukawa FITEL Optical Components Co., Ltd.							✓
19	FDK CORPORATION							✓
20	Transtron Inc.	✓	✓	✓	✓	✓		✓
21	SHINKO ELECTRIC INDUSTRIES CO. LTD. *2	✓	✓	✓	✓	✓	✓	✓
22	FUJITSU DATA CENTER SERVICE CORPORATION		✓					✓
23	Fujitsu IS Service Limited		✓					✓
24	FUJITSU SHIKOKU INFOTEC LIMITED		✓					✓
25	Ridgelinez Limited		✓					✓
26	1FINITY Engineering, Inc.		✓					✓
27	1FINITY Mobile Techno, Inc.		✓					✓
28	Per Te Corporation		✓					✓
29	Care Net Ltd.		✓					✓
30	Fujitsu Advance Accounting service Limited		✓					✓

31	Fujitsu Harmony Limited		✓					✓
32	ZIS INFORMATION TECHNOLOGY CORPORATION		✓					✓
33	IT MANAGEMENT PARTNERS LIMITED		✓					✓
34	YJK Solutions Co.,Ltd.		✓					✓
35	Best Life Promotion Ltd.		✓					✓
36	Fujitsu Engineering Technologies Limited		✓					✓
37	FITEC		✓					✓
38	1FINITY Inc.		✓					✓
39	Fujitsu Frontech Systems Ltd.		✓					✓
40	toBe Marketing, Inc.		✓					✓
41	TOTALIZATOR ENGINEERING LIMITED		✓					✓

*2 Because we transferred all of our equity interest in Shinko Electric Industries Co., Ltd., the company has been excluded from our consolidated financial statements effective June 2025.

Fujitsu Group companies worldwide (23 companies)

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	FUJITSU HONG KONG LIMITED		✓					✓
2	FUJITSU DO BRASIL LTDA.		✓					✓
3	FUJITSU ASIA PTE. LIMITED		✓					✓
4	1FINITY Americas, Inc.		✓					✓
5	Fujitsu North America, Inc.		✓					✓
6	FUJITSU BUSINESS TECHNOLOGIES ASIA PACIFIC LIMITED		✓					✓
7	FUJITSU AUSTRALIA LIMITED	✓	✓	✓				✓
8	Fsas Technologies GmbH	✓	✓	✓				✓
9	FUJITSU NANJING SOFTWARE TECHNOLOGY CO., LTD.		✓					✓
10	FUJITSU SERVICES LIMITED	✓	✓	✓				✓
11	FUJITSU KOREA LIMITED		✓					✓
12	FUJITSU TAIWAN Ltd.		✓					✓
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, INCORPORATED		✓					✓
18	FUJITSU EMEA PLC		✓					✓
19	Fujitsu Systems Global Solutions Management Sdn. Bhd.		✓					✓
20	FUJITSU CONSULTING INDIA PRIVATE LIMITED	✓	✓	✓				
21	Fujitsu Germany GmbH	✓	✓	✓				
22	Fujitsu Technology Solutions Lda	✓	✓	✓				
23	Fujitsu Sweden AB	✓	✓	✓				



Social

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

Human Rights	159
Diversity, Equity & Inclusion	173
Well-being	188
Career & Growth Well-being	193
Financial Well-being	199
Social Well-being	203
Health Well-being	211
Occupational Health and Safety	231
Community	239
Collaboration with External Parties	245
Working With Our Customers	248

Human Rights

Our Approach

Code of conduct

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

Human Rights Statement

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

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

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

Organizational Structure and Regular Reviews

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



Structure for Promoting Activities Aimed at Resolving Human Rights Issues

Conducting Human Rights Due Diligence

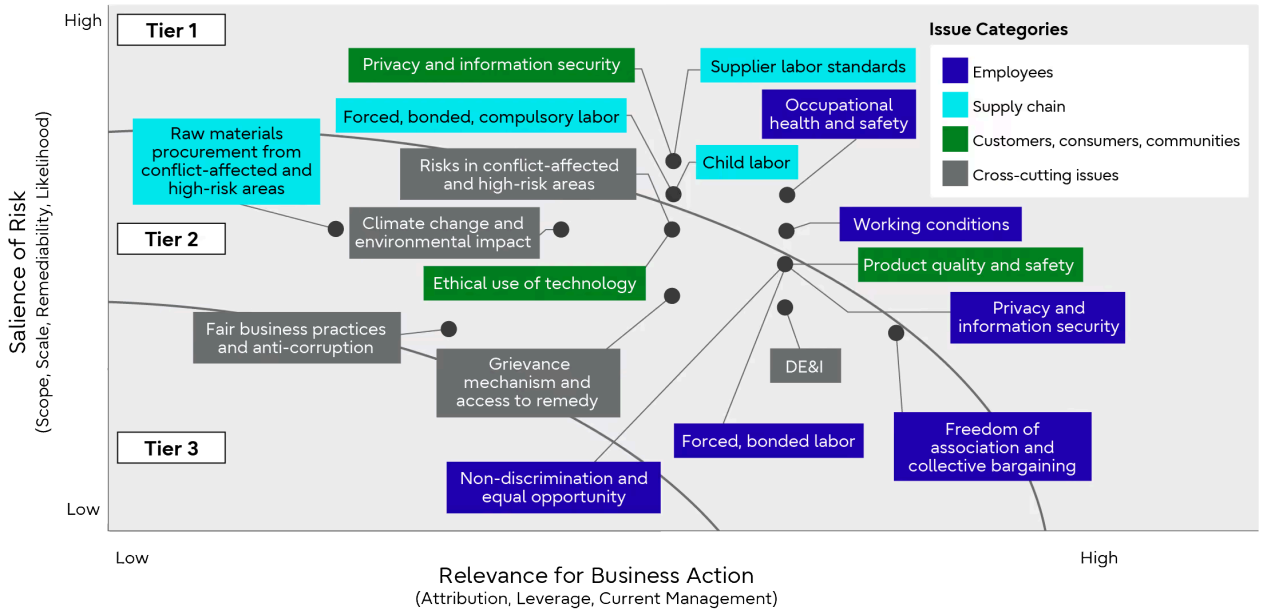
In accordance with the "Fujitsu Group Human Rights Statement," the Fujitsu Group promotes human rights due diligence across its global value chain to identify actual and potential adverse human rights impacts associated with our business activities, implement measures to prevent and mitigate such impacts,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



Human Rights Respect Promotion Framework

Assessment of Human Rights Impacts

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



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

Initiatives to Prevent or Mitigate Negative Human Rights Impacts

Supply Chain

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

- Supply Chain

Supply chain work environment

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

Forced labor and child labor

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

Dealing with high-risk minerals

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

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

Employees

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

Work environment

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

Non-discrimination and equal opportunity

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

Human Rights Education and Awareness-Building

Education

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

＜e-Learning on Business and Human Rights＞

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

＜e-Learning on AI Ethics＞

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

＜e-Learning on Workplace Management＞

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

Awareness-raising

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

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

Customers and End Users

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

Privacy and Data Security

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

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

Initiatives on AI Ethics

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

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

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

Emerging Risks
The Ethical Risks of Utilizing AI

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

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

Promotion and Practical Application of AI Ethics

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

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

Achievements in FY2025

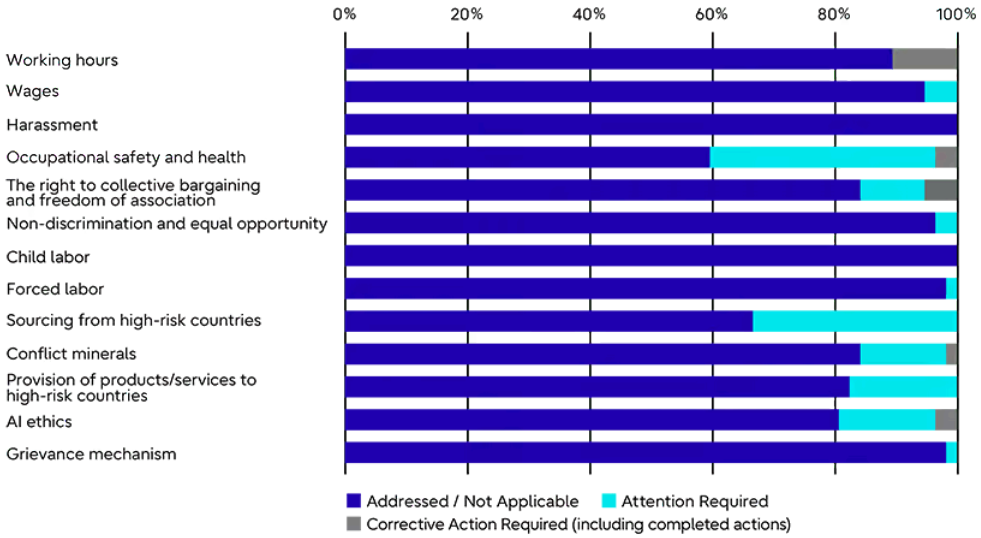
Corporate initiatives focused on AI Ethics, with management's involvement	• The Fujitsu Group held two meetings of the "Fujitsu Group External Advisory Committee on AI Ethics" to receive objective feedback on the Fujitsu Group's AI Ethics initiatives, including human rights initiatives, from external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

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

Tracking the effectiveness of measures

Human Rights Surveys at Group Companies

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



Results of FY2025 Group company human rights surveys

RBA Auditing

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

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

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



Kasashima factory



Date factory

Dialogue with Stakeholders

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

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

Framework for Reporting and Consulting on Human Rights Issues

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

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

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

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

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

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

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

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

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

Community Human Rights Initiatives

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

- **Community**

Diversity, Equity & Inclusion

Policy

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





Global DE&I Vision & Inclusion Wheel

Promotion framework for DE&I

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

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

Initiatives for fostering corporate culture

Inclusive Leader Session

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



Inclusive Leader Session2025

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

Understanding unconscious bias

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

Regional initiatives

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

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

Endorsement of international standards and initiative participation

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

Gender

International Women's Day initiatives

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

G20 EMPOWER Playbook 2025

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

- **G20 EMPOWER Playbook 2025**

Career Workshop for female employees

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

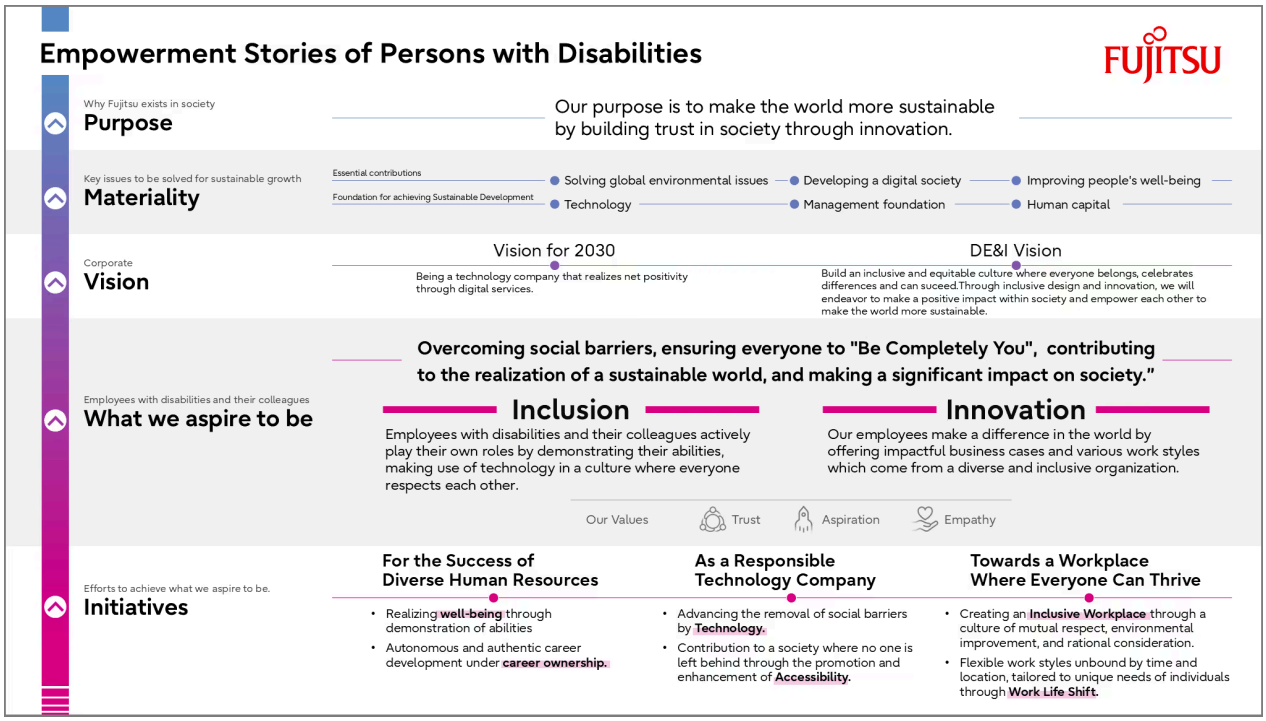
Regional initiatives

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

Health, disability and accessibility

Initiatives to promote the Empowerment of Persons with Disabilities

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



The Empowerment Stories of Persons with Disabilities

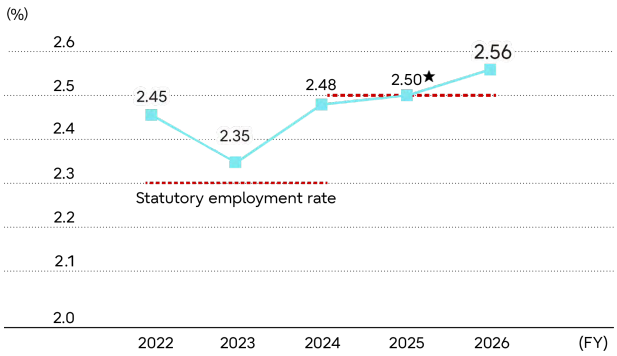
Initiatives on the International Day of Persons with Disabilities

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

Creating an inclusive workplace

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

★ Indicators assured by third party



Employment Ratio of People with Disabilities (Fujitsu)

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

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

Special subsidiaries to promote the employment of people with disabilities

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

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

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

Fujitsu Harmony Limited (as of April 2026)

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

Accessibility

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

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

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

- **Fujitsu Accessibility**



NPO Information Gap Buster Chairman Yoshihiro Ito giving a lecture



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

Contributing to elimination of social barriers as a responsible technology company

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

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



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

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

Regional initiatives

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



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

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

Culture and ethnicity

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

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

Regional initiatives

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



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

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



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

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

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



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



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

LGBTI+

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

Logo for activities involving the LGBTI+ community

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

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

PRIDE Index 2025

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

Regional initiatives

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

Intergenerational initiatives

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

Regional initiatives

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

Support for balancing with childcare / nursing care responsibilities

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

Childbirth and childcare

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

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



Handbook for Work-Childcare Balance



Guidelines for Childbirth and Childcare

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

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

Caregiving

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



Handbook for Work-Nursing Care Balance

External awards / certifications

<Awards/Recognitions in FY2025>(Each Region)

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

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

Logo of Top Diversity Company 2025 presented by Intrama

Logo of FKi Inclusion for Excellence



Menopause Friendly Employer certification by Henpicked

Logo of Australian Workplace Equality Index

FY2025 performance

Employee engagement

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

Diversity Leadership（Ratio of female executives and managers ）

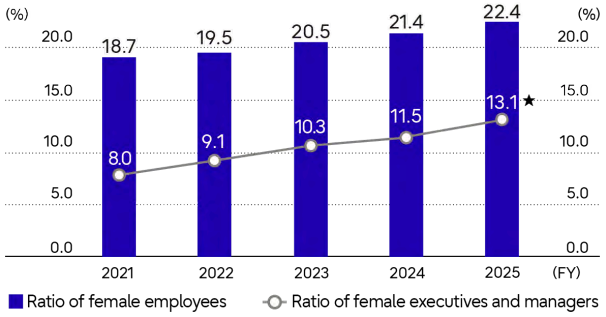
Fujitsu Group

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

Fujitsu

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

★ Indicators assured by third party



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

Well-being

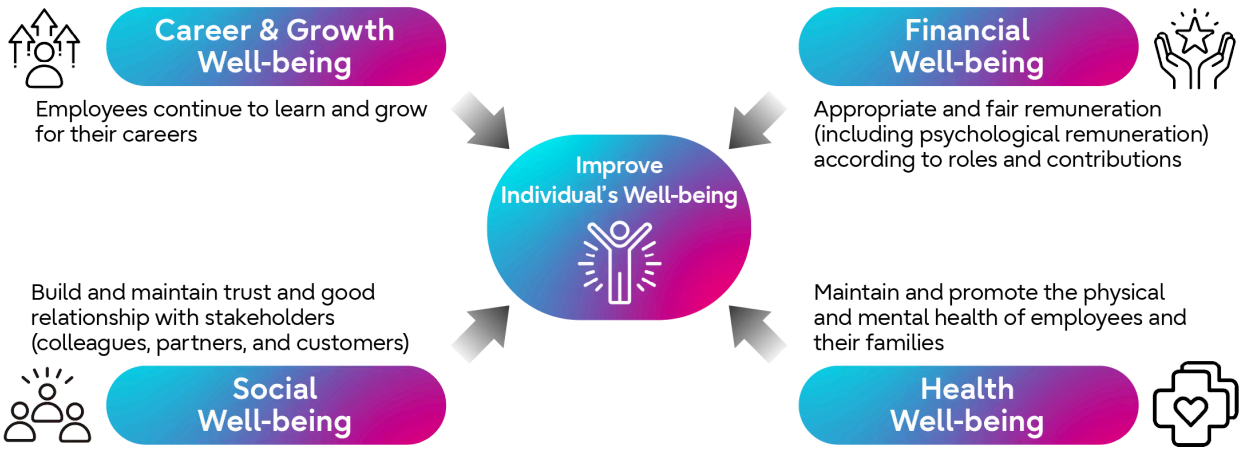
Fujitsu Group's vision of well-being

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

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

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

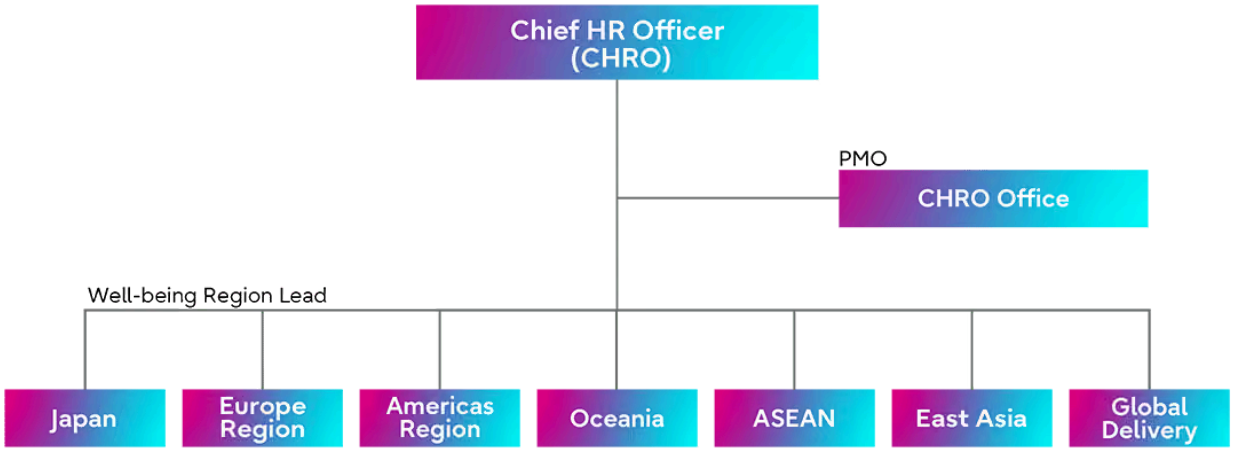
The Fujitsu Group places importance on four categories that constitute well-being: growth toward career fulfillment (Career & Growth Well-being), appropriate and fair compensation (Financial Well-being), connections with others and society (Social Well-being), and physical and mental health (Health Well-being).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



Fujitsu Group's vision of well-being

Promotion system

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

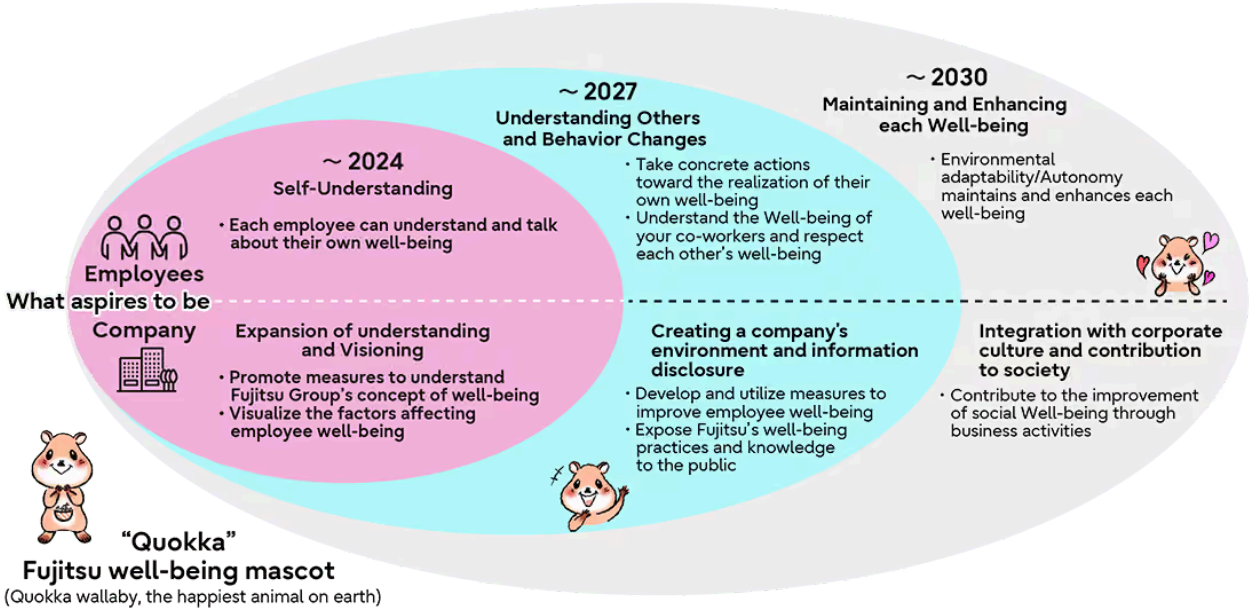


Fujitsu Well-being committee

Goals and results

Well-being story by 2030

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



Well-being Story by 2030

Major initiatives in FY2025 (results)

1.Promote understanding of well-being

Well-being session (November 2025)



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

Roundtable discussion | Well-Being in the Age of AI

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



Global message for the International Day of Happiness

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



2.Data-driven visualization and analysis

Implementation of the well-being survey

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

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

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

Activities in each category

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

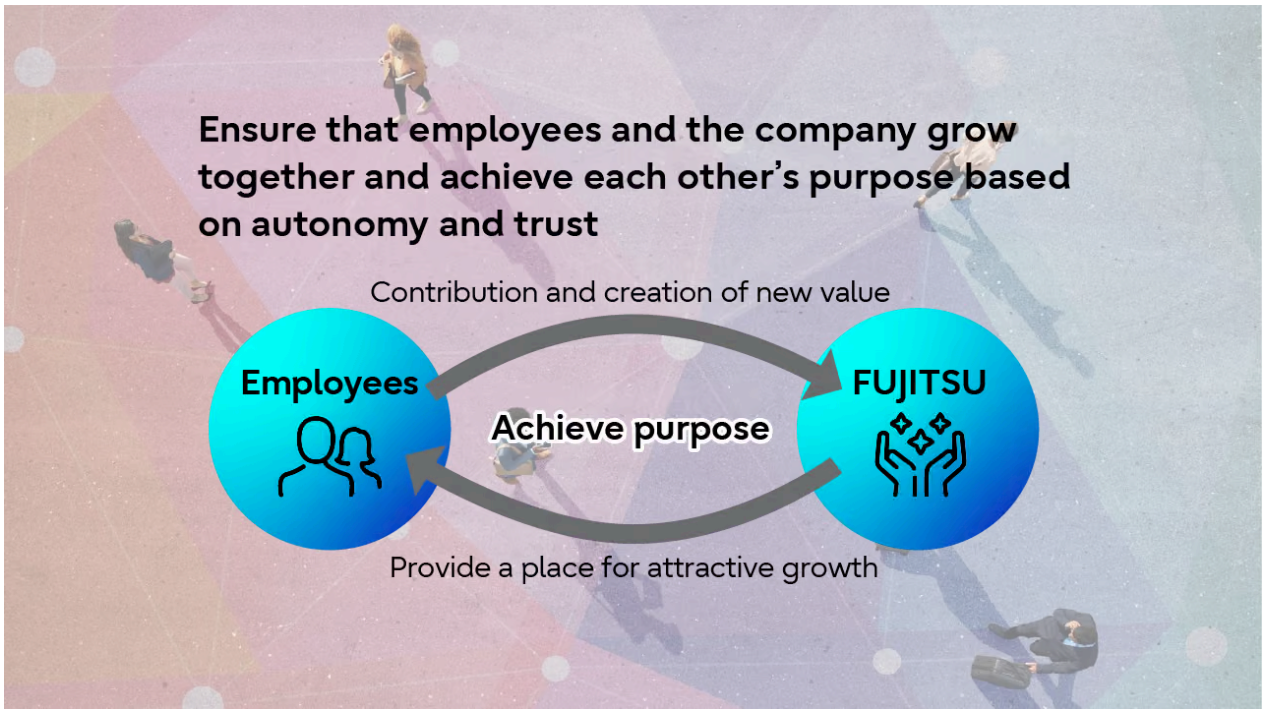
Career & Growth Well-being

Policy

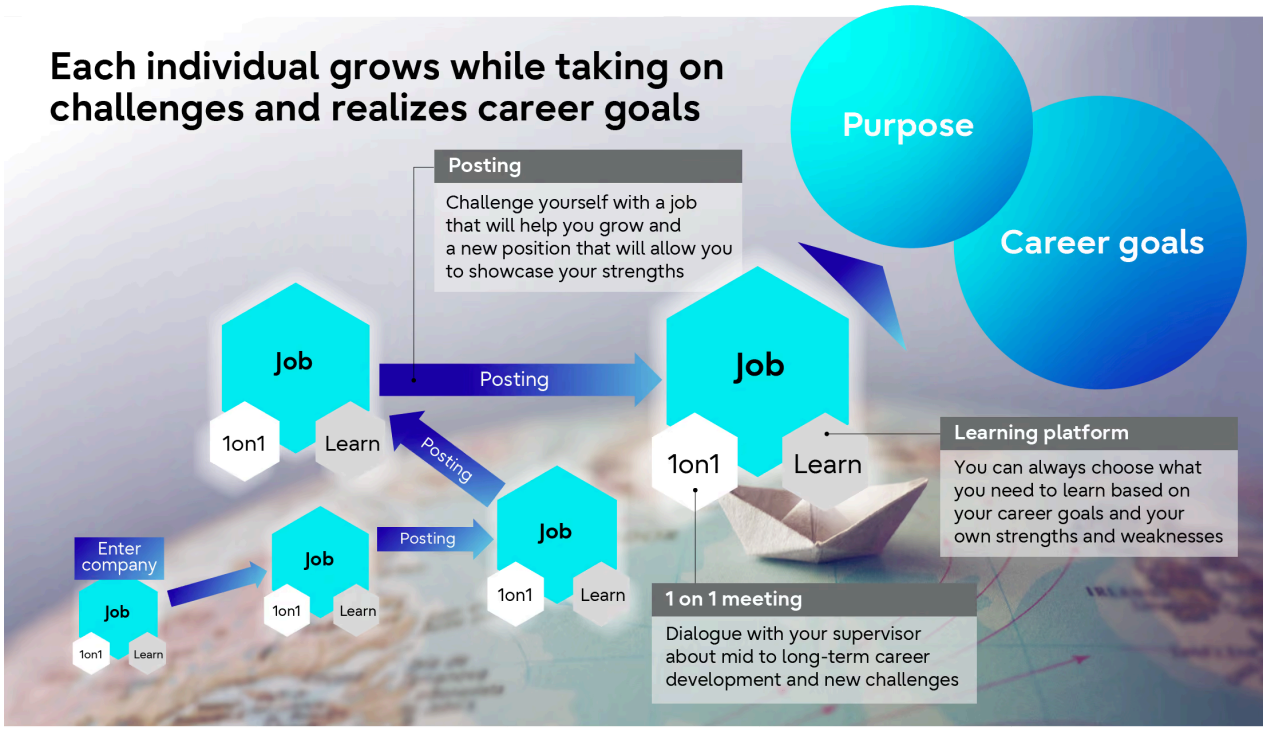
We are working to expand growth opportunities for our employees, aiming to become a company that creates innovation in every corner of society by bringing together a diverse range of internal and external human resources with agility, in order to realize Fujitsu's purpose to make the world more sustainable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

To achieve career ownership

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



Relationship between employees and the company



Framework for supporting the career realization of each and every employee

FUJITSU Career Ownership Program (FCOP)

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

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

Initiatives supporting Uvance

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

Expansion of Uvance Wayfinders

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

Fujitsu Innovation Circuit



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

Global Fujitsu Distinguished Engineer

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

Reskilling

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

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

DataPractice



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

Promotion structure

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

Key initiatives in regions outside Japan

Workshop on strengthening leadership and improving well-being in Oceania

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



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

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



FY2025 Performance

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

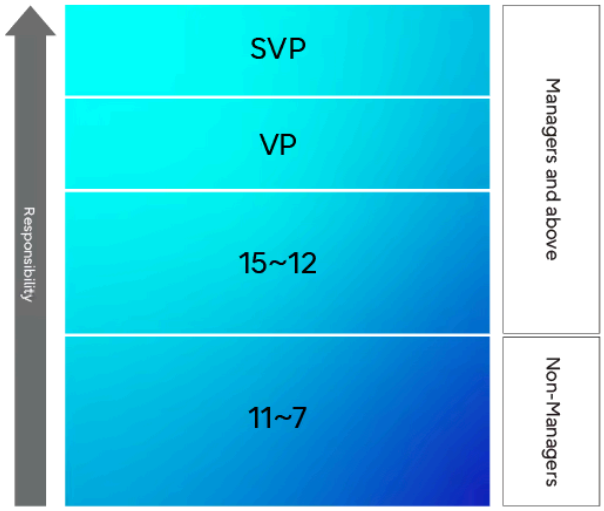
	Total average
Average annual hours spent learning	41.9 hours
Annual cost of learning	95,800 yen

Financial Well-being

Performance Evaluation and Compensation

Personnel Handling based on Position-based HR Management

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



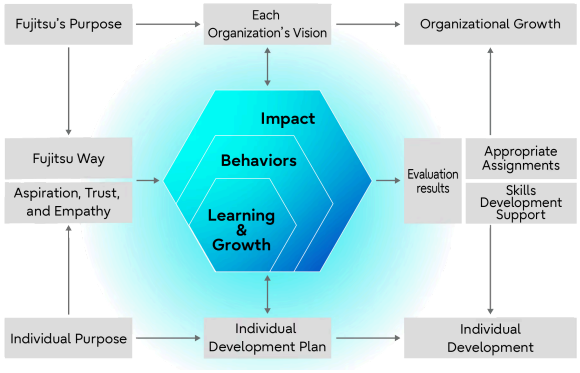
FUJITSU Level

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

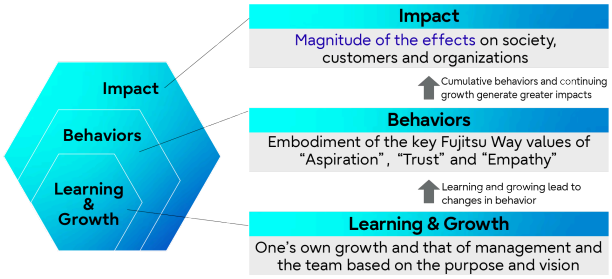
- (*1) Short Term Incentive : Remuneration set based on the level of achievement of one-year performance targets, etc.
- (*2) Long Term Incentive : Remuneration set based on the level of achievement of medium-to-long-term performance targets, etc.

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

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



Connect Concept



Connect evaluation items

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

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

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

Employee Benefits Program

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

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

"FKABU"

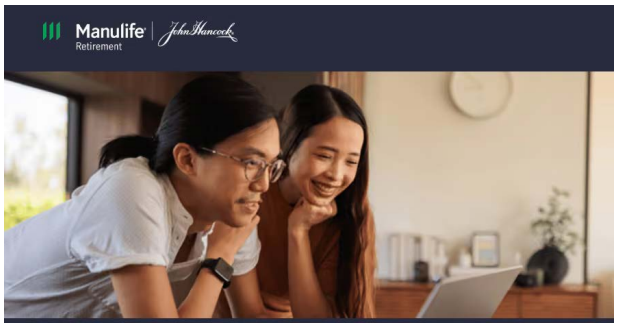
Fujitsu's "FKABU" scheme enables employees to purchase Fujitsu shares through contributions of 1,000yen or more deducted from their salary or bonuses. FKABU is more than just an employee benefit; it serves as a mechanism that enables each employee, as a Fujitsu shareholder, to develop a stronger stake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



Key Initiatives in Regions

Webinars to Boost Financial Literacy in the Americas Region

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



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

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



Social Well-being

Work Environment

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

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

Smart Working

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

Borderless Office

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

Culture Change

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

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

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

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

Fujitsu Telework System

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

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

Initiatives Aimed at Reducing Long Working Hours

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

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

Support for a Healthy Work-Life Balance

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

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

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

VOICE Program

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

Measures to Enhance Communication

Labor Relations

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

In-house Social Media Network

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

Initiative to Boost Psychological Safety

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

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



Overview of the Fujitsu Design Initiative for Psychological Safety

1. Promoting the project through design thinking

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

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

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



Fujitsu Psychological Safety Playbook

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

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

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

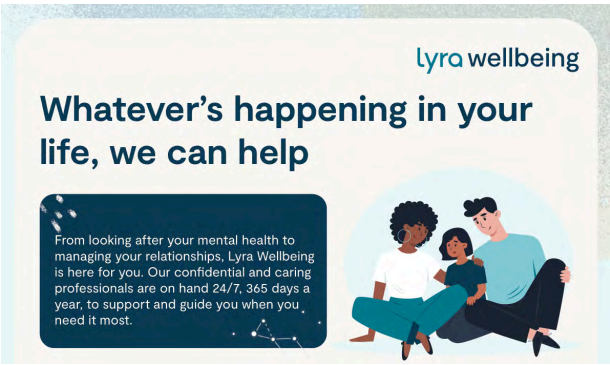


GOLD RING Award at the Psychological Safety Awards 2024

Key Initiatives in Regions Outside Japan

Promoting Employee Assistance Programs (EAP) in ASEAN

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



Beach Cleanup Campaigns in East Asia

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



FY2025 Performance

Initiatives Aimed at Reducing Long Working Hours

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

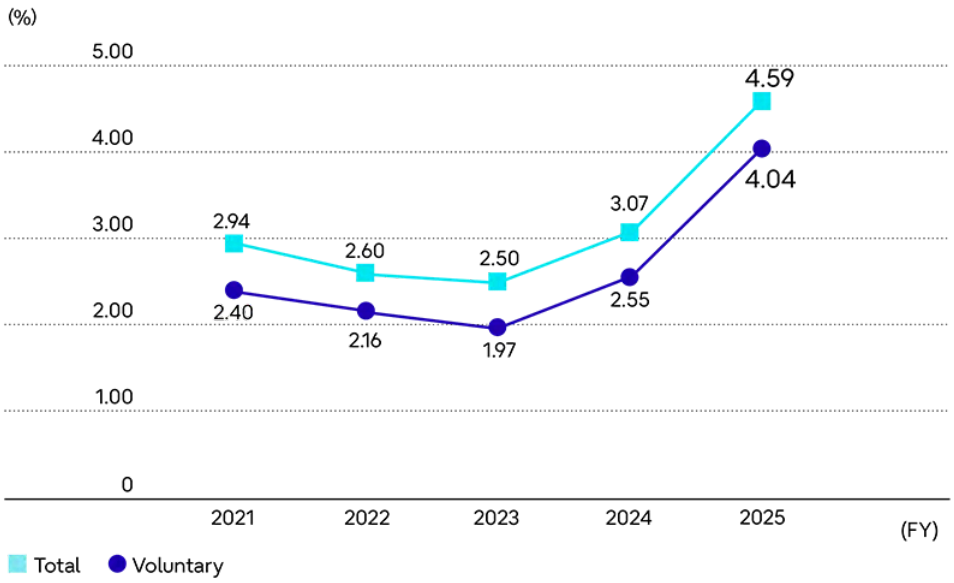
Telework Rate

The telework rate is around 70%.

Unionization Rate

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

Turnover Rate



Turnover Rate (Fujitsu)

Health Well-being

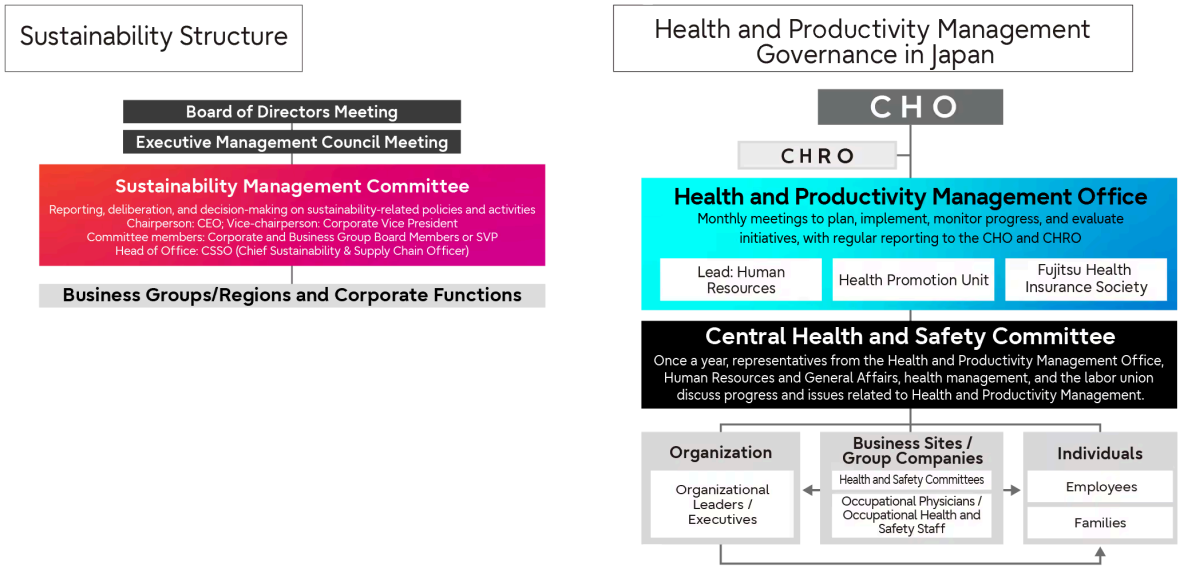
Health and Productivity Management at the Fujitsu Group

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

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

Governance and Review

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

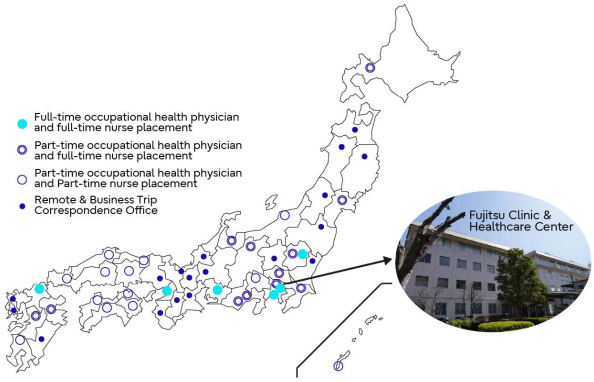


Sustainability / Health and Productivity Management Governance Structure

Office information

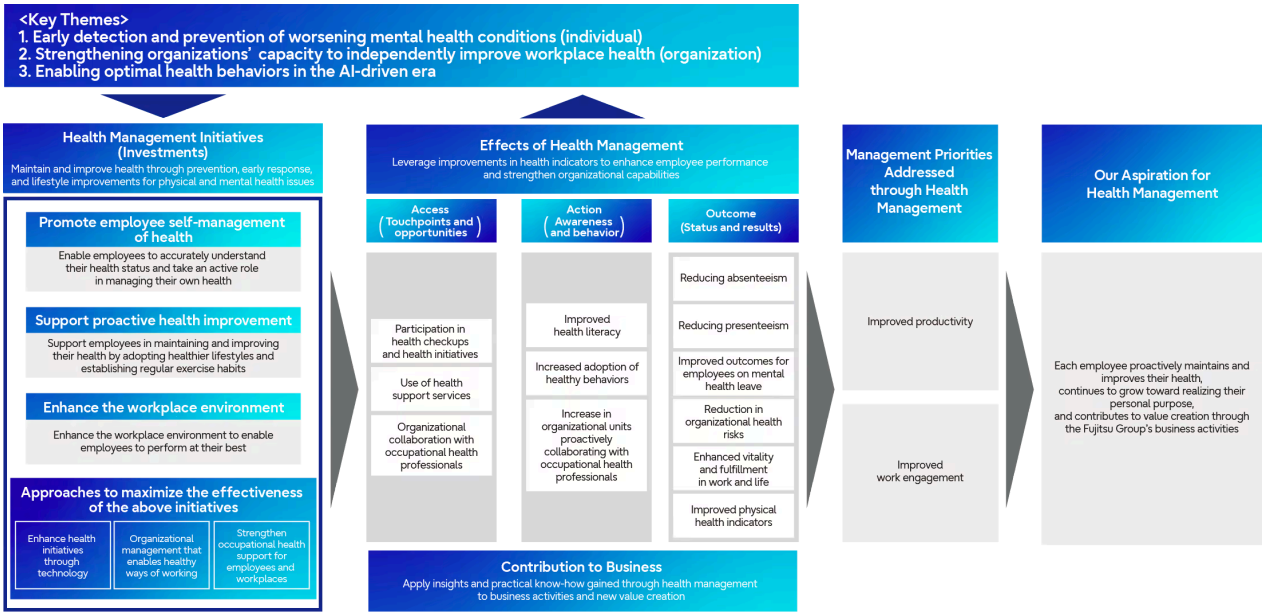
Assignment of Occupational Health Staff in Japan

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



Our Vision for Health and Productivity Management

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



Health and Productivity Management Strategy Map

Approach to Indicators for Health and Productivity Management

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

Health and Productivity Management Indicators and Results

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

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

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

Health management investment

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

Cost category

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

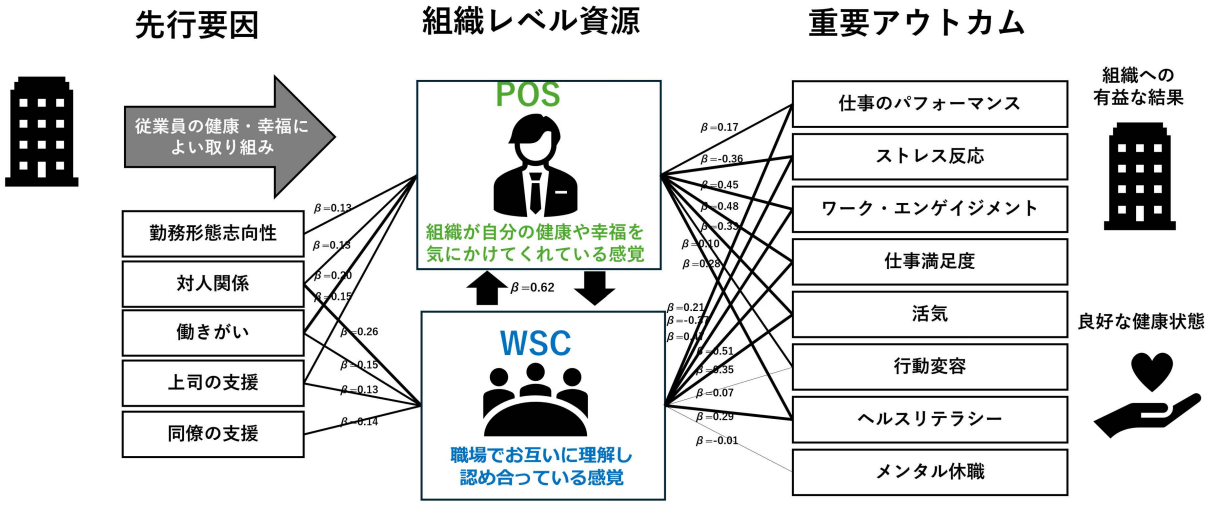
Expenses of main measures

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

Indicator verification examples

- Analysis of POS (Perceived Organizational Support)

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



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

Figure 1: Practical Implications of POS Utilization

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

Key initiatives in regions outside Japan

Transfer of services in Europe to Health Partners Group

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

Major domestic initiatives

Countermeasures for lifestyle-related diseases

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



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

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

- [PDF] Project to Prevent Diseases from Becoming Severe

Cancer Countermeasures

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

Mental health countermeasures

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



Illustration of the events taking place on Mental Health Day

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

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

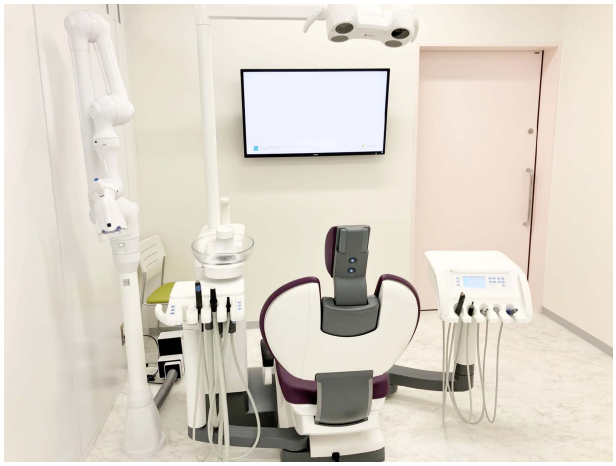
- **Work life shift**
- **Fujitsu Public Relations Note(Japanese text only): A joint project with World Mental Health Day! Psychiatrists and psychologists on staff! Introducing Fujitsu's efforts regarding mental health**

Oral and dental health countermeasures

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

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

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



Dental operatory

Health literacy and health awareness improvement

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

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

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

Health education

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

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

Initiatives post-health education

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

Health events

Health events

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

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



Work environment development and organizational support structure

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



Work environment development and organizational support structure

Smoking prevention measures

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

Health initiatives for female employees

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

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



Women's health portal site

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

Support for balancing work with medical treatment

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



Return to Work Guide

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

Infectious disease countermeasures

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

Headache countermeasures

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



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

Assessments from outside the company

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

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

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

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



- Reference: About the Sports Yell Company certification program

Received Outstanding Corporation Award for Promoting cancer countermeasures in March 2026

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

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

Awards in 2024 and earlier —

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

Health Management Promotion Initiatives and Social Contributions

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

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



Providing exercise programs through employee athletes

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

Health management-related services

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

- **Healthcare Solution**

FY2025 performance

Health education

Table 1. Training and education

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

Table 2. Companywide seminars

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

Health events

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

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

Live Broadcast of Fujitsu’s Walking Event

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

Health Management Promotion and Social Contribution

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

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

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

Table 6. Health management-related press releases and notices

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

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

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

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

Occupational health and safety

Global Occupational Health and Safety Policy

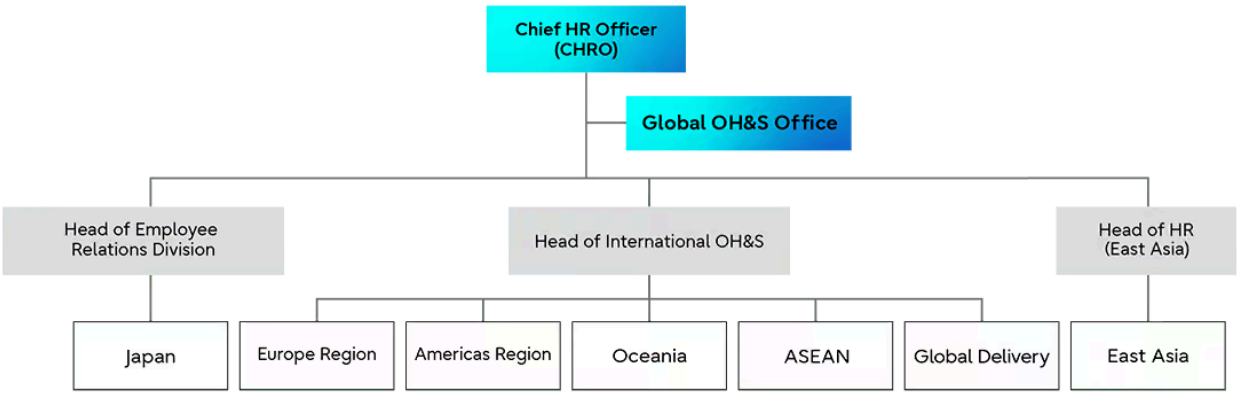
- GROUP POLICY STATEMENT
  The Fujitsu Group protects the occupational health and safety of the body and mind in all its business activities and contributes to realizing a sustainable future.
- GROUP AIMS
  1. Comply with the laws, guidelines and rules related to OH&S in each country and region, disclose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

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

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

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

- Target: Number of serious occupational accidents 0



Structure for Promoting Occupational Health and Safety Management System

Fiscal 2025 results

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

Occupational health and safety training

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

World Day for Safety and Health at Work

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

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

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

DNV ISO 45001 Certification

Bureau Veritas ISO 45001 Certification (*) For Oceania

British Safety Council International Safety Awards

ILO (International Labour Organization)

IOSH (Institution of Occupational Safety and Health)



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



Healthy Workplace Certification-Health Promotion Mark

Group Companies with ISO 45001

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

Occupational accident response and workplace management

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

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

Occupational accident occurrences (Fujitsu and Group Companies)

Japan*1

Frequency rate

★ Indicators assured by third party

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

Severity rate

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

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

International regions (January–December 2025)

Non-fatal occupational injury frequency rate

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

Non-fatal occupational injury severity rate

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

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

Serious occupational accident occurrence conditions (Jan-Dec 2025)

Serious occupational accident occurrence conditions

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

Absentee Rate*7

Employee absentee rate

★ Indicators assured by third party

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

Number of employees

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

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

Community

Our approach to community activities

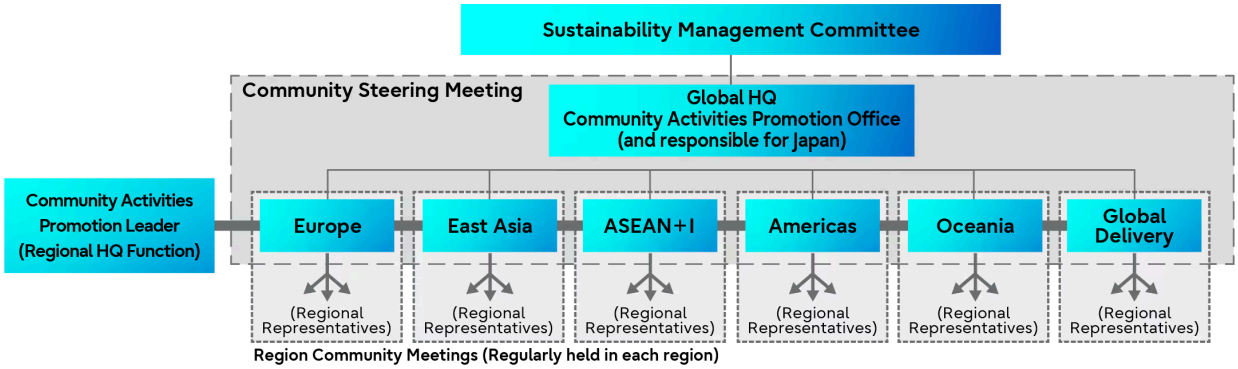
The Fujitsu Group contributes to local communities—who is one of the important stakeholders for us—around the world through donations, investment in organizations that address social issues, volunteer activities that leverage the skillsets of its employees, etc. in hopes of "solving global environmental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

Key focus areas

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

Promotion framework

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



Employee community activity support system

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

-Leave System-

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

-Employee Donations-

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

-Introduction of Data Collection Platform-

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

Initiatives of Fujitsu Group

The Fujitsu Group promotes community activities globally as follows.

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

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

Examples of activities

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

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



Participating employees



Employees planting trees

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

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

- Employee that participated in the activities: 18



Relevant SDGs

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



ICT room newly set up inside a school



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

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

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



Relevant SDGs

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



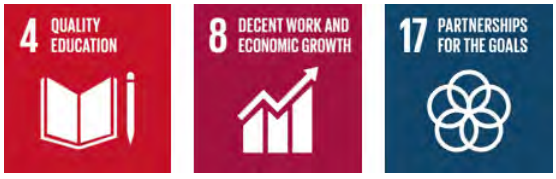
Students and staff ahead of the new school year



Student interns

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

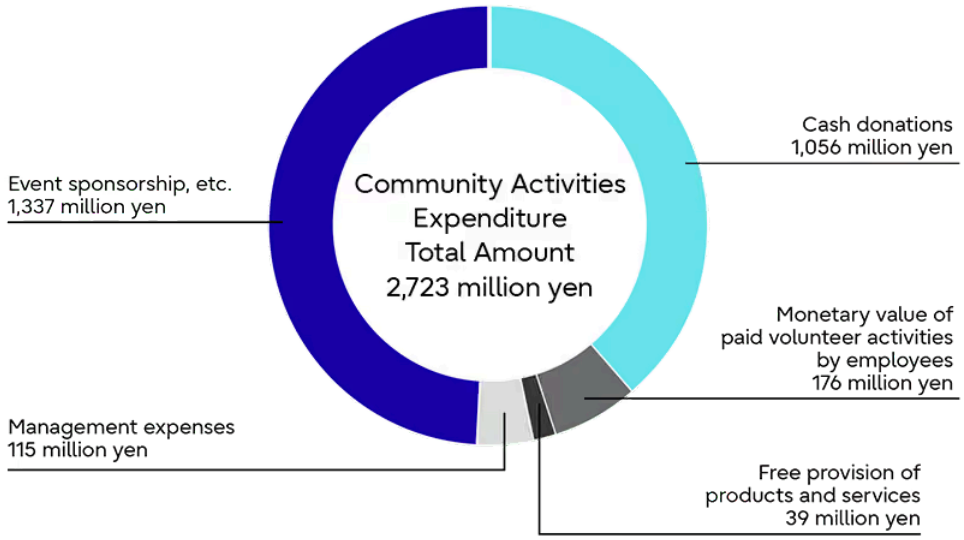
- Employee that participated in the activities: 30
- Beneficiaries: 300



Relevant SDGs

FY2025 performance

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



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

Community Activities Expenditure

Disaster and humanitarian assistance

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

Collaboration with external parties

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

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

Involvement with the World Economic Forum (WEF)

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

The WEF logo

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

- World Economic Forum

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

The WBCSD logo

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

Main initiatives

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

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

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

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

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

Miscellaneous

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

Global and Domestic Sustainability Transformation (SX) Field

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

Global Dataspace (Industry-X) Field

- **Catena-X**

Domestic Dataspace (Supply Chain) Field

- **Ouranos Ecosystem**

European Circular Economy Field

- **CIRPASS 2**

Domestic AI, Analysis, and Data Management Field

- **Japan Data Management Consortium (JDMC)**

Working with our customers

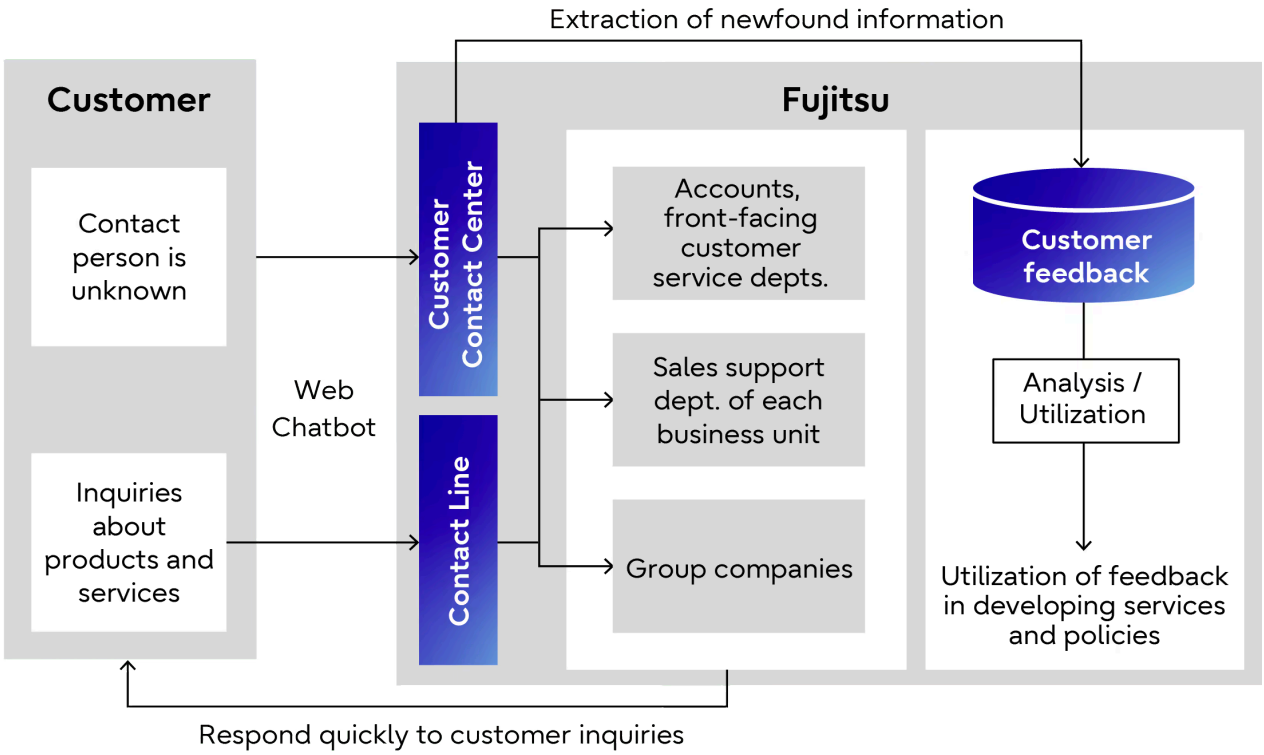
Improving customer satisfaction

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

The Fujitsu Customer Contact Center and Fujitsu Contact Line

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

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



Operating framework

Advertising and promotion policy

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

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

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



Governance

Promoting responsible business operations and sustainable value creation through management based on high ethical standards, transparency and integrity, supported by effective corporate governance and risk management.

Corporate Governance	251
Compliance	261
Supply Chain	273
Risk Management	282
Information Security	289
Quality Initiatives	304

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 29, 2026)

＜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 29, 2026, the Board of Directors is comprised of 9 members in total: 3 Executive Directors and 6 Non-Executive Directors (including 6 Independent Directors).

In FY2025, the Company held 13 Board of Directors meetings (including one extraordinary meeting) 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) outlook of the final fiscal year of the current Medium-Term Management Plan; 2) future growth strategy; 3) technology strategy; 4) non-financial indicators, human resource development; and 5) internal control and risk management. The Board held 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

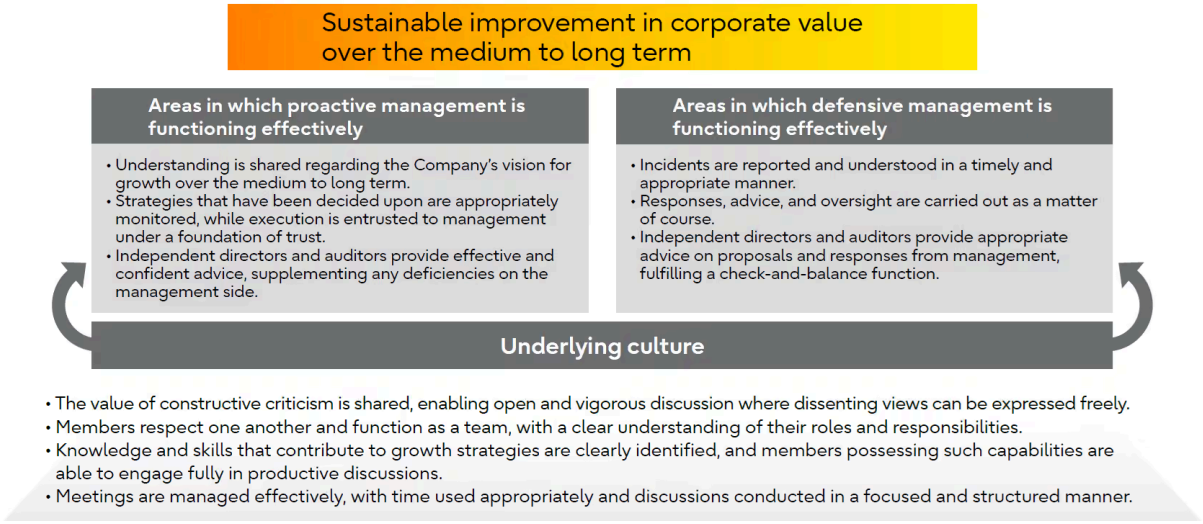
execution status of its tasks and the actions taken regarding individual risks that materialized in FY2025. The Board continued implementing oversight based on these reports.
The Company carries out an evaluation of the effectiveness of the Board of Directors every year to improve corporate value by raising the Board's effectiveness.

Summary of the results of analysis and evaluation for effectiveness of Board of Directors as a whole
It is stipulated in the Policy (2.(3)d) that the Board of Directors analyzes and evaluates the performance of the board of directors meetings every year to maintain and improve their effectiveness, which is publicized in our website

- **[PDF] Corporate Governance Policy**

1. Action taken in FY2025 based on the evaluation of FY2024
The results of the questionnaire survey regarding effectiveness of the Board of Directors in FY2024 showed that the average overall evaluation scores were on an upward trend compared to the previous fiscal year and confirmed that the effectiveness continues to be at a high level. Taking into consideration the results of the interviews of the members of the Board of Directors, the Company defined the state where the effectiveness of the Board of Directors is high as (1) Directors and Audit & Supervisory Board Members with diverse skills work together with mutual respect and (2) the bold management decisions and execution are supported in both offensive and defensive aspects through uninhibited discussions open to constructive criticism, and the Board of Directors is fulfilling its responsibility to aim for sustainable improvement in corporate value over the medium to long term through the flawless functioning of both (1) and (2).
As a result of the evaluation, we received many specific opinions regarding how to select and handle important items on the Board meetings' agenda and how to elevate information provision and conduct of proceedings to improve the quality of discussions. In response to these evaluation results, the Company carried out mainly the following initiatives in FY2025 to further improve the oversight function and quality of discussions of the Board of Directors.
-We sorted out the themes discussed at the Board of Directors meeting with focus on high priority agenda items and offered more systematic and enhanced discussion opportunities through intensive discussions in discussion camps.
-We clarified monitoring targets for confirmation of the progress of the Medium-Term Management Plan and high priority agenda items and formulated an annual agenda schedule. We also facilitated timely reporting and discussions reflecting important milestones and changes with the aim of improving the effectiveness of the oversight function of the Board of Directors.
-For further improving efficiency of the meeting operation and securing sufficient time for discussions, we promoted the use of videos explaining agenda items even more. We also refined our proposal materials to clarify points requiring discussions to improve the quality of discussions.
-We further enhanced information provision to External Directors and Audit & Supervisory Board Members to formulate their own opinions by setting periodic meetings for the CEO and Independent Directors and Audit Supervisory Board Members to exchange opinions and increasing opportunities for discussions by inviting external lecturers.
Further, the Company continued to hold the following events in FY2025 to enhance effective communication among the Board members: (1) The Independent Directors and Auditors Council for Independent Directors and Audit Supervisory Board Members to exchange opinions and share information; and (2) Private sessions exclusive for Non-Executive Directors.

The Company has defined the state where the effectiveness of the Board of Directors is high as (1) directors and Audit & Supervisory Board members with diverse skills appropriately oversee, advise, and execute duties from positions with respective responsibilities while cooperating and functioning as a team with mutual respect and (2) the bold management decisions and execution are supported in both proactive and defensive aspects through uninhibited discussions open to constructive criticism, and the Board of Directors is fulfilling its responsibility to aim for sustainable improvement in corporate value over the medium to long term through the flawless functioning of both (1) and (2).



Definition of "highly effective Board of Directors"

2. Evaluation of FY2025

(1) Evaluation method

For the evaluation of the Board's effectiveness in FY2025, the Company carried out a questionnaire survey of the Board members and held interviews with each member of the Board as in FY2024. As for evaluation items, it added new questions for measuring the level of achievement of the state where the effectiveness of the Board of Directors is high, whose definition was sorted out in the effectiveness evaluation in the previous fiscal year. The questions regarding the operation of the Board of Directors meetings and related formats were sorted out, cut back, and revised into questions aimed at deeply grasping the Board members' opinions and recommendations regarding the future of the Board of Directors.

In particular, we collected opinions from the perspectives of corporate governance structure, criteria for proposals to be submitted to the Board of Directors meetings, the Board structure, agenda items, the Chairperson, operation of the meetings, Executive Nomination Committee and Compensation Committee, information provision, and self-evaluation. We enhanced qualitative analysis to identify challenges for improving the effectiveness of the Board of Directors and grasping specific improvement recommendations while carrying out quantitative evaluation for some parts. The results of the evaluation of the effectiveness of the Board of Directors were reported and discussed at regular Board meetings.

Furthermore, the evaluation of the Company's Board of Directors by institutional investors and proxy advisory firms was also reported.

(2) Evaluation

The following shows the evaluation result of the effectiveness of the Board of Directors based on the above evaluation method.

-In the evaluation in FY2025, we carried out quantitative evaluation of the level of the achievement regarding the state where the effectiveness of the Board of Directors is high and confirmed that it satisfied the levels expected by individual Directors and Audit & Supervisory Board Members. Also, the revision of the evaluation items enabled us to broadly grasp opinions and recommendations regarding the ideal state of the Company's Board of Directors, corporate governance system, criteria for proposals to be submitted to the Board meetings, the Board structure, in addition to the existing aspects of its operation and format, and we identified the challenges for improving the effectiveness and sorted out the direction of improvement more specifically.

-As a result of comprehensive consideration of collected opinions, from the perspective of the state where the effectiveness of the Board of Directors is high, we evaluated that it is in a state where its oversight and advisory functions are appropriately fulfilled in light of the previously set definition through open and constructive discussions. Building on this, we will primarily

implement the following measures to further improve the effectiveness.
-From the perspective of contributing to improvement in corporate value over a medium to long term, we will further clarify and narrow down the important themes that come under the Board's province for facilitating focused discussions. At the same time, we will flexibly review the setting of said themes to enhance timely and effective discussions.
-Taking into consideration a system and oversight function that enable us to respond to changes in the management environment even more swiftly, we will advance study of appropriate delegation of authorities to the Management Executives.
-We will implement various measures to further improve efficiency of meeting management with the aim of achieving high quality decision making by the Board of Directors focused on high priority matters.
-Further, to improve the quality of discussions at the Board meetings, we aim to enhance provision of information to Independent Directors and Audit & Supervisory Board Members and incorporate diverse perspectives. Along with this, we will facilitate collaboration between the Board of Directors and Audit & Supervisory Board Members for effective demonstration of the former's oversight function and the latter's audit function, thereby further strengthening the governance function of the Board of Directors as a whole.
The Company's Independent Directors stated that discussions at the Company's Board of Directors were very open, active, and satisfactory in comparison with other companies.

＜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.
As of June 29, 2026, The Audit & Supervisory Board has five members, comprising two full-time Audit & Supervisory Board Members and three Independent External Audit & Supervisory Board Members.

In FY2025, the Company held 10 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, and attempted to further enhance information sharing and exchanged opinions by leveraging respective expertise of individual member to deepen their understanding of the activities of the Management Executives.

In FY2025, 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

With regard to the audit-related key discussion topics, the Audit & Supervisory Board had sufficient study and discussions with Accounting Auditors of potential risks of material misstatements in the consolidated financial statements and impacts and changes of, and developments in, material events, etc. that occurred in FY2025. In addition to these activities, the Audit & Supervisory Board held two rounds of discussions with the Accounting Auditors on the trend of early disclosure of Yukashoken Hokokusho (Annual Security Report) and sustainability disclosure as well as the next-generation audit leveraging AI to accurately grasp the changes in the environment surrounding accounting audit, and confirmed the current status of the Company and future considerations.

＜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 (six 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 FY2025, the Company held 10 Independent Directors and Auditors Council meetings. The members continuously discussed important management matters such as progress in significant businesses and partnerships related to the management policies, business restructuring of the Company and the Fujitsu Group including mergers and acquisitions, and corporate governance of the Company, 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, the "meeting body for prior explanation" that is attended by full-time Audit & Supervisory Board Members as observers was held 4 times 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.

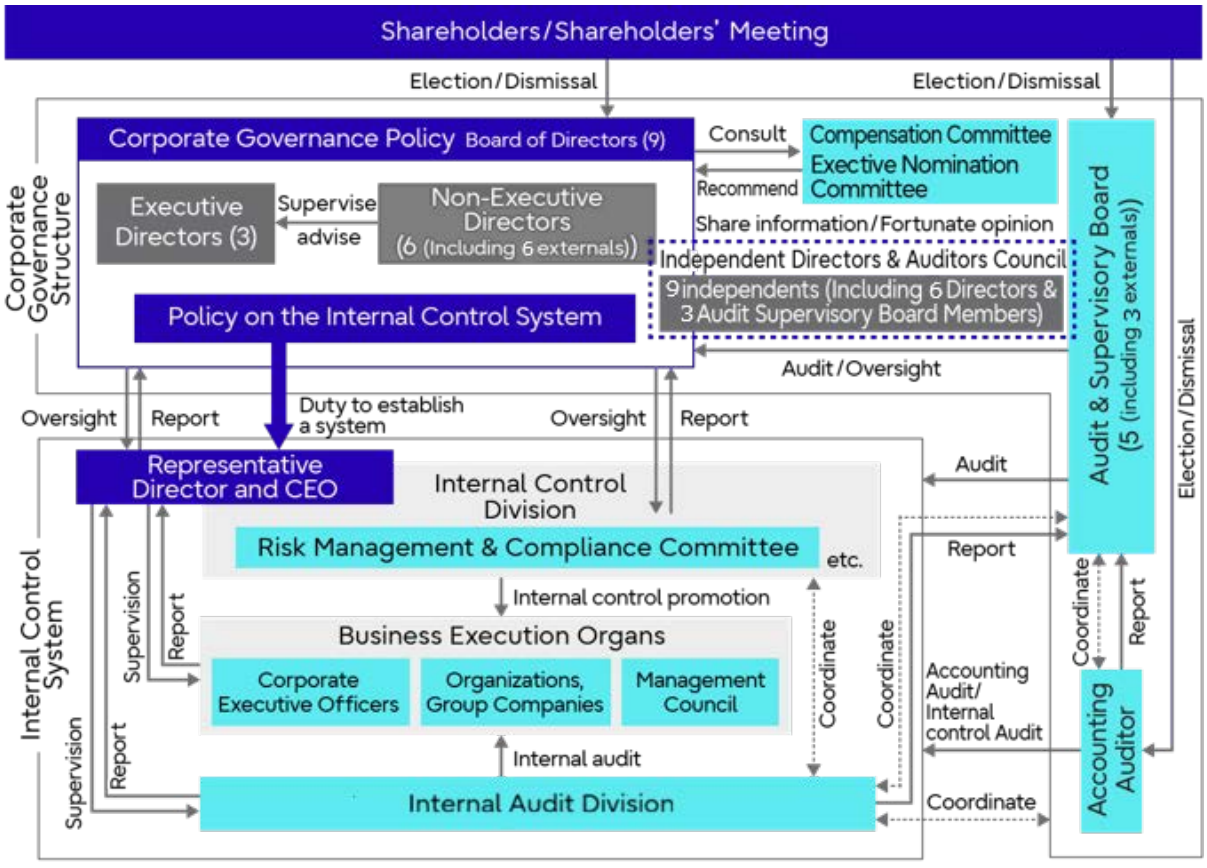
The Executive Nomination Committee deliberates about candidates for Director and Audit & Supervisory Board Member positions in accordance with the "Structural framework" and the "Procedures and policy of Directors and Auditors nomination/dismissal" stipulated in the Company's "Corporate Governance Policy" and provides its findings or recommendations to the Board of Directors. In addition, the Compensation Committee deliberates about the level of base compensation, the method for calculating performance-based compensation, etc. in accordance with the "Procedures and policy of determining Directors and Auditors compensation" stipulated in the Company's "Corporate Governance Policy" and provides its findings or recommendations to the Board of Directors.
Executive Nomination Committee and Compensation Committee consists of three Independent Directors. The Members of the 2 committees appointed in June 2026 are as follows. Additionally, the secretariats of both committees are operated by the Company's HR and legal departments.

- Executive Nomination Committee
  Chairperson: Kenichiro Sasae (Independent Director)
  Members: Yoshiko Kojo (Independent Director), Kunimasa Suzuki (Independent Director)

- Compensation Committee
  Chairperson: Byron Gill (Independent Director)
  Members: Takuya Hirano(Independent Director), Izumi Kobayashi(Independent Director)

In FY2025, the Executive Nomination Committee met 9 times and the Compensation Committee met 7 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 and mix of compensation of Directors, details of evaluation indicators in the performance-related compensation for the Executive Directors, compensation for Audit & Supervisory Board Members, etc. And each Committee provided its findings to the Board of Directors by the end of the period under review. Moreover, the Committees collaborated with the Audit & Supervisory Board to review the candidates for Audit & Supervisory Board Members and the compensation for Audit & Supervisory Board Members. The Executive Nomination Committee also considered the skill matrix, the succession plan 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 also discussed the upper limit of the total compensation amount for Directors.

The diagram below illustrates the Company's corporate governance structure. (As of June 29, 2026).



Corporate Governance Structure

- (*) : 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.

Basic Policy on Executive Compensation

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 22, 23); Policy on Determining Remuneration Amounts and Calculation Methods (Page 25, 26, 27)」**

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 126th Annual Shareholders’ Meeting**

Disclosures Relating to Corporate Governance

Board of Directors (as of June 29, 2026)

	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		
	Yoshiko Kojo	Chairperson of the Board of Directors		x
	Kenichiro Sasae			x
	Byron Gill			x
	Takuya Hirano			x
	Izumi Kobayashi			x
	Kunimasa Suzuki			x

- [PDF] Board of Directors (as of June 29, 2026)

FY2025 Attendance at Meetings of the Board of Directors or Audit & Supervisory Board

Meeting	Number of Meetings	Attendance Rate
Board of Directors	13	99.2%
Audit & Supervisory Board	10	98.0%

- [PDF] FY2025 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 29, 2026)

	Name	Independent	Diversity		Skill Matrix				
			Gender	Nationality	Corporate Management	Finance and Investment	Global	Technology	ESG, Academia and Policy
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
Director	Kunimasa Suzuki	x	Male	JP	x		x	x	

- [PDF] Skill Matrix (Directors)

Auditors (As of June 29, 2026)

	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

Compliance

Policies and Structure for Implementation

The Fujitsu Group aims to be a trusted corporate group, one chosen by stakeholders for investments, deals, and employment, with each executive and employee carrying out their business duties with a high awareness of compliance, as we fulfill our role as a model company. To achieve this, Fujitsu has established and globally implemented the Global Compliance Program to promote understanding and implementation of the Fujitsu Way Code of Conduct and its explanatory guide, the Global Business Standards (GBS). Through these efforts, we are fostering a high level of compliance awareness and, with senior management leading from the front, cultivating a corporate culture in which no employee tolerates wrongdoing. We also extend these initiatives to all parties involved in Fujitsu's business and seek their understanding and support.
To promote these initiatives, we have established a compliance division under the General Counsel and are carrying out various measures in cooperation with compliance offices in each region.
The results of these activities are reported to the Risk Management & Compliance Committee, which was established based on the "Policy on the Internal Control System" (*1). We also work in cooperation with the Board of Directors and Audit & Supervisory Board Members. In addition, each region collaborates with its Regional Risk Management & Compliance Committee, established as a subcommittee of the Risk Management & Compliance Committee, to promote awareness of and compliance with the Fujitsu Way Code of Conduct throughout the Group.

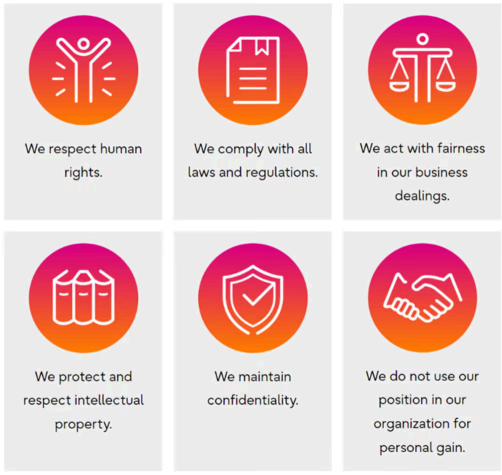
The operational status of the Global Compliance Program is regularly reported to the Risk Management & Compliance Committee, the Regional Risk Management & Compliance Committee, and the Board of Directors. The development and operation of internal rules, education, and monitoring systems to comply with various laws and regulations related to Fujitsu Group's business are promoted under the practice and supervision of management.

- **(*1) : [PDF] Policy on the Internal Control System (P10-13)**

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)**

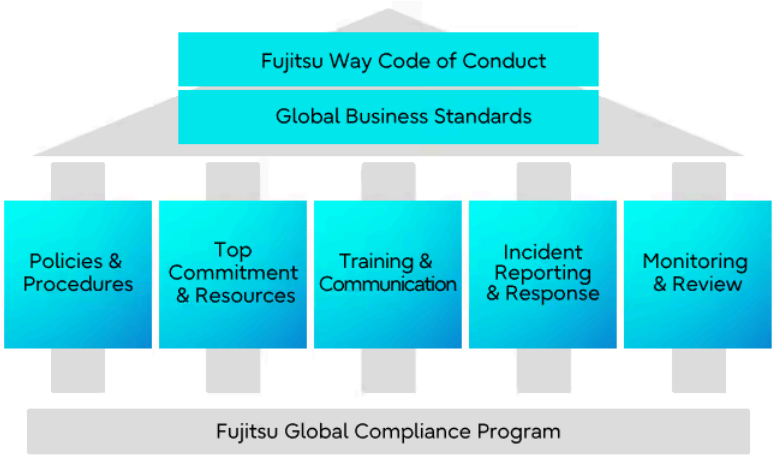


Our employee evaluation criteria include assessing the level of an employee's embodiment of "Our Values" under the Fujitsu Way. One of the values is for employees to act with ethics, transparency and integrity. As such, employee personnel assessment and compensation reflect their level of compliance with the Code of Conduct.

- **Fujitsu Way**
- **Financial Well-being**

Global Compliance Program

Fujitsu has developed the Fujitsu Global Compliance Program to 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.



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 business partners to comply with laws and regulations through contracts and other means. In addition, even after transactions begin, we continue to monitor whether there have been any changes in the risk levels of our business partners.

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, regarding the importance of employees understanding the expectations of customers and society and taking autonomous, honest action with the Fujitsu Way Code of Conduct as a guide. Even overseas, regional heads and Group company top managers continuously send out messages which emphasize going beyond mere compliance with the law and focus on the premise of operating as a trustworthy corporation.

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 FY2025, 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 officers from each region conduct an annual review of the e-learning. In FY2025, compliance e-learning was conducted in 14 languages for all Fujitsu Group executives and employees (approximately 110,000 people). As of April 2026, 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.
In addition, to further promote understanding and implementation of GBS, we have created animation videos as easily understood visuals, and explanatory pages to connect the videos to specific utilization and practice. We have developed this globally, as we intend to spread GBS to every executive and employee. 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 business relationships, based on examples of compliance issues that may arise in transactions, such as violations of the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment, 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, in overseas regions, we establish scenarios of actual compliance issues that could occur and provide opportunities for employees in frontline departments to think about and discuss how to deal with them through role-playing in a variety of positions. Through this, we are deepening employees' understanding of workplace compliance.

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. It is also used to communicate with reporters regarding the content of their reports, including providing additional information and receiving comments from the Compliance Division.
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 and the website. In addition, Fujitsu periodically confirms trends in the usage of Fujitsu Alert in order to ensure increased recognition for and confidence in the system among employees.

Protection of whistleblowers

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 judgment 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 officers work together with managers and other relevant divisions as necessary.
Moreover, reports, such as letters or emails, received through channels other than Fujitsu Alert are also investigated when they involve suspected compliance violations, and corrective or other appropriate actions are taken as necessary.

Total of reports to Fujitsu Alert and breakdown

In FY2025, 137 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.

	FY2025	
	Case reported	Number of actions taken
Total number of cases	137	3
Human rights violations (harassment, discrimination, etc.)	50	1
Violation of laws or internal rules	4	1
No violations (*4)	46	-
Violation of Competition Act (bid rigging, cartels, etc.)	2	0
Violation of laws or internal rules	0	0
No violations	2	-
Bribery	2	0
Violation of laws or internal rules	0	0
No violations	2	-
Violation of conflict of interest policy	7	1
Violation of laws or internal rules	2	1
No violations	5	-
Violation of the Fujitsu Group's or customers' confidential information or personal information protection	9	0
Violation of laws or internal rules	1	0
No violations	8	-
Insider trading, money laundering	0	0
Violation of laws or internal rules	0	0
No violations	0	-
Other	67	1
Violation of laws or internal rules	10	1
No violations	57	-

- [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 11, 2026

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.
Additionally, in FY2025, the Fujitsu Group implemented a compliance survey of 4 domestic group companies in order to assess the degree of permeation and embodiment of the Group's stated values in these organizations. The results of the analysis were provided to each company's management and department heads as feedback and utilized as a management tool to enhance compliance awareness. This helped each company and department to independently grasp and work to improve issues, and, when necessary, allows the compliance department to support the examination and implementation of solutions or improvement strategies for issues, as we advance with efforts to promote the spread of Fujitsu's values and ethics.

Initiatives for Security Export Control

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 control. In Japan, by following its framework, the regulations for security export control 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 control 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, their classification and transaction screening (scrutinizing destination country/region, end-use/end-user) are rigidly 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. To uphold such internal system for security export control, the regular audit is conducted, as well as the export control training is provided to all executives and employees. For domestic and overseas Group companies, the guidance on establishing rules and systems for proper security export control is provided accordingly, and any related activities like educational support, audit support and domestic seminar for information exchange are taken as well. Furthermore, an e-learning course on basic security export control also has been created, 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 Base 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 appropriate management 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.

Relationships with tax authorities

We strive to build sound relationships with the tax authorities 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 information by region (FY2024)

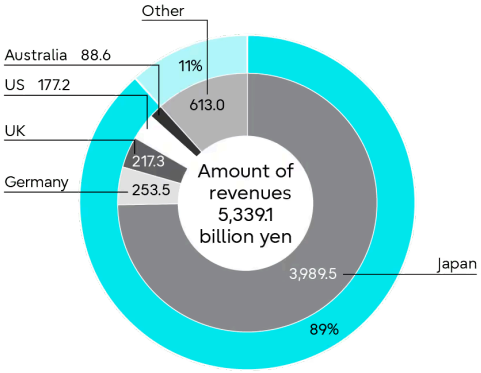
(billion yen)

	Domestic	Overseas (*5)	Europe	Americas	Asia Pacific	East Asia	Total
Amount of revenues	3,989.5	1,349.6	760.7	217.6	267.2	104.1	5,339.1
Amount of tax paid	58.5	9.4	0.9	4.8	2.9	0.8	67.9

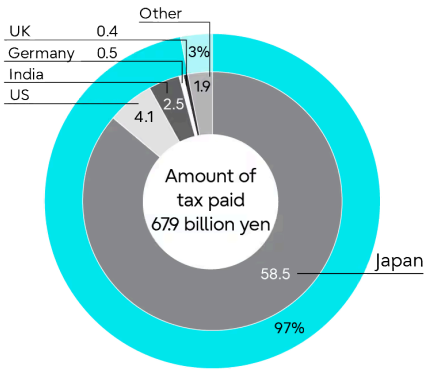
Notes:The amounts indicated above are based on the “Country-by-Country Report” submitted to the Japanese tax authorities, and do not have any direct connection to consolidated financial statements.

- **[PDF] Click here for a PDF file detailing tax information by region (FY2024)**

- (*5) Overseas: Europe includes the Middle East and Africa. East Asia represents the sum of China, Taiwan, and South Korea, while Asia Pacific includes other Asian countries and Oceania.



Breakdown of revenues by country



Breakdown of tax amount by country

Company name and main business (as of the end of March 2025)

Company Name		Main Business
Japan	Fujitsu Ltd. Fujitsu Japan Limited Fsas Technologies Inc. Fujitsu Telecom Networks Limited Fujitsu Frontech Limited Fujitsu Network Solutions Limited Transtron Inc. Ridgelinez Limited Fujitsu Personal System Limited Fujitsu Defense & National Security Limited 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 ●Research, development, construction and maintenance of security-related information and communication systems, and the development, manufacture and sale 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, system construction, provision of various services related to maintenance and operation, sales 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. GK Software USA, 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
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 Fujitsu (China) Holdings Co., Ltd. FUJITSU (XI'AN) SYSTEM ENGINEERING Co.,Ltd. FUJITSU TAIWAN LIMITED FUJITSU HONG KONG LIMITED etc.	●Consulting, system construction, provision of various services related to maintenance and operation, sales of equipment and software for information systems

- [PDF] Click here for a PDF file on company names and main businesses (as of March 31, 2025)

FY2025 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 110,000 people): 97% of executives/employees have taken the course as of April 2026.
- 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 Control

- Regular internal audit: 96 divisions within Fujitsu
- Seminar for employees responsible for export control at Group companies: 26 domestic Group companies
- Audit, training and support for internal control: 16 domestic Group companies and 36 overseas Group companies

Supply Chain

Policy

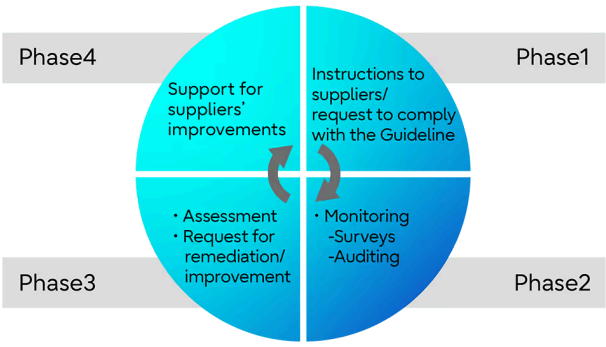
The Fujitsu Group holds “Co-existence with Suppliers”, “Fair and Proper Evaluation and Selection of Suppliers” and “Promotion of Sustainability in Procurement Activities” as the tenets of its Corporate Social Responsibility (CSR) procurement policy, and conducts its global procurement activities accordingly.
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 the “Fujitsu Group Sustainable Procurement Policy”, and are now in the process of obtaining written agreements to the Policy from suppliers representing 80% of our procurement spending, including Japanese and overseas Group companies. Fujitsu is also expanding its engagement by confirming agreement to the guidelines as part of the supplier account registration process, and has incorporated this requirement into its standard procurement contract templates. The agreements go beyond simple compliance and include a request that suppliers extend these requirements to companies further upstream in their own supply chains. Through this approach, Fujitsu seeks to ensure that its Code of Conduct is thoroughly embedded throughout the entire supply chain.
The RBA regularly incorporates feedback from stakeholders to support the ongoing development and implementation of its Code of Conduct.
Many of the companies in the Fujitsu Group’s supply chain are currently RBA members, and Fujitsu has adopted the RBA’s Code of Conduct, which reflect the views of workers employed by participating supplier companies, in the Fujitsu Group Sustainable Procurement Policy. Fujitsu requires the suppliers with whom it conducts business involving materials, components, hardware products, and other related items, to comply with these guidelines.

- **(*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. Sustainability-related departments within Fujitsu have developed a structure under the supervision of the Sustainability Management Committee, which is chaired by the President and CEO. Under this structure, the progress of activities and the level of target achievement are reviewed twice a year. In the area of procurement, the Global Supply Chain Unit works with the relevant divisions in promoting sustainable activities by suppliers.



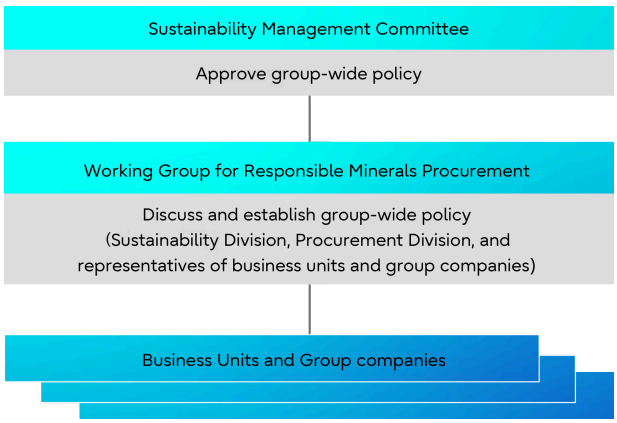
Fujitsu Group Procurement Policy

As part of our commitment to "preventing and mitigating human rights risks across the supply chain, promoting reductions in greenhouse gas (GHG) emissions, and ensuring diversity", we clearly set out the compliance obligations under our Sustainable Procurement Policy and require our suppliers to undertake sustainability activities. Then, to confirm that these activities are being fully implemented by suppliers, we ask them to respond to a sustainability survey (covering human rights, labor, environment, and ethics) plus various other surveys on topics such as information security and Business Continuity Management (BCM). As of FY2025, Fujitsu has also introduced EcoVadis, a third-party assessment tool to visualize and strengthen the management of sustainability risks in the supply chain.
Suppliers targeted for engagement activities related to sustainable procurement are selected based on factors such as strategic business relationships, procurement spend, and continuity of business transactions.

The responses to our surveys 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 make improvements. Where there is a particular need to check whether sustainability activities are being fully implemented by a supplier, an 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 sustainability activities will ultimately be properly undertaken by suppliers and will become firmly entrenched.

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.



Fujitsu Group Procurement Policy

- **[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 focus area of these activities is the reduction of greenhouse gas (GHG) emissions, and the Fujitsu Group is requesting that its suppliers set GHG reduction targets and implement initiatives to achieve those targets. The Green Procurement Direction also requires that Fujitsu and all its related upstream companies expand their efforts aimed at reducing GHG emissions. In addition, as a first step toward water resource conservation, we are asking our suppliers to conduct water risk assessments and promote efforts to reduce water risk in the supply chain.
The Fujitsu Group also conducts surveys of the chemical substances contained in purchased products procured from suppliers, and promotes compliance with all legal and regulatory requirements as well as industry standards in the respective countries and regions. To support these efforts, Fujitsu has released the "Guideline Regarding Non-Containment

Management on Hazardous Substances", which require suppliers to appropriately manage chemical substances.
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 GHG emissions in the supply chain, we hold briefings for our major suppliers, calling on them to set reduction targets in line with international standards and then implement initiatives to achieve those targets. To further emphasize societal impact, since FY2024 we have received reduction target settings from targeted suppliers that represent 80% of all supply chain emissions, rather than 80% of procurement spending.

Data Collaboration with Suppliers to Visualize CO_2 Emissions by Product

With the goal of achieving net zero carbon emissions across the entire value chain by FY2040, in FY2024 the Fujitsu Group started collaborating with 45 of its Japanese and overseas suppliers to share data on CO_2 emissions at the product level(product carbon footprint (PCF)). Under this program, the Sustainability Value Accelerator, a Fujitsu service offering, is used to calculate PCFs in compliance with both international and Japanese rules, and then share that data with the companies concerned. As well as being designed with data confidentiality in mind, this offering also provides automated calculation functions and multilingual support. These features allow information to be shared quickly and easily across national, regional, and language boundaries, helping to build trust among participating companies and encouraging broader participation.
While allowing for national and regional characteristics and language differences, Fujitsu is working with local promotional organizations and overseas suppliers to encourage the collection and sharing of PCF data from upstream stages in the supply chain, such as the provision of raw materials and components. Through these efforts, Fujitsu is improving the visibility of CO_2 emissions across the entire supply chain and enabling more accurate identification of product-level emissions, thereby accelerating decarbonization initiatives throughout the value chain.

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, the Fujitsu Group is committed to continuously enhancing resilience throughout the entire supply chain.

As part of these efforts, we collaborate with suppliers to collect and consolidate site information and improve supply chain visibility. This enables rapid risk detection and impact assessment during disruptions, supporting early situational awareness, timely response and mitigation. We also utilize risk simulation tools to forecast potential impacts and work continuously with suppliers to strengthen resilience across the supply chain.

Communication with Suppliers

Feedback of Assessment Results in the Suppliers' Performance Review System

Under the Suppliers' Performance Review (*2) system, the Fujitsu Group evaluates and provides feedback to its major product-related and solutions development-related suppliers. Suppliers who do not meet Fujitsu’s standards are asked to make improvements.

- (*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.

Building an Integrated Risk Management Platform

The Fujitsu Group is also working to improve its responses to information security risks, credit and compliance risks, and geopolitical risks, including those relating to sanctions. Under this policy, the Group is working to centrally consolidate and visualize supply chain risk information and resilience assessment data published by external organizations. We are integrating this information with data held by Fujitsu, including sales, production, procurement, and survey results. Fujitsu is building an integrated risk management platform (Third-Party Risk Management Platform) that comprehensively identifies and analyzes risks from multiple perspectives, and links them to timely response action, thereby strengthening governance across its supply chain.
Fujitsu intends to focus its efforts on leveraging advanced digital technologies to build a resilient supply chain capable of responding flexibly and promptly to changes in the external environment. In this way, we can contribute to ongoing value creation and help build a sustainable society.

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. This training provides education in compliance and risk management (BCM activities), and includes topics such as sustainable procurement, green procurement, the Act on Proper Transactions with Small and Medium-Sized Entrusted Business Operators (Fair Transactions Act) and the Act on Securing the Proper Operation of Worker Dispatching Businesses and Protecting Dispatched Workers (Worker Dispatching Act).

Initiatives Related to the Fair Transactions Act and the Guidelines for Price Negotiations to Ensure Appropriate Transfer of Labor Costs

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). The Fujitsu Group also provides company-wide education and training on the Fair Transactions Act and the guidelines for price negotiations to ensure appropriate transfer of labor costs

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 Reporting Hotline

The Fujitsu Group 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)**

Participation in and Promotion of Industry Standard Initiatives

The Fujitsu Group is a member of the Responsible Business Alliance (RBA), an international alliance dedicated to responsible business conduct. Fujitsu respects the RBA Code of Conduct and works collaboratively with suppliers to promote sustainable procurement in its supply chain.
Fujitsu also actively participates and collaborates in international initiatives such as the Partnership for Carbon Transparency (PACT), led by the Japan Electronics and Information Technology Industries Association (JEITA) and the World Business Council for Sustainable Development (WBCSD). Through these activities, Fujitsu promotes efforts to address environmental and social issues across its entire supply chain, together with initiatives designed to visualize and reduce GHG emissions throughout the lifecycle of its products and services. We also work to advance and promote sustainable procurement practices more widely across the industry as a whole.

FY2025 Performance

Obtaining Agreement to the Procurement Policy

- Obtained written agreement to the Fujitsu Group Sustainable Procurement Policy from 692 suppliers.

Sustainability Surveys

- Sustainability survey responses received from major suppliers in Japan and overseas (including Fujitsu Group companies): 1,240 companies
  For suppliers that failed to meet the required standards, Fujitsu provided corrective support through supplier engagement. For service providers where risks were identified, Fujitsu conducted bilateral audits to confirm the presence or absence of issues and responded by focusing on supporting the establishment and improvement of fundamental management systems. Gradually, Fujitsu considers measures that include third-party audits and promotes staged corrective and improvement measures based on the level of risk and the characteristics of the business relationship.

【FY2025 Sustainability survey – Number of responding companies】

Japan	602 companies
Overseas	638 companies

【FY2025 Domestic supplier risk assessment results】

High	5%
Medium	56%
Low	28%

High-Risk Mineral Survey Results

- Responses received from 61.1% of suppliers surveyed
- Smelters operated by 804 companies were checked; of those, 338 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 80% 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 80% of procurement value in FY2022, to register their targets in the “Database of Companies Promoting Women's Participation and Advancement in the Workplace” (333 companies already registered).
- 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 (November 2025): 2,321 companies

Communication with Suppliers

- Held business policy briefings for suppliers to share procurement policies and business strategies, and requested action be taken to address security and compliance risks. 328 companies participated.
- Held online sessions for suppliers where the relevant executives explained Fujitsu's policies and initiatives relating to sustainability management and human capital management. The suppliers present were encouraged to accelerate their own efforts in the areas of human rights and employee well-being. Around 400 companies participated.

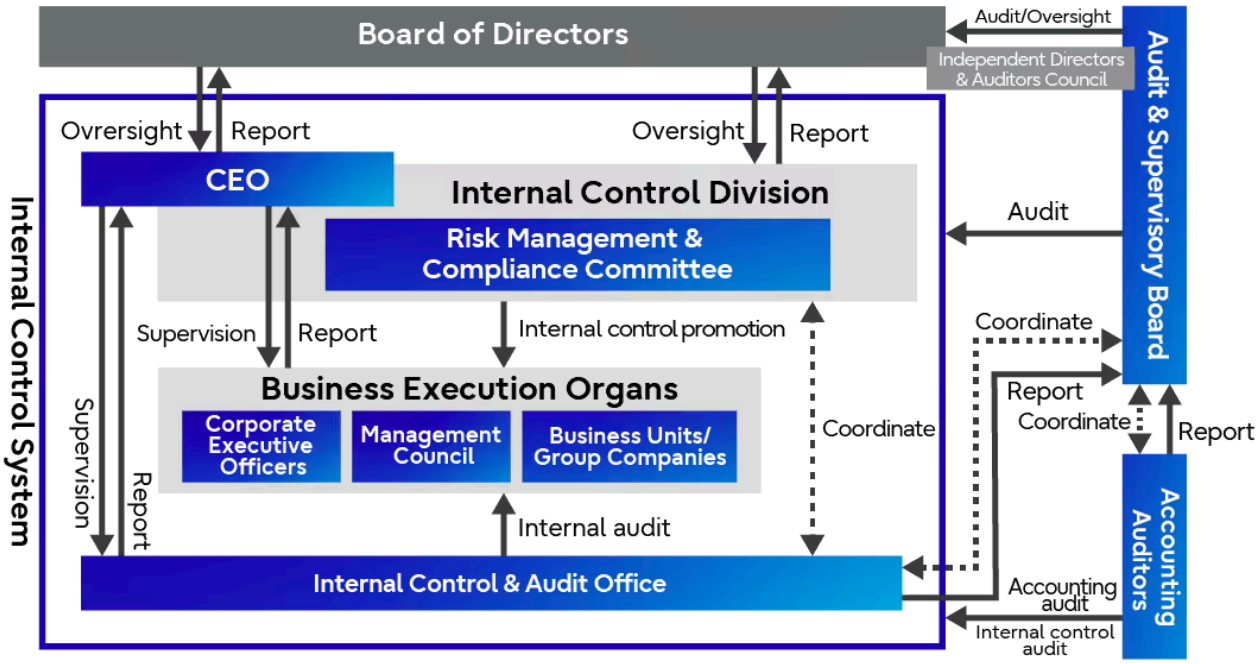
Strengthening Procurement Compliance

- Held sessions for global procurement staff to share procurement-related issues and initiatives.

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, 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 significant risks of the Fujitsu Group
  The Risk Management & Compliance Committee Secretariat (Corporate Risk Management Office, Second line) identifies and reviews the 16 significant risks considered important to the Fujitsu Group, taking into account environmental changes affecting the Group. Risk scenarios are defined for each significant risk, and they are classified into pure risk and management risk.
- Assignment of risk management departments (Second line)
  A risk management department is assigned to each significant risk, and is responsible for maintaining control over that specific risk.
- Evaluation of risks to the Fujitsu Group
  Each month, the risk management departments, Business Units, and Group companies evaluate the impact of each significant risk, the likelihood of its occurrence, and the status of mitigation measures.
- Ranking and mapping of significant risks
  Based on the evaluation results of the Group, we rank significant risks and create risk maps to visualize their significance. By plotting to four quadrants on a risk map, significant risks are evaluated across four levels (avoid, transfer, reduce, hold). From these evaluation results and status of materialized risks, their significance is evaluated and critical risks for that financial year are identified.
- Reports to the Risk Management & Compliance Committee and Board of Directors
  Analyses are conducted based on the evaluation findings, and mitigation policies are discussed and determined to address critical risks and significant risks to the Group.
- Issues corrective guidance and improvement instructions to Business Units and Group companies
  Based on the evaluation results for the Group, feedback is provided to Business Units and Group companies on an ongoing basis, advising them on improvements.
- Risk monitoring within Business Units and Group companies

Monthly risk monitoring is conducted 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 apply those rules promptly when risks materialize, based on risk management standards and the rules for escalating risks to the Risk Management & Compliance Committee.
- Analyze risks and deploy mitigation measures, while reporting to the Board of Directors as necessary, to prevent recurrence.

By cycling through this risk management process and having the risk management departments, Business Units and Group companies monitor it each month, we aim to reduce risks across the Fujitsu Group and to minimize the impact when risks materialize.

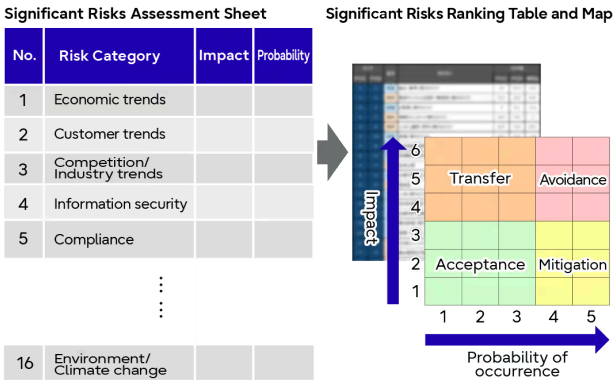
Critical risks

Considering the findings from evaluations conducted in the Potential Risk Management Process and the status of materialized risks, we have chosen to focus on critical risks based on their impact on achieving the Fujitsu Group's business strategies and goals. Consequently, we have identified the following two significant risks as critical risks for FY2026:

- Security risks
- Deficiencies or flaws in products and services



Risk management process



Visualization of significant risks

Significant risks to the Fujitsu Group (*1)

- 1. Security risks (Pure risk)
- 2. Deficiencies or flaws in products and services (Pure risk)
- 3. Risks of natural disasters and unforeseen incidents (Pure risk)
- 4. Human rights risks (Pure risk)
- 5. Compliance risks (Pure risk)
- 6. Financial risks (Management risk)
- 9. Risks related to competitors and industries (Management 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)

- **7. Risks related to the environment and climate change (Pure risk)**
- **8. Risks related to Fujitsu Group facilities and systems (Pure risk)**
- **14. Risks related to investment decisions and business restructuring (Management risk)**
- **15. Risks related to public regulations, public policies 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://global.fujitsu/ja-jp/ir/library/secreport**
- 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 to enhance the organization's risk responsiveness by improving its risk management skills.
Refer to the "FY2025 Performance" section for information on education outcomes for FY2025.

Group-wide disaster management

The basic policy of Fujitsu and its group companies inside 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. For activity outcomes for FY2025 refer to the "FY2025 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. These include events such as 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 and BCM in our supply chain, refer to the PDF listed below. For activity outcomes for FY2025, refer to the "FY2025 Performance" section.

- **[PDF] BCM activities**

FY2025 performance

Risk management education

Fujitsu Group new executive training: 44 people —

Uses specific examples to illustrate management decision perspectives and key points that new executives need to take note of, including internal regulatory systems, compliance and issues relating to human rights.

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: 648 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 110,000 people —

Implemented e-Learning on risk management in general (information security, compliance, etc.)

Disaster Management Forum: 529 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 (December 2025, Organizational Training: 531 people; January 2026, Data Center Outage: 16 people): 547 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 globally will be enhanced by identifying issues through training and making continuous improvements.

Disaster management & BCM training

Fujitsu Group joint disaster response drills: FY2025 Drill - Eruption of Mt Fuji (widespread volcanic ash falls in the Greater Tokyo Metropolitan 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”, “Nankai Trough Megaquake” and “Eruption of Mt Fuji”.)

BCP Awareness Week —

An awareness training event centered on a hypothetical scenario involving the loss of 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 ensure continued improvement in 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."

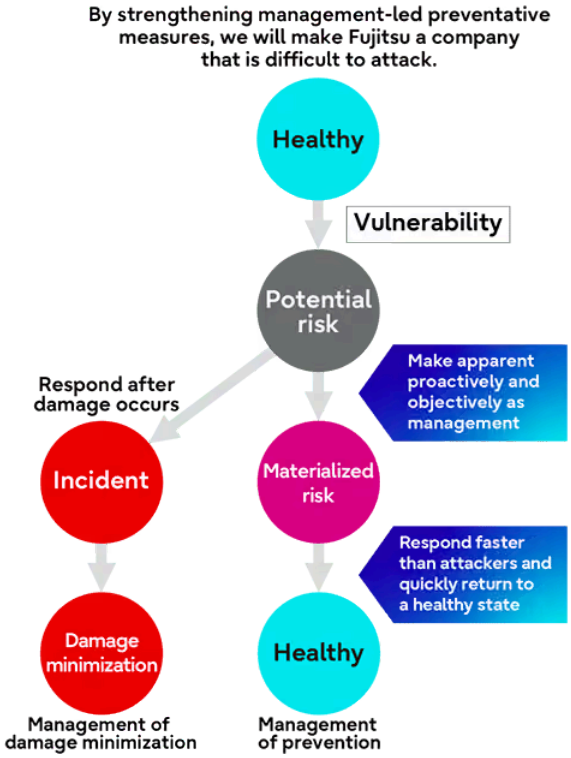
Approach to security management

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.
To achieve this, Fujitsu has established mechanisms to proactively identify potential risks by anticipating a wide range of risk scenarios. These mechanisms enable the comprehensive identification of potential risks and the determination of the field organizations responsible for addressing them. Identified risks are analyzed (e.g., attack difficulty) and assessed (e.g., likelihood and potential impact) to determine response strategies and priorities. For high-priority risks, the organization

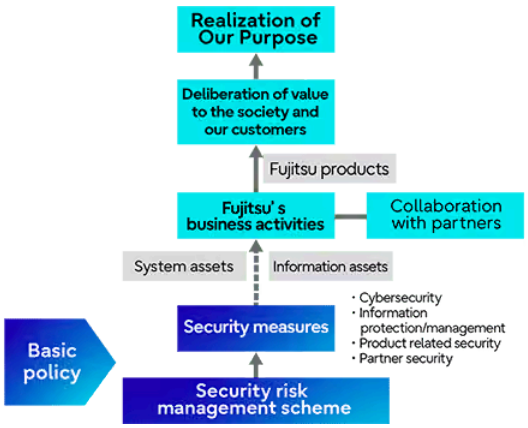
responsible for company-wide security control (CISO organization) under the CISO (Chief Information Security Officer) directly guides the relevant field organizations in implementing the necessary countermeasures.



Risk management through materializing potential risk

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.



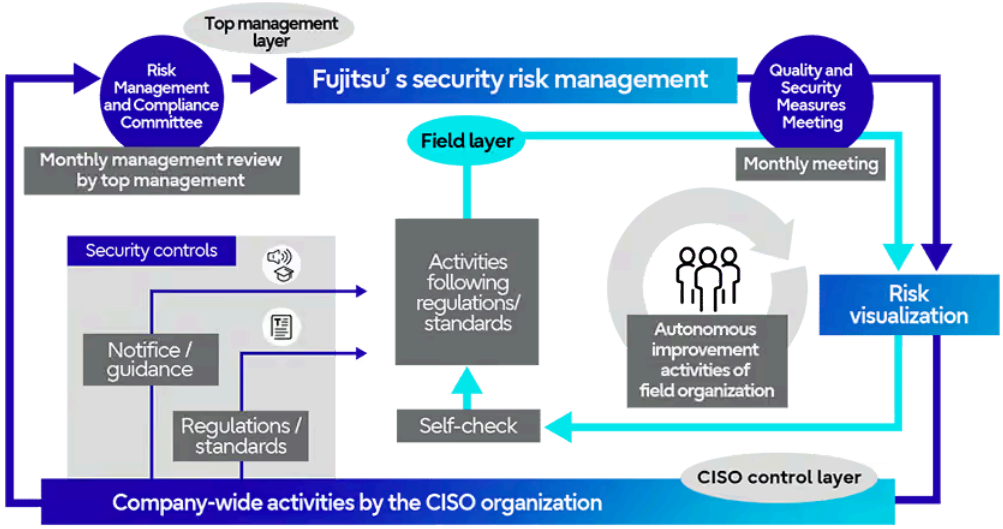
Security risk management to realize purpose

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>

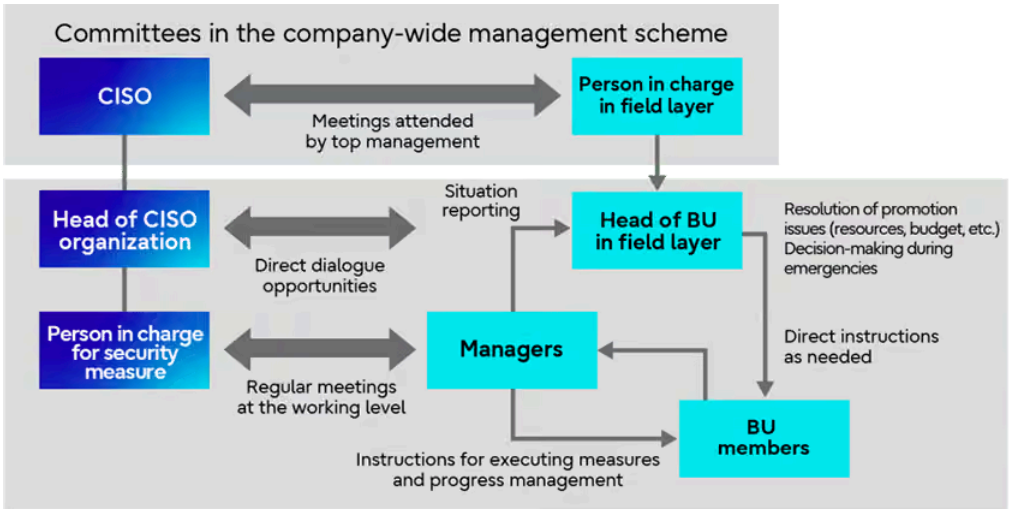
This scheme promotes company-wide security by fostering a shared understanding of risk status and the progress of security measures through two key meetings: the Risk Management and Compliance Committee, chaired by the CEO of the Fujitsu Group, and Regular Meetings on Quality and Security Measures, which 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.

Responsibility for implementing security measures has been incorporated into the duties of field organization heads, and 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 141 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.

- **Basic Policy on Fujitsu Group Information Security**

- (*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.

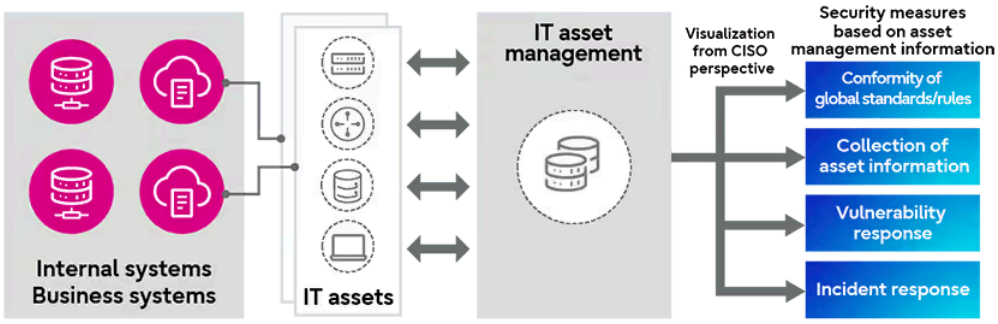
Cybersecurity measures

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>

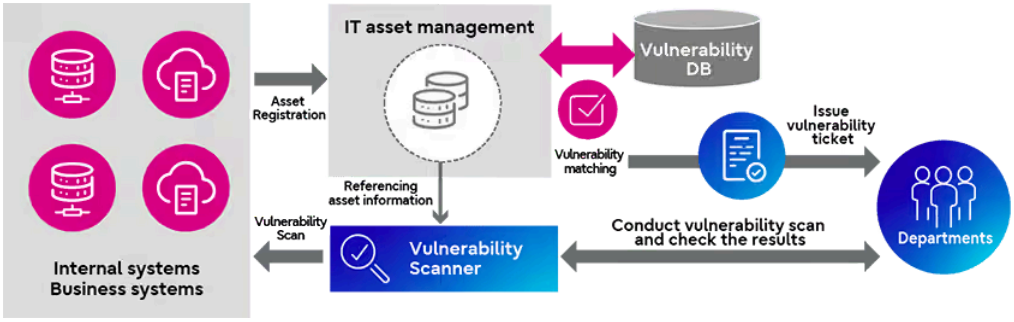
To support our customers' safe, secure, and sustainable business activities, we have centralized and visualized the IT asset management data of the IT systems (business systems) for our globally operating customers, as well as internal IT systems. This helps us promptly identify and remediate any security 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.



Global IT asset management

<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.



Vulnerability detection and remediation

<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.

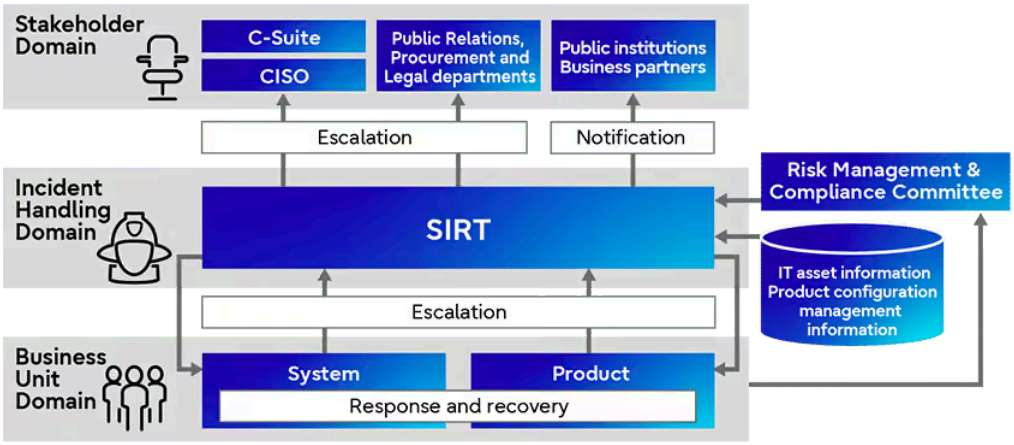
(1) Escalation
When a security incident is confirmed to have caused damage to the system managed by a department or to a personal terminal, the incident and the extent of the damage are assessed according to preestablished procedures, and immediate emergency measures to be carried out, while also escalating 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.



Incident response procedure

<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>

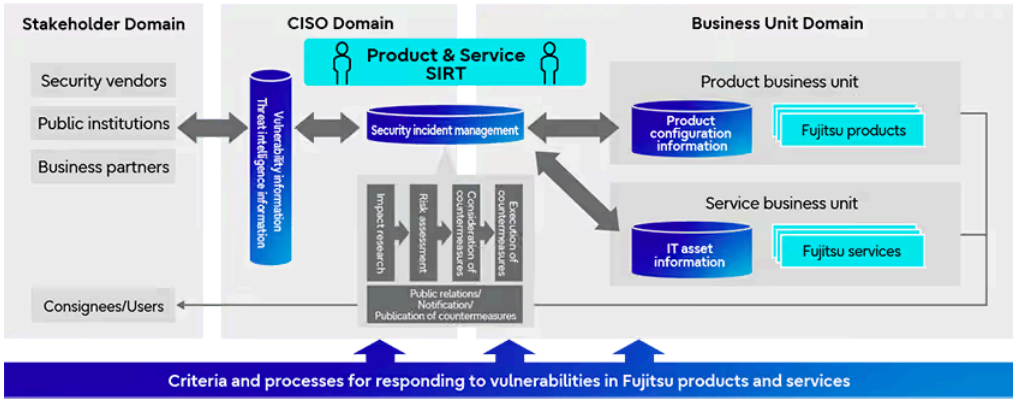
To protect customers who use Fujitsu's products and services, we centrally manage product configuration information, IT asset information, and threat intelligence information, which includes vulnerability information. In addition, to enable prompt and proactive response to risks arising from vulnerabilities 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

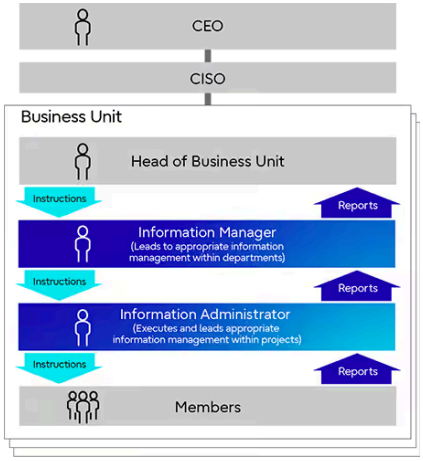
Fujitsu and its Group companies in Japan implemented the Information Protection Management System in order to appropriately protect confidential information (including personal information) of the Group and third parties. We also apply a PDCA cycle that covers from the "(1) Roles & Responsibilities" 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 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 Systems (7 Points)

<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.



Information management system and roles

(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) is provided at least once annually for all employees including executives. Information management training materials are also available to employees at any time.
(Ref) Number of participants in 2025 : 35,073

(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 2025-2026

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 (*8). In regard to the handling of personal information, we post and announce privacy policies on public websites in each country.

- (*8) 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 (*9) 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 FY2025.

- (*9) 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 FY2025, 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.

- **Third-party Evaluation and Certification**

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.

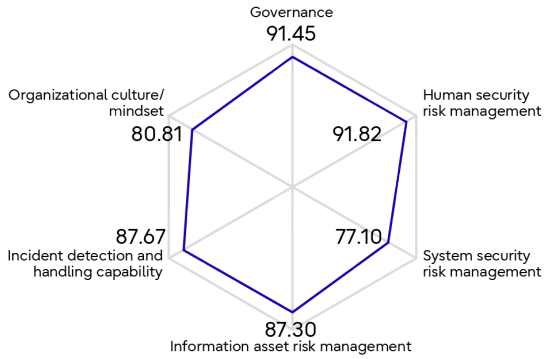
Visualization of organizational maturity

<Maturity monitor>

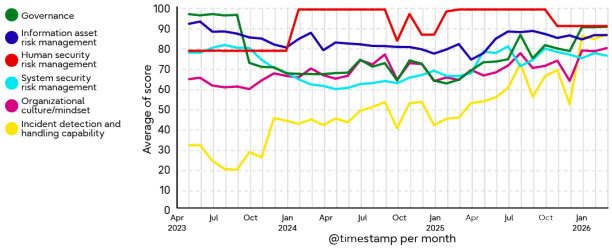
At Fujitsu, we digitally score factors such as the occurrence of vulnerabilities within organizations and the speed at which they are remediated, and visualize them as indicators of organizational maturity.
By visualizing the maturity level of each department at Fujitsu headquarters and Group companies 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 (*10), or Cybersecurity Capability Maturity Model, and SIM3 (*11), 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.

- (*10) C2M2: Cybersecurity Capability Maturity Model
- (*11) SIM3: Security Incident Management Maturity Model



Organizational maturity



Maturity score trends

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 April 2026)

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 cybersecurity 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 FY2025: 1 time company-wide training sessions, 1 time 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. The Fujitsu Global Quality Policy outlines our quality management system, standards for product and service quality, and controls by the quality management department. Each organization and Group company implements its structure and quality management system in accordance with these regulations.

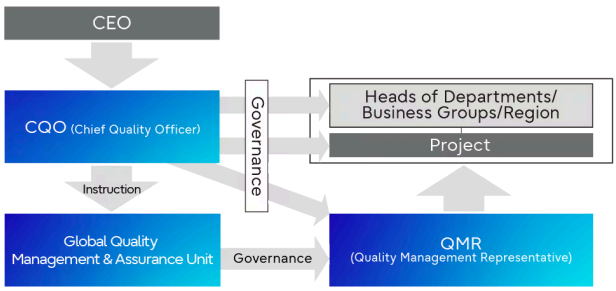


Fujitsu Global Quality Policy / Quality Standards System

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.

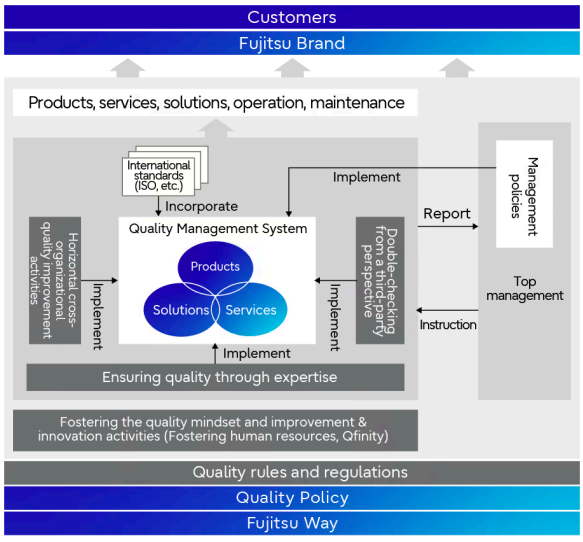


Our quality management structure

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.

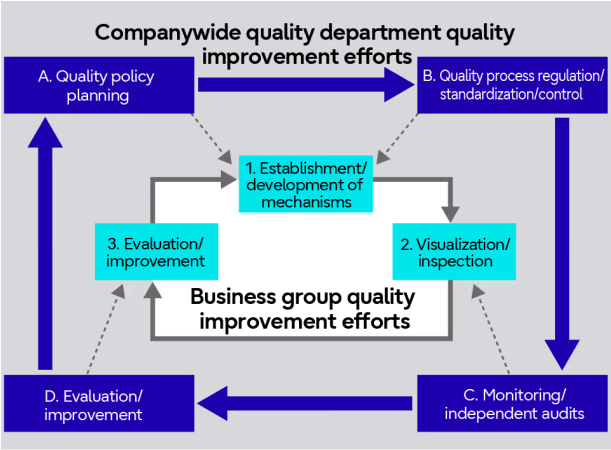
This is why we built our Quality Management System (QMS): to coordinate among these business units as appropriate for the product or service. Our QMS periodically verifies the progress in light of international certification standards such as the ISO in the aim of achieving process improvements to realize 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 using AI and other technology, 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.

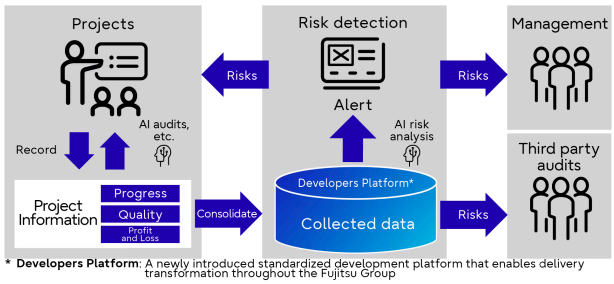
- (*1) Qfinity :
  Qfinity, an internal branding term which combines the words “quality” and “infinity,” represents the DNA of the Fujitsu Group: the “infinite pursuit of quality by each and every employee.” Qfinity is an improvement and innovation activity launched throughout the Fujitsu Group in FY 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.
Amid the shift to AI-powered development and increasing complexity of information systems, 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.
We aim to improve the project success rate by using AI to identify potential future risks based on this accumulated data and urging the teams to plan and implement countermeasures. Additionally, extraction and visualization of risks from quality data obtained in daily activities leads to self-directed improvements, as project members in the field notice risks by themselves.
We have taught the previous experiences and knowledge of our third-party audit department to AI, enabling AI audits that can analyze project status from a third-party audit perspective and present risks and proposed countermeasures. Project results can be checked anytime, anywhere, and as many times needed, and the AI is used by many projects as a readily accessible advisor, evolving into a more accurate and efficient tool that supports the improvement of project quality. Furthermore, we are working to establish a quality assurance process based on AI-driven development, aiming to achieve both quality assurance and increased development speed when AI is used in each phase of development.



* **Developers Platform**: A newly introduced standardized development platform that enables delivery transformation throughout the Fujitsu Group

Mechanism for objectively assessing field decisions

< Quality assurance processes that support service delivery >

To provide customers with higher value than ever before and ensure stable system operation, we have changed to the "One Delivery" project structure—one that is not organization-dependent. We are further upgrading our delivery functions through the continuous consolidation and optimization of our delivery system. "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

Value creation for customers and stable system operation



One Delivery Quality Assurance Process

stage those projects with potential troubles.
Through the “One Delivery Quality Assurance Process,” the entire Fujitsu Group provides higher quality services with greater stability.



Data collection

Providing a wide range of ESG-related data, external recognition, independent assurance reports, and other information to transparently communicate the progress and outcomes of sustainability initiatives to stakeholders.

External Recognition and Awards	311
Social and Governance data	315
GRI Standards / United Nations Global Compact (UNGC) principles Comparison Table	324
SASB Standards Comparison Table	352

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, Governance) indexes were developed by global stock index provider MSCI. Companies with outstanding ESG performance are selected for the indexes, and Fujitsu continues to be included in these indexes.



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.



ESG ratings, awards, and certifications

CDP Climate "A List"

Fujitsu has been selected for the Carbon Disclosure Project's (CDP) A List 2025 for climate change for the eighth year in a row, earning the highest rating in the CDP's evaluation of corporate activities responding to climate change.



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 Leader

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 2025, Fujitsu was selected for "Supplier Engagement Leader Board".



EcoVadis "Gold"

EcoVadis operates a 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 and human rights, and Sustainable procurement. Fujitsu won a gold medal, which is awarded to the top 5%.



- EcoVadis official website : Fujitsu awards page

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 major global companies on sustainability through its Corporate Sustainability Assessment, scoring them on a 100-point scale across three dimensions: "Governance & Economy," "Environment," and "Society." Companies scoring in the top 15% of their industry sector and within 30% of the highest score are recognized as having outstanding sustainability performance and are honored as members of "The Sustainability Yearbook". In 2025, out of more than 9,200 companies, only 848 were selected, and Fujitsu was chosen as a Member of the IT Services sector.



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 Data Book 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 to building a sustainable future.



ESG Top-Rated Companies

Fujitsu was 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.

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

S&P/JPX Carbon Efficient Index

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

MORNINGSTAR GenDi J
Japan ex-REIT Gender Diversity Tilt Index
TOP CONSTITUENT 2026

Social and Governance Data

Employees in Fujitsu group

★ Indicators assured by third party

			FY2023	FY2024	FY2025	GRI
Number of employees by region (person) (*1)	Total		123,527	112,743	99,203★	G2-7, 8
		Japan	72,049	66,812	59,277	
		East Asia	4,655	3,663	3,402	
		Asia Pacific	20,888	19,191	16,093	
		The Americas	3,851	3,584	3,453	
		Europe	22,084	19,493	16,978	
Number of Employees by Type of Contract (person)	Full-time		123,527	112,743	99,203	-
	Non Full-time (*2)		13,288	10,320	7,913	

*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, 2024	End of June, 2025	End of June, 2026	GRI
	Total	9	9	9	G405-1

Directors (person)		Male	7	7	7	
		Female	2	2	2	
External directors (person)			5	5	6	
Non-Japanese directors (person)			1	1	1	

Diversity (Fujitsu group)

★ Indicators assured by third party

		FY2023	FY2024	FY2025	GRI
Ratio of female employees (%)	Fujitsu group	25.2	25.8	25.9	G405-1
	Fujitsu	20.5	21.4	22.4	
Ratio of female executives and managers (%)	Fujitsu group	15.8	16.8	17.5	
	Fujitsu	10.3	11.5	13.1★	
Ratio of female in junior management positions (%)	Fujitsu group	18.2	19.4	20.1	-
Ratio of female in top management positions (%)	Fujitsu group	15.6	22.6	21.4	
Ratio of female in management positions in revenue-generating functions (%)	Fujitsu group	17.5	17.9	18.9	
Ratio of female in STEM-related (*5) positions (%)	Fujitsu group	19.5	20.7	20.6	

*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

★ Indicators assured by third party

			Male	Female	GRI
Average salary for FY2025 by gender (Fujitsu group) [yen]	Executive level	Base salary only	35,191,304★	33,100,000★	G405-2
		Base salary + Other incentive	183,939,870★	147,690,000★	
	Management level	Base salary only	9,569,599★	8,813,026★	
		Base salary + Other incentive	15,097,172★	13,546,996★	
	Non-management level	Base salary	6,358,472★	5,069,473★	

*6 Average salary for FY2025 by gender covers domestic Group companies with 101 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 2025 Plan < Grant amount fixed for 3 years of 2025~2027 > is used instead of the amount based on the fixed amount of grant in fiscal 2025.

Diversity (Fujitsu)

★ Indicators assured by third party

		FY2023	FY2024	FY2025	GRI
Number of employees (*9) Total (person)		35,924	34,850	32,224★	G405-1
Average age (year) (*10)		43.6	43.1	42.7★	
Number of employees by age group (person)	Under 30	5,252	5,297	4,919★	
	30-49	17,093	17,166	16,548★	
	50 and over	13,579	12,387	10,757★	

Number of employees by gender (person)	Male	28,549	27,381	25,013	
	Female	7,375	7,469	7,211	
Gender salary gap(%) (Female to male ratio) (*11)	All employee	76.8	79.0	79.2	G405-2
	Full-time employee	76.7	78.4	78.2	
	Fixed-term employee	81.3	86.2	81.4	
Ratio of newly appointed female managers (%) (qualified personnel)		28.6	31.1	26.0	G405-1
Number of non-Japanese employees (person)		774	817	831	
Employment ratio of people with disabilities (%) (*12) (counted in every June)		2.35	2.48	2.50★	

*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, 2025, to March 31, 2026. Salary is the amounts paid to employees, including basic salaries, bonuses, and other benefits. (Excluding retirement allowance and commuting allowance.)

*12 The figures include Fujitsu, Fujitsu Harmony, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, Fujitsu Techno Research and Fujitsu Japan.

Employment (Fujitsu Limited)

★ Indicators assured by third party

			FY2022	FY2023	FY2024	FY2025	GRI
Average year of service (year) (*13)	Total		19.1	18.8	18.2	17.6★	-
		Male	20.0	19.8	19.1	18.6	
		Female	15.5	15.2	14.6	14.2	

Total number of new employee hires (person)	1,583	2,131	1,686	1,187	G401-1
Percentage of open positions filled by internal candidates (%)	79.3	68.9	78.3	82.5	-

*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

			FY2023	FY2024	FY2025	GRI
Number of employees using child care leave (person) (*14),(*16)	Total		525	584	748★	G401-3
		Male	303	324	471	
		Female	222	260	277	
Return to work rate after child care leave (%)	Total		100	100	99.9	
		Male	100	100	100	
		Female	100	100	99.6	
Continuous work rate after child care leave (%)	Total		98.9	97.8	98.0	
		Male	99.1	97.8	96.9	
		Female	98.7	97.7	99.6	
Number of employees using family care leave (person) (*14)	Total		24	25	18★	
		Male	11	14	10	
		Female	13	11	8	
Return to work rate after family care leave (%)			100	100	100	

Continuous work rate after family care leave (%)			93.3	92.9	85.0	
Number of employees using Short working hours (child care) (person) (*14)	Total		674	627	611★	
		Male	15	22	21	
		Female	659	605	590	
Number of employees using Short working hours (family care) (person) (*14)	Total		14	12	14★	
		Male	7	5	6	
		Female	7	7	8	
Paternity leave (person) (*14)(*15)			592	591	614★	
Percentage of male employees taking childcare leave (%) (*17)			86.2	86.2	94.1	-

*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

	FY2023	FY2024	FY2025	GRI
Lost time injury frequency rate (*18)	0.09	0.13	0.08★	G403-2
Severity (rate)(*20)	0.00	0.00	0.00	

*18 Calculation period (21 December 2024 – 20 December 2025), 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] x 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

	FY2022	FY2023	FY2024	FY2025	GRI
Average Annual Hours Spent Learning [hour /year /person]	46.5	37.4	54.4	41.9	G404-1
Annual Cost of Learning [1000yen /year /person]	75.4	73.9	100.2	95.8	
Human Capital Return on Investment (ROI) (*21)	1.24	1.19	1.22	1.29	

*21 Human Capital Return on Investment (ROI): Calculated by [net sales - (operating expenses - employee-related expenses)]/employee-related expenses

Breakdown of learning hours in FY2025

Age group	20s and younger	30s	40s	50s	GRI
Average Annual Hours Spent Learning [hour /year /person]	64.2	25.0	24.9	23.7	G404-1

Gender	Male	Female	GRI
Average Annual Hours Spent Learning [hour /year /person]	28.3	32.1	G404-1

Level	Managers and above	Non-managers	GRI
Average Annual Hours Spent Learning [hour /year /person]	21.4	31.6	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	FY2022	FY2023	FY2024	FY2025	Target for FY2025
Engagement score (%) (*22)	69	69	68	71	75

*22 The Positive response rate is as follows.

FY2022: 66%、FY2023: 64%、FY2024: 63%、FY2025: 69%、Target for FY2025: 73%

Political contributions and other spending (*23)

Overview

Category	FY2022	FY2023	FY2024	FY2025
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns / organizations /candidates	20.2	20.4	19.9	20.1
Trade associations or tax-exempt groups	130.4	216.9	208.1	231.6

Others	0	0	0	0
Total	150.6	237.3	228.0	251.7

[million yen]

*23 Fujitsu conducts political donations properly in accordance with the Political Funds Control Act.

Expenditure on major political organization

Organization	FY2024
National Political Association	18.0

[million yen]

Large expenditure by sustainability topics

Topics	Description of engagement	FY2025
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.	142.3
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.	72.0
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.	17.3

[million yen]

*24 For more information on WEF and WBCSD, please visit this site.

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 2025 to 31 March 2026.
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; d. specify the contact point for questions about the report or reported information.	◆ Sustainability Information Disclosure Framework	-
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; 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.	◆ Social and Governance Data	-
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 a. describe the nomination and selection processes for the highest governance body and its committees; b. describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: i. views of stakeholders (including shareholders); ii. diversity; iii. independence; iv. competencies relevant to the impacts of the organization.	◆ Corporate Governance Report	-
2-11	Chair of the highest governance body a. report whether the chair of the highest governance body is also a senior executive in the organization; b. 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 a. 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; b. 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: i. whether and how the highest governance body engages with stakeholders to support these processes; ii. how the highest governance body considers the outcomes of these processes; c. 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 a. describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including: i. whether it has appointed any senior executives with responsibility for the management of impacts; ii. whether it has delegated responsibility for the management of impacts to other employees; 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.	◆ Sustainability Management in the Fujitsu Group	-
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: i. cross-board membership; ii. cross-shareholding with suppliers and other stakeholders; iii. existence of controlling shareholders; iv. 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 a. describe the remuneration policies for members of the highest governance body and senior executives, including: i. fixed pay and variable pay; ii. sign-on bonuses or recruitment incentive payments; iii. termination payments; iv. clawbacks; v. retirement benefits; b. 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 a. describe the process for designing its remuneration policies and for determining remuneration, including: i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; iii. 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; b. 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 a. 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); b. 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); c. report contextual information necessary to understand the data and how the data has been compiled.	◆ Securities Report (Japanese text only)	-
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy a. report a statement from the highest governance body or most senior executive of the b. organization about the relevance of sustainable development to the organization and its c. strategy for contributing to sustainable development.	◆ Message from the CEO ◆ Sustainability Management in the Fujitsu Group	-
2-23	Policy commitments a. describe its policy commitments for responsible business conduct, including: i. the authoritative intergovernmental instruments that the commitments reference; ii. whether the commitments stipulate conducting due diligence; iii. whether the commitments stipulate applying the precautionary principle; iv. whether the commitments stipulate respecting human rights; b. describe its specific policy commitment to respect human rights, including:	◆ Sustainability Management in the Fujitsu Group ◆ Fujitsu Group Human Rights Statement	-

	i. the internationally recognized human rights that the commitment covers; ii. 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.		
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: i. how it allocates responsibility to implement the commitments across different levels within the organization; ii. how it integrates the commitments into organizational strategies, operational policies, and operational procedures; iii. how it implements its commitments with and through its business relationships; iv. 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; 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	◆ Human rights	-

	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: 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;	◆ Materiality	-

	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).		

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; 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	◆ Living in Harmony with Nature (Conservation of Biodiversity) ◆ Living in Harmony with Nature (Conservation of Biodiversity) ◆ Information Disclosure based on TNFD	-

	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) ◆ Information Disclosure based on TNFD	-
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; 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.	◆ Living in Harmony with Nature (Conservation of Biodiversity) ◆ Living in Harmony with Nature (Conservation of Biodiversity) ◆ Information Disclosure based on TNFD	-
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: i. the size in hectares of natural ecosystem	◆ Living in Harmony with Nature (Conservation of Biodiversity) ◆ Information Disclosure	-

	converted since a cut-off or reference date, the cut-off date or reference date, and the type of ecosystem before and after conversion; ii. 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: i. for each wild species harvested, the quantity, the type, and extinction risk; ii. 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.	based on TNFD	
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: i. the ecosystem type for the base year; ii. the ecosystem size in hectares for the base year; iii. 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 a. for each site reported under 101-5-a, list the ecosystem services and beneficiaries affected or potentially affected by the organization's activities; b. 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 a. describe its transition plan, including policies and actions to mitigate climate change; b. 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; c. 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; d. report the governance bodies or individual roles responsible for overseeing and implementing the transition plan and their responsibilities; e. describe how the transition plan is embedded in its business strategy; f. report the targets to achieve the transition plan and progress toward them, including: i. GHG emissions reduction targets reported under Disclosure 102-4; ii. targets to phase out fossil fuels, the base year, and standards, methodologies, and assumptions used to set the targets; iii. other climate change mitigation targets, how these were set, what is covered, the base year, and their role within the transition plan; g. describe how the transition plan aligns with just transition principles and how engagement with stakeholders informs its development and implementation; h. describe the impacts on people and the environment from implementing the transition plan and the actions taken to manage them, including: i. workers, local communities, and Indigenous Peoples; ii. biodiversity; i. describe how its public policy activities, including lobbying activities, are consistent with the transition plan; j. 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 ◆ Fujitsu Group Climate Transition Plan	-
102-2	Climate change adaptation plan a. 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; b. describe its adaptation plan, including:	◆ Response to Environmental Risks ◆ TCFD-Based Information Disclosure ◆ Fujitsu Group Climate Transition Plan	-

	i. policies and actions to adapt to climate change; ii. 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; iii. 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; iv. the governance bodies or individual roles responsible for overseeing and implementing the adaptation plan and their responsibilities; v. the targets to achieve the adaptation plan and progress toward them; vi. how the adaptation plan aligns with just transition principles and how engagement with stakeholders informs its development and implementation; c. describe the impacts on people and the environment from implementing the adaptation plan and the actions taken to manage them, including for: i. workers, local communities, and Indigenous Peoples; ii. biodiversity; d. 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.		
102-3	Just transition In the context of its transition or adaptation efforts, the organization shall: a. report the total number of new employees recruited and a breakdown of this total by: i. gender; ii. employee type; b. report the total number of employees whose work was terminated and a breakdown of this total by: i. gender; ii. employee type; c. report the total number of redeployed employees and a breakdown of this total by: i. gender; ii. employee type; 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;	◆ Social and Governance Data	-

	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 CO_2 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; b. for each gross GHG emissions reduction target, report whether biogenic CO_2 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;	◆ The Fujitsu Group Environmental Vision ◆ TCFD-Based Information Disclosure ◆ Environmental Targets ◆ Global Warming Prevention	-

	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 CO_2 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 CO_2 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 CO_2 equivalent, and in the calculation i. include emissions of CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3. ii. include biogenic non-CO_2 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; b. provide a breakdown of gross Scope 1 GHG emissions by CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3, in metric tons and metric tons of CO_2 equivalent; c. report biogenic CO_2 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 CO_2 equivalent separately for gross Scope 1 GHG emissions and biogenic CO_2 emissions;	◆ Global Warming Prevention ◆ Environmental Performance Data Calculation Standards	-

	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 CO_2 equivalent, and in the calculation: i. include emissions of CO_2, CH_4, and N_2O; ii. include biogenic non-CO_2 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 CO_2, CH_4, and N_2O in metric tons and metric tons of CO_2 equivalent; c. report location-based and, if applicable, market-based biogenic CO_2 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 CO_2 equivalent separately for gross Scope 2 iii. GHG emissions and biogenic CO_2 emissions; 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 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.	◆ Global Warming Prevention ◆ Environmental Performance Data Calculation Standards	-
102-7	Scope 3 GHG emissions a. report gross Scope 3 GHG emissions in metric tons of CO_2 equivalent, and in the calculation:	◆ Global Warming Prevention ◆ Environmental	-

	i. include GHG emissions for each Scope 3 category; ii. include emissions of CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3 ; iii. include biogenic non-CO_2 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 CO_2 equivalent; c. report biogenic CO_2 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 CO_2 equivalent separately for gross Scope 3 GHG emissions and biogenic CO_2 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.	Performance Data Calculation Standards	
102-8	GHG emissions intensity a. report GHG emissions intensity ratio(s), including the gross GHG emissions in metric tons of CO_2 equivalent (the numerator) and the organization-specific metric (the denominator) chosen to calculate the ratio(s); b. report the scope(s) of GHG emissions included in the intensity ratio(s), whether Scope1, 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 a. report the total Scope 1 GHG removals in metric tons of CO_2 equivalent, excluding any GHG trades, and a breakdown of this total by each storage pool;	◆ Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites ◆ Global Warming	-

	b. for each type of storage pool, describe how quality criteria are monitored to manage the risk of non-permanence; c. report the intended use of GHG removals; d. describe the impacts on people and the environment from its Scope 1 GHG removals and the actions taken to manage them, including for: i. workers, local communities, and Indigenous Peoples; ii. biodiversity; e. report standards, methodologies, assumptions, and calculation tools used.	Prevention ◆ Environmental Performance Data Calculation Standards	

102-10	Carbon credits a. report the total amount of carbon credits canceled in metric tons of CO_2 equivalent and a breakdown of this total by removal or reduction projects; b. for each project where carbon credits have been canceled, report: i. project name and ID; ii. project type; iii. cancelation serial number, cancellation date, and vintage; iv. host country and issuing registry; c. for each carbon credit project reported under 102-10-b, describe how the project adheres to each of the following quality criteria: i. additionality; ii. credible baselines; iii. permanence; iv. leakage avoidance; v. unique issuance and claiming; vi. regular monitoring; vii. independent validation and verification; viii. GHG program governance; d. report the purpose of carbon credit cancelation; 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; 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.	◆ Expand the Use of Renewable Energy ◆ Material Balance ◆ Environmental Performance Data Calculation Standards	-
103-3	Upstream and downstream energy consumption	◆ Material Balance ◆ Environmental	-

	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.	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; ii. energy consumption in the base year or baseline; f. report standards, methodologies, assumptions, and calculation tools used.	◆ Reduction of CO_2 Emissions by Reducing Power Consumption When Using Products ◆ Environmental Performance Data Calculation Standards	-
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 CO_2 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	6

		Data	
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.	◆ Supply Chain	9
416-2	Incidents of non-compliance concerning product and service information and labeling	-	-

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	-	-
417-3	Incidents of non-compliance concerning marketing communications	◆ Working With Our Customers	-
GRI 418 : Customer Privacy			
418-1	Substantiated complaints concerning breeches 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

This table references the SASB Standards Software & IT Services Industry Standard (Version 2023-12).

Sustainability Disclosure Topics and Accounting Metrics

Topic	Code	Accounting Metric	Reference
Environmental Footprint of Hardware Infrastructure			
	TC-SI-130a.1	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	• Material Balance • Global Warming Prevention • Expand the Use of Renewable Energy
	TC-SI-130a.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-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	• Climate Change • Expand the Use of Renewable Energy • Reducing the Amount of Water Used • Global Warming Prevention
Data Privacy & Freedom of Expression			
	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	• Global Privacy Policy • Information Security
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	-
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	-
	TC-SI-220a.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-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	-

Data Security			
	TC-SI-230a.1	(1) Number of data breaches, (2) Percentage involving personally identifiable information (PII), (3) Number of users affected	• Information Security
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	• Information Security
Recruiting & Managing a Global, Diverse & Skilled Workforce			
	TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	• Social and Governance Data * Information on foreign-national employees is disclosed.
	TC-SI-330a.2	Employee engagement as a percentage	• Non-Financial Indicators • Social and Governance Data
	TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	• Social and Governance Data * Gender-related information is disclosed. Information by racial or ethnic group is not disclosed.
Intellectual Property Protection & Competitive Behavior			
	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	-
Managing Systemic Risks from Technology Disruptions			
	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	-
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	• Risk Management

Activity Metrics

Activity Metric	Code	Reference
(1) Number of licenses or subscriptions (2) Percentage cloud based	TC-SI-000.A	–
(1) Data processing capacity (2) Percentage outsourced	TC-SI-000.B	–
(1) Amount of data storage (2) Percentage outsourced	TC-SI-000.C	–

Independent Assurance Report

The Fujitsu Group Sustainability Data Book 2026 receives third-party assurance from KPMG AZSA Sustainability Co., Ltd. for fiscal 2025 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 2026 (the "Report") as of June 1, 2025, March 20, 2026, March 31, 2026, and for the periods from December 21, 2024 to December 20, 2025 and from April 1, 2025 to March 31, 2026, 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, 2025, March 20, 2026, March 31, 2026, and for the periods from December 21, 2024 to December 20, 2025 and from April 1, 2025 to March 31, 2026 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. We do not express any form of conclusions thereon.

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 15, 2026

Notes to the Reader of Independent Assurance Report:
This is a copy of the Independent Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

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Oct. 2026