



# CSR Report 2015

Fujitsu Group

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## Top Message

Fujitsu is taking up the challenge of Human-Centric Innovation to create happiness for people.

### Pursuing Sustainability as Part of Top Management's Mission



President and Representative Director  
**Tatsuya Tanaka**

*T. Tanaka*

As a company, Fujitsu places people at the center of its business operations as part of our goal to create human happiness. The vision of the human centric innovation we seek is, "To firmly support an active society with Fujitsu's technology and services." I believe that to realize this, it is necessary to contribute to sustainable developments from three perspectives.

The first is the sustainable development of Earth and mankind. With humans currently exerting an environmental burden on the Earth of approximately 1.5 planets, it is clear that society's development is not sustainable under current conditions. Furthermore, population influx to urban areas is accelerating. Problems such as energy shortages, air pollution, and developed countries' aging populations are becoming increasingly prominent.

In order to leave behind an Earth where the next generation of people can live in happiness through the innovations created by ICT, productivity of society as a whole, including that of developing nations, must be improved.

The second perspective is sustainable development within a digital society. ICT is a resource and it is invaluable for sustaining society and businesses. Just as clean water and stable energy provision are essential for people to live happily, resources such as personal information and business data must be handled appropriately in a digital society. As part of our corporate social responsibility as an ICT corporation, Fujitsu is working together with the relevant worldwide organizations to address problems such as cyber attacks in order to protect a reliable and safe telecommunications network environment.

And the last perspective is Fujitsu own sustainable developments. As part of its social license to operate, Fujitsu supports, and is a signatory of, the UN Global Compact's 10 principles in the areas of human rights, labor, the environment, and anti-corruption. Additionally, Fujitsu makes use of the ISO 26000 framework. We have adopted a Global Matrix structure and are devoting ourselves to the review and improvement of socially responsible activities with zero tolerance for exceptions.

With these three perspectives in mind, I will hold us to the expectations and requests of our global customers and stakeholders, and will put into action business management that supports sustainable development.



## The Fujitsu Group's CSR

The Fujitsu Way, the corporate philosophy of the Fujitsu Group, advocates that "Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world. " We strive to fulfill our responsibilities to society by putting this philosophy into practice.



## Our Approach to CSR

### Reflecting the Fujitsu Way, Our Corporate Philosophy, in Our Action

Since its establishment in 1935, Fujitsu has contributed to the development of public infrastructure through innovative information and communications technologies. The ideas and spirit of successive leaders who paved the way for the Fujitsu Group's success are condensed and codified in the Fujitsu Way, which forms the core of our management practices.

For the Fujitsu Group, Corporate Social Responsibility (CSR) means putting the Fujitsu Way into practice to address a variety of social issues and contribute to a sustainable, networked society.

### Our Corporate Philosophy "FUJITSU Way"

On April 1, 2008, Fujitsu announced a fully revised Fujitsu Way. The Fujitsu Way will facilitate management innovation and promote a unified direction for the Fujitsu Group as we expand our global business activities, bringing innovative technology and solutions to every corner of the globe.

The Fujitsu Way provides a common direction for all employees of the Fujitsu Group. By adhering to its principles and values, employees enhance corporate value and their contributions to global and local societies.

#### FUJITSU Way

Corporate Vision	Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world.	
Corporate Values	<b>What we strive for:</b>	
	Society and Environment	In all our actions, we protect the environment and contribute to society.
	Profit and Growth	We strive to meet the expectations of customers, employees and shareholders.
	Shareholders and Investors	We seek to continuously increase our corporate value.
	Global Perspective	We think and act from a global perspective.
	<b>What we value:</b>	
	Employees	We respect diversity and support individual growth.
	Customers	We seek to be their valued and trusted partner.
	Business Partners	We build mutually beneficial relationships.
	Technology	We seek to create new value through innovation.
	Quality	We enhance the reputation of our customers and the reliability of social infrastructure.
Principles	Global Citizenship	We act as good global citizens, attuned to the needs of society and the environment.
	Customer-Centric Perspective	We think from the customer's perspective and act with sincerity.
	Firsthand Understanding	We act based on a firsthand understanding of the actual situation.
	Spirit of Challenge	We strive to achieve our highest goals.
	Speed and Agility	We act flexibly and promptly to achieve our objectives.
	Teamwork	We share common objectives across organizations, work as a team and act as responsible members of the team.
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.	

### Promoting Group-wide Dissemination

Each president of the Fujitsu Group companies or business units nominates Fujitsu Way leaders, who disseminate the Fujitsu Way to its all employees.

Consulting with their presidents, the Fujitsu Way leaders plan appropriate activities in alignment with their business strategies. Discussion on the Fujitsu Way and daily activities helps to understand their roles from the perspective of larger society.

Every year, the activities and dissemination methods in each organization are examined to promote a culture of information-sharing among Fujitsu Way leaders.

## Fujitsu Way Leader Training

A training program was held in FY2014 for new Fujitsu Way leaders. They were trained how to get familiar with Fujitsu Way on their work life, and experienced the essence of Fujitsu through visits to the Fujitsu DNA Exhibition Hall<sup>\*1</sup> at the Numazu plant. They discussed issues in promoting the Fujitsu Way in their daily workplaces. Participants shared experiences of dissemination and activities so that they can find better method to put Fujitsu Way into practice at their respective organizations.

<sup>\*1</sup> Fujitsu DNA Exhibition Hall:

A display space exhibiting the history of Fujitsu, records of activities. It occupies approximately 3,000 m<sup>2</sup> of the factory, which previously manufactured the large computers known as the FACOM M series.



Fujitsu DNA Exhibition Hall



Workshop

## Providing More Fujitsu Way Tools

Wallet-sized cards and booklets explaining the Fujitsu Way are distributed to Group employees around the world, with posters also posted at workplaces.

An e-Learning course on the Fujitsu Way is open to be offered in 16 languages to all Group employees. In FY 2013, more than 1,000 employees took the course. We have provided an environment where new recruits and employees can take the courses at any place at any time. As of March 31, 2015, 150,000 employees have taken the course.

In addition, a video of chairman Yamamoto explaining the underlying meaning of the Fujitsu Way is on the corporate intranet. The video includes a message about Fujitsu's contribution to society through its business activities.



Fujitsu Way wallet-sized cards

## Respecting Human Rights

As inscribed in the code of conduct for the Fujitsu Way, respecting human rights is one of the key elements for Fujitsu. In December 2014, the Fujitsu Group published the Fujitsu Group Human Rights Statement, adhering to the UN's "Guiding Principles on Business and Human Rights," which is well-known among global companies. In 2015, the Statement has been translated into 21<sup>\*2</sup> languages, and was presented internally.

<sup>\*2</sup> 21 Languages:

Japanese, English, Dutch, Italian, Czech, Turkish, Polish, German, French, Spanish, Portuguese, Finnish, Russian, Arabic, Chinese (Simplified), Chinese (Traditional), Korean, Thai, Indonesian, Vietnamese, and Malay

- Fujitsu Group Human Rights Statement  
<http://www.fujitsu.com/global/about/csr/vision/hrstatement/>

## CSR Policy and Promotion Framework

### CSR Policy

CSR at Fujitsu is practiced by implementing the Fujitsu Way. In all its business activities, by implementing the Fujitsu Way in light of the expectations and needs of multiple stakeholders, the Fujitsu Group contributes to the sustainable development of society and the planet. Our CSR initiatives focus on the five challenges below.

In addressing these challenges, we demonstrate a commitment to responsible business operations as a global ICT company.

### To Advance CSR Activities as an Integral Part of Business

In December 2010, the Fujitsu Group established a corporate social responsibility (CSR) policy and determined five priority issues around which it will focus its CSR practices.

Based on this CSR policy, the Group will focus on five priorities in a more forceful response to the multiple needs and expectations of stakeholders so as to contribute to the sustainable development of society and the planet, discharging its responsibilities as a truly global ICT company. In addressing the priority issues, Fujitsu will set short- and medium-term objectives and follow the PDCA cycle in making actual progress.

This progress will be disclosed within and outside the company and shared while CSR activities are being made an integral part of management.

In setting priorities, the CSR Promotion Committee, which has representatives from all concerned departments of the Company, formed a basic strategy working group that considered the Global Reporting Initiative guidelines and other internationally recognized CSR norms, identified global social problems, and held repeated discussions to decide those which Fujitsu should address as priorities. Several dialogue sessions were also held with stakeholders, in which they were represented by outside experts, deepening our understanding of their needs and expectations.



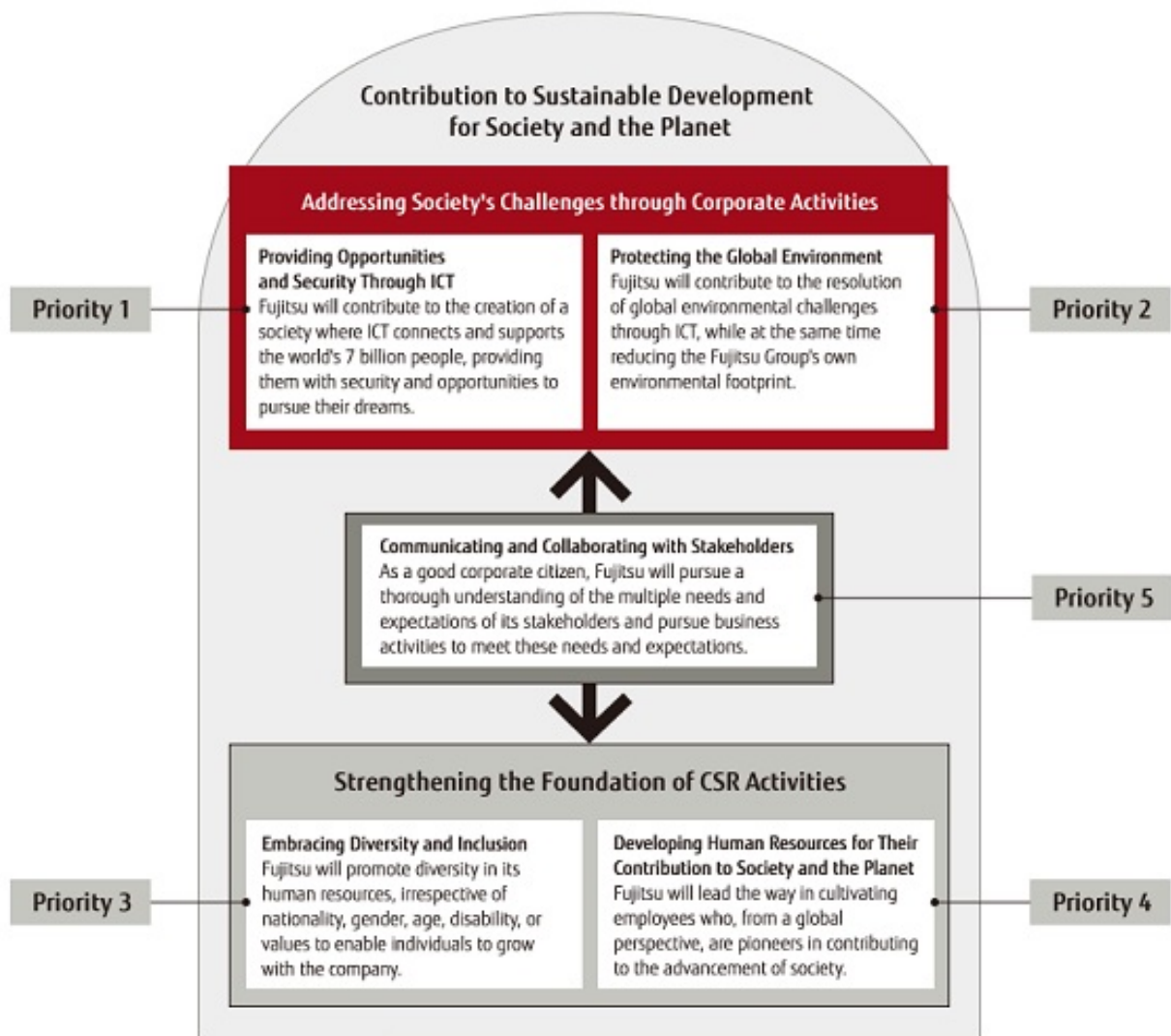
Masami Fujita  
Corporate Senior Executive Vice  
President and Representative Director  
(Head of Global Corporate Functions)

\*1 The Fujitsu Group's Stakeholders:

The Group sees its customers, employees, business partners, shareholders and investors, and global and local communities as its stakeholders. Government authorities, NPOs, and NGOs are particularly important stakeholders in these global and local communities.

## Five Priority Issues

Fujitsu will focus on the following five priority issues in implementing its CSR practices. By pursuing these issues, Fujitsu will promote responsible management as a global ICT company.



## Organization Promoting CSR

### CSR Promotion Committee

To promote CSR management across the entire Fujitsu Group, the CSR Promotion Committee has been established under the chairmanship of the vice president and representative director (head of global corporate functions) and with administrative support from the CSR Division. The Committee sets key performance indicators (KPI), communicates CSR information, and holds regular reviews of Fujitsu's business as well as new examples of our social contribution activities and the status of our business and a sustainable society.

## Strengthening the Global CSR Governance Structure

From April, 2014, to promote and disseminate Fujitsu Group's global CSR activities, we have enhanced our governance structure. Specifically, we have established a "CSR Board Meeting" as a platform for the heads of five regions<sup>\*2</sup> to provide their opinions and discuss regional issues, policies and initiatives implemented by Liaison Delegates (LDs) as well as approximately 250 domestic and overseas Fujitsu Way leaders at each office. Furthermore, the Fujitsu Group has newly established a "Way/CSR Global Community". This will be utilized as a global communication platform, such as sharing information approved by the CSR Promotion Committee, promotion of CSR initiatives by individual themes in coordination with related departments, and sharing of good practices within the group. Through both top-down and bottom-up approaches, the Fujitsu Group will promote cross-regional CSR activities.

\*2 Five regions:

EMEIA: Europe, Middle East, India, and Africa, America, Asia, Oceania, Japan

### Fujitsu Group 1st CSR Board Meeting



Heads of region and Liaison Delegates



Corporate Executive Officers and members of the relevant departments from headquarters

## CSR Activity Targets and Achievements

The Fujitsu Group conducts CSR activities in line with 5 priority issues, with the aim of meeting its medium-term targets for 2020.

Levels of Performance

★★★: Achieved plan targets

★★ : Not all plan targets were achieved and some issues remain to be addressed

★ : Plan targets have not been achieved

### Basic CSR Management

#### Targets and Achievements

Category	FY 2014 Targets	FY 2014 Performance	FY 2015 Targets	Medium-Term Targets (FY 2020)
<b>Promoting CSR Activities Across the Group</b>	<ul style="list-style-type: none"> <li>Commence governance efforts across the group in order to promote CSR activities.</li> </ul>	<ul style="list-style-type: none"> <li>Established a global CSR promotion framework, and held a CSR Board Conference with the key 5 global region heads, as well as Liaison Delegate Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Utilize CSR Board Conferences and Liaison Delegate Meetings for deepening the global CSR promotion framework.</li> </ul>	<ul style="list-style-type: none"> <li>We have CSR management processes in place across the Group and implement CSR initiatives in line with global standards, including those for value chains.</li> </ul>
<b>Implementing the PDCA Cycle Based on Our Vision</b>	<ul style="list-style-type: none"> <li>Promote top management's vision globally and strengthen platforms for ensuring understanding of the vision inside and outside Fujitsu.</li> <li>Reassess the design of the CSR vision based on global standards.</li> </ul>	<ul style="list-style-type: none"> <li>Agreed on the establishment of an integrated report.</li> <li>Released the "Fujitsu Group Human Rights Statement" based on global standards.</li> </ul>	<ul style="list-style-type: none"> <li>Revise the vision design based on global standards continuously.</li> </ul>	<ul style="list-style-type: none"> <li>We work continuously to bring our CSR efforts to the next level by setting shared short and medium-term targets for the entire Group and utilizing the PDCA (plan, do, check, act) cycle.</li> </ul>
<b>CSR Penetration and Execution</b>	<ul style="list-style-type: none"> <li>Further strengthen communication of information using websites inside and outside Fujitsu, as well as SNS.</li> <li>Establish CSR communities that include our overseas subsidiaries.</li> <li>Continually implement CSR penetration measures through seminars, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Posted measures related to CSR activities on the online internal newsletter and President's Office (*).</li> <li>Implemented explanatory meetings including remote access for all levels in and out of Japan.</li> <li>Implemented explanatory meetings by experts regarding particular themes (EICC).</li> </ul>	<ul style="list-style-type: none"> <li>Further enhance information transmission by utilizing the internal website.</li> <li>Promote use of the "FUJITSU Way/CSR Global Community," utilizing the internal communication platform.</li> <li>Improving CSR dissemination methods such as lectures.</li> </ul>	<ul style="list-style-type: none"> <li>Fujitsu Group employees take it upon themselves to promote CSR with a comprehensive view to economic, environmental, and social dimensions.</li> </ul>

(\*)President's Office: A website for sharing messages from the president and executives to employees



## Priority 1 Providing Opportunities and Security Through ICT

### Targets and Achievements

Category	FY 2014 Targets	FY 2014 Performance	FY 2015 Targets	Medium-Term Targets (FY 2020)
<b>Providing New Values Through ICT</b>	<ul style="list-style-type: none"> <li>Expand examples in leveraging computers for solving social challenges.</li> <li>Further expand businesses that resolve social issues.</li> <li>Actively develop examples of solutions related to core areas.</li> </ul>	<ul style="list-style-type: none"> <li>Utilized supercomputers for global issues such as the discovery of new drugs and space development, as well as regionally specific issues such as in the Middle East.</li> <li>Expanded solutions for preventing and reducing disasters and traffic issues in and out of Japan.</li> <li>Promoted business cases in each sector such as the introduction of cloud technology in the domestic and overseas agricultural sectors and use of tablets in the educational sector.</li> </ul>	<ul style="list-style-type: none"> <li>Expand examples for solving social issues using computers.</li> <li>Expand domestic and overseas businesses to solve social issues.</li> <li>Expand solutions related to core areas in Japan and overseas.</li> </ul>	<ul style="list-style-type: none"> <li>We are using global cutting-edge computing to generate simulations of the future, and employing them to help solve an array of tough problems like climate change, resource shortages, and disaster damage. In addition, we are globally deploying ICT-enabled solutions for various issues affecting cities, food, medicine, education, and more.</li> </ul>
<b>Increasing ICT Accessibility</b>	<ul style="list-style-type: none"> <li>Strengthen initiatives for commercializing Universal Designs (UD).</li> <li>Strengthen solutions-oriented business initiatives in emerging countries.</li> </ul>	<ul style="list-style-type: none"> <li>Disseminated the implementation of UD through measures such as the commercialization of meeting support systems for those with hearing disabilities, and reception of orders for manufacturing ATMs that comply with European UD standards.</li> <li>Progressed with businesses and field trials in various countries such as Indonesia (disaster prevention, traffic) and Vietnam (disaster prevention, agriculture).</li> </ul>	<ul style="list-style-type: none"> <li>Expand business precedents incorporating Universal Designs.</li> <li>Expand solutions-oriented businesses in emerging countries.</li> </ul>	<ul style="list-style-type: none"> <li>So that as many people as possible in the world can leverage ICT to pursue their potential, we are opening doors to cyber society, providing devices and interfaces that are easy to use for all, and offering systems supporting ICT deployment to developing countries.</li> </ul>
<b>Reliability and Security through ICT</b>	<ul style="list-style-type: none"> <li>Continue security training.</li> <li>Strengthen security tie-ups with governments and international institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Continued implementation of security training for Fujitsu employees, including executives (participation rate 99.6%).</li> <li>Considered security-related human resource development in related organizations such as the Tokyo Metropolitan Police</li> </ul>	<ul style="list-style-type: none"> <li>Further implement security training thoroughly.</li> <li>Deepen coordination with the government and international institutions.</li> </ul>	<ul style="list-style-type: none"> <li>We deliver reliability and security through the stable operation of ICT systems, the infrastructure underpinning economic and social activity. Further, we provide ICT solutions to realize highly</li> </ul>

	<ul style="list-style-type: none"> <li>Promote the adoption of communication platforms at Fujitsu Group companies overseas.</li> <li>Expand solutions based on in-house adoption.</li> </ul>	<p>Department.</p> <ul style="list-style-type: none"> <li>Implemented a communication platform in desired locations for Fujitsu Group companies overseas. (Approximately 85%)</li> <li>Provided operational software that dramatically shortens the initial response time after detecting cyber attacks based on internally cultivated practices.</li> </ul>	<ul style="list-style-type: none"> <li>Complete implementation of a communication platform in desired locations of Fujitsu Group companies overseas.</li> <li>Further expansion of solutions based on in-house adoption</li> </ul>	secure environments where personal and proprietary information is protected.
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## Priority 2 Protecting the Global Environment

### Targets and Achievements

Category	FY 2014 Targets	FY 2014 Performance	FY 2015 Targets	Medium-Term Targets (FY 2020)
<b>Benefitting Customers and Society</b>	<ul style="list-style-type: none"> <li>Through the provision of ICT, reduce cumulative greenhouse gas emissions from customers and society by 16.99 million tons from FY 2013.</li> <li>Through FY 2015, provide funding, technology, and human resource support for activities addressing the resolution of social and environmental issues such as biodiversity.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced 24.83 million tons. (Domestic : 15.43 million tons, overseas: 9.40 million tons)</li> <li>Provided funding, technology, and human resource support. (See the environment site "Social contribution activities (<a href="http://www.fujitsu.com/global/about/environment/society/activities/">http://www.fujitsu.com/global/about/environment/society/activities/</a>)" for details)</li> </ul>	<ul style="list-style-type: none"> <li>38 million tons cumulative from FY2013. (*)</li> <li>Provide funding, technology, and human resource support to activities involved with solving issues related to social and environmental issues such as biodiversity by the end of FY2015.</li> </ul>	<ul style="list-style-type: none"> <li>By providing technologies and solutions, we are moving closer to our target of reducing CO2 emissions by 30 million tons a year in Japan by 2020, and helping to cut greenhouse gas emissions worldwide. We are advancing and taking concrete measures regarding all of the items outlined in the "Business and Biodiversity Initiative" leadership declaration.</li> </ul>
<b>Pursuing Internal Reforms</b>	<ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions from workplaces to 20% below FY 1990 levels by the end of FY 2015.</li> <li>Reduce CO2 emissions per sales from transport over 1 % (on average) compared to FY2013.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced by 33.1% compared to FY1990</li> <li>Reduced by 13% compared to FY 2013.</li> </ul>	<ul style="list-style-type: none"> <li>20% or more.</li> <li>Reduce CO2 emissions per sales from transport over 1% (on average) compared to FY 2013.</li> </ul>	<ul style="list-style-type: none"> <li>The Fujitsu Group boasts world-leading overall energy efficiency in each of its business fields, including software services, hardware products, and electronic devices.</li> </ul>

	<ul style="list-style-type: none"> <li>Expand renewable energy purchase from external sources and expand generation capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Purchased 21,000 kWh of green power.</li> </ul>		<ul style="list-style-type: none"> <li>Expand purchase of renewable energy generation capacities as well as purchase from external sources.</li> </ul>	
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(\*) Revised upwards from 26 million tons.

All items on the Fujitsu Group Environmental Action Plan (Stage VII)

<http://www.fujitsu.com/global/about/environment/approach/plan/>

### Priority3 Embracing Diversity and Inclusion

#### Targets and Achievements

Category	FY 2014 Targets	FY 2014 Performance	FY 2015 Targets	Medium-Term Targets (FY 2020)
<b>Corporate Culture Reform</b>	<ul style="list-style-type: none"> <li>Further promote training and education for Fujitsu and domestic Group companies, led by the Human Rights Promotion Committee.</li> <li>Formulate a Fujitsu Group human rights policy in order to establish human rights due diligence.</li> </ul>	<ul style="list-style-type: none"> <li>Held human rights awareness workshops in each region of Japan besides promotional trainings. Held a company-wide human rights awareness week (human rights information, commendations, distribution of leaflets to all employees, and posting of posters).</li> <li>In creating a workplace where anyone can find it easy to work in, formed a study group for the promotional unit and consultation desk by inviting an expert on LGBTs. Launched training programs according to the grade of employees to promote understanding.</li> <li>Formulated the "Fujitsu Group Human Rights Statement," accommodating international human rights standards, and published in 21 languages, along with the main message. Began dissemination activities throughout the entire global Fujitsu Group.</li> </ul>	<ul style="list-style-type: none"> <li>Further promote training and increasing awareness for Fujitsu and domestic group companies with Human Rights Promotion Committees.</li> <li>Disseminate the "Human Rights Statement," and promote the creation of a corporate culture that values human rights throughout the entire global Fujitsu group.</li> </ul>	<ul style="list-style-type: none"> <li>We offer a good working environment for everyone, thanks in part to measures to further human rights promotion and diversity.</li> <li>Our corporate culture fosters ongoing creation of new knowledge and technologies inside and outside the organization through open and free discussion from a wealth of perspectives.</li> </ul>

	<ul style="list-style-type: none"> <li>Strengthen support for diversity promotion at workplaces oriented toward generating innovation, including at overseas Group companies.</li> <li>Promote initiatives for presenting "challenging and interesting work opportunities" in each of our corporate organizations, and support the improvement of employee satisfaction in each organization.</li> </ul>	<ul style="list-style-type: none"> <li>Supported promotional activities for diversity unique to each workplace.</li> <li>Formulated the "Direction of Fujitsu Group diversity and inclusion".</li> <li>Established an index for an "Innovative Organizational Culture," incorporating the provision of opportunities for challenging and interesting works, set a group-wide goal and initiated activities in each organization.</li> </ul>		<ul style="list-style-type: none"> <li>Support diversity promotion at workplaces oriented toward generating innovation.</li> <li>Promote measures among domestic and overseas Group companies.</li> <li>Expand cross-organizational measures to create an innovative organizational culture.</li> </ul>	
<b>Helping Individuals Flourish</b>	<ul style="list-style-type: none"> <li>Expand continuous "talent management" for female employees from their early years of employment, aiming to support their promotion to management positions.</li> </ul>	<ul style="list-style-type: none"> <li>Promoted measures to support the active participation of female employees at each level               <ul style="list-style-type: none"> <li>Implemented "Female Leadership Development Program". (54 students)</li> <li>Hosted career development support seminars (3 times).</li> </ul> </li> <li>Hosted events per demographic segment to support the success of employees with disabilities, foreign employees, and employees in childcare and nursing (Also aimed at domestic group companies).</li> <li>Hosted seminar for managers supervising employees caring for children. (Also aimed at domestic group companies.)</li> <li>Fujitsu :               <ul style="list-style-type: none"> <li>Ratio of female managers : 4.6%</li> <li>Ratio of employees with disabilities : 1.94%</li> </ul> </li> </ul>	★ ★ ★	<ul style="list-style-type: none"> <li>Expand continuous talent management from a young age to nurture more female senior staff, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Fujitsu is creating workplaces in which employees recognize each other, and can exhibit the full added value they possess to contribute to the organization.</li> </ul>

Promoting a Work-Life Balance	<ul style="list-style-type: none"> <li>Expand support measures for transforming work styles for each individual employee.</li> </ul>	<ul style="list-style-type: none"> <li>Results of each system's use in the Fujitsu Group:               <ul style="list-style-type: none"> <li>Employees using child-care leave: 259.</li> <li>Male employees taking paternity leave: 496.</li> <li>Held forums in the Kanto and Kansai regions regarding transforming work styles to be compatible with work and nursing care. (This was also carried out for our (domestic) Group companies.)</li> </ul> </li> </ul>	★ ★ ★	<ul style="list-style-type: none"> <li>Expand support measures for transforming work styles for each individual employee.</li> </ul>	<ul style="list-style-type: none"> <li>We are helping every employee to achieve a work-life balance and maintain a mutually beneficial relationship with society.</li> </ul>
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#### Priority4 Developing Human Resources for Their Contribution to Society and the Planet

Targets and Achievements

Category	FY 2014 Targets	FY 2014 Performance		FY 2015 Targets	Medium-Term Targets (FY 2020)
Working to Develop Employees Who Can Support a Truly Global ICT Company	<ul style="list-style-type: none"> <li>Strengthen implementation framework geared toward reflecting next-generation business leaders development program results in our business activities.</li> <li>Nurture business leaders with experience and a global business outlook; reassess programs for young managers.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced implementation framework for next-generation business leaders development programs.               <ul style="list-style-type: none"> <li>Re-assembled business leaders development programs for young managers and increased participants. (60 participants in 1 class in FY2013 to 85 participants in 2 classes in FY2014)</li> </ul> </li> <li>Revised and implemented a global business leaders development programs that includes action learning in local regions when stationed overseas.               <ul style="list-style-type: none"> <li>Revised the system to make the action learning themes more practical for smooth transitions to the next career after the program.</li> <li>9 participants are being stationed overseas for action learning.</li> </ul> </li> </ul>	★ ★ ★	<ul style="list-style-type: none"> <li>Implement various training programs in the next-generation business leaders development program system.</li> </ul>	<ul style="list-style-type: none"> <li>We are contributing to the advancement of society by fostering business leaders that can balance the pursuit of business strategies with the creation of social value.</li> <li>Every employee grasps and acts in accordance with our corporate philosophy to create new value for society.</li> </ul>

## Priority5 Communicating and Collaborating with Stakeholders

### Targets and Achievements

Category	FY 2014 Targets	FY 2014 Performance	FY 2015 Targets	Medium-Term Targets (FY 2020)
<b>Stakeholder Communications</b>	<ul style="list-style-type: none"> <li>Take opinions from various stakeholders in regard to communication through our CSR Report and integrate them into actual business activities.</li> <li>Continue dialogue with local residents and companies to promote development in neighboring communities.</li> </ul>	<ul style="list-style-type: none"> <li>Gathered wide number of stakeholder opinions through CSR Report (number of requests: 1,026) and CSR website (total of 45 thousand page view).</li> <li>Implemented the following as a dialogue with the community:               <ul style="list-style-type: none"> <li>Implemented periodic dialogues with surrounding residents in major regions with major Fujitsu Group sites (89 times).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Improve coordination with internal departments for promoting the utilization of external sites.</li> <li>Implement regular dialogue with local residents and companies for neighborhood development.</li> </ul>	<ul style="list-style-type: none"> <li>We have forged relationships built on trust with diverse stakeholders by maintaining mutual lines of communication.</li> </ul>
<b>Collaboration With Stakeholders</b>	<ul style="list-style-type: none"> <li>Through our business operations, further expand social issue resolution and relationship building with NGOs, municipalities, international organizations, and other diverse stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented the following based on the comprehensive agreement with Kawasaki City regarding community development aimed at resolving social issues from a business and societal contribution standpoint:               <ul style="list-style-type: none"> <li>Symposium for female junior and high school students.</li> <li>Information Moral Training</li> <li>Field trials of the childcare support app utilizing Linked Open Data.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Enhance measures for building relationships and solving social issues through our main business with various stakeholders such as NGOs, municipalities, international organizations, and other diverse stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Fujitsu Group employees practice optimal collaboration with stakeholders in delivering value which meets society's needs.</li> </ul>



Harmony with Society	<ul style="list-style-type: none"> <li>● Share social contribution best practice activities using our internal award program and energize activities by disseminating information on them.</li> <li>● Implemented the following as part of social contribution programs:               <ul style="list-style-type: none"> <li>▪ Implement a next-generation human resource training program that leverages the strengths of the Fujitsu Group.</li> <li>▪ Strengthen information sharing functions geared toward expanding local community contribution activities around the globe.</li> <li>▪ Expand and improve systems for the further promotion of volunteer activities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Commended 2 social contribution activities that cooperated with local governments and societies. Also, introduced the general affairs department of group companies.</li> <li>● Implemented the following regarding social contribution programs:               <ul style="list-style-type: none"> <li>- (On-site class) implemented a trial class.</li> <li>- Utilized the internal database related to local community contribution activities.                   <ul style="list-style-type: none"> <li>▪ Number of registrations in FY2014 :1,017 (aggregated per group company per event)</li> </ul> </li> <li>- Consideration of various measures for encouraging more volunteer activities.</li> </ul> </li> </ul>	★ ★	<ul style="list-style-type: none"> <li>● Utilize awards for social contribution activities and promotion of horizontal expansion and activation throughout the group.</li> <li>● Continuously implement social contribution programs as follows:               <ul style="list-style-type: none"> <li>- Expand the internal database of social contribution activities.</li> <li>- Promote various measures for encouraging volunteer activities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Most employees take part in social contribution activities that leverage their strengths.</li> </ul>
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## United Nations Global Compact

Fujitsu announced its support of the United Nations Global Compact in December 2009. The Fujitsu Group is committed to global CSR 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.

### What is the Global Compact?

The UN Global Compact consists of 10 principles in the four areas of human rights, labor standards, 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.



As of July 31, 2013

Please refer to the GRI Guideline Comparison Table which shows the relationship between the United Nations Global Compact and CSR activities we conducted in FY 2014, contained in the Fujitsu Group CSR Report 2015 (PDF Version).

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

## Socially Responsible Investment (SRI)

Social and environmental activities in the Fujitsu Group are highly evaluated worldwide, and the group has been continuously included among major Socially Responsible Investment (SRI) stock indices and funds listed below.

### Status of Inclusion in SRI-related Stock Indices

<b>Dow Jones Sustainability Indices (World, Asia Pacific)</b> The globally renowned SRI index, DJSI World, captures the top 10 percent of the world's 2,500 largest companies, based on economic, environmental and social performance. Fujitsu has been included 15 times in 3 consecutive years.	
<b>RobecoSAM Sustainability Award</b> RobecoSAM evaluates the economic, environmental, and social sustainability of approximately 2,500 major global companies, out of which the top 10% are awarded as "Gold Class," "Silver Class," or "Bronze Class" companies. Fujitsu has been recognized as "Bronze Class" for 3 consecutive years.	
<b>FTSE4Good Index Series</b> One of the world's leading SRI indexes established by the Financial Times and London Stock Exchange, FTSE4Good measures a company's performance of environmental, social and governance (ESG) aspects. Fujitsu has been listed for 6 consecutive years.	
<b>UN Global Compact 100</b> This stock index selects 100 companies out of 8,000 global companies that have signed the UN Global Compact. It considers their activities relating to the UNGC's 10 principles in the 4 fields of human rights, labor, environment, and anti-corruption. Fujitsu has been selected for 2 consecutive years.	
<b>oekom research</b> Oekom research AG, a CSR rating company based in Germany, is known for ranking and evaluating companies for their economic, social, and cultural aspects. Fujitsu has been given the certification of "Prime" since 2011.	
<b>Euronext Vigeo – World 120</b> A sustainability index by NYSE Euronext, the world's largest stock exchange group, and Vigeo, European expert in the CSR assessment of companies. The index selects the top 120 companies for their environmental, social, and corporate governance performance. Fujitsu has been selected every year since 2013.	
<b>Ethibel Sustainability Index (ESI) (Excellence Register)</b> The Ethibel Excellence Investment Register is an investment universe operated by Forum ETHIBEL, a Belgium-based NGO. Its index comprises companies that display good performance from CSR perspective. Fujitsu has been included since 2013.	
<b>Morningstar Socially Responsible Investment Index</b> Morningstar Japan K.K. selects 150 companies out of approximately 4,000 domestically-listed companies that are superior for their corporate governance, environmental, social, and utilization of human resources. It is the first domestic Socially Responsible Investment Index, and Fujitsu has been included since 2004. (as of June 30, 2015)	

## CSR Activities Utilizing ISO 26000

### Strengthening Global CSR Management

Prompted by our participation, beginning in December 2009, in the UN Global Compact, the Fujitsu Group has been monitoring the CSR initiatives of each of its companies inside and outside Japan each year since FY 2012, basing its oversight on the ISO 26000 international standard for social responsibility.

The purpose of this monitoring is to ensure that our two initiatives of risk mitigation and value creation are taken up at all Group companies. First, in terms of risk mitigation, we will establish prevention and correction processes (due diligence) to minimize the effects of latent human rights and labor practice risks, including in our supply chain, which may negatively impact our corporate value. And, in terms of value creation, we contribute to solving issues facing regional societies, while maximally leveraging Group resources and promoting activities conducive to generating value in the entire Group.

#### ISO 26000 Project organization chart (Project office: CSR Division)

ISO 26000 (The seven core subjects)	Department(s) in charge
Organizational Governance	FUJITSU Way Office, Legal, Compliance & IP Unit, Corporate Affairs and Risk Management Division
Human rights	Diversity Promotion Office
Labor practices	Diversity Promotion Office
The Environment	Corporate Environmental Strategy Unit
Fair Operating Practices	Legal, Compliance & IP Unit, Corporate Purchasing Unit
Consumer Issues	Corporate Quality Assurance Unit, Corporate Brand Office
Community Involvement	Corporate Affairs and Risk Management Division

FY 2014 marked our 3rd CSR (ISO26000)/Governance Survey, which continued from last year and targeted 112 Fujitsu Group companies (77 in Japan and 35 overseas). Additionally, measures relating to human rights and labor have begun, which was identified in the previous survey as a potential risk. In particular, the Fujitsu Group has exchanged opinions with the American NPO Shift, which has contributed to the writing of the UN's "Guiding Principles on Business and Human Rights" for the establishment of "Human Rights Due Diligence." This will be introduced in FY2015. It comes after the "Fujitsu Group Human Rights Statement,"<sup>\*1</sup> which was published in December 2014. The human rights statement has been translated into 21 languages<sup>\*2</sup> in 2015, and has been presented internally.

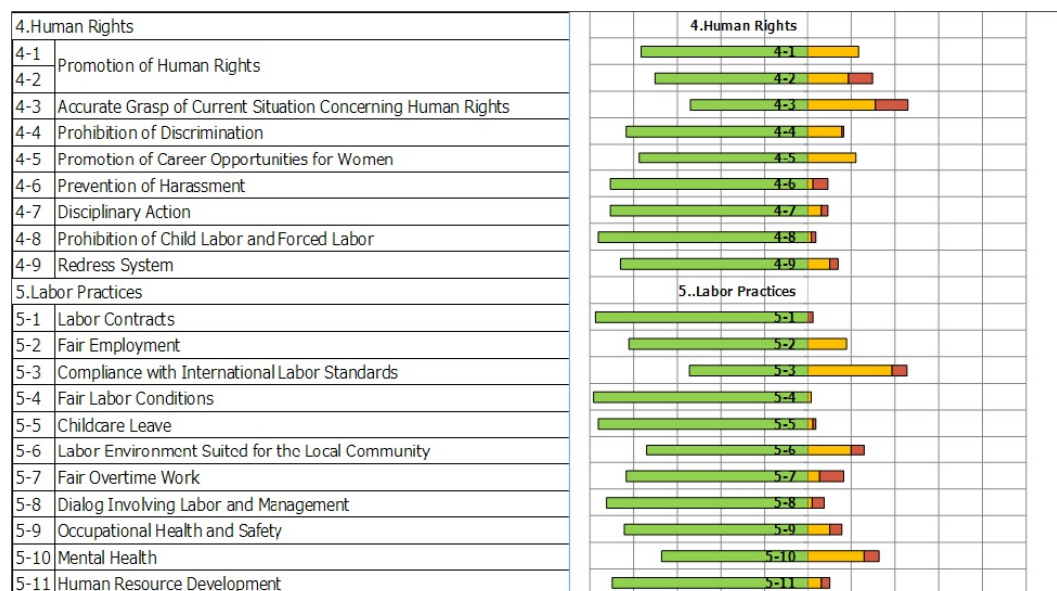
\*1 Fujitsu Group Human Rights Statement:

<http://www.fujitsu.com/global/about/csr/vision/hrstatement/>

\*2 21 Languages:

Japanese, English, Dutch, Italian, Czech, Turkish, Polish, German, French, Spanish, Portuguese, Finnish, Russian, Arabic, Chinese (Simplified), Chinese (Traditional), Korean, Thai, Indonesian, Vietnamese, Malay

## Analysis of Issues by Theme (Image)



## Major Initiatives to be Implemented in FY 2015-2016

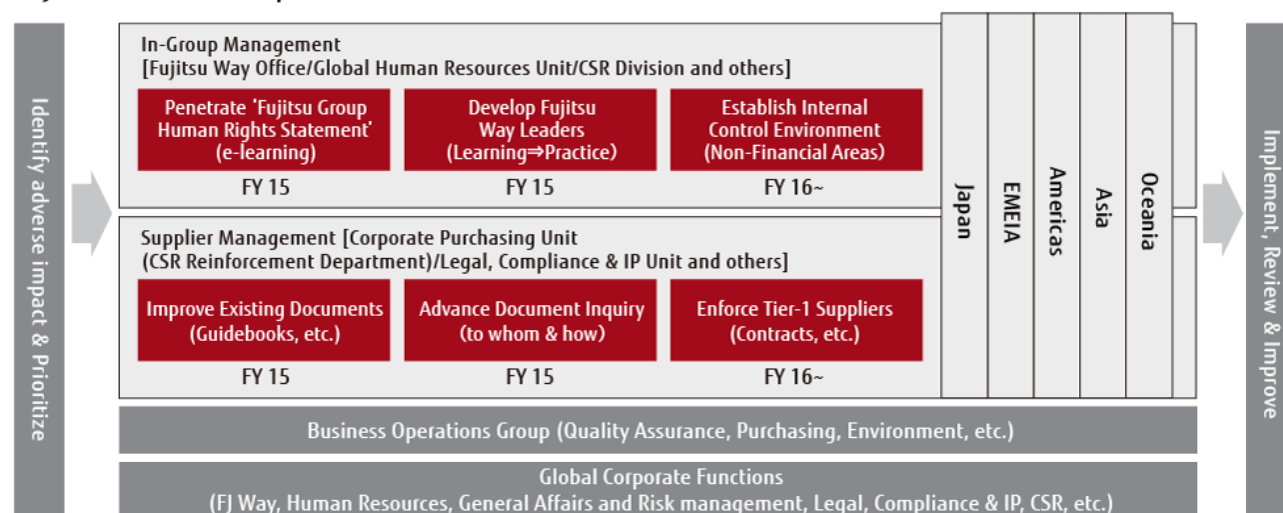
From FY2015, spearheaded by the CSR Division , Global Corporate functions (human resources/ legal/ purchasing unit, etc.) will coordinate with group companies, and promote the following initiatives :

- Implementation of continuous risk assesment utilizing the questionnaires from ISO26000 (standard for social responsibility)
- Implementation of self-audits of EICC (Electronic Industry Citizenship Coalition)\*<sup>3</sup> in regional heads
- Review of deployment strategies for Fujitsu group companies in overseas under Liaison Delegates (LD)
- Creation of a human rights risk map based on international requests in accordance with other business risks.

\*3 EICC (Electronic Industry Citizenship Coalition):

A code of conduct set by the electronics industry regarding the business activities along the entire supply chain.

## Major Initiatives to be Implemented in FY 2015-2016



## Briefing Session Regarding 2nd CSR (ISO26000)/Governance Survey

A briefing session on the survey results of ISO26000 was conducted with approximately 90 domestic Fujitsu Group company employees from July 30 to 31, 2014 at the Kawasaki Plant. Also, in accordance with the publication of the "Fujitsu Group CSR Report 2014," an explanatory meeting was held regarding the global CSR management report, as part of the dissemination efforts of CSR. In the questionnaire following the explanatory meeting, many attendees reported that they had gained a deeper understanding of their company's CSR efforts. Similarly, between September 24 and 25, 2014, a telephone conference debriefing was held for overseas Fujitsu Group companies, and approximately 40 employees attended.



Briefing at the Kawasaki Plant

## Main Initiatives Relating to Mitigate Supply Chain Risks Utilizing the EICC (Electronic Industry Citizenship Coalition)

### Implementation of a Study Session at Fujitsu Group Companies

On September 11 and 26, 2014, an internal study session was held for the domestic group companies' CSR officers regarding supply chain risks extracted from the ISO26000 to provide them an overview of EICC.

A classroom lecture was held on the first day (11 companies, 11 participants) on the overview of the EICC. On the second day (6 companies, 7 participants), a workshop on understanding the 'Self Assessment Questionnaire (SAQ)' was organized. Additionally, for the domestic group companies located far away from where the study session is held, (14 companies, 20 participants), we conducted an explanatory online meeting utilizing Fujitsu's communication platform.



Workshop on the second day

### Hosting a Introductory Seminar on EICC

On February 19, 2015, a Introductory Seminar on EICC was held for domestic group companies (20 companies, 32 participants). Mr. Tagami from DNV GL Business Assurance Japan K.K. (DNV GL Japan) was invited to give a lecture regarding the overview of EICC from an auditor's perspective. He also shared case studies in which issues and violations were identified at the other companies during the audits. In the follow-up questionnaire, many responded that they have reaffirmed the issues in their own companies.



Introductory Seminar on EICC

### Implementations of EICC Audit Simulation

At a major FDK Corporation plant, one of Fujitsu's group companies, an EICC Audit Simulation was held by DNV GL Japan on March 23 and 24, 2015. No major issues were identified during this simulated audit. However, issues with the maintenance of the management system related to work and ethics were noted.

In the future, based on the audit standards implemented for this simulated audit, we plan to create a response manual and tools for group companies, and reinforce the operating system with regards to CSR auditing.



FDK Corporation Kosai Plant



## EICC Internal Auditor Training Course held

On March 26 and 27, 2015, the EICC Internal Auditor Training Course was held by DNV GL Japan for 14 attendees from our 7 domestic group companies. Through an EICC audit overview, case studies, and audit training, the attendees learned key points of EICC audits, identification of initial risks, measures for improvement, methods of correction, and more. All of the attendees successfully completed a qualification test for auditors held at the end of the course. From here on out, Fujitsu will continue to plan regular training for auditors.



EICC Internal Auditor Training Course

### Stakeholder's message

In FY2014, I held a basic seminar on EICC and internal auditors training course for major Fujitsu Group company representatives. I also conducted a simulated audit at a domestic group company's manufacturing plant to evaluate their compliance with the EICC code of conduct. At the study group, participants actively asked questions, showing their high level of awareness.

Meanwhile, at the simulated audit, I felt a strong desire from the participants to resolve issues. In particular, there was a strong desire to understand how to view labor, human rights, business ethics, as well as management systems. By actively conducting similar activities in the future, a rapid and effective response toward supply chain risks can be expected.

Koji Tagami, DNV GL Japan



## Human Rights Statement

### Fujitsu Group Human Rights Statement

Fujitsu group recognizes that the respect for human rights is an integral part of social responsibility of a global company. The advancement of global economy and digital society enlarges the sphere of business influences on people and society. In this circumstance, we develop the Fujitsu Group Human Rights Statement in order to continuously strengthen the activities to respect human rights in accordance with the FUJITSU Way. We will strive to pursue the responsibility to respect human rights under the global matrix structure.

#### Fujitsu Group Human Rights Statement

The Fujitsu Group ("FUJITSU") is committed to respecting human rights of all stakeholders related to our business operations, products and services ("activities") in accordance with the FUJITSU Way, which embodies the philosophy of FUJITSU and the values and principles that we follow in our daily activities. This document summarizes FUJITSU's position on key human rights issues based upon the FUJITSU Way's code of conduct statement "We respect human rights."

#### 1. Global Approach

Our business approaches to human rights recognize the importance of international standards, especially the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economics, Social and Cultural Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. We are committed to comply with local laws and regulations protecting human rights in our activities. Where local laws and regulations are not fully consistent with the principles of internationally recognized human rights, we will seek ways to advance those principles in a manner respectful of local requirements.

#### 2. Human Rights Due Diligence

Recognizing the United Nations Guiding Principles of Business and Human Rights, we are striving to conduct human rights due diligence. Considering the impacts human rights violation can cause, we will prioritize appropriate actions to identify, prevent or mitigate those impacts in our value chains. We will regularly review and update the progress on our efforts, and annually communicate the results through our CSR report and other communication tools. Where we identify that we have caused or directly contributed to adverse human rights impacts, we would engage in appropriate remediation processes by ourselves or in cooperation with other stakeholders.

#### 3. Responsibilities as an ICT Company

ICT penetrates into every corner of human society, and can empower people by delivering information that can aid their actions and judgments. As a leading ICT provider, we strive to leverage the power of ICT to have a positive impact on human rights, although we recognize the negative impacts that ICT may cause in our rapidly changing environment. We will engage with our stakeholders on emerging issues, such as data security and privacy, in furtherance of our responsibilities as an ICT provider.

#### 4. Embedding Human Rights

We will continuously conduct awareness-raising efforts about the responsibility to respect human rights within FUJITSU in accordance with the FUJITSU Way. We value stakeholder collaborations and a culture of diversity and inclusion to contribute to the sustainable development of society and to help us promote innovation.

## FUJITSU Guiding Principles of Respect for Human Rights in Employment

In the "FUJITSU Guiding Principles of Respect for Human Rights in Employment," Fujitsu is thoroughly committed to providing equal opportunity, respecting human rights in employment practices, eliminating discrimination, and banning forced labor and child labor.

### FUJITSU Guiding Principles of Respect for Human Rights in Employment (Full Text)

With a view to realizing our growth and profits, respect for human rights must be an integral part of our business culture. FUJITSU is committed to creating a culture in which employees respect the dignity and worth of individuals.

To this end, FUJITSU will strive to foster respect for human rights in all the countries and regions where we operate our business while providing an environment that encourages employees to understand and realize importance of human rights.

#### 1. Equal Employment Opportunity and Respect for Human Rights

FUJITSU strives to provide equal employment opportunities.

FUJITSU is committed to treat our employees with no illegal discrimination based on race, color, religion, creed, sex, social status, lineage, physical or mental disability, sexual orientation and any other legally protected category that is unrelated to the legitimate interests of FUJITSU.

#### 2. Compliance with Employment Laws and Regulations

FUJITSU adheres to the applicable laws and regulations of the countries and regions in which it operates in treating our employees.

#### 3. Prohibition of Forced Labor / Child Labor

FUJITSU will not use any form of forced or compulsory labor.

#### 4. Work Environment

FUJITSU strives to achieve and maintain a healthy and safe work environment that motivates its employees.



## Management Systems

The Fujitsu Group seeks the continued improvement of its corporate values, and carries out business management in which each function and position are made clear in the value creation process.

## Corporate Governance

### Basic Stance on Corporate Governance

The main emphasis of Fujitsu's corporate governance is on having the non-executive directors provide oversight and advice to executive directors in their management execution role within the Board of Directors, while adopting the Audit & Supervisory Board system.

Specifically, while assuming mutual supervision between directors and oversight of directors by the Board of Directors, Fujitsu makes a clear distinction between the management execution role and the management oversight role on the Board of Directors and, moreover, makes sure that there are at least as many non-executive directors responsible for management oversight as there are executive directors responsible for management execution.

In addition, in selecting candidates for non-executive directors, consideration is given to the candidate's backgrounds and insight into Fujitsu's business so that effective advice that reflects a diversity of viewpoints can be obtained.

Furthermore, Audit & Supervisory Board members provide audits and oversight from the outside of the Board of Directors, and Fujitsu has established the Executive Nomination Committee, Compensation Committee and Independent Directors & Auditors Council of its own accord, thereby augmenting the Board of Directors. The overall approach is designed to raise shareholder value through effective corporate governance.

### Overview of Corporate Governance Structure (as of June 22, 2015)

#### Overview of the Board of Directors

Fujitsu makes active use of External Directors. The Board of Directors comprises 12 members in total: 6 executive directors and 6 non-executive directors (including 4 external directors).

In order to better define the management responsibility of the directors, Fujitsu has set the term of office of the directors to 1 year, and has registered all 4 External Directors (including two women) with the Tokyo Stock Exchange as independent officers having no major stakeholder interest in the company.

#### Overview of the Audit & Supervisory Board

Fujitsu has an Audit & Supervisory Board that performs the auditing function. The Audit & Supervisory Board has five members, comprising two internal Audit & Supervisory Board members and three external Audit & Supervisory Board members (including no women).

Fujitsu has registered all three external members with the Tokyo Stock Exchange as independent officers having no major stakeholder interest in the company.

The auditing function is 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.

#### Executive Nomination Committee and Compensation Committee

Fujitsu established an Executive Nomination Committee and Executive Compensation Committee as advisory bodies to the Board of Directors in order to ensure the transparency and objectivity of the process for choosing candidates for executives, determining their compensation and ensuring that the compensation system and levels are appropriate.

In FY2014, each committee was composed of three Non-Executive Directors and an external member of the Supervisory & Audit Board.

Fujitsu's officer compensation is determined on the basis of the Executive Compensation Policy that was revised by the Board of Directors in April 2011 in accordance with a report by the Compensation Committee.

### Independent Directors & Auditors Council

As part of its efforts to strengthen its "growth-oriented governance," which has a large effect on increasing medium- to long-term profitability, Fujitsu has established an Independent Directors & Auditors Council. The Council consists of 4 independent external directors and 3 independent members of the Audit & Supervisory Board.

To stimulate discussion regarding the company's medium- to long-term direction by the Board of Directors, Fujitsu believes that it is necessary to create a process for the independent officers, who keep a certain distance from business execution, to gain an understanding of Fujitsu's business operations. The Council is a platform for the independent officers to share information and opinions, as well as to formulate their own opinions.

#### [Reference] Executive Compensation Policy

To retain exceptional human resources required to manage the Fujitsu Group as a global ICT company, and to further strengthen the link between its compensation structure and business performance as well as shareholder value, while at the same time improving its transparency, the Group has established its Executive Compensation Policy as follows.

Executive compensation is composed of the following: "Basic Compensation," specifically a fixed monthly salary in accordance with position and responsibilities; "Stock-based Compensation," which is a long-term incentive that emphasizes a connection to shareholder value; and "Bonuses" that are compensation linked to short-term business performance.

#### Basic Compensation

Basic compensation is provided to all directors and auditors based on position and responsibilities as compensation for duties involving business administration and the execution of corporate operations.

#### Stock-based Compensation

- Stock-based compensation, intended for directors responsible for executing business is a long-term performance incentive, with the amount to be paid determined based on a qualitative evaluation of medium- to long-term initiatives.
- Is provided for the purchase of Fujitsu shares, to be acquired through the Director Stock Ownership Plan. Also such acquired stock is to be held for the duration of the individual's employment.

#### Bonuses

- Bonuses are short-term performance incentives to be paid to directors responsible for executing business. Amounts are set based on business performance in the respective fiscal year.
- As a specific method to calculate a bonus, Fujitsu will adopt a profit-sharing model which uses consolidated operating profit and consolidated net profit as indices. However, bonuses will not be paid in the event of negative net profit recorded under non-consolidated accounting for the term under review.

In accordance with the resolution of the Annual Shareholders' Meeting, the total amount of basic compensation, stock-based compensation, and bonuses shall not exceed 600 million yen per year for directors and 150 million yen per year for auditors.

(Areas of Executive Compensation and Recipients)

Recipient	Basic Compensation		Stock-based compensation	Bonuses
	Business administration portion	Business execution portion		
Directors	○	—	—	—
Directors responsible for executing business	○	○	○	○
Auditors	○		—	—



## Basic Stance on Internal Control Framework

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, Fujitsu is working toward the practice and penetration of the FUJITSU Way, the basic principles behind the Fujitsu Group's conduct. At the same time, the Board of Directors has articulated the Basic Stance on Internal Control Framework.

### Overview of the Basic Stance on Internal Control Framework

The Basic Stance on Internal Control Framework sets forth internal structures including the following.

#### Management Execution Decision Making and Management Execution Structure

Through the framework, executive officers share management execution authority with the President and Representative Director as the chief executive. The framework establishes a Management Council to assist the decision-making of the President and Representative Director, to enhance the efficacy of management.

Moreover, the framework makes clear that the President and Representative Director bears responsibility for the construction and operation of an internal control framework, and establishes that the Board of Directors fulfills oversight responsibility by appropriately investigating the said operation.

#### Risk Management System

The framework establishes a Risk Management & Compliance Committee and has management systems for controlling overall loss risks, as well as risk control systems or organizations pertaining to defects and failures in products and services, contracted development projects, information security, and financial risk.

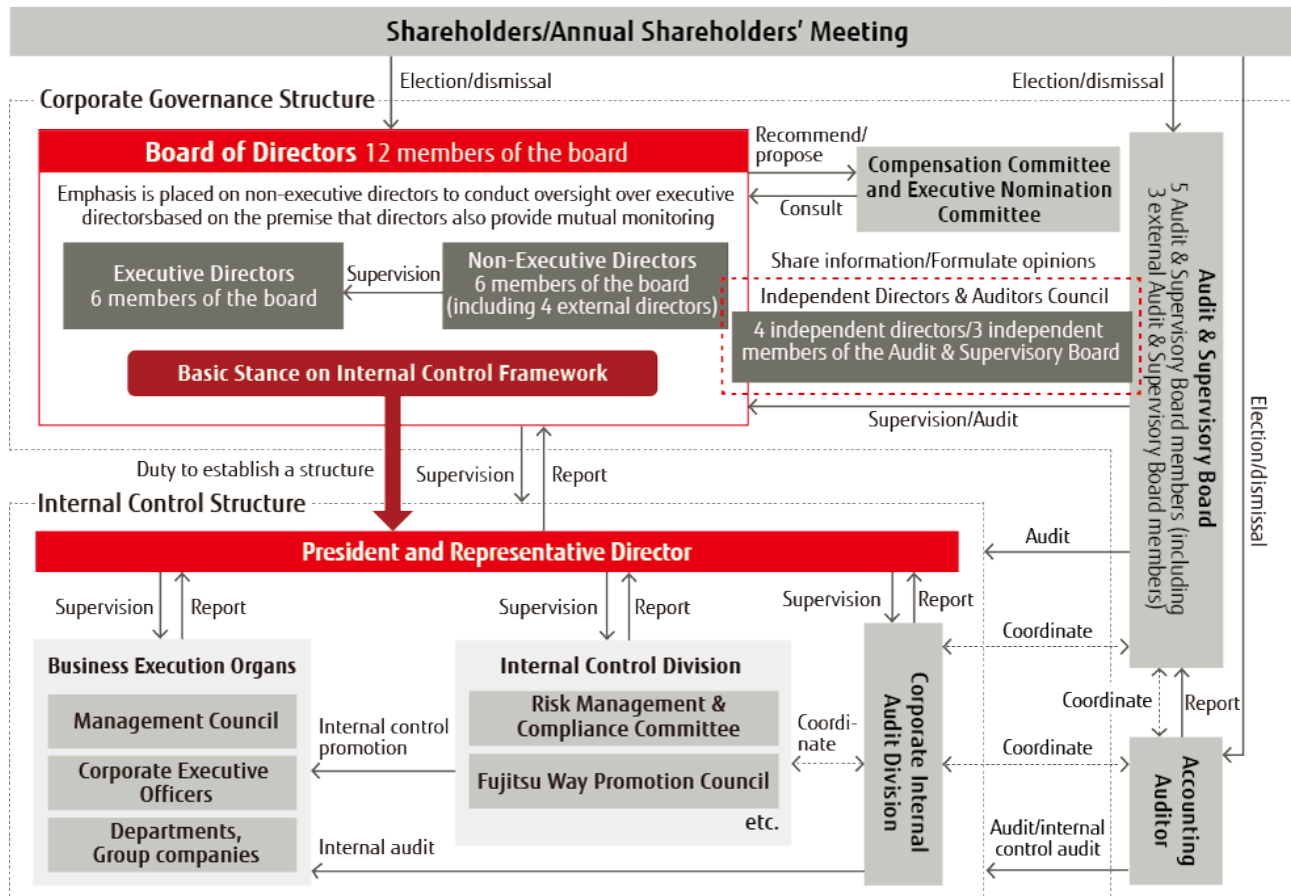
#### Compliance System

With the Risk & Management Compliance Committee at the center, the framework promotes the preparation of the internal rules, education, and oversight systems required for compliance with the Code of Conduct set forth by the FUJITSU Way, and also with laws and regulations concerning the business activities of the Fujitsu Group.

The framework also has management systems to ensure the appropriateness of financial reporting, as well as a system for information disclosure and internal auditing systems.

## Corporate Governance Structure

(as of June 22, 2015)



## Compliance

### Activities Promoting Compliance

The Fujitsu Group is ensuring strict compliance based on the Code of Conduct in the Fujitsu Way. Top management is committed to engaging the Fujitsu Group in various activities to ensure extensive awareness of compliance and create a corporate culture that does not tolerate wrongdoings such as cartels or bribery ("zero tolerance").

As part of the Fujitsu Group global compliance standards, GBS (Global Business Standards) has been published in 20 different languages and uniformly implemented throughout the Fujitsu Group. GBS is a further development of the Code of Conduct in the Fujitsu Way and contains detailed behavioral guidelines for each individual employee. Top management is actively encouraging implementation and awareness raising of GBS through messages to employees and other means.

In Japan, we have put in place a range of internal company rules, including Fujitsu Group Rules which was established for developing a governance structure throughout the Group. We also disseminate information about major legislation, especially legislation that is closely connected to our business such as the Antimonopoly Act, the Unfair Competition Prevention Act, the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, to Fujitsu and Group company employees through easy-to-follow compliance manuals posted on the intranet. Besides compliance manuals for Japanese laws, we have also prepared and disseminated a compliance manual for the U.S. Export Administration Regulations (EAR), which is closely connected to our global business development activities.

To implement GBS at overseas Fujitsu Group companies, internal policies and procedures have been established and revised based on Fujitsu Group's global guidelines and such policies and procedures have been communicated internally via email or internal website. The head office is also spearheading risk assessments, which involves checking the status of compliance initiatives at overseas group companies and identifying risks inherent to their businesses, in order to establish measures to prevent compliance violations and to support the implementation of said measures. Furthermore, as part of anti-corruption initiatives, Fujitsu is establishing approval processes for gifts and entertainment, and enhancing due diligence procedures for selecting suppliers.

- GBS (Global Business Standards)

<http://www.fujitsu.com/global/about/philosophy/codeofconduct/gbs/index.html>

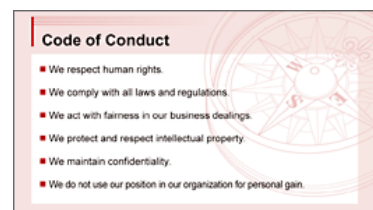
### Compliance Education

The Fujitsu Group provides a variety of compliance training to all its 160,000 Group employees to ensure legal compliance. In FY2014, we launched the "Compliance of Fujitsu Group" (participation rate: approximately 99%) e-Learning training course to all employees in Japan for the purpose of reaffirming the GBS and deepening our employees' understanding for prevention of cartels and bribery. Additionally, we implemented a series of face-to-face training, beginning with "Risk Compliance Seminar: About The Antimonopoly Act and Bribery" for high-risk departments and Group companies. At overseas Group companies, we also implemented e-Learning compliance training courses and face-to-face compliance training courses covering areas such as the GBS, anti-trust, anti-bribery and anti-corruption, export controls, and conflicts of interest.

In addition to compliance training for executives, which is provided by outside lawyers, we also conduct in-house training for heads of sales divisions and branches about bidding-related law and the Antimonopoly Act. For new managers, we also regularly hold in-house training where a Fujitsu instructor explains the importance of the Code of Conduct and compliance, while also providing case studies of typical scenarios and situations whose optimal handling may not be clear.



e-Learning: "Implementation of the Code of Conduct Screen"



Wallet-size card

Along with continuing the activities above, in FY2015 we will be further enhancing our face-to-face training focused on areas such as cartels and bribery prevention for high-risk departments in Japan and overseas.

Furthermore, we have been printing the Code of Conduct of the Fujitsu Way on wallet-size cards and have been distributing them to all Group employees. These cards are designed to serve as a quick reference of the Code of Conduct for employees when they are dealing with customers or business partners, or when they are uncertain about a decision in the course of daily operations. For non-Japanese speakers, we have prepared wallet-size cards in three other languages.

## Operating an Internal Reporting System

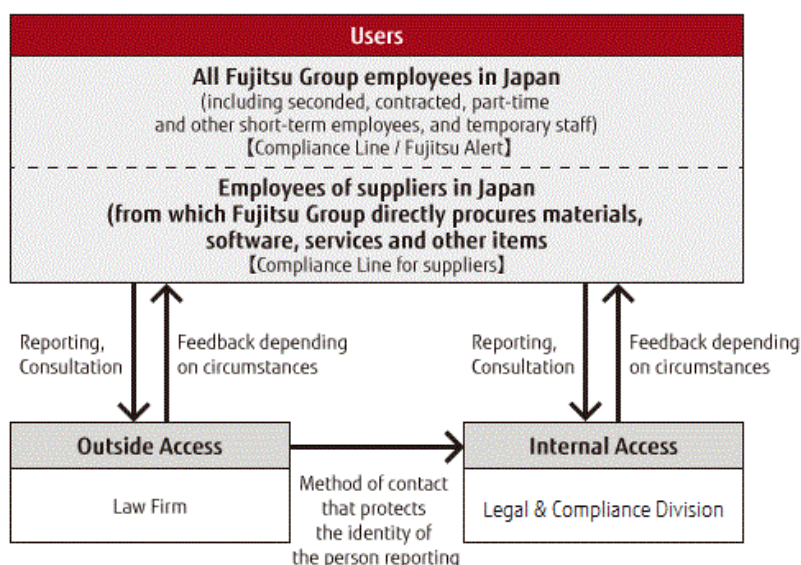
### Compliance Line/Fujitsu Alert (formerly the Helpline)

Since September 2004, we have been operating an internal helpline system to handle reports and provide consultations for all Fujitsu Group employees (including seconded, contracted, part-time or other short-term employees as well as temporary staff) in Japan. In February 2014, we changed its name to the Compliance Line/Fujitsu Alert in order to further strengthen our commitment to internal reports and consultations.

This system is intended to be used by employees who are uncertain about what is the right decision or suspect a violation of the Code of Conduct in the Fujitsu Way, and prepares to receive a wide range of reports and consultations, from harassment to legal violations, which may occur in any country. At Fujitsu, we have continuously taken measures to raise awareness of the system among all employees via posters and websites.

Furthermore, each of the Group companies in Japan and overseas has also established and operates its own internal reporting system.

### Internal Reporting System for Suppliers



## Compliance Line for Suppliers

In August 2009, we opened a Compliance Line for Suppliers to handle reports and inquiries from the employees of companies that directly supply Fujitsu with their products, services or software, etc. Since February 2014, this helpline is also fielding calls from suppliers to Fujitsu Group companies.

Our Compliance Line/Fujitsu Alert and Compliance Line for Suppliers system forbids any and all sanctions against employees and suppliers for making such reports, and meticulous care is taken in handling the information so as to preserve their anonymity.

If problems are found in investigating these reports, the relevant practice is terminated and measures are taken to prevent recurrence.

## Initiatives for Ensuring Security Export Controls

From the perspective of maintaining global peace and security, export of goods and technology transfer that could be reappropriated toward the development or production of weapons of mass destruction, conventional weapons, etc. are controlled according to an international framework for security export controls. Japan is also implementing a system for security export controls according to the same framework under the Foreign Exchange and Foreign Trade Act.

Following the stipulation to "comply with all laws and regulations" in the Fujitsu Way Code of Conduct, we have formulated and are working to thoroughly implement our Security Export Controls policy in line with Japan's Foreign Exchange and Foreign Trade Act, and the U.S.'s Export Administration Regulations (EAR), which is also applicable extraterritorially.

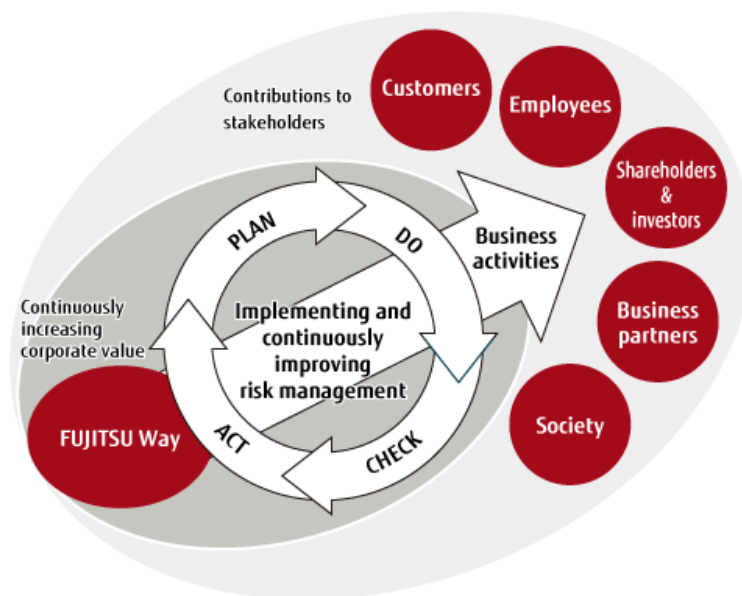
As a management system, we have placed the President and representative director as the chief security export control officer. We have also established a system where the Security Export Control Office in the Legal, Compliance and Intellectual Property Unit is a promotional organization, in which export of goods and overseas transfer of technology undergo a classification and transaction screening (target country and region, purpose of use, verification of clients), and are exported, or transferred after obtaining all necessary export licenses. Furthermore, we work hard for strict management to prevent any acts which could lead to violation of the law, co-working closely with the Ministry of Economy, Trade and Industry, which has jurisdiction over the security export control. In order to maintain a whole company system for security export controls, we conduct regular audits as well as continue to provide export controls training for executives and employees.

Along with Group companies inside and outside Japan in formulating rules and establishing frameworks for secure export controls, Fujitsu is offering training support, audit support, and information exchange meetings between Group companies. In FY 2014, the Security Export Control Office visited nine Group companies in East and Southeast Asia, and Europe, to carry out security export control training. Targeting Group companies across the globe, the Office is also developing e-Learning training course covering security export controls in 20 languages.

## Risk Management

### Our Approach to Risk Management

Through its global activities in the ICT industry, the Fujitsu Group continuously seeks to increase its corporate value, and to contribute to its customers, local communities and indeed all stakeholders. Properly assessing and dealing with the risks that threaten the achievement of our objectives, taking steps to prevent the occurrence of these risk events, and establishing measures to minimize the impact of such events if they do occur and to prevent their reoccurrence are assigned a high priority by management. Moreover, we have built a risk management and compliance system for the entire Group and are committed to its continuous implementation and improvement.



### Business Risks

The Group identifies, analyzes and evaluates the risks that accompany business activities and works on measures to avoid or reduce them, and to deal with them quickly in the unlikely event that they materialize.

#### Examples of Business Risks<sup>\*1</sup>

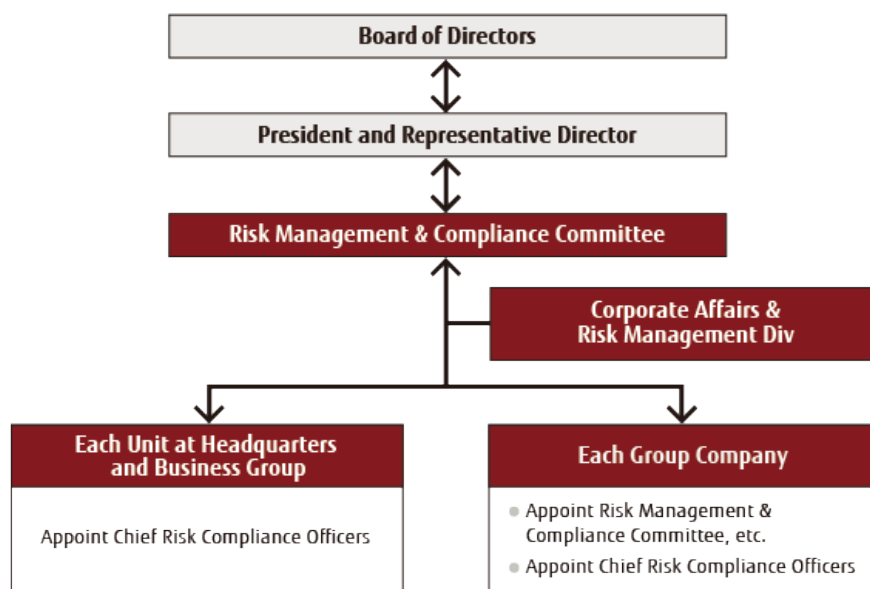
- Economic and financial market trends
- Changes in customers' ICT investment trends and being unable to maintain lasting ties with customers
- Competitors' strategies and industry trends
- Procurement, alliances and technology licensing
- Public regulations, public policy and tax matters
- Compliance (cartels, bribery, export control violations, etc.)
- Deficiencies or defects in products and services, information security, project management, investment decisions, intellectual property rights, human resources, environmental pollution, credit risks, etc.
- Natural disasters and unforeseen incidents

<sup>\*1</sup>: These are just some of the business risks. More detailed risk-related information can be found in our earnings report, securities reports and other published reports.

## Risk Management & Compliance Structure

With the aim of integrating and strengthening its global risk management and compliance structures, the Fujitsu Group has established a Risk Management and Compliance Committee as one of the internal control committees reporting to top management.

The Risk Management & Compliance Committee appoints a Chief Risk Compliance Officer for each department and company throughout the Group, and encourages cooperation among them to both guard against potential risks and mitigate risks that materialize, forming a risk management and compliance structure for the entire Group.



## The Risk Management Framework

The Risk Management & Compliance Committee is responsible for grasping the status of risk management and compliance in all Fujitsu business groups and Group companies in Japan and overseas, establishing the appropriate policies and processes, etc., and both implementing and continuously improving them. In practical terms, it decides on risk management regulations and guidelines, applies them and regularly reviews and improves them.





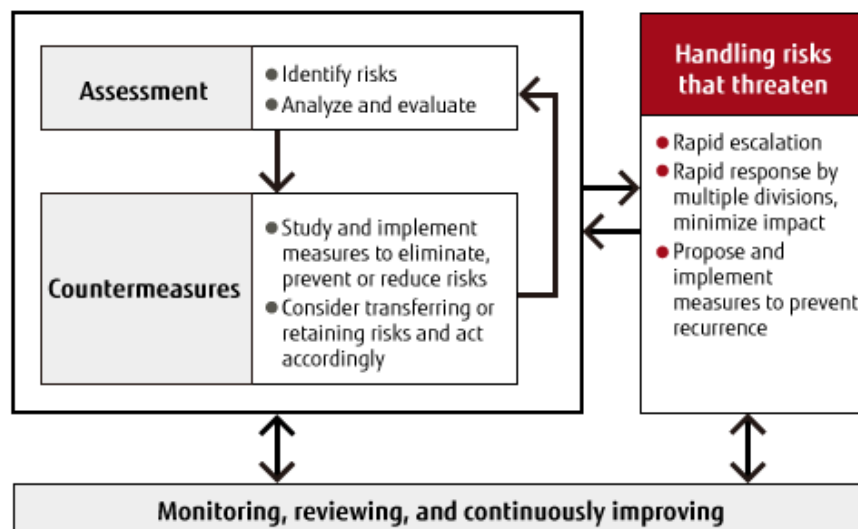
## Risk Management Processes

The Risk Management & Compliance Committee, which maintains regular communications with Chief Risk Compliance Officers, identifies, analyzes and evaluates the risks of business activities, and sets out and reviews the responsive measures, upon confirming the detailed measures intended to deal with major risks by averting, minimizing, transferring or retaining them. It also reports identified, analyzed, and evaluated important risks regularly to the top management.

The Risk Management Committee also prepares responses against the actual materialization of a risk despite the implementation of various preventive measures. If a critical risk such as a natural disaster, product breakdown or defect, a problem with a system or service, a compliance violation, an information security breach, or an

environmental problem materializes, the department or Group company reports immediately to the Risk Management & Compliance Committee. The Risk Management & Compliance Committee coordinates with the related divisions and workplaces for rapid resolution of the problem by appropriate measures such as establishing a task force. At the same time, the Risk Management Committee strives to identify the causes of the problem and propose and implement solutions. Additionally, for critical risks, the committee also reports as appropriate to the Management Council and the Board of Directors.

The Risk Management & Compliance Committee continuously confirms the implementation status of these processes and works to make improvements.



## Group-Wide Disaster Preparedness

To build a robust disaster-preparedness network and enhance our business continuity response capabilities, the Fujitsu Group has created a Group-wide disaster-preparedness organization, in anticipation of a major disaster. In Japan, we have been carrying out annual nation-wide disaster-response drills in conjunction with Disaster Preparedness Day on September 1st.

FY 2014 marks the 20th year of systematically conducting training for an earthquake occurring in Tokyo or in the Tonankai region. This year we completed training at 90 companies, including Fujitsu Headquarters. An earthquake is predicted to occur in the Southern Ibaraki Prefecture, and Fujitsu's important production and service facilities located nearby are expected to be affected by the disaster. Therefore, Fujitsu is carrying out initial response training in collaboration with each at-risk business site. Sites around Japan also carried out initial response training centered on confirming employee safety and checking for damage to work-related buildings immediately after a disaster.

## Implementing Disaster Preparedness Self Checks at Each Business Site

Disaster-preparedness self checks are autonomously conducted throughout the Group based on inspection criteria established at each site. These include disaster prevention manuals, disaster response plans (DRP), operation of disaster prevention organizations, and maintenance conditions of disaster prevention stocked items and facilities. The self checks are meant to minimize personal injury and property damage in the event of a disaster.

## Carrying Out Joint Inspections by Specialist Teams

We are conducting joint testing throughout the Fujitsu Group, targeting facilities that are critical to Fujitsu business continuity. Led by teams made up of internal departments for environmental management, facility management, safe operation of production equipment and procedures, and risk management, these checks are ensuring that laws are being upheld, while also conducting joint testing throughout the Fujitsu Group in order to prevent accidents that could arise from aging infrastructure or from fires and other natural disasters.

At all Fujitsu Group facilities, we select the high-priority facilities that require verification across various criteria, and conduct group verifications. Furthermore, based on its results, we share good practices and cases of improvements made regarding disaster preparedness with other facilities in the Group.

## Business Continuity Management

The risks of circumstances that threaten economic and social continuity, such as large-scale disasters like earthquakes flooding, disruptive incidents, accidents, and pandemics such as the new strain of influenza, have increased greatly in recent years.

To ensure that even when such unforeseen circumstances occur, we can continue to provide a stable supply of products and services with enhanced performance and high quality which meet the demands of customers, the Fujitsu Group has established a Business Continuity Plan (BCP), and promotes Business Continuity Management (BCM) as a way of continuously reviewing and improving that BCP for establishing in the field. Through the BCM process, the lessons learned in the course of the Great East Japan Earthquake and the flooding in Thailand are now reflected in our BCP.

## Strengthening BCM for Our Entire Supply Chain

In order to consistently supply products and services even under unforeseen circumstances, Fujitsu has been continuously supporting the improvement of business continuity capability with our business partners since FY 2007, with the belief that it is essential to strengthen business continuity capability along our entire supply chain. In FY2014, we have revised our evaluation methods of business partners, and assessed business continuity capability based on exercises. We have also introduced a questionnaire based on the business continuity capability survey indicator of the Ministry of Economy, Trade and Industry.

We also have dedicated ourselves to making supply chain risks visible. As one example of this, we use risk management service to clarify the scope impact risks have on the supply chain.

## Training Specialists in BCM

The Fujitsu Group plans on developing its specialists in order to further promote, implement, and improve BCM. In FY 2014, BCM specialists from each department took part in continued training to better understand BCP for their own department and learn how to conduct actual BCM activities. Our plan now is to move forward with BCM throughout the entire supply chain, not just our logistics and production supply chains, with efforts that include providing support for improvement of business continuity capability for our suppliers, with our specialists playing a central role.

## Measures against Infectious Diseases

We have taken steps against new strains of influenza and other infectious diseases based on a three-fold influenza policy- to safeguard lives, to stop the spread of infection, and to ensure business continuity. We created a "Pandemic influenza Preparedness Action Plan" that stipulates preventive measures in everyday operations and the response process to be used if an outbreak occurs. We work to disseminate these to all employees through e-Learning and by distributing pamphlets. Also, to contribute to the continuity of social infrastructure businesses and the continuity of our customers' businesses should a pandemic occur or a particularly virulent new strain of influenza arise, we have established, and carry out training based on, a "Business Continuity Action Plan for Measures Against Pandemic influenza."

## Risk Management Education

We developed and operate a systematic educational curriculum that aims for extensive risk management across the entire Group.

Through this curriculum, we inform our employees of our basic approach to risk management and the rules to be followed, and cite concrete examples to strengthen our employees' awareness of risk management and their ability to deal with risks. We also hold education and training programs as appropriate on issues such as information security, environmental problems, and natural disasters.

## Information Security

### Our Basic Approach to Information Security

We are ensuring the proper management and use of information, in line with internal rules based on the Code of Conduct in the Fujitsu Way. We see maintaining confidentiality as a vital aspect of our social responsibility. Based on this approach, we have established the Fujitsu Group Information Security Policy, consistent throughout the world, and are promoting information security in accordance with the policy.

#### Fujitsu Group Information Security Policy

##### 1. Objectives

Being fully aware of the fact that information provides basis for the Fujitsu group's business activities and the risks that accompany the management of information, Fujitsu group meets the information security requirements to achieve the following objectives. This is to conform to the Corporate Values of FUJITSU Way, we seek to be the customer's valued and trusted partner and we build mutually beneficial relationships with business partners. , and to enforce the confidentiality defined in Code of Conduct as essential part of social responsibility.

- (1) Fujitsu group properly maintains information delivered by individuals, corporate clients or vendors in the business processes to protect the rights and interests of these subjects.
- (2) Fujitsu group properly maintains trade secret, technical information and other valuable information in the business processes to protect the rights and interests of the group.
- (3) Fujitsu group properly maintains information in the business processes to provide products and services in a timely and stable manner and to ensure social functionality of the group.

##### 2. Principles

Fujitsu group applies the following principles in meeting the information security.

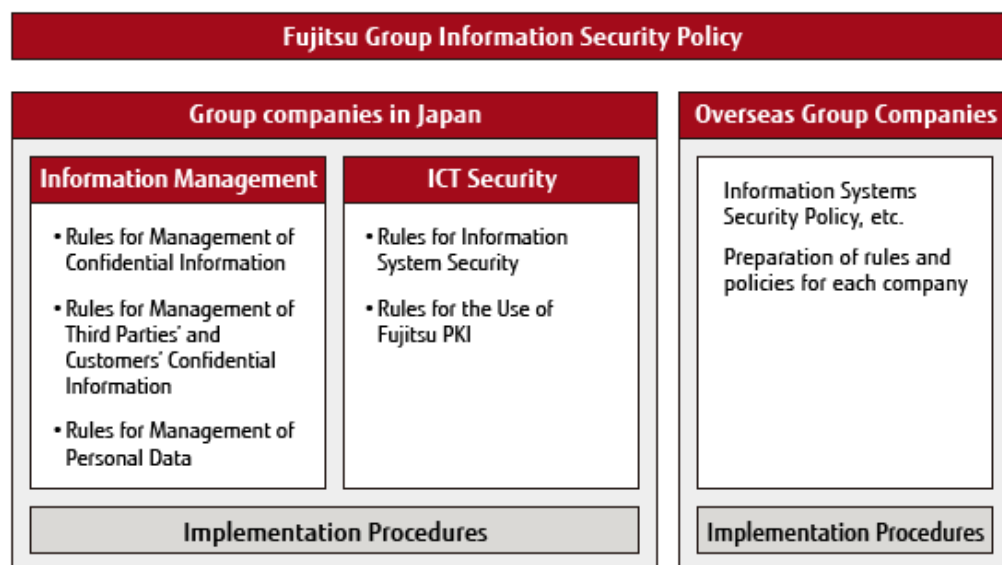
- (1) Preservation of confidentiality, integrity and availability shall be the objective of information security, and the information security measures shall be planned to meet the objective.
- (2) Organizational structure and responsibility shall be clearly defined to ensure the proper implementation of the information security measures.
- (3) The risks that accompany the handling of information and investments required for the measures shall be taken into consideration to properly implement the information security measures.
- (4) Information security processes shall be organized into Plan, Do, Check and Act phases to keep and enhance the level of information security.
- (5) Executives and employees shall be provided with awareness and education program on the information security and act with the knowledge of its sensitive nature to ensure the proper implementation of the information security measures.

##### 3. Fujitsu group's activities

To ensure the implementation of the aforementioned objectives and principles, each Fujitsu group company shall prepare its policy and related procedures in compliance with this policy, and implement them.

## Our Framework of Information Security Rules

Each Group company codifies related rules in accordance with the Fujitsu Group Information Security Policy, and implements information security measures. The Group identifies, analyzes and evaluates the risks that accompany business activities and works on measures to avoid or reduce them, and to deal with them quickly in the unlikely event that they materialize.



\* PKI (Public Key Infrastructure): Rules relating to the use of systems for personal identification and encoding.

## Initiatives for Strengthening Information Security

### Teaching and Promoting Awareness of Information Security

Starting in FY 2008, using a common slogan that translates as "Declaration for complete information management! Information management is the lifeline of the Fujitsu Group." Fujitsu and domestic Group companies have been working to increase information security awareness at the individual employee level by



The sticker affixed to business PCs

displaying posters at respective business locations, affixing information security awareness stickers to all business PCs used by employees, and other measures. We have also taken steps to enhance security through the application of ICT, such as by introducing a mail checker tool (SHieldMailChecker), developed by Fujitsu Social Science Laboratory Limited, to prevent information leaks from e-mail being sent externally in error. Furthermore, e-learning courses are held for all our employees, including executives, each year in order to further establish information security awareness.

### Held Information Security Presentation for Business Partners

As a result of dramatic change in the ICT environment in recent years, the risk of information leaks has never been higher. In response, the Fujitsu Group has held information security presentations, not only for Group employees but also for domestic business partners who commission software development and services, and we have worked to share information on challenges and thoroughly implement prevention measures.

- Example of seminars held in FY 2014

<http://www.fujitsu.com/global/about/csr/activities/society/procurement/index.html>

## Responding to Cyber Attacks

In response to the growing risk recently of security issues including targeted e-mail attacks and malware<sup>\*1</sup> infections, Fujitsu has established a special incident response team that will work with central government agencies and others on early detection and resolution of these risks.

Whenever new systems are installed, we follow all information security rules, undergo pre-operation inspections by the Security Control Unit, confirm that adequate measures are in place against cyber attacks, and ensure that problem areas are eliminated.

\*1 Malware:

Malicious software, including computer viruses, spyware, etc.

## Strengthening Information Security at the Business Group Level

To assure the strongest possible information security management, we are working to implement a security management structure. The Group operates in a wide variety of industries and is promoting individual businesses by organizing them into business groups. Information security measures are implemented to reflect the individual characteristics of each business. A number of business units at Fujitsu and some domestic Group companies have acquired ISMS (Information Security Management System)<sup>\*2</sup> certification and are working to provide thorough management of confidential information including customers' information.

\*2 ISMS (Information Security Management System):

A system for verifying compliance with the ISO/IEC 27001 international standard for information risk management.

## Personal Data Protection Initiatives

We have stipulated a Personal Data Protection Policy and Rules for Management of Personal Data. Based on these rules, we give education on how private information should be handled and carry out surveys in an ongoing effort to strengthen the protection given. In August 2007, we acquired company-wide PrivacyMark<sup>\*3</sup> certification and have since been renewing this certification every two years. Domestic Group companies are also acquiring PrivacyMark certification individually as necessary, and promoting thoroughgoing management of personal data. Overseas Group companies are also publishing privacy policies that meet their various national legal and social requirements on their main public Internet websites.



\*3 PrivacyMark:

A certification system relating to the handling of private information. The system is operated by the general incorporated foundation Japan Institute for Promotion of Digital Economy and Community.

## Brand Management

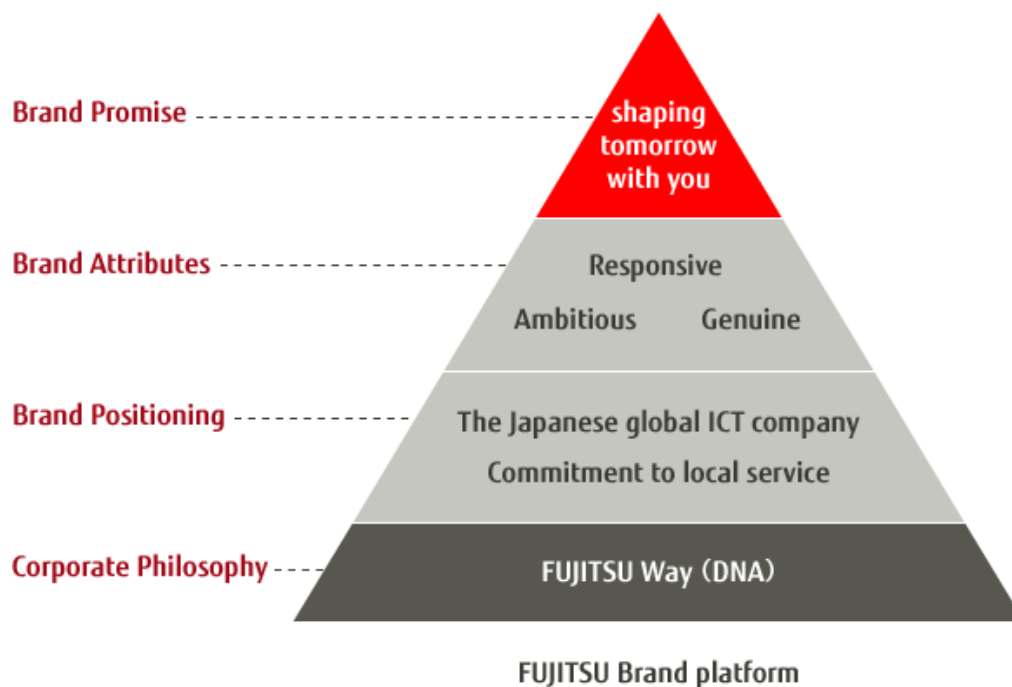
### Our Approach to Brand Management

To further the growth of the Fujitsu brand, our aim is to be recognized as a "global brand from Japan that can deliver high quality ICT solutions to the world." To attain our objective of becoming a truly global brand, we are working to increase our corporate value by strengthening the consistency of company communications around the world, setting assessment indicators and implementing a PDCA cycle to improve the brand value of the Fujitsu group.

- The FUJITSU brand  
<http://www.fujitsu.com/global/about/brandmanagement/>

### Our Brand Promise

shaping tomorrow with you



Through the power of ICT, Fujitsu aims to contribute to creating a prosperous future for our customers and for society. Fujitsu's brand promise of "shaping tomorrow with you" expresses our stance on how we intend to realize our aims both for customers and society, as well as our approach toward innovation and co-creation which are strong parts of our DNA.

In creating our brand promise, we asked our customers and employees to share their thoughts on the essence of Fujitsu, and we summarized their responses into our three key attributes:

**Responsive:** We act flexibly while thoroughly understanding the conditions and needs of our customers and society.

**Ambitious:** We strive for higher goals for our customers with new ideas.

**Genuine:** We always act with sincerity, and produce results reliably.

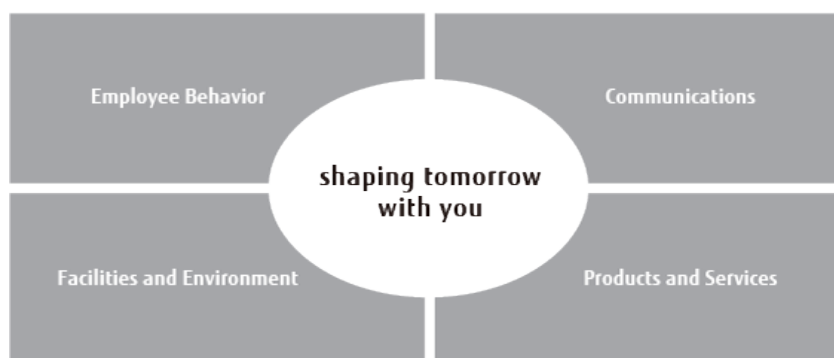


The FUJITSU brand promise forms the basis for all our activities worldwide. Employees bring "shaping tomorrow with you" to life in everything they do. As a global ICT company originating in Japan, we respect the different characteristics of countries and regions around the world, while valuing our Japanese qualities.

At the core of Fujitsu's brand platform is the Fujitsu Way (The Fujitsu Group's Principles and Guidelines).

In promoting our brand, we ensure all aspects of our company - employee behavior, communications, facilities and environment, and products and services are consistent with the brand, and customers and stakeholders can feel the essence of Fujitsu in all their contacts with us.

#### The Four Quadrants of Brand Experience



- FUJITSU Way  
<http://www.fujitsu.com/global/about/philosophy/index.html>

## Brand Management

In collaboration with our overseas brand team, the Corporate Brand Office plans and manages group-wide brand strategy and has brand managers from each business unit manage brand related activities. The brand managers develop brand measures in each of their business areas and promote brand planning, development, and management for each product. The Corporate Brand Office, has developed, and rolled out internally, Fujitsu Brand Principles (FBP) which stipulate rules on company names, the symbol mark (logo), product and service brands, our Visual Identity (VI) and communications.

In addition, with the cooperation of our overseas brand team, we have established a Global Marketing Board as a decision making organization for all of Fujitsu's marketing. In cooperation with each unit, the Board works to strengthen the consistency of our global communications, and promotes measures for improving brand recognition. Furthermore, in accordance with the Fujitsu Way, the Corporate Brand Office also cooperates with the Intellectual Property Unit on measures to handle reputation risks in the global market, as well as intellectual property protection measures related to our brand, based on perspectives of intellectual property rights such as trademark rights.

## Employees and Our Brand

To ensure all employees at Fujitsu truly understand and practice the core ideas of our brand, we implement brand education programs through e-learning and other brand training programs. In addition, an internal FUJITSU brand newsletter shares our latest activities, and complements regular brand awareness surveys of all group employees.

Our new internal brand poster designs for “shaping tomorrow with you” were shaped during discussions regarding “what does ‘with you’ mean?” at an employee workshop. The three posters represent “leading with you,” “advancing together with you,” and “supporting from behind with you.”



Brand posters

## Product and Service Brands



We work with our customers in all our business activities, including product development, service delivery and sales activities. Our product design reflects this approach, and our products are user friendly, reliable, and cutting edge.

Product family expressing the essence of Fujitsu

## Brand Communication

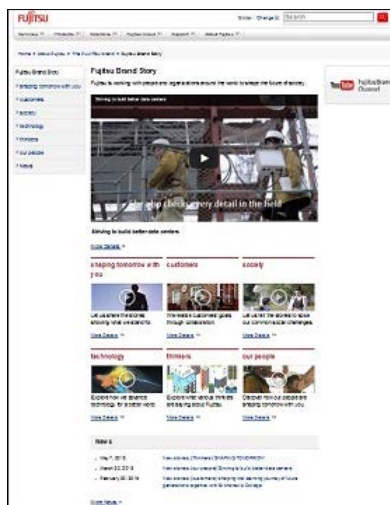
### Web communication

To enhance consistency in global communications and reduce costs through efficient operation, we have established a new CMS (Content Management System). The Corporate Brand Office plays a focal role in operating our global web portal and the web portals for 62 countries and regions. In FY2014, the overseas launch was completed, and the Japan launch is underway.

We have also defined guidelines for appropriate use of social media and we are promoting the active use of these media, which are continuing to grow rapidly.

## Global Brand Promotion

To provide our Japanese and overseas stakeholders with an insight as to what sort of company Fujitsu is, we have established the “Fujitsu Brand Story” website, which provides a video narrative of the various initiatives that embody the essence of Fujitsu. We have actively developed global brand campaigns utilizing online marketing, including specially designed websites and social media, as we work to boost awareness and understanding of the Fujitsu brand. We ran a Global Brand Awareness Campaign using web and social media in various countries globally in FY2014.



Fujitsu Brand Story site



Global Brand Campaign

- Fujitsu Brand Story site

<http://www.fujitsu.com/global/about/brandmanagement/brandstory/index.html>

## Brand Evaluation

We conduct a Global Brand Awareness Survey externally. The survey is corporate recognition research targeting strategic IT and business decision makers in key countries around the world. We use these and other key performance indicators (KPI) to regularly evaluate the value of our brand.

Fujitsu was ranked 3rd by industry (Computers division) in Fortune magazine's 2015 "World's Most Admired Companies,"\* as well as 28th in Interbrand's 2015 "Japan's Best Global Brands."

\*Conducted through a partnership between Fortune Magazine and Hay Group, the annually published "World's Most Admired Companies" list is determined based on a survey of 15,000 executives at global companies, directors, and industry analysts. Companies that receive the highest scores from both within and outside their respective industries are ranked in nine categories, including quality of management, quality of products/services, and innovation.



## With Our People

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, we respect the diversity of our employees. We also support our employees in their efforts to enhance their capabilities and develop skills through their work so they can achieve individual growth.

## Embracing Diversity and Inclusion

Approximately 160,000 employees are active across the world in the Fujitsu Group. We would like to grow as an organization together with each employee by embracing individuality and bringing together a diverse group, without bias toward nationality, gender, age differences, or disabilities.

### Embracing Diversity and Inclusion

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, in 2008 we set up the Diversity Promotion Office as an organization to promote respect for diversity throughout Fujitsu. Drawing on "Diversity-Driven Innovation" as its theme, the Diversity Promotion Office's vision for Fujitsu sets forth the following two objectives:

- **Improving individual growth and job satisfaction**  
That all employees will have mutual respect for one another, that each will demonstrate their own personal added value, and that everyone will contribute to the organization.
- **Improving corporate competitiveness and growth**  
That we will continue to create new knowledge and technologies through free and active discussions from a variety of viewpoints.

To achieve these two objectives, we are aiming to create workplaces where people can work energetically, create new value, realize coexistence and mutual prosperity with society, and develop Fujitsu into an even better company.

### Our Framework for Promotion of Diversity

The Diversity Promotion Office engages in the promotion of diversity under the company President and the officer in charge of diversity (the current Vice-President).

In Japan, diversity promotion managers selected from each company engage in this work while sharing information in diversity promotion manager meetings at domestic Group companies.

Overseas, Fujitsu promotes diversity within each of four regions while sharing information at venues such as the Global Human Resources Conference.

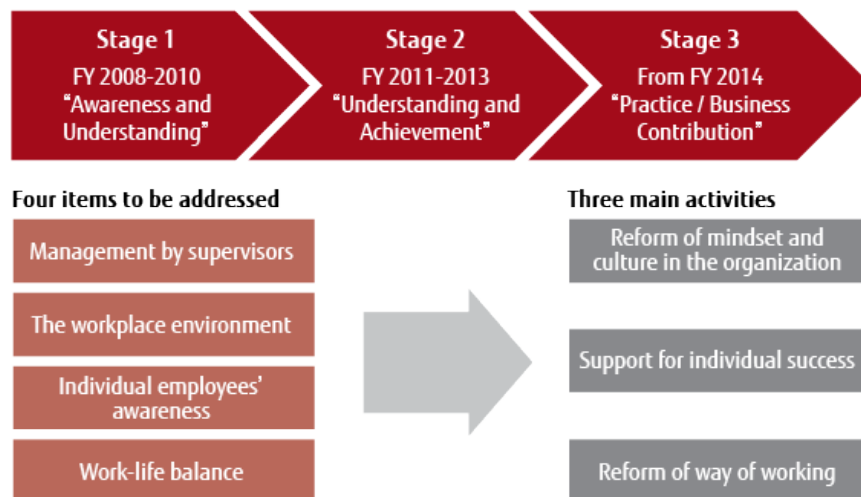
### Efforts at Promoting Diversity

To review the status of its diversity promotion, Fujitsu has been carrying out an annual survey on Diversity and Inclusion, aimed at corporate officers, employees and temporary staff.

The survey, together with other sources of information, revealed four items to be addressed by the company: management by supervisors, the workplace environment, awareness among individual employees, and work-life balance. Based upon these, we are placing our focus on undertaking three key activities: reform of mindset and culture in the organization, support for individual success, and reform of way of working.

## Initiatives for the Promotion of Diversity

### Milestones



### Stage 1: FY 2008–2010 (Awareness and Understanding)

Fujitsu worked to create policies that foster awareness and understanding of diversity so as to create a basis for diversity promotion. In internal publications and on our intranet (in both Japanese and English), we published the results of questionnaires and interviews with top management, and introduced role models\*<sup>1</sup> and information about our various efforts. Furthermore, we also held a variety of company events, including companywide diversity promotion forums, various networking events, forums with individual themes, and a number of different level-specific training sessions for executives and managers. At the end of FY 2010, we designed an e-learning program, called "Creating a Workplace That Inspires All Employees to Work Energetically," to put diversity promotion into practice in the workplace. We opened the program to all executives, employees and temporary staff.

\*<sup>1</sup> Role models:

In general, people whose conduct functions as a guide or example for others.

### Stage 2: FY 2011–2013 (Understanding and Achievement)

In addition to past and ongoing activities, with understanding and achievement of diversity as the goal, we worked to achieve the three objectives below in light of individual problems that came to light through earlier activities.

The first objective was, "Support workplace activities designed to promote diversity." We selected representative managers from each Unit and held study sessions, shared information, and supported activities at each business site. In addition, we interviewed the heads of Units in order to understand the status quo at each business site and the thoughts of each director.

The second objective was, "Support active participation by female employees." We strove to achieve the target set in FY 2011 (a 20% ratio of female employees by FY 2020 and a 20% ratio of newly appointed female managers by FY 2020) and worked on positive actions, such as special selected training for female employees.

The third objective was, "Promote measures among Group companies in Japan." In FY 2011, we carried out diversity promotion briefings for each company's diversity promotion manager. We also expanded the scope of various Fujitsu-led events, survey questionnaires, and e-Learning to domestic Group companies.

In FY 2013, our various initiatives to date, including overall efforts for diversity and inclusion, and examples of our innovation at work sites, were recognized by the Ministry of Economy, Trade and Industry in the Diversity Management Selection 100 award program.



### Stage 3: FY 2014–2016 (Practice and Business Contribution)

Building on the activities performed through Stage 2 and with "Practice and Business Contribution" of diversity as our goal, we are engaging in the following three priority measures with the aim of "Diversity-Driven Innovation."

The first measure is support for the promotion of diversity in the workplace, aimed at the creation of innovation. We accept diversity in the workplace and are supporting a variety of initiatives that lead to innovation.

The second measure is the ongoing expansion of talent management (especially women) from early on, aimed at turning out diverse leaders. We conduct a number of seminars, including those for minorities matched to the issues faced at each level, and those aimed at the supervisors of diverse employees.

The third measure is the expansion of diversity in Group companies in Japan and overseas. We assess the status of Group companies with respect to diversity, and share Group directions and case studies at the Global Human Resources Conference.

#### Diversity Targets and Results

	Period	Target	Key Measures
1	2008-2010: Awareness and Under-standing	<ul style="list-style-type: none"> <li>Foster awareness and understanding of diversity promotion among all corporate officers and employees</li> </ul>	<ul style="list-style-type: none"> <li>Conduct surveys of employee awareness of diversity</li> <li>Implement e-learning programs</li> <li>Build human networks for female, disabled, and foreign employees</li> </ul>
2	2011-2013: Under-standing and Practice	<ul style="list-style-type: none"> <li>Promote workplace diversity</li> <li>Support more active participation by female employees</li> <li>Promote measures among Group companies in Japan</li> </ul>	<ul style="list-style-type: none"> <li>Select managers to represent diversity promotion in business units and hold study meetings.</li> <li>Determine the actual status of workplaces through interviews of division managers</li> <li>Set quantitative targets for active participation by female employees and conduct training</li> <li>Hold briefings for domestic Group companies, hold events for employees of domestic Group companies</li> </ul>
3	2014-2016: Practice and Business Contribution	<ul style="list-style-type: none"> <li>Support diversity promotion at workplaces oriented toward generating innovation</li> <li>Expand and improve our pipeline for producing a variety of employees (focusing on female employees) with leadership skills</li> <li>Promote measures among domestic and overseas Group companies</li> </ul>	<ul style="list-style-type: none"> <li>Interview management and hold meetings with experts</li> <li>Implement level-specific measures to support the active participation of female employees</li> <li>Survey the status of each Group company and share the results</li> </ul>



## Key Examples of Specific Measures

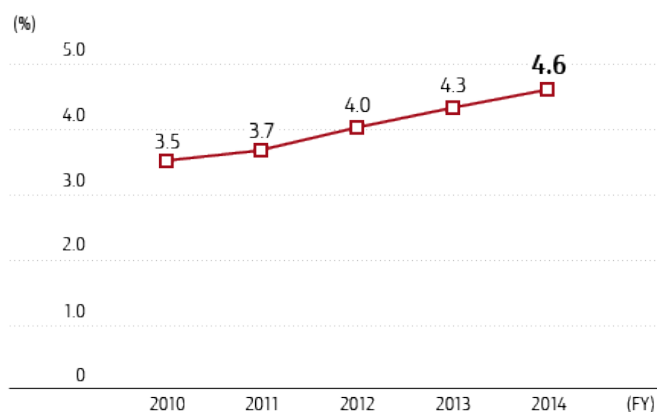
Main activities	Specific measures
Reform of mindset and culture in the organization	<ul style="list-style-type: none"> <li>Communication of Top Message from the management</li> <li>Companywide diversity promotion forums</li> <li>Surveys concerning diversity</li> <li>Workplace management training (for all directors and section managers)</li> <li>Implementation of e-Learning (currently rolling out at Group companies in Japan)</li> <li>Support for initiatives at all workplaces</li> <li>Expansion within Group companies in Japan and overseas</li> </ul>
Support for individual success	<ul style="list-style-type: none"> <li>Women: Forums for women</li> <li>Women: Female Leadership Development Program</li> <li>Women: Career Development Seminar</li> <li>Women: Diversity mentors</li> <li>Women: Cross-industry networking events</li> <li>People with disabilities: Forums for employees with disabilities</li> <li>People with disabilities: Promotion of active participation in special subsidiaries by people with disabilities</li> <li>People with disabilities: Workstyle Design Handbook for people with disabilities</li> <li>Foreign nationals: Forums for employees with foreign nationality</li> <li>Foreign nationals: Seminars for managers managing employees with foreign nationality</li> <li>Child care: Forums for employees caring for children</li> <li>Child care: Seminars for managers managing employees caring for children</li> <li>Introduction to role models</li> </ul>
Reform of way of working	<ul style="list-style-type: none"> <li>Theme-specific forums (balancing work with child care, nursing care, etc.; reform of way of working; etc.)</li> <li>Seminar to prepare for balancing work with nursing care</li> </ul>

## Supporting the Active Participation of Female Employees

As an immediate high-priority issue, Fujitsu is setting quantitative targets to reliably create significant numbers of female managers, while promoting activities to achieve these targets.

In more specific terms, we are selecting female employees who are or team leaders and, in coordination with the relevant workplace, management level, HR division, and the Diversity Promotion Office, establishing and implementing training programs appropriate for these individuals as candidates for promotion. For other levels of employees, we also hold workshops and events to encourage them to review their careers and envision their future career path. We are also planning and implementing networking events as opportunities to receive fresh encouragement from others.

### Trends in Women Managers (Fujitsu Limited)

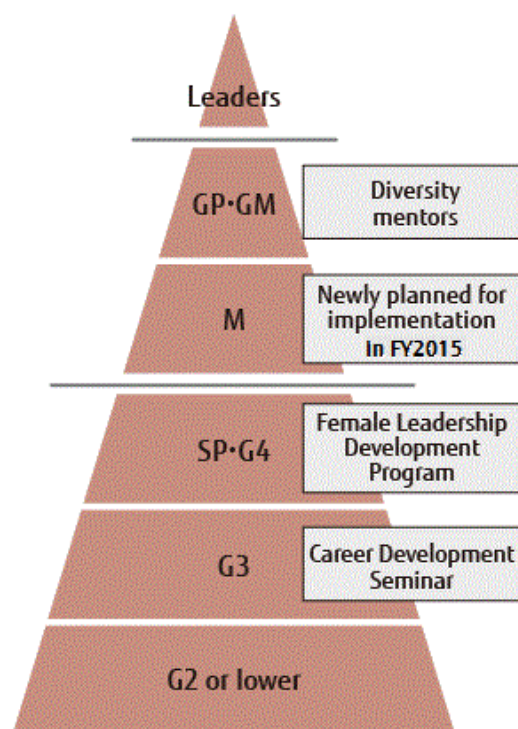


Furthermore, to help our female employees improve their self-esteem and enhance job satisfaction, we hold forums for all our female employees and giving publicity to role models.

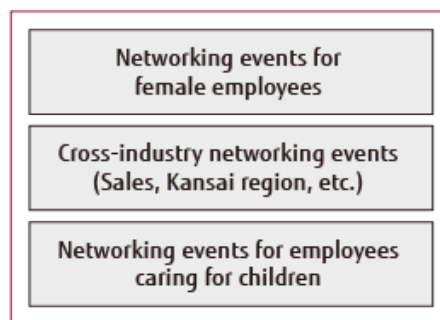
Note that we use the same recruitment standards regardless of gender with respect to promotion of managers at Fujitsu.

#### Measures Aimed at Promoting Active Participation by Women

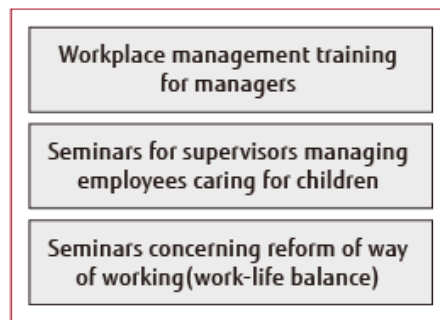
##### Measures by Employee Level



##### Measures for Women Overall



##### Measures Related to Management and Way of Working



#### Female Leadership Development Program (from FY 2011)

Fujitsu has initiated the Female Leadership Development Program, designed to support long-term career furtherance by its female employees. Through the program, Fujitsu is developing human resources to serve in leadership roles, while grooming future management staff.

Open to members selected by each division, this roughly half-year program seeks to boost awareness of career options and develop managerial skills through intensive classes centered mainly on team activities, coupled with on-the-job training. Diversity mentors, acting as team activity advisors and role models, provide advice and guidance, and each team offers its own suggestions to management at the end of the program.

To enhance effectiveness, the program is conducted in coordination with key staff members from worksites, management, personnel, the Diversity Promotion Office, and Fujitsu University, who all work together for the program's success.



Scene from the Female Leadership Development Program

## Career Development Seminar

Fujitsu offers seminars for applicants from the G3 (sub-team leader) level, aimed at career development for female employees.

Through group discussions and lectures by role models inside and outside of the company, this program aims to foster a mind-set for taking on daily challenges and to foster mid- and long-term career consciousness aimed at sustainable growth of the individual.

## Diversity mentors

Starting in FY 2011, we have been setting up "diversity mentors," selected from the ranks of upper level female managers, who will support the personal and career development of our female employees from a different standpoint than their immediate supervisors. Diversity mentors act as advisors for team activity in the above Female Leadership Development Program, offering advice and guidance as role models for program participants.

We also conduct dialog circles led by diversity mentors and officers on the theme of active participation by women.

## Supporting the Active Roles and Promoting Employment by People with Disabilities

Fujitsu employs people with disabilities without limitations on where they may work. People with disabilities, therefore, are working in a wide variety of positions, including as researchers, developers, sales staff, systems engineers, and business staff.

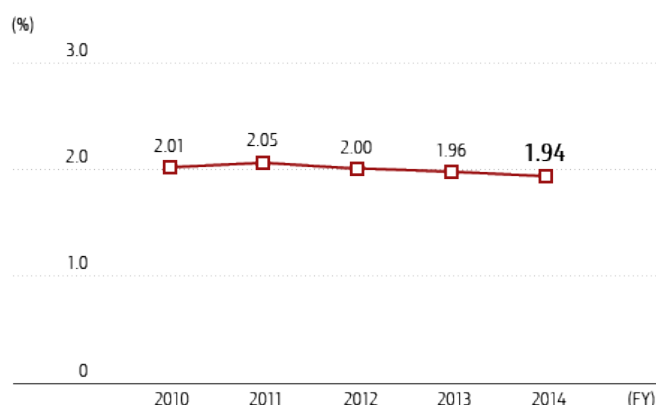
To hire people with disabilities, we have prepared a pamphlet for students with disabilities and included in it specific information such as interviews with current employees with disabilities, Fujitsu's perspective on hiring people with disabilities, and the range of jobs available once a person is hired. We hope this assuages any anxiety and conveys an environment where anyone can actively work, with or without a disability. Correspondingly, we implement long-term follow up from initial human resource development until the employee is established, so that workers can stay with Fujitsu for the long term. One example of this is training for new employees and interviews together with their workplace in order to bring out the best of the individual's abilities.

In addition, Fujitsu holds forums on the creation of networks of disabled employees and the creation of workplaces where everyone can produce results regardless of any disability they may have. Moreover, we publicize on our intranet role models and manuals for workplaces that can accept disabled employees.

## Diversity promotion forums for employees with disabilities

To support the active participation of employees with disabilities, Fujitsu holds forums attended by these employees, paired with department heads or other members. In fiscal 2014, we held a workshop inviting participants to recognize their own strengths and weaknesses and turn those weaknesses into strengths in order to take control of their own work styles. The workshop also considered the creation of workplaces for maximizing results as an organization. On the day of the workshop, we performed trial usage of a conference support system for persons with hearing disabilities, the result of our own research and development.

Trend in Employment Rate of People with Disabilities (Fujitsu Limited)



\* 2.04% in FY 2015

## Establishing Special Subsidiaries<sup>\*2</sup> for Promoting the Employment of People with Disabilities

Fujitsu establishes special subsidiaries to provide more forms of employment for workers with disabilities. These subsidiaries give consideration to the particularities of each employee's disability and aim to be workplaces where these employees can play a more active role.

<sup>\*2</sup> Special subsidiary:

A subsidiary that requires authorization by the Minister of Health, Labor and Welfare and is established with particular consideration for people with disabilities.



Workers at Fujitsu Harmony Limited disposing of documents

### Special subsidiaries of the Fujitsu Group

Company name	Establishment	People with disabilities	Main work	Workplace
Fujitsu FSAS & Sun LTD.	1995	28	Repair of ATMs, PCs, circuit boards; other work related to Fujitsu's maintenance services	Beppu
Fsol Act LIMITED	2011	33	Data management, recycling, cleaning, in-facility delivery, health-keeping	Bunkyo Ward, Aomori, Sapporo, Nagano, Sendai, Niigata, Omiya
Fujitsu Harmony Limited	2013	13	Creation of PDF documents, document disposal, recycling, miscellaneous support	Kawasaki, Numazu
Fujitsu FMCS Challenged Ltd.	2014	6	Office support work, printing / binding, document disposal, in-facility delivery	Yokohama

\* In order of establishment, as of March 2015

## Recruitment of and Support for Active Participation by Global Talent

With sights on global business expansion, Fujitsu takes part in career events in and outside Japan geared to foreign students, as well as holding its own seminars and accepting university students from abroad for internships. Through these and other actions, Fujitsu is recruiting foreign nationals studying in Japan and university graduates from other countries, bringing the total of foreign nationals working at Fujitsu to 272 as of March 31, 2015.

## Support for Foreign Employees in Japan

Fujitsu launched the Integr8 project in 2007 to enable foreign national employees to contribute and utilize their full potential. We have since undertaken the creation of good working environments for these employees.

At the launch of the project, we set up a system in English on our intranet to field questions and requests for consultation, and created an intranet to explain rules, regulations, personnel-related procedures for activities such as business travel, the visa acquisition process, living necessities, and so on, to help foreign national employees settle into the Fujitsu organizational environment and life in Japan.

Since then, Integr8 has expanded the scope of its activities to encourage cross-cultural interaction among employees of differing nationalities and to support the international integration of Fujitsu workplaces. With the goal of supporting the formation of global society within the Fujitsu Group and fostering a mindset that accepts cultural differences and embraces diversity, the program holds lectures and other events, including discussions aimed at the supervisors of foreign national employees.

## Seminar for department heads managing foreign national employees

Fujitsu held a workshop to share best practices involving the issues faced by foreign nationality employees and the management issues faced by their supervisors. The workshop, which targeted department heads who manage such foreign employees, made use of the Practical Manual for Making Use of High-Level Foreign Human Resources that was planned and produced by Fujitsu Research Institute under contract by the Ministry of Health, Labour and Welfare.

## Expansion within Group Companies in Japan and Overseas

In fiscal 2011, we held briefings for diversity promotion managers at each of our Group companies in Japan, and in fiscal 2014, reported on the state of domestic Group companies overall and presented case studies from the companies. Fujitsu also carried out events, questionnaire surveys, e-Learning, and other activities targeting Group companies in Japan.

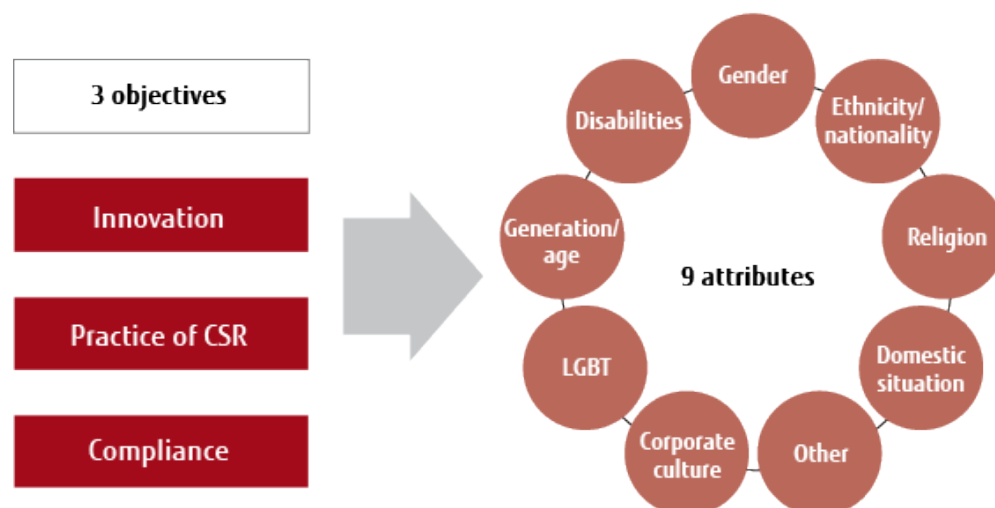
With regard to Group companies overseas, in fiscal 2013 we shared information on the status of diversity promotion in each company and region, along with outstanding case studies, at the Global Director's Meeting for Human Resources Conference Units.

In fiscal 2014, we also compiled guidelines on "Direction of Fujitsu Group Diversity and Inclusion" within the Fujitsu Group, as shown below, and from fiscal 2015 will communicate this information as we work to further promote diversity as a Group.

### Direction of Fujitsu Group Diversity and Inclusion

The Fujitsu Group will undertake the promotion of diversity and inclusion, primarily initiatives aimed at nine attributes with the following three objectives, and will connect this undertaking to strengthened competitiveness as a company.

### Direction of Fujitsu Group Diversity and Inclusion



Each Group company will prioritize objectives and attributes matched to its country, region, and corporate situation, and will accordingly set targets and undertake specific promotion activities. (Among attributes, gender will be given special priority.)

## Activities outside the Company

### Cooperating as a Platinum Sponsor with the kick-off event for the W-STEM female engineers' network

To support the promotion and establishment of diversity management in companies, Fujitsu has voiced approval for the founding principles of the NPO J-Win (Japan Women's Innovative Network) established in 2007, and is participating as a corporate member.

At the November 2014 kick-off event of the W-STEM female engineers' network sponsored by the Cabinet Office and J-Win, Fujitsu provided cooperation as a Platinum Sponsor. Fujitsu also planned and operated workshops, while female engineers from the Fujitsu Group served as role models for the poster session. The 1-day event was held at Ochanomizu University, with 75 students among the 412 persons in attendance.

### Research and Development of a Meeting Support System for Deaf and Hard-of-Hearing People

Fujitsu is developing LiveTalk, an application that uses voice recognition software to convert speech from meeting participants into text, send that text to meeting participants' PCs in real time, then allow deaf and hard-of-hearing participants to read the content of the meeting discussions and respond by keyboard input, stamp input, or fixed phrase input.

Use of this meeting support system makes it easier for deaf and hard-of-hearing people to participate in meetings, improves on existing approaches to guarantee of information<sup>\*4</sup> challenges, and realizes universal design for meetings.

Research and development of the system was performed under adoption by the Ministry of Internal Affairs and Communications' 2013 subsidy program for supporting the use of ICT (R&D for technology, etc. directed toward eliminating the digital divide).



A meeting participant using a microphone to convert speech to text

<sup>\*4</sup> Guarantee of information:

A guarantee of the right to know, by enabling the smooth receipt and communication of information even by persons with sight, hearing, or other disabilities.

## Efforts Promoting Respect for Human Rights

### Respecting Human Rights

The shared values articulated in the Code of Conduct of the FUJITSU Way are guidelines for each employee to comply with in conducting daily business operations. Prime among them is "We respect human rights," a principle that underpins all our corporate and individual activities and disciplines the actions of every member of the Group.

To promote activities that respect human rights in accordance with the Fujitsu Way Code of Conduct, Fujitsu has created the "Fujitsu Group Human Rights Statement" and the "FUJITSU Guiding Principles of Respect for Human Rights in Employment." Fujitsu has publicly announced its support for the ten principles of the United Nations Global Compact\*<sup>1</sup> based on universal principles regarding human rights and rights at work, such as the "Universal Declaration of Human Rights," and the International Labour Organization's (ILO) "Declaration on Fundamental Principles and Rights at Work," and will continue to move forward with management that places a high priority on human rights.

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

Ten principles in the areas of human rights, labor practices, the environment, and anti-corruption, that corporations should uphold.

### Fujitsu Group Human Rights Statement

Fujitsu announced "Fujitsu Group Human Rights Statement" in December 2014, and aims to promote the following initiatives. The statement has been translated into 21 languages including Japanese and English. Fujitsu aims to disseminate the statement to all group companies.

#### 1. Global Approach

Respecting international human rights standards

#### 2. Human Rights Due Diligence

Processes to identify, prevent and mitigate negative impacts of corporate activities regarding human rights

#### 3. Responsibility as an ICT Company

Response to human rights issues including data security and privacy, and engagement promotion with stakeholders

#### 4. Embedding Human Rights

Continuous activities to increase awareness, and contributing to sustainable development through acceptance of diversity and innovation

- Fujitsu Group Human Rights Statement  
<http://www.fujitsu.com/global/about/csr/vision/hrstatement/>

### FUJITSU Guiding Principles of Respect for Human Rights in Employment

In the "FUJITSU Guiding Principles of Respect for Human Rights in Employment," Fujitsu is thoroughly committed to providing equal opportunity, respecting human rights in employment practices, eliminating discrimination, and banning forced labor and child labor. These guidelines are posted on the website, and Fujitsu is actively increasing awareness and dissemination through various seminars and other opportunities.

In its hiring processes, the Fujitsu Group does not discriminate by age, gender, nationality, or other factors, and we offer opportunities for promotion once someone has reached a stage commensurate with general competence and performance.

We are also strengthening our multifaceted efforts to increase equality of opportunity, including a rehiring system for those who leave Fujitsu to raise children or care for infirm or elderly family members, and the promotion of women employees to management positions.

- FUJITSU Guiding Principles of Respect for Human Rights in Employment  
<http://www.fujitsu.com/global/about/csr/vision/hrstatement/>

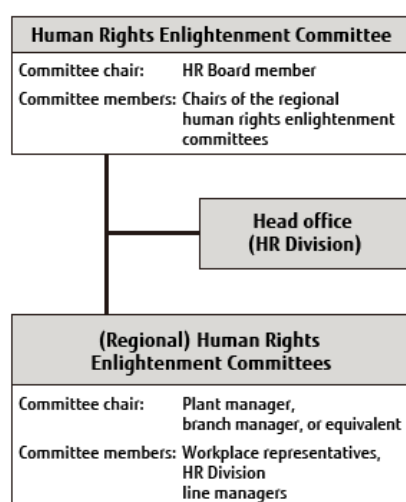


## Promoting Human Rights Education

In the Fujitsu Group, we implement activities to promote human rights awareness through the Human Rights Promotion Committee, which is chaired by the board member in charge of human resources. Regional human rights promotion committees comprised of regional workplace representatives act as implementation organizations, and group companies have established similar committees.

The head office of the Human Rights Promotion Committee regularly check on the status of activities and issues at regional and group company human rights promotion committees. Findings are used by Human Rights Promotion Committees to summarize activities and set directions for the pursuit of ongoing, systematic education and training. In line with the directions set by the Human Rights Promotion Committees, individual regions and group companies undertake training and education that are based on common training content for all companies and adjusted for the specific circumstances of the region or group company. Buraku discrimination, harassment, and other problems are taken up in training held for those who have been promoted and other training conducted during the year.

### Human Rights Enlightenment Structure



### Initiatives led by the Human Rights Enlightenment Committee



### Training and Education Regarding Human Rights

Findings are used by Human Rights Promotion Committees to summarize activities and set directions for the pursuit of ongoing, systematic education and training. There are training programs that all employees attend when joining the company and upon promotion, as well as other training programs held year-round. At the training programs, various human rights issues are discussed, such as Buraku discrimination and workplace harassment. In FY2014, a total of 16,739 employees attended such group training programs. Additionally, the Fujitsu Group provides an e-learning program for all group employees.

### Human Rights Seminar for Group New Officer

To instill a corporate culture that respects human rights, Fujitsu believes that it is crucial for the top management to understand human rights. Newly appointed officers attend a seminar to study corporate activities based on international human rights standards. In FY2014, 81 officers, including those from group companies, attended the seminar.

### Various Awareness-Raising Activities

In conjunction with Human Rights Week every December, we work to foster an environment in which everyone can think about and discuss human rights to promote respect for human rights in households and local communities with connections to the Fujitsu Group. Examples of these efforts include the hanging of posters on human rights awareness, contests in which employees and their families come up with slogans on human rights awareness, and the distribution of human rights promotion leaflets to all employees.

## Consultation Services and Human Rights Monitoring

In an effort to create an environment where each individual employee can work with peace of mind and fully exercise their capabilities, the Fujitsu Group has established internal consultation services to which employees may bring their human rights concerns. These services have been established in each region as well as at our headquarters to make it easy for employees to raise their human rights concerns. Contact information for human rights consultation services are posted on our intranet and made known to employees via posters, training sessions, etc., and regular training is held for personnel engaged in the provision of consultation services, so that they can perform their roles appropriately.

The personal information and privacy of employees who make use of the consultation services are protected, enabling employees to seek advice on matters like relationships with coworkers, harassment, and troubles and doubts concerning human rights, and ensure the consultation services are able to help improve workplace environments. Matters brought to the attention of consultation services are reported - with proper precautions to protect personal information and privacy - to Human Rights Promotion Committees and regularly communicated to corporate auditors. This is done to monitor use of the consultation services and to use information on the reported matters to prevent recurrences.

### Human Rights Consultation Service

Group Consultation Service	Regional Consultation Services
Receives consultations from all business sites	Established as consultation services in closer proximity to employees

Names and contact information for consultants are clearly communicated to employees, so they can choose a service to consult.

## Topics

### Workshop to Increase Understanding of LGBT

To create an environment where everyone can work and exhibit their capabilities to the fullest, Fujitsu has taken measures to increase understanding of sexual minorities (LGBTs<sup>\*2</sup>, etc.).

In FY2014, Fujitsu invited Maki Muraki from the non-profit corporation Nijjiro Diversity to hold a workshop on fundamental knowledge of LGBT for the managers of the human rights promotion division, consultation desk staff, and health promotion division.

Beginning with this initiative, workshops are regularly held at various offices within the company, and Fujitsu will strive to create a workplace where various employees can excel.

<sup>\*2</sup> LGBT:

General term for L=Lesbian, G=Gay, B=Bisexual, T=Transgender

## Human Rights Due Diligence Scheme

Through its entire global value chain, the Fujitsu Group examines the impact of its business activities on human rights, and has taken actions to establish Human Rights Due Diligence to prevent and mitigate negative impacts.

In FY2014, the following initiatives were implemented.

- Developed the "Fujitsu Group Human Rights Statement," and agreed on future human rights due diligence promotion globally
- Conducted a written survey with 111 domestic and overseas group companies based on the ISO26000 standards to investigate the status of human rights initiatives.
- Conducted a written survey with approximately 530 business partners to investigate the implementation status of CSR activities including human rights
- Started revision of procurement-related documents (CSR Procurement Guideline and CSR Deployment Guidebook for suppliers)
- Conducted supply chain audit simulation at a domestic group facility and auditor training
- Started developing e-Learning and promotion tools for employees to promote Human Rights Statements
- Discussed challenges and themes of future human rights due diligence initiatives with domestic and overseas human rights/CSR experts.

In FY2015, through the continued implementation of the above initiatives, Fujitsu aims to strengthen its human rights due diligence implementation system, as well as increase human rights awareness from the management level to ordinary employees.

- Basic Policy on CSR (CSR activities applying ISO26000)  
<http://www.fujitsu.com/global/about/csr/vision/iso26000/index.html>
- With Our Suppliers  
<http://www.fujitsu.com/global/about/csr/activities/society/procurement/index.html>

## Initiatives for Preventing Forced Labor and Child Labor

The Fujitsu Group has stipulated that it will not use forced labor or child labor. In FY 2014, we conducted a written CSR survey based on the ISO26000 standard among our 111 related companies in and outside Japan. Through that survey, we confirmed information on initiatives for the prevention of forced labor and child labor.

We also make our business partners aware of the Fujitsu Procurement Guideline, which includes provisions on the elimination of forced labor and child labor. In FY 2014, we asked our approximately 530 primary suppliers to complete a written survey on the status of CSR initiatives, including steps for the elimination of forced labor and child labor.

## Creating Good Working Conditions

### Arranging Support Environments for Compatibility between Work, Pregnancy, Child care, and Nursing Care

Fujitsu is committed to providing a work environment that is easy to work in, allows employees not only to work but also to raise children or care for family members, and supports a diverse range of work styles so that all our employees can fulfill their potential.

#### Arranging Systems to Support Pregnancy and Child Care

In regards to pregnancy and child care, we have established and implement our action plans<sup>\*1</sup> in accordance with the Law for Measures to Support the Development of the Next Generation. In addition, we provide babysitter subsidies and have established and are operating in-house childcare facilities at some of our sites. Furthermore, we conduct a forum to assist and help build networks for employees who have just returned to the workplace after child care leave, or who are taking child care leave and will return to the workplace.

\*1 Action plans:

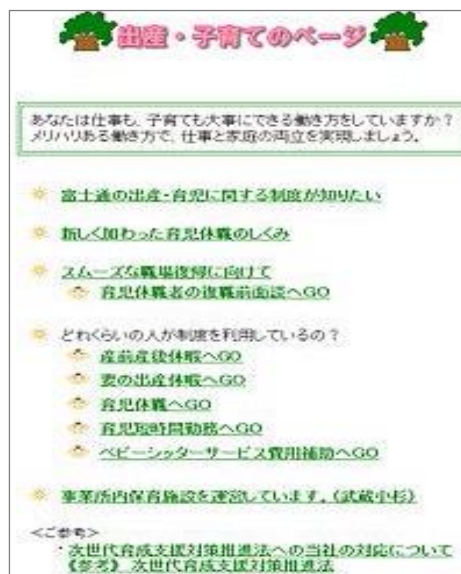
Fujitsu has implemented action plans from 2005, and is now implementing the fourth action plan (April 1, 2013 to June 30, 2015).



Logo mark stipulated by the Minister of Health, Labour, and Welfare according to Article 14, Item 1 of Japan's Law for Measures to Support the Development of the Next Generation.

(Next-generation approval mark)

\* Fujitsu received the Next-generation approval mark from the Minister of Health, Labour and Welfare during our 1st to 3rd action plans.



#### Support for active participation by employees raising children

In FY 2014, we held forums two times for Fujitsu and Group company employees who are on maternity leave or have returned to work less than one year after taking childcare leave. The forums provided advice from public health nurses and talks by female managers with experience raising children, and featured group discussions and lectures from invited speakers.

As a new measure enacted from FY 2014, we held a forum for Fujitsu and Group company supervisors who manage employees raising children. At this forum, we featured talks by the Health Promotion Division on special considerations for female employees raising children, as well as group discussions and talks on management by invited speakers.

## Conducting Surveys of Employees Regarding Nursing Care

With regard to nursing care, Fujitsu conducted a survey in FY 2012 to gain information on employees' needs, etc. for the provision of nursing care. This survey was conducted among employees 40 or older at Fujitsu and two Fujitsu Group companies.

We used survey results in a forum we held covering topics including public nursing care services that are in high demand and internal information on nursing care. The forum and results of the survey were made available on our intranet and to Group Company employees.

In addition, we have established work leave systems aimed at providing employees with leave opportunities to rejuvenate themselves or engage in volunteer work.

### Number of Employees Using the Care Leave Support System (FY 2014, Fujitsu Limited)

System	Total <sup>*2</sup>	Men	Women
Child care leave	271	22	249
Family care leave	10	0	10
Reduced working hours (child care)	585	18	567
Reduced working hours (family care)	4	0	4
Paternity leave	496	496	-

\*2 Numbers of Users:

Numbers of Users: Figures include employees who have continued to use the system from the previous fiscal year. The percentage of employees who return to the workplace after taking child care leave is nearly 100%, for both men and

### Return to Work Rate/Continuous Work Rate after Child Care or Family Care Leave (FY 2014, Fujitsu Limited)

System	Return to work rate	Continuous work rate <sup>*3</sup>
Child care leave	100%	97%
Family care leave	100%	100%

\*3 Continuous work rate:

The proportion of employees continuing work 12 months after returning from child care leave or family care leave.

## Practical Initiatives for Reforming the Way We Work

### Holding a Variety of Forums

We are implementing a variety of forums to improve both productivity and individual job satisfaction and fulfillment based on the many different ways people work with the theme "Reforming the Way We Work."

We focused on understanding differences in ideas through FY 2009, and since FY 2010, we have been implementing training based on concrete, practical measures. In FY 2014, we held forums in the Keihin region on reforming the way we work, primarily on the theme of remote nursing care, so appropriate attention can be paid to both work and nursing care needs. A November forum was held, including Group companies, in the Kansai region, and a December forum was held, also including Group companies, in the Keihin region.

These forums consisted of talks and group discussions and were intended to give participants an opportunity to develop their understanding of job approaches, and make immediate changes, that would allow them to balance nursing care and work, and continue working with a sense of worthwhileness.

We also held seminars focused on providing information on nursing care, aimed at Group company employees as well as their families. In FY 2014 we held the seminars 22 times (including 4 times on Sundays) in the Keihin and Kansai regions, with participation by over 2,500 persons.

### Promoting Diverse Work Styles

So that each and every one of our employees can work efficiently to create even higher added value, Fujitsu has adopted satellite office and mobile work tele-work options in addition to a work-from-home system. In addition, we are promoting work styles that apply global communication platforms to further the endeavors of our diverse workforce.

### Fujitsu Tele-work System

Type	Definition of workplace
Work from home	Home
Satellite office	Office other than main office Fujitsu or Fujitsu Group business offices (excluding offices where an employee is stationed)
Mobile work	Locations other than main office Customers' sites, hotel rooms on business trips, etc.

### Employee Benefits Program

The Fujitsu Group has programs in place that are suited to the life styles of employees and strive to allow them and their families to lead healthy and prosperous lives.

In order to respond to the advance of globalization and diversity and to the changing needs of employees, in October 2014 Fujitsu introduced the "F Life+" cafeteria plan<sup>\*4</sup> as a new employee benefits program.

In addition to this, under the idea that active work and growth by every employee leads to the growth and development of the company, we have established a variety of initiatives to support employees' own efforts at preparations for the future, including savings/property accumulation programs, an employee shareholding association, group insurance benefits, housing support, medical support, health support, and child support.

<sup>\*4</sup> Cafeteria plan:

A system by which employees select desired or needed employee benefits from a diverse menu prepared by the company, taking advantage of the options in the form of using up "employee benefits points" granted by the company.

### Initiatives Aimed at Reducing Long Working Hours

The Fujitsu Group aims to improve the work-life balance and the productivity of every employee through a variety of initiatives aimed at reducing long working hours. As an example, at Fujitsu Headquarters, every Wednesday is designated as a day for leaving work on time. On these days, the company turns off lights at 6:00 p.m. to encourage employees to return home.

#### Examples of specific initiatives aimed at improving long working hours

- Adoption of flex time, a discretionary labor system for professional work, and a discretionary labor system for management-related work
- Sending of alert e-mails for overtime work
- Not scheduling meetings outside of scheduled working hours
- Setting of recommended days for taking annual leave
- Enforcement of leaving work on time one day a week
- Leaving work one hour earlier every day
- Enforcement of working hours management in management training
- Promotion of telework aimed at diverse ways of work
- Adjustment of work style and rest style according to busyness of work

## Measures to Energize Communication

### Labor Relations

Based on labor-management agreements with the Fujitsu Labor Union, Fujitsu holds discussions about various employment conditions and explains management policies and business conditions, along with business reorganization and other matters, to its employees through regular and ad hoc meetings such as the Labor Council or Productivity Council. Furthermore, these agreements stipulate the collective bargaining rights of the union.

Note that since Fujitsu adopts a union shop system, all ordinary employees are members of the Fujitsu Labor Union (at Fujitsu, 76% of employees are part of the union<sup>\*5</sup>).

In Europe, the Fujitsu European Annual meeting has taken place every year since 2000, with the overall financial conditions of the Fujitsu Group and other issues shared with the employee representatives from Fujitsu Group companies.

<sup>\*5</sup> Union participation rate:

The 75.8% figure quoted is the ratio of normal employees out of all full-time employees (including managers).

## Topics

### Preparing Better Working Environments in China

Under the recognition of China's economic shift from high-speed growth to the so-called "New Normal" of more moderate growth, the Chinese government has ramped up policies aiming at stable economic growth and qualitative improvements. In concert with these policies, the laws and the environment surrounding workers have been changing, and companies have been required to respond appropriately. As an example, in January 2014 the Ministry of Human Resources and Social Security of the People's Republic of China issued the Provisional Regulations on Labor Dispatch, which went into effect in March of the same year. The regulations supplement the dispatched worker-related rules in the revised Labor Contract Law (enacted July 2013) with intent to improve the status of workers, and clarify the kinds of work that can be performed by dispatched labor and the ratios of dispatched employees.

To respond appropriately to such changes and be fully compliant with laws, the Fujitsu Group in China has engaged in ongoing information exchanges and discussions with experts in cross-company working groups. In these groups, we have discussed how to respond to the above regulations. Also, although we are not legally required to do so, we include temporary contract periods in employment periods when dispatched workers change their contracts from temporary to labor contracts, in order to offer better environments to employees.

### Establishment of a Consultation Service for Human Resource Programs, etc.

Fujitsu established a consultation service as a contact point for e-mail and phone calls to the Human Resources and Administration Units, as we work to build a structure that makes it easy for employees to seek guidance on human resource and administrative programs.

## Employee Satisfaction Survey

In order to continue as "an organization wherein all employees are strongly motivated, have ample opportunities for advancement and work with pride and confidence" in accordance with the Fujitsu Way, the Fujitsu Group conducts employee satisfaction surveys that provide opportunities for serious thinking about ways by which management in each organization can improve employees' motivation. The survey is carried out by all divisions of Fujitsu as well as by every Group company in Japan. Based on the results of the survey, these organizations carry out deliberations and activities to improve employees' motivation in every organization, while sharing examples of such initiatives across the Group.

The FY 2014 survey was conducted among approximately 82,000 employees (of which about 30,000 are Fujitsu employees), including people working at 85 domestic Group companies that requested it. With a response rate of over 90% Group-wide, the percentage proud to work at Fujitsu was approximately 80%.

### Group Efforts in Overseas Business

Beginning in FY 2011, the Fujitsu Group conducted its first employee engagement survey of all of our former international business group\*6 employees (some 43,000 persons, in Japan and overseas). It has focused on the degree of employee proactive commitment to (or engagement with) the organization or management and on identifying the elements involved in that commitment. Generally, companies where employees have a high level of engagement tend to achieve superior business results, productivity, and customer satisfaction.

The overall response rate for the FY 2014 survey was 77%. In response to questions related to engagement, such as "Do you feel proud to work at Fujitsu?" on average 64% of employees responded positively (whereas 23% responded "cannot say" and 13% said "no"). Every year, each of our organizations formulates, carries out, and monitors the progress of action plans that take into account the previous year's survey results. In FY 2014, as well, workshops, etc. were held in each organization to actively work toward boosting employee engagement.

In FY 2015, the employee engagement survey will again be conducted and results will be utilized with the aim of creating environments that further enhance employee commitment and support employee initiative.

\*6 Former international business group:

This structure ended during our March 2014 organizational changes. At present, all business hubs within the Group are subsumed in their respective regions.



## Occupational Safety and Health and Health Management

### Health and Safety Policy

Based on the Fujitsu Corporate Values, the Fujitsu Group ensures the safety of employees by providing work environments where people can work in safety and comfort. Furthermore, the Fujitsu Group has set a Health and Safety Policy based on the Fujitsu Corporate Values. The Group's human resource department, health promotion department, and health insurance society work together to create a safe and comfortable working environment and corporate culture, ensuring the health and safety of Fujitsu's employees.

#### Fujitsu Group's Health and Safety Policy

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

### Efforts to Improve Occupational Safety and Health

The Fujitsu Group aims for zero industrial accidents, and is committed to organizing occupational safety and health activities. To raise awareness for industrial accident prevention, the Fujitsu Group promotes health and safety education within its department and habitually conducts safety drills to prevent falls. Furthermore, from FY2014, the Fujitsu Group conducts voluntary inspections and third party inspections by specialized site surveyors to minimise accident risks at its production sites .

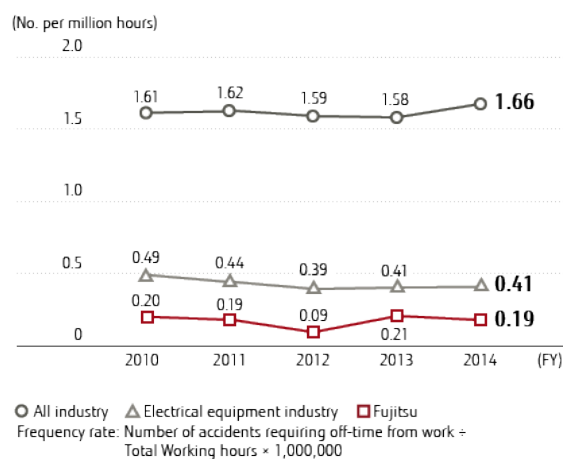
### Occupational Safety and Health Promotion System

In Japan, management and the Labor Union have jointly established a Central Safety and Health Committee, which meets annually, and a direction has been established for all employees of Fujitsu Ltd to follow in ensuring labor safety and health. The safety and health management organizations at individual business sites hold monthly meetings of their Safety and Health committees. These committees establish directions suited to the unique characteristics of the business site and work to create safe, healthy workplaces according to the policies related to the Occupational Health and Safety Management System. Each business site's safety and health management organization also performs workplace inspection tours and takes other steps to check for and rectify dangerous locations and factors that may impair health, while conducting risk assessments. Certain business sites have also acquired the international standard certification, OHSAS18001.

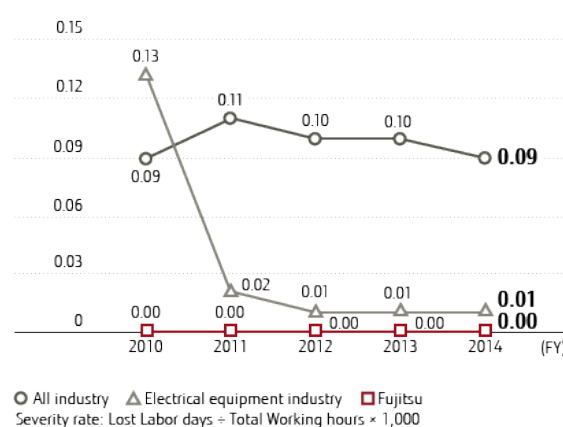
## Occurrence of Work-Related Accidents

The accident frequency rate and severity rate have been kept at a level far below the national average.

### Frequency Rate Transition (Fujitsu Limited)



### Severity Rate Transition (Fujitsu Limited)



## Health Management and Enhancement Initiatives

The Fujitsu Group has established Health Promotion Centers and Health Care Centers at each business site and is undertaking activities that seek to maintain or enhance the health of employees and their families, and elevate health literacy (knowledge of health-related matters). Eligibility for health support services includes not only employees and their families but also retirees.

### Implementing Health Checkups

The Fujitsu Group conducts annual health checkups, with results made available to employees via a system they can access from their own desk as an added measure to encourage self-management of personal health. In addition, activities aimed at early detection of diseases are undertaken in collaboration with the Fujitsu Health Insurance Organization, and a subsidy system has been created to help defray costs related to gynecological and obstetric examinations, and simple brain and lung checkups.

### Efforts to Enhance Health and Fostering a Self-Care Mindset

The Fujitsu Group has developed a Health Enhancement Campaign targeting all Group employees. In addition to health consultations for individual employees to help prevent lifestyle-related and mental illnesses, targeted education and health talks are held to enhance mental and physical health. As part of this effort, and to foster a self-care mindset, we hold walk rallies and other health promotion activities, healthy lunch seminars and other dietary education activities, activities aimed at helping employees stop smoking, women's health education activities, and other activities as well.

### Mental Health Services

Fujitsu appointed an in-house mental health counselor at an early stage to provide mental health counseling services to employees. In FY 2014, 9 counselors traveled to individual business sites to attend to the mental health care needs of employees. Self care has been enhanced through measures such as stress tests for all employees. Based on the stress test results, we also conduct organizational stress tests of each division, in an effort to support activities to improve work environments.

## Initiatives for Enhancing Work Engagement

Since FY 2012, the Fujitsu Group has been using a stress test tool developed in-house with questions related to lifestyle and work engagement (realizing increases in vitality through work). The purpose of this tool is to provide data for analyzing issues for future health measures. Advice on organizational stress tests is received from professors at the University of Tokyo, and we work with not only our industrial health staff but also our human resource department to enhance work engagement and invigorate workplaces.

Stress test question forms

## Measures to Promote a Healthy Workplace

In December 2014, Fujitsu implemented the Healthy Living Workplace Certification System – Starter Accreditation set by the Forum for Creating a Healthy Living Workplace\*, which is jointly established by the Japan Productivity Center and The University of Tokyo Graduate School of Medicine, Department of Mental Health. The Healthy Living Workplace Certification System is a system to evaluate Fujitsu's policies, future plans, and measures to promote mental health and improve organizational productivity. Fujitsu has achieved stellar results for many of its policies. Its health promotion headquarters plays a key role in providing readily available workplace stress assessment results, covering positive mental health in the various business divisions which helps to create a lively workplace.

These activities have pioneered stress checks that will be implemented with Fujitsu's Industrial Safety and Health Act amendment in December 2015, and Fujitsu plans to continue such measures.



\* Forum for Creating a Healthy Living Workplace:

A new initiative based on a concept of new mental health measures in corporations, proposed at the stakeholder meeting of the Ministry of Health, Labor and Welfare. The goals of the forum are to prevent issues with employees' mental health, and realize a positive and healthy corporate culture where employees can work happily and contribute to their organization.

## Fujitsu Clinic

The Fujitsu Clinic was established as a medical clinic in 1944 on the premises of Fujitsu's Kawasaki Plant, for the purpose of providing medical treatment and health management services to employees and their families. Since its establishment, the Clinic has also answered the demand for community healthcare, providing medical treatment to local residents. The center conducts various health checkups for employees (about 30,000 people a year) along with the Fujitsu Health Management Center on the premises.

## Human Resource and Career Development

### Human Resource Development

The employees of Fujitsu Group are our biggest assets, and we believe that each individual is full of potential. Fujitsu is committed to planned and continuous human resource development using various approaches, so that its employees can enhance their abilities and specialties through work to grow as individuals and learn to take on challenges and adapt to the intense changes and competition in society.

### Guidelines for Human Resource Development

To develop high-level human resources, the Human Resources Development Unit of the Fujitsu Group collaborates with each business group and Human Resources Unit, and the Group has implemented systematic education programs emphasizing the following four principles.

#### Four Major Themes of Human Resource Development

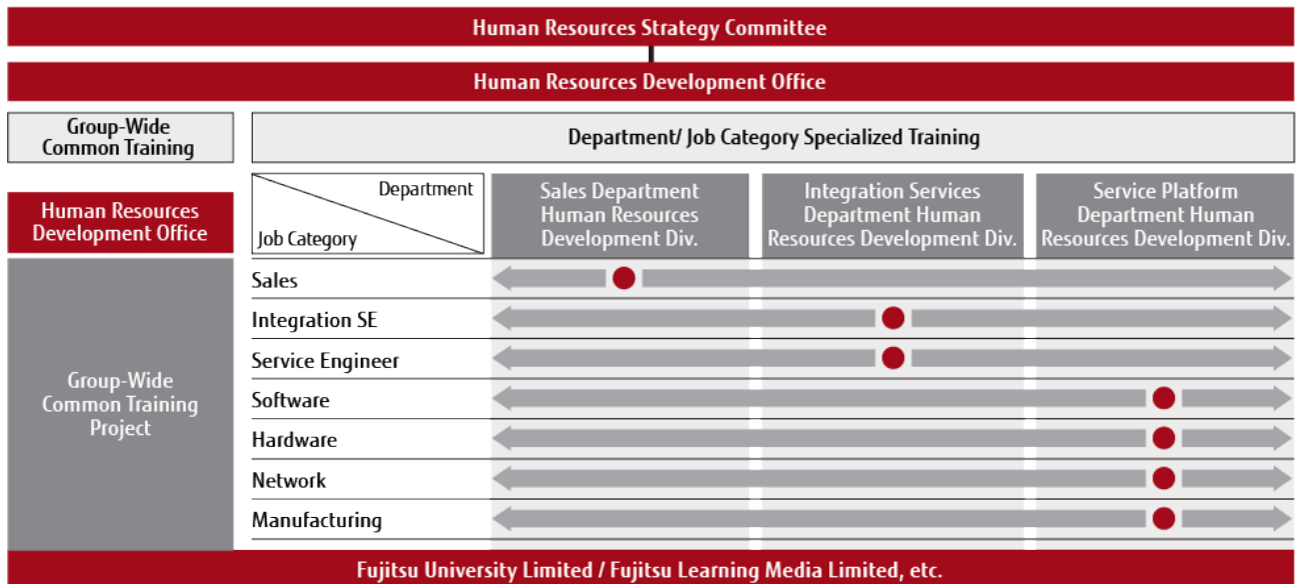


### Promotion System

The Fujitsu has established a Human Resources Strategy Committee, comprising executives at the management level and above. The committee regularly discusses Fujitsu's human resources approach for implementing its vision and business strategies. The human resources development office handles the human resources development approaches, as well as common human resources development programs across the entire company. At the human resources development Div., the unit conducts training to enhance the specialization of the employees in the fields they are involved in.

The group companies, Fujitsu University Limited, and Fujitsu Learning Media Limited, both specializing in education, carry out the training sessions.

## Human Resources Development System



## Measures and Achievements

### Educational System

From new employees to executives, we provide common education focused on foundation training for individual positions and roles, as well as specialized training to improve the specialization of various departments and occupations. We also provide self-development support for employees who wish to carry out self-learning. For the foundational training, we incorporate the Management By Belief\* ideology across all ranks to provide consistent training.

\*Management By Belief:

A new management method concept advocated by Honorary Professor Ikujiro Nonaka of Hitotsubashi University, where all employees engage in their work with a sense of emotional involvement.

### Human Resources Development Curriculum

	Common Training				Specialized Training	Self-Development
	Fundamental Business Knowledge	Management/ Role	Leadership	Career		
Officers/Executives		New Officer Training				
		Vice President Training				
		Director Training				
		New Manager Training		C&L Design Seminar		
		Evaluator Training				
Ordinary Employees	Pre-Promotion e-learning by Level	Promotional Training by Level	Leadership Training	Basic/ Advanced Career Training (Voluntary)	Training for Expatriates	Self-development Seminar
	2nd Year Training				Business Skill Training	English/Chinese
	New Employee English Training				Technical Skill Training	
	New Employee Training				Professional Certification	
					New Employee Department Training	

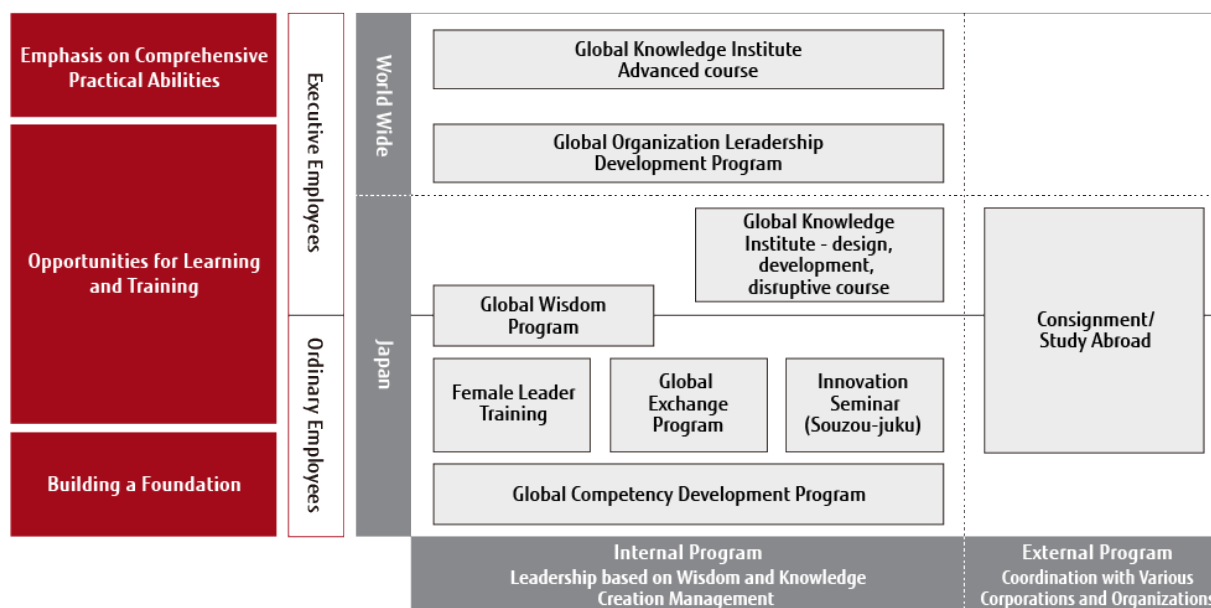
## Average Hours Dedicated to Training Per Employee (Fujitsu Limited)

	Executive Employees	Ordinary Employees	Total Average
FY 2013	39.5 Hours	44.3 Hours	43.1 Hours

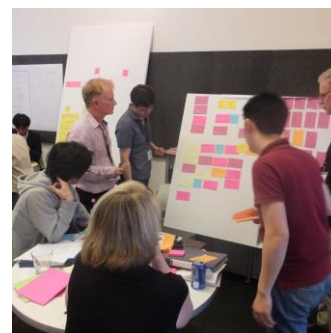
## Global Business Leader Training

With the aim of long-term development, Fujitsu selects personnel with high potential among the young to mid-range employees, and provides opportunities for growth through action learning through practice and experiencing tough situations (being placed in a challenging position) as the pillars of their training. Additionally, to expand its business in the field of innovation, Fujitsu is strengthening its organizational framework and human resources development so as to promote collaboration with various personnel to generate business opportunities.

## Development System for Global Business Leaders



At the core of the global leader development are the "Global Knowledge Institute Advanced course (GKI/A)" and "Global Knowledge Institute – design, development, disruptive course (GKI-d)," both started in 2000, with a total of over 1,000 graduates as of FY2014 in Japan and abroad.



GKI/A Discussion

## Efforts for Global Human Resource Development to Meet Demands in the Field

In addition to group-wide efforts, Fujitsu is carrying out global human resource development at each department with an emphasis on specialization closer to their respective fields.

<b>Sales Department</b>	Fujitsu is carrying out hands-on training via short-term location training and facility stationing experience. [9 employees in 2014, scheduled to grow to 40 employees in FY2015] An e-learning/collective training course to enhance global communication abilities is scheduled for FY2015.
<b>Integration Services Department</b>	Fujitsu is implementing various training adjusted to each employee's TOEIC levels to develop global business practitioners. Additionally, they are conducting overseas business trips (OJT) to overseas business facilities for selected trainees. [FY2014 282 trainees, 15 overseas business trips (OJT) trainees]
<b>Service Platform Department</b>	Fujitsu has dispatched employees to overseas business facilities and incubators for the short term to accelerate the development of employees with global experience and values amongst the rapidly changing industry structure and market [37 employees in FY2014].
<b>Global Corporate Department</b>	Fujitsu is carrying out overseas dispatching focusing on various fields of expertise, such as dispatching employees from the legal department to overseas law schools, as well as employees from the intellectual property department to overseas patent firms.

## Promoting Professionalism

### 1. Professional Certification System

At the Fujitsu Group, we have established a certification system for professionals to develop in various specialized fields. Every year, a screening process takes place via an essay-writing exercise and interviews. In addition to new certifications, we hold regular screenings for certificate renewals to help employees retain their skills.

Furthermore, certified employees engage in community activities in various categories to further enhance their own skills, distribute information, and mentor their successors.

#### Professional Certification Categories (FY 2014, including group companies)

- **Sales: 318 certified employees**  
Strategy/Account Management/Solutions
- **System Engineers: 1,901 certified employees**  
Consulting/Project Management/Business Architecture/IT Architecture/Service Management/Quality Management/Product Architecture/IP Management
- **Engineers: 462 certified employees**  
Product Planning/Architecture Development/Hardware and Firmware Development/Software Development/Manufacturing and Production Skills/Quality Assurance Skills

### 2. Security Meister Certification System

In this modern age, the threat of cyber attacks is diversifying and advancing. As part of its efforts to protect its customers' information assets, Fujitsu selects and certifies technicians with high technical skills, and deploys them to the field. In the certification system, Fujitsu has defined 3 regions and 15 types of human resource models to meet the needs of the field, and holds specialized educational courses for each human resource model. Fujitsu has also developed a new technician development program incorporating the cyber range. Furthermore, through the sharing of knowledge among experts, Fujitsu increases the skills of certified technicians even after certification.

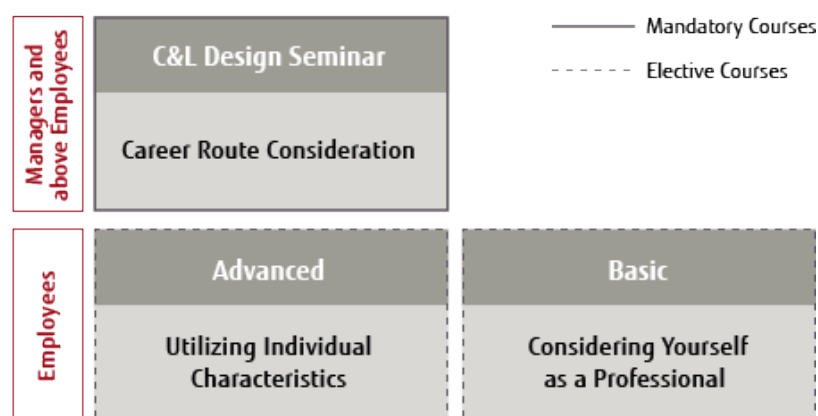
## Career Development Support

The Fujitsu Group has established specific organizations to support the self-initiated career development of employees.

### Career Seminar

In collaboration with organizations specializing in education, Fujitsu hosts career seminars for all employees including managers to plan their career paths, with annual attendees exceeding over 1,000.

#### Career Seminar System



### Career Counseling

Fujitsu provides counseling by a specialized career counselor for employees who wish to expand their career options or are considering options to excel externally.

### Internal Recruiting Program/Free Agent (FA) Program

To help employees choose the direction of their careers, Fujitsu has established the following measures and aims to create a stimulating corporate culture, self-initiated career promotion, and optimal placement of employees by providing employees additional career-advancing opportunities.

#### Internal Recruiting Program

The Fujitsu Group's internal recruiting program posts job openings and target employee qualifications on our intranet, with the openings categorized by projects in fields in need of stronger personnel, focused reinforcement, etc. Widely soliciting employees across the Group for job posts leads to more active utilization of our human resources and greater discovery of employee skills and talents that are not as readily accessed through our primary employee placement system. The in-house promotion program has been implemented twice annually since 1993 and is now firmly established. To date, approximately 3,000 employees (as of the end of FY 2014) have changed positions through this program.

#### Free Agent (FA) Program

In addition to the in-house promotion program, the Group also has a program that puts more emphasis on an employee's own goals and volition, allowing employees to choose on their own to apply for a different position. The program gives the opportunity to move into a desired position or department, provided that the employee has a specified level of experience. This program has been implemented once a year since 2003 and approximately 600 employees (as of the end of FY 2014) have transferred positions as a result.

### Active Support of Senior Employees

In addition to the above, employees who wish to seek opportunity outside of Fujitsu are changing careers and succeeding in the new companies/organizations, with the support from our specialized career counselors.

Furthermore, with the post-retirement re-employment system, Fujitsu caters flexibly to the varied needs of seniors, such as providing work-life balance and nursing care.



## List of Employee related Indicators

\*Items listed in the third party verification report.

### Employees in Fujitsu group

		FY 2012	FY 2013	FY 2014	GRI
Number of employees by region*	Total	168,733	162,393	158,846	G4-9, 10
	Japan	104,236	101,036	99,355	
	Asia	25,865	25,983	17,956	
	Oceania			4,145	
	The Americas	7,906	7,900	7,903	
	EMEIA	30,726	27,474	29,487	
Number of Employees by Type of Contract (person)	Full-time	168,733	162,393	158,846	
	Non Full-time*	17,941	17,448	17,103	

\* Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

### Board of Directors (As of June 22, 2015)

		FY 2012	FY 2013	FY 2014	GRI
Directors*	Total	12	11	12	G4-LA12
	Male	11	10	10	
	Female	1	1	2	
Outside directors		4	4	6	
Non-Japanese directors		0	0	1	

### Diversity (Fujitsu Limited)

		FY 2012	FY 2013	FY 2014	GRI
Number of employees*		25,426	25,616	25,627	G4-LA12
Average age*		42.2	42.9	43.3	
Number of employees by age group*	Under 30	3,027	3,128	3,114	
	30-49	17,090	16,604	15,900	
	50 and over	5,309	5,884	6,613	
Number of employees by gender (person) *	Male	21,626	21,702	21,668	
	Female	3,800	3,914	3,959	
Ratio of female employees (%)		14.9%	15.3%	15.4%	
Ratio of female managers (%)*		4.00%	4.30%	4.60%	
Number of non-Japanese employees (person)		218	229	240	
Trend in employment rate of people with disabilities (%)* (counted in every June)		2.00%	1.96%	1.94%	

## Employment (Fujitsu Limited)

		FY 2012	FY 2013	FY 2014	GRI
Hiring of Recent College Graduates (person)*	Total	540	540	500	G4-LA1
	Engineering	370	370	350	
	Non-engineering	170	170	150	
Average year of service*	Total	18.5	19.6	20	
	Male	18.9	20	20.4	
	Female	16.3	17.3	17.8	

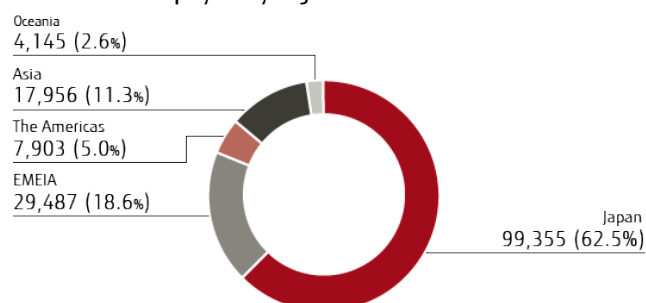
## Using the Care Leave and Short Work Hours system (Fujitsu Limited)

		FY 2012	FY 2013	FY 2014	GRI
Number of employees using child care leave*	Total	186	248	271	G4-LA3
	Male	4	5	22	
	Female	182	243	249	
Return to work rate after child care leave (%)		99.1%	98%	100%	
Continuous work rate after child care leave (%)		-	100%	97%	
Number of employees using family care leave*	Total	6	8	10	
	Male	4	5	0	
	Female	2	3	10	
Return to work rate after family care leave (%)		-	100%	100%	
Continuous work rate after family care leave (%)		-	100%	100%	
Reduced working hours (child care)*	Total	539	567	585	
	Male	13	20	18	
	Female	526	547	567	
Reduced working hours (family care)*	Total	5	5	4	
	Male	0	5	0	
	Female	5	0	4	
Paternity leave*		510	503	496	

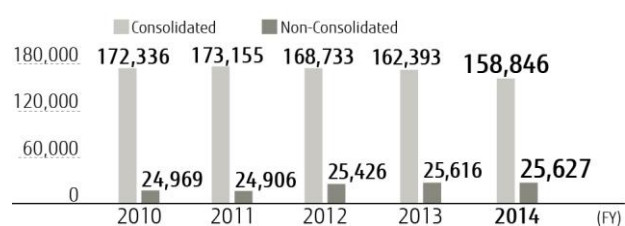
## Occupational Safety and Health (Fujitsu Limited)

	FY 2012	FY 2013	FY 2014	GRI
Frequency rate*	0.09	0.21	0.19	G4-LA6
Severity (rate)	0.000	0.002	0.002	

## The Number of Employees by Region



## The Number of Employees





## With Our Stakeholders

As a good corporate citizen, Fujitsu undertakes corporate activities to identify stakeholders' (customers, shareholders and investors, clients and business partners, regional communities, etc.) diverse expectations and needs.

## Stakeholder Dialogue

### Dialogues with Stakeholders

The Fujitsu Group hosts periodic dialogues between outside experts and Fujitsu executives to enhance our management through the opinions of diverse stakeholders. In fiscal 2014, we held exchanges of ideas on ideals for information disclosure with sustainability considered.

### The Relationship between Companies' Information Disclosure and Investors, with Sustainability Considered

#### Experts:

Kunio Ito, Professor, Graduate School of Commerce and Management,  
Hitotsubashi University

Ayako Sonoda, President, Cre-en Inc.

#### Fujitsu:

Masami Fujita, Corporate Senior Executive VP and Representative Director,  
Head of Global Corporate Functions

Mitsuya Yasui, Corporate Executive Officer, EVP, Head of Legal,  
Compliance & IP Unit

Kazuo Yuasa, Executive Vice President, Vice Head of Corporate Finance Unit



Kunio Ito, Professor,  
Graduate School of  
Commerce and  
Management, Hitotsubashi  
University



Ayako Sonoda,  
President, Cre-en Inc.

\* The positions and titles of participants are as of the time of the dialogue.

**Ito:** Amid globalization, Japanese companies have come to be evaluated by the same yardstick as companies overseas. There has been attention focused on Japanese companies' continuously low profitability, despite their high level of latent capacity for creating innovation. In discussions on the conflicting issues of initiatives to create innovation in the medium- and long-term versus evaluations performed yearly to improve capital productivity, introducing external perspectives into a company's logic to add a tension dynamic is the essence of corporate governance, which further requires companies to present medium- and long-term scenarios through dialogs with investor and through integrated reporting.

**Sonoda:** Sustainability has risen in importance since the Lehman Brothers collapse, and the current trend is to consider management in an integrated fashion with non-financial information. Within the globally shared issue of SDGs\*, the question of what companies and business should do on behalf of sustainable development is posed, and integrated thought is accelerating. Examples of more committed communication by companies are appearing, such as policy recommendations for business expansion and analyst briefings on non-financial information (environmental, social, and governance, or ESG).

**Ito:** The relationship between companies and investors is entering a new phase, in which these parties are not in opposition but instead cooperate on the sustainable creation of value.

- Fujita: Consciousness has been changing recently among investors, which has impressed upon me that short term-oriented management is not acceptable. One of the themes of the Ito Report is the evaluation of innovation over the long term. Fujitsu is engaged in a number of long-term development projects that contain a wealth of innovation, and evaluation of this is a huge issue for us as well. It seems to me that setting a corporate governance code (hereinafter CG code) has resulted in the appearance of guidelines for management based on a long-term perspective.
- Yasui: With regard to corporate governance, we established committees ahead of other companies and created a structure in which Non-Executive Directors made up a majority of Directors overall. On top of that, we took our CG code initiatives in a positive sense as opportunities, not costs, and, to energize discussion over the medium- and long-term direction of the company, decided to establish an Independent Directors & Auditors Council so that executive and non-executive officers can attend Board of Directors meetings with the same level of access to information.
- Ito: With so many companies talking about "adapting to" CG codes, it's great to see Fujitsu actively undertaking a variety of initiatives based on its CG code.
- Yuasa: We adopted IFRS in the previous fiscal year, and can now perform financial reporting from the same viewpoint as global investors, following international standards. We've constructed a global matrix structure and are providing information from a variety of approaches. However, with regard to evaluating innovation, at present we're struggling with how to concisely convey the value of massive investment projects such as supercomputers, to name an example. We recognize that along with putting out information that is of use in making management decisions, providing useful information to investors is an ongoing issue.
- Ito: In medium- to long-term investment, investors look at whether a company is facing up to, analyzing, and taking measures against various risks, and whether the company even has the ability to do so. Investors want companies to deploy diverse human resources to analyze and prepare against various potential risks, and to explain this. It would be good to ask investors what sorts of risks concern them.
- Sonoda: Around the world, "resilient" has become a key word. It refers to not only disaster readiness but also the toughness and flexibility to adapt to change. What's important in the term is thinking in integrated fashion about elements such as the sharing of corporate philosophy and unwavering decisions by corporate management, and connecting this thinking to action. When companies use backcasting to consider the present based on the future, I'd like them to completely throw out their record of successes from the past to the present, and instead use all-new ideas to consider what mechanisms are needed, on the basis of future values.
- Fujita: In the past, forecasting, or first completing a product and then thinking about what to use it for, was the dominant thinking. We're now tackling the backcasting way of thinking, but there is no correct way for looking toward the future, and it's not yet an established practice in our company.
- Ito: In Japan, it's thought that medium- to long-term innovation also requires time for business decisions. But out in the world, business moves quickly even while taking a long-term perspective, as seen in quick decisions on acquiring ventures from which innovation will sprout. As long-term investment looks at a 3-to-5-year time frame at most, disagreements can come up in communication with investors when we explain that innovation requires a long time.
- Sonoda: The connection between Human Centric Intelligent Society, or the vision that Fujitsu paints for the future using ICT, and our current condition seems a thin one. While looking at the very long term of 2030, it's necessary to point to 2020. What's important is not considering that to be difficult, but to instead take ideas on how it could be done and turn those into positive thinking.

- Ito: In Japanese companies, the CIO and CFO are not often involved in the company's strategic decision-making, and ICT isn't yet leveraged in business model innovation. I'd like to see Fujitsu, as a representative ICT company in Japan, present a model example in this area through integrated reporting, while providing beneficial services to Japanese industry.
- Yuasa: In the past, Fujitsu CFOs had come from the Corporate Finance Unit, but the current CFO was previously Head of the Corporate Planning and Business Strategy Office. From this year he's working again on management strategy in addition to working in the Corporate Finance Unit, and personally I, too, am motivated by the importance of connecting finance to strategy in corporate management.
- Ito: That's wonderful. From here on out, the role of reporting – that is, the role of integrated reports – will change the nature of organizations. If Fujitsu is going to construct a global matrix structure and carry out integrated reporting under that framework, I hope that it can take reporting as an opportunity to transform the company to make its organizations integrated, and I hope to see this become a best practice.
- Yasui: Right now, disclosure of information outside the company is divided among several departments. Because of this, the content we communicate is disjointed, which has an impact on decision-making within the company, too. I feel a need to set up an organization with external communication in mind, and to unify information as our corporate communication.
- Ito: Fujitsu and other Japanese companies value technology. What I want Fujitsu to do is be aware of the degree to which it can enhance its corporate value through technology, and turn its initiatives into value. It needs to enhance its earning power through value and change its mindset, from top management to ordinary employees, to a mindset of making money in order to give birth to innovation and of raising the value of the company. Even in setting a three-year medium-term plan, it's necessary to look 10 years ahead.

#### Summary by Masami Fujita, Corporate Senior Executive VP and Representative Director, Head of Global Corporate Functions

We bring outside perspectives into our management, through actions such as reflecting the Board of Directors' deliberations into the Management Council. However, listening to today's discussion, I felt the need for further enhancement of Fujitsu's external communication capabilities. I hope to strengthen our engagement with investors and stakeholders through communication centered on integrated reporting, and hope to consider a vision for reporting, and by extension, the organization, so that our engagement can be of aid in increasing corporate value.

\* SDGs (Sustainable Development Goals):

Development goals to be addressed from 2015, the deadline for achievement of the Millennium Development Goals (MDGs) set by the United Nations in 2000. The SDGs aim to address a wide range of issues including climate change, energy issues, disasters, and disparities, with 17 goals and 169 targets scheduled for adoption by the United Nations General Assembly in September 2015.



A dialog with stakeholders

## With Our Customers

### To Increase Customer Satisfaction

Fast-changing social and economic environments make it difficult to see far ahead, what is demanded of us is to quickly and accurately grasp customers' wishes and change ourselves while thinking and acting from the customer's point of view. We are aiming for management innovation by using the "Program to Improve the Quality of Management,"<sup>\*1</sup> and taking a number of initiatives to form an innovative corporate culture that can keep pace with customer changes.

<sup>\*1</sup> Program to Improve the Quality of Management:

A framework for customer-centric management excellence modeled on the Malcolm Baldrige National Quality Award of the United States, the de facto global standard for management innovation.

### Promoting Field Innovation with the Customer

Fujitsu is engaged in "Field Innovation" by focusing its efforts on "people" and "processes", and redefining ICT as "a tool for supporting people's work and improving business process efficiency." After making essential management issues clear through the visualization of "people," "processes", and "ICT" at the customer's workplace, we gathered on-site knowledge and improved the ICT usage.

Making such management issues visible leads to sustainable management innovation by customers in accordance with top management's intentions. Furthermore, we continue to improve ourselves in Fujitsu by what we learned in the many times we have been involved in this process.

#### Examples of Field Innovation — Tokyo Gas Co., Ltd. —

Tokyo Gas is extending their gas conduits towards the region north of Tokyo as part of their management strategy. In accordance with this, the maintenance target facilities overseen by the Supply Facilities Management Sect. have expanded towards the region north of Tokyo, and it is expected that travel times for inspections would increase. To establish a safe and efficient business structure, Tokyo Gas has introduced Field Innovation, and undertaken the tasks of minimizing travel times, leveling duties, and developing young employees with Field Innovators (hereby referred to as Flers).

#### Making Operations Transparent to Reveal Hidden Issues

The Flers accompanied Tokyo Gas employees to observe the field operations. The Flers conducted investigations into the work load and PC operation history, analyzed work records, and interviewed the employees. Through their investigations, they discovered that travel time accounted for half of the total work hours allocated for daily inspection duties. Therefore, reducing travel times became a clear target.

To reduce travel times, the inspectors and Flers worked to conceive a new transportation model. Previously, workers would make round trips from the Supply Facilities Management Sect. to various facilities. A new model, which has workers inspect several facilities upon departing from the Supply Facilities Management Sect., was created and optimized for the best use of resources.

#### Leveling of Inspection Duties Using Quality Engineering

By utilizing the techniques of "quality engineering," the inspection and maintenance cycles were reviewed. Reducing excessive inspections lowers the costs and burden of inspection duties, while enhanced safety standards were planned for facilities that require shorter inspection cycles thus leveling the duties. Additionally, a workshop was held for young employees to study how to single-handedly perform inspection duties for various facilities as a way to improve the skillsets of the young inspectors.



### Streamlining Reporting Duties

Conventionally, each facility has had their own documents to be completed for the inspection reports. The contents of these reports would then be entered into the system after the employees returned to the office. This workflow was changed to a tablet and cloud service standardized format in order to improve the efficiency of the inspection reporting procedure.

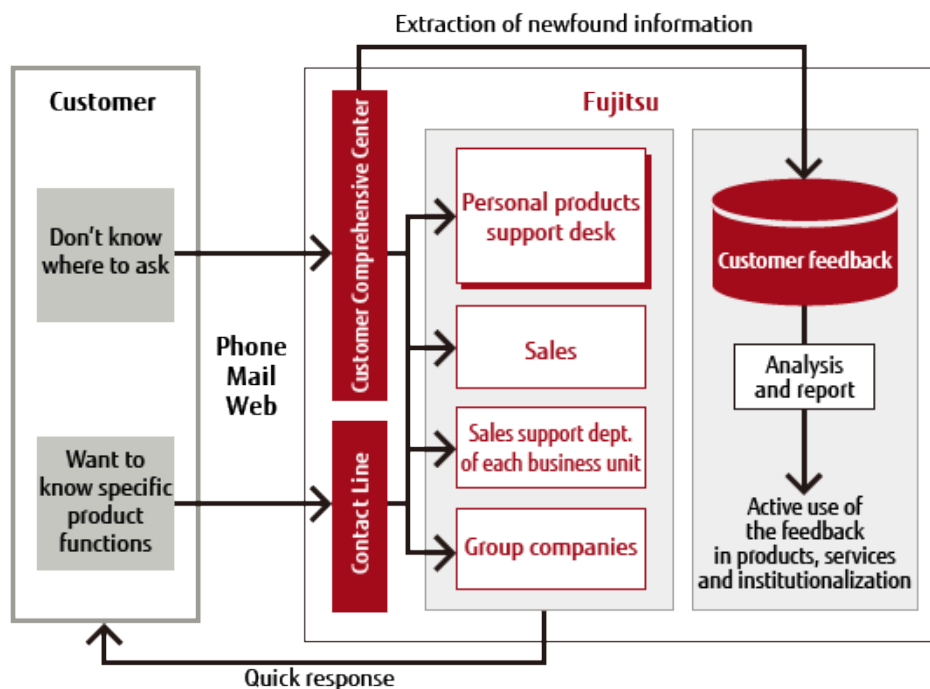
As a result of Field Innovations, hidden issues were revealed, and improvement plans were organized and outlined in detail, preparing for future expansions.

### Operation of the Fujitsu Customer Comprehensive Center and the Fujitsu Contact Line

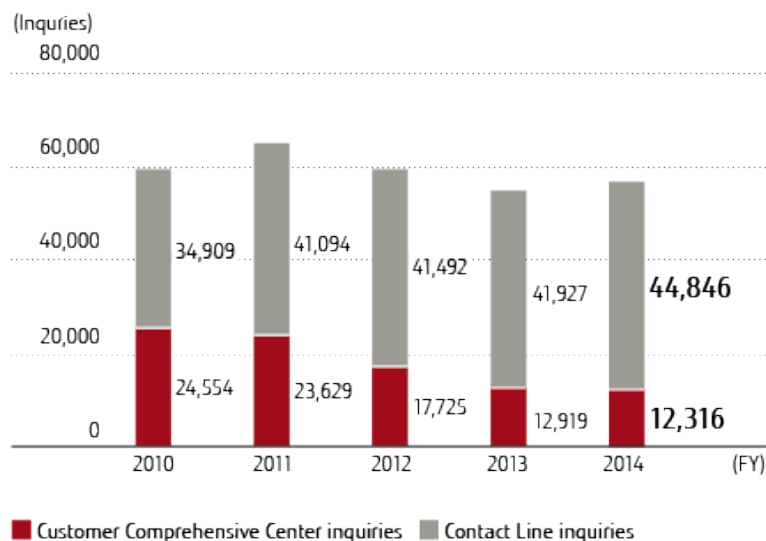
We established the Fujitsu Customer Comprehensive Center in 2003 to handle inquiries and other problems concerning products and services from customers who are not sure where to address their issues. Also, in order to respond quickly to customers concerning the functions and prices of products before they make their purchases, since 2005 we have been routing all such pre-purchase telephone inquiries to a single window, the Fujitsu Contact Line, with the telephone number for access published on our corporate website and in brochures, press releases and advertisements.

The role of the Fujitsu Customer Comprehensive Center and the Fujitsu Contact Line is to quickly connect the customer to the department best suited to answer his/her inquiry. They not only increase customer satisfaction through accelerated responses, they analyze what customers have to say and use it for product and system development and quality improvement.

#### Fujitsu Customer Comprehensive Center/Fujitsu Contact Line



## Trends in Inquiries Addressed to the Customer Comprehensive Center



### PC Support Center for Individual Customers

To handle the diversifying needs and environments of our individual customers, we have put in place the "personal products support desk" to provide consultation concerning Fujitsu personal computers. Through this support desk, we are building a system for handling a wide range of questions on matters regarding the use, troubleshooting, and servicing of Fujitsu personal computers.

#### Examples of Improvements Based on Customer Feedback

##### [Example 1]

Based on the feedback from many users about the "blue light" emitted by computer screens, certain models released in October 2014 and January 2015 featured a "blue light cut mode." This mode can be triggered from the status panel switch: with a single touch, 30% of blue light will be cut compared to standard display values.

##### [Example 2]

Users have commented that the workflow for creating a recovery disc on their computers was hard to understand and the time taken was unclear. In response to this, models released in May 2014 have been equipped with "Backup Navi,"\*2 which displays which disk is currently being written, and how much more processing time is required. Users can now create a recovery disc set without worry.

\*2 "Backup Navi":

A pre-installed application that can save and restore data, as well as save PC settings.

## Placing Importance on Connecting with Our Customers

### The User Association 'Fujitsu Family Association'

The Fujitsu Family Association was founded in 1964 as a user association with our corporate clients as members. In 2014 it marked the 50th anniversary of its founding. Today, at the end of FY 2014, it has some 3700 members participating, making it the largest organization of users of information and communications systems in Japan. With a head office, eleven branches in Japan and LS Research Committees<sup>\*3</sup>, the association is expanding its various activities under the slogan "Dreams to Discuss and the Wisdom to Compete" and it is receiving high praise from its members.

Its activities span the three fields of networking among different industry types, developing human resources and gathering information, and in FY2014 the association carried out not just ICT-related activities, but also group research activities and exchange of ideas with the themes of regional vitalization and diversity. The association also engages in substantial public relations activities, such as putting out its "Family" magazine for members six times a year, as well as the Web version, "e-Family", and it sends out email newsletters periodically.

\*3 LS Research Committee:

This committee, originally formed as the "Large Systems Research Association" in 1978, was merged with the Fujitsu Family Association in 2007 with the renewed purpose of carrying out research on leading-edge technologies and concepts, and implementing effective ICT utilization that will contribute to members' growth.

## The Fujitsu Trusted Cloud Square Showroom

Fujitsu Trusted Cloud Square showcases the latest services and technologies including cloud, security, mobile, and big data.

At the display space, there is a complete line-up ranging from smart devices to supercomputers. We introduce technologies and services that bring out the full potential of people, information, and infrastructures through demonstrations using actual products.

- Fujitsu Trusted Cloud Square  
<http://www.fujitsu.com/jp/about/corporate/facilities/tcs/en/>



Fujitsu Trusted Cloud Square

## Directions in Advertising

In all advertising and publicity activities in the Fujitsu Group, we strive to observe all laws and internal corporate regulations and to use only fair and appropriate expressions and graphic symbols. In FY 2014, the Fujitsu Group did not violate the Act against Unjustifiable Premiums and Misleading Representations.

### Main advertising and publicity activities

- TV programming: Fujitsu sponsors "See the World by Train" "World Business Satellite"
- TV commercials/newspaper advertisements: "Fujitsu's Technology in Your Future," "Change with Fujitsu"
- Event sponsorship: "JSEC: Japan Science & Engineering Challenge," "Work Experience Theme Park Kandu"

## Marking and Labeling of Products and Services Regarding Quality and Safety

Fujitsu is dedicated to observing all laws and internal regulations related to marking and labeling of products and services regarding quality and safety. During FY 2014, we experienced no marking or labeling violations related to products or safety.

## Universal Design

The Fujitsu Group strives to create through "ICT Universal Design" a society where people can live safely, securely, comfortably, and prosperously.

### Fujitsu's Vision of Universal Design

Fujitsu is striving towards universal designs aimed at realizing an ICT society that everyone can take part in. We will develop and deliver products and services that are easy for everyone to use and enable more people to participate in society.

### Aiding the five senses

We aid the five senses (vision, hearing, taste, smell and touch) and offer diverse usage methods, so that differences in senses do not restrict the use of products and services.

- **Aiding the five senses**

We aid the five senses (vision, hearing, taste, smell and touch) and offer diverse usage methods, so that differences in senses do not restrict the use of products and services.

- **Reducing physical stress**

We design dimensions, layouts, and operation methods to allow low-strain usage for all, regardless of physical capabilities such as stature, strength, mobility, posture, and wheelchair use.

- **Caring about experience and culture**

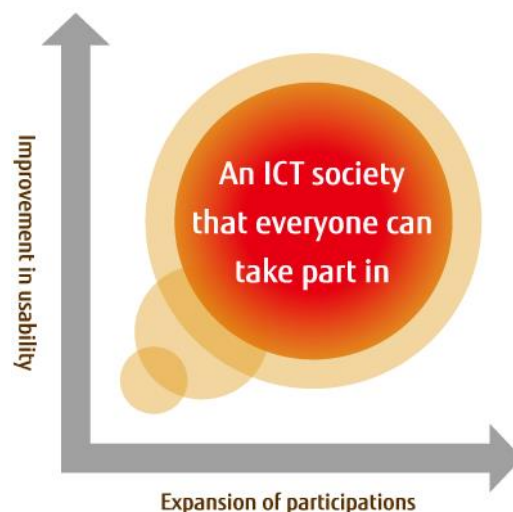
We present information using expressions that can be clearly understood by users with diverse personal experiences and cultural backgrounds.

- **Ensuring availability**

We consider the time and place, weather, individual user, surrounding conditions, and other aspects, and adapt to changing conditions.

- **Maximizing usability**

We pursue greater usability, to enhance safety, sense of security, effectiveness, efficiency, and satisfaction.



### Examples of Activities in FY2014

The "Raku-Raku Smartphone 3" (model name F-06F), manufactured by Fujitsu and released through NTT Docomo, was awarded the 2014 Good Design Award. The phone has a touchscreen that allows users to select icons with just a tap, and uses a higher contrast ratio for improved visibility compared to earlier generations of "Raku-Raku Smartphones." It has also retained the ease-of-use for elderly users while incorporating an ergonomic shape that fits in the hand with a refined, integrated screen design.

Furthermore, the computer "Grannote" (LIFEBOOKAH), which was designed primarily for the ease-of-use for elderly users, received the 2014 IAUD Award, due to its display color scheme settings for different age groups, high frequency adjustability to accommodate different levels of hearing, along with Fujitsu's SNS service, "Raku-Raku Community."

- Fujitsu Universal Design

<http://www.fujitsu.com/global/about/businesspolicy/tech/design/policy/ud/>

## Quality Initiatives

### Philosophy on Quality and Product Safety

The Fujitsu Group, to further enhance the trust placed in it by customers, practices quality management, and works to achieve process improvements through visualization of its efforts regarding quality, and with QMS.

### Quality Assurances Activities Based on the Fujitsu Group Quality Charter

Quality is the basis of brand value for the Fujitsu Group. Products and services that customers can safely use is the essence of the Fujitsu Group's business. Based on this philosophy, in June 1994, ahead of the implementation of Japan's Product Liability Law (effective from July 1, 1995), Fujitsu formulated the "Fujitsu Product Safety Charter," the predecessor of the "Fujitsu Group Quality Charter."

Today, Fujitsu has formulated the Fujitsu Group Quality Charter based on the idea that safety is one part of quality, it is revising and creating various regulations and technical standards related to product quality, and it is thoroughly engaged in educating through new employee training, engineering department group training and quality meetings.

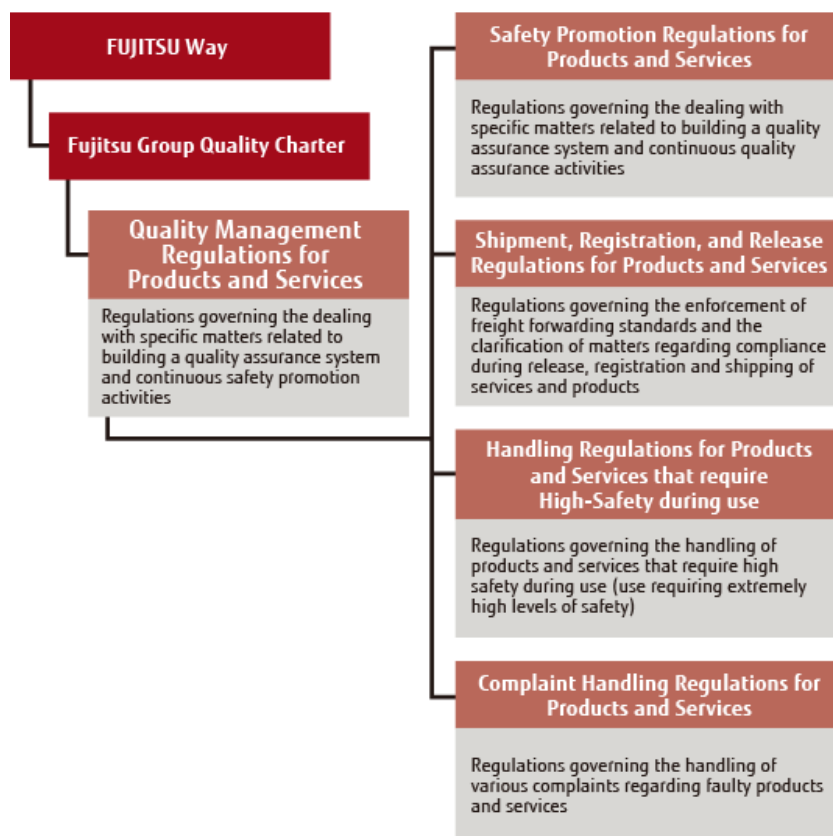
To continue offering products and services that anticipate changes affecting our customers and their business environments, at every stage from design to evaluation, production, sales and support, we perform our quality improvement activities in line with the following principles laid out in the Fujitsu Group Quality Charter.

#### Quality Principles

- We pursue quality from the customer's perspective.
- We build in quality that anticipates changes.
- We achieve quality consistent with our social responsibilities.
- We use first-hand feedback based on the actual situation.
- We work with our business partners to improve quality.
- We seek to make public quality-related information transparently.
- We foster employees who think about quality.

Based on the policy of emphasizing safety in all aspects of our business activities, we strive for assured safety in product designs, collection and the publication of information on product-related problems, and rapid response to such problems.

#### The System of Quality Safety Regulations



## Implementation Policy Related to the Safety of Products and Services

The Fujitsu Group recognizes its social responsibility to build a safe and secure society. The Fujitsu Group always considers and endeavors to improve the safety of products and services in every aspect of the group's business activities.

### 1. Observation of laws and regulations

We observe laws and regulations concerning product and service safety.

### 2. Efforts to secure safety

We try to ensure that products and services are safe in a variety of use situations and take measures as necessary to secure the safety of the products and services. In addition to legally specified safety standards, we develop and observe voluntary safety standards in our endeavors to improve products and services continuously.

### 3. Prevention of incidents caused by improper use, etc.

For the safe use of products and services by customers, we properly display notices and warnings in handbooks or on the body of the products in order to prevent incidents caused by improper use or carelessness.

### 4. Collection of incident information, etc.

We actively collect safety-related information from customers, including information on product and service incidents and what might lead to such an incident.

### 5. Handling of incidents

We immediately check the facts of any occurring incident related to a product or service, investigate the cause, and handle it properly. If the product or service has a safety problem, we provide that information to customers and take proper measures, such as product recall, service recovery, and prevention of further damage and other damage from occurring. We quickly report the occurrence of major product incidents to the proper authorities in accordance with laws.

## Establishing a Quality Assurance System

## Quality Management System

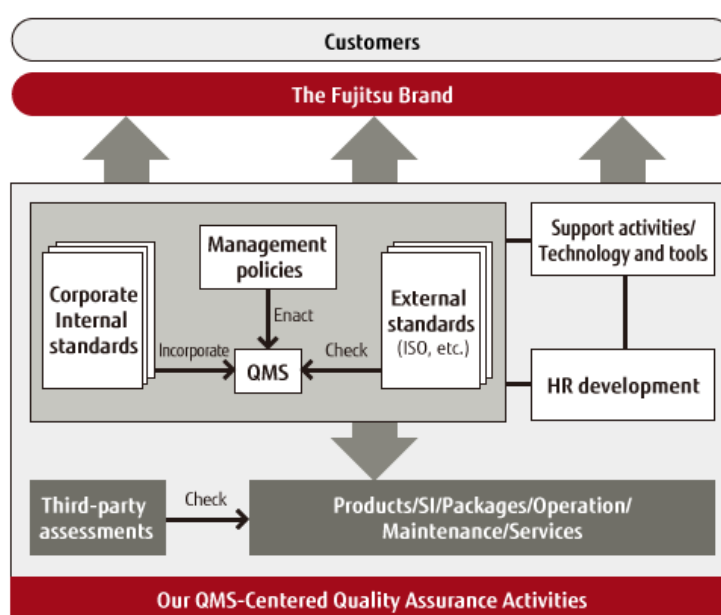
The Fujitsu Group aims to achieve a level of quality in all products and services that satisfies the customer to ensure that everyone can equally enjoy the benefits provided by ICT with safety and security.

To accomplish this we have established and maintain the quality management system (QMS). Through the QMS we regularly confirm the progress of the PDCA (Plan, Do, Check, Act) cycle in the light of ISO and other international certification standards, and make process improvements to achieve even higher quality.

## ISO 9001 Certification Status

Fujitsu is continually striving to improve its processes in line with Quality Management Systems, and its 24 Business Units have acquired ISO 9001 certification as of the end of FY 2014.

### Our QMS-Centered Quality Assurance Activities

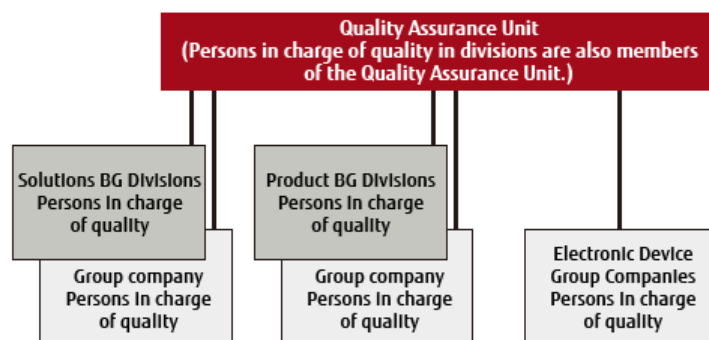


## Our Approach to Promoting Quality Assurance

Fujitsu has established a dedicated unit for quality management within each business unit and Group company to ensure that it is able to provide customers with high-quality products and services.

Also, through the Corporate Quality Assurance Unit, including representatives of these dedicated units, we promote information sharing, propose countermeasures, and improve support structures in ways that transcend organizational barriers. In this way, we work to establish a QMS that creates added value for the customer.

### The Quality Assurance Structure



## System for Addressing Major Quality Problems with Products and Services

In the event of a major quality problem concerning a product or service, executive officers and employees immediately report to the Risk Management & Compliance Committee in accordance with risk management regulations, which then reports to the Head of Business Unit according to the pre-defined reporting structure. The department manager reports the response status to the risk compliance committee as the occasion demands, and responds to any instructions. When a solution comes to light, the Head of Business Unit informs the committee of the history leading up to the risk and measures to prevent recurrence. The committee can instruct the Head of Business Unit to also report this information to the Board of Directors and Management Council.

## Disclosure of Information Related to Product Safety

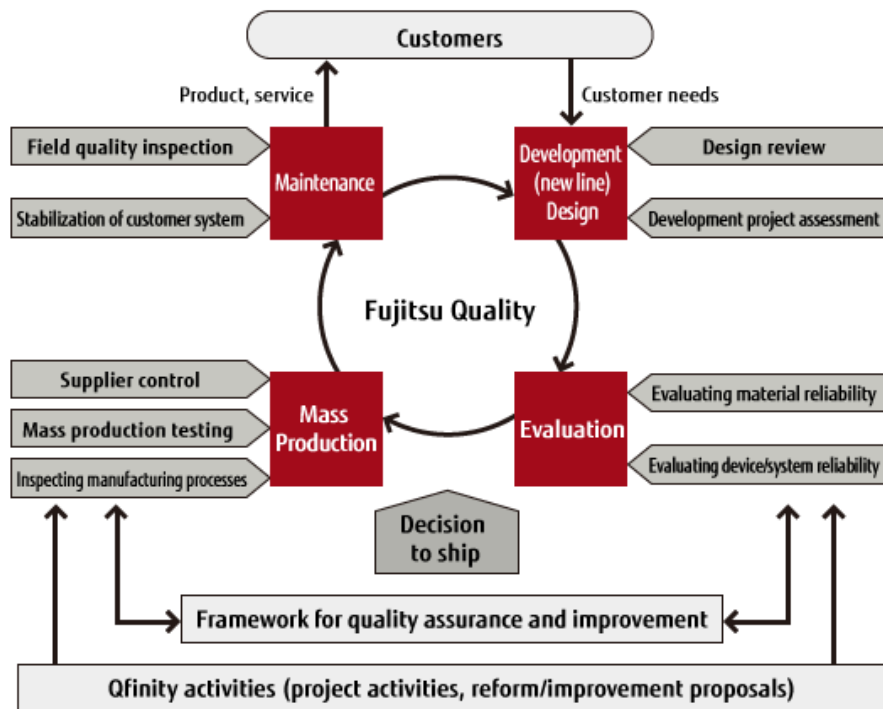
In situations where a problem has occurred in product safety, Fujitsu discloses such information under "Important Notices Regarding Product Safety" on the Fujitsu website to notify customers of the information immediately. In 2014, a major product incident (a possible cause of fire) occurred with a Fujitsu product. With regards to this accident, Fujitsu has followed the relevant laws and regulations (Consumer Product Safety Act) appropriately, and reported to the Consumer Affairs Agency, as well as posted the contents on its website.

## Customer-Centric Quality Assurance Activities for Products and Services

In providing products and services, we adopt the customer-centric perspective. This attitude is central not only at the design review stage but also at every stage of the development and production process, where we perform evaluations, asking, "does it meet customer needs and expectations?" Through this process, we work from an objective standpoint to bring products that provide the value that customers expect.



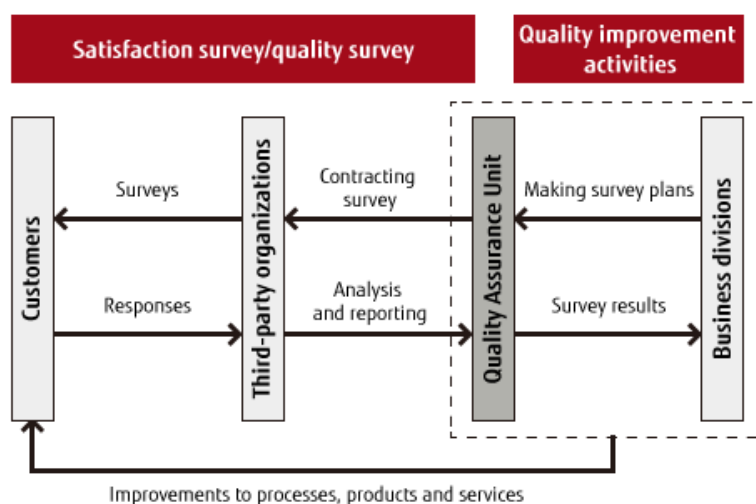
### Flowchart for Quality Assurance Activities



### Satisfaction and Quality Surveys by Third-Party Organizations

With regard to products and services, we implement customer-satisfaction and quality surveys by third-party organizations, and we have received particularly good results for customer satisfaction with reliability. (FY 2014 surveys covered three products, with 1,749 responses.) These results are communicated to all related business units within the company and reflected in the development of the next products and services.

### Flowchart for Satisfaction and Quality Surveys



## Initiatives to Improve Quality in Emerging Countries

In accordance with the expansion of the integration services in China and the Asian region, Fujitsu is making efforts to enhance local quality control and human resource development to further improve quality of services. For example, in China whereby, a project was carried out to operate and maintain a system, periodic maintenance related to SE contracts and work processes were carried out; workshops were also conducted to increase awareness of quality for local employees. In future, Fujitsu plans to extend such measures to all group companies in Asia.

## Fostering Experts Who Support Product Safety

At Fujitsu, as part of efforts to ensure product safety, in FY 2003 we established our own certification program to train Product Safety Experts. Under a system in which people who complete the program are certified by the product safety management team in Corporate Quality Assurance Unit, 198 people were registered at the end of FY 2014.

Product Safety Experts verify the safety of products at the design review stage (each process from the initial stage of development to the decision to ship). Under this structure, when a product cannot be confirmed as safe, it does not receive final approval to ship. In addition to verifying conformity to safety requirements in Japan and overseas as well as to Fujitsu's own standards, the experts perform checks from the perspective of preventing recurrence of problems that happened with other products in the past. Furthermore, Product Safety Experts take follow-up training twice a year and an annual qualification renewal test to maintain and improve their skills.

Also, when products are designed, risks must be assessed from the viewpoint of the user, including latent risks intrinsic to a product and risks from the way a product is used. Accordingly, in FY 2010, Fujitsu established internal standards for the conduct of product safety risk assessments and began training Product Safety Risk Assessors. As of the end of FY 2014, we have 160 registered Product Safety Risk Assessors.



Product Safety Experts in training

## Aiming to Pursue Customer Value

### Qfinity

Since 2001, the Fujitsu Group has been engaged in Qfinity, whereby each employee takes initiative in the continuous improvement in quality of products, services, work, and human resources to realize even higher customer value (CV).

The word Qfinity was created from the combination of "Quality" and "Infinity" to express Fujitsu's concept of commitment to the infinite pursuit of quality. Furthermore, from FY 2015, in addition to the current initiatives for quality improvement, Fujitsu will focus on creating a more innovative corporate culture through team activities to pursue CV.

- FY 2014: 5,878 project initiatives
- FY 2014: 54,461 improvements/proposals

(as of March 31, 2015)

To promote Qfinity throughout its companies, Fujitsu has carried out and provided various training, tools and know-how and presented awards and held events. For training, in addition to foundation and technical skills, Fujitsu has also provided individualized instructions to increase practical skills. Additionally, to share benchmarks for goals and processes, as well as techniques and know-how, Fujitsu has also built the "Qfinity System" on its Intranet, and discloses all activities. Furthermore, Fujitsu holds an annual event known as the "Qfinity Companywide Convention," where all Fujitsu group companies come together to present their activities. Outstanding activities will be commended at this year's Annual Commendation Award Ceremony. Fujitsu also compiles handbooks and educational materials on how to advance Qfinity and resolve issues, and shares excellent examples with employee's struggles and advice during taking part in these activities within Fujitsu group.

Through such initiatives, each individual is made responsible for producing quality work, and this will definitely strengthen the Fujitsu Group.



Qfinity Companywide Convention



The Qfinity handbook

## With Our Suppliers

### Basic Approach to Suppliers

The Fujitsu Group is supported by many suppliers in Japan and abroad, and it is committed to building long-term relationships of trust with those suppliers by continuously learning from each other. We also strive to achieve harmonious coexistence with our suppliers so that both of us, as good partners, can further exert our respective strengths.

### Promoting Socially Responsible Procurement

#### Socially Responsible Procurement Initiatives

Fujitsu's procurement policy is based on harmonious coexistence with its suppliers, fair and proper evaluation and selection of suppliers, and the promotion of socially responsible procurement activities. Guided by this policy, Fujitsu conducts procurement activities worldwide.

From a perspective of CSR promotion across the whole supply chain, we work together with our suppliers to implement procurement activities grounded in the principles of CSR.

In March 2006, we published our CSR PROCUREMENT GUIDELINES regarding respect for human rights, labor, health and safety and fair trade, and asked our suppliers to comply with it.

Furthermore, since 2007, we have been conducting written surveys every year to ascertain progress status and CSR activities systems at our suppliers. We surveyed 530 suppliers in FY 2014, and of the 200 major suppliers among them, about 90 percent were found to be actively engaged in CSR activities.

- Fujitsu Procurement Policy and CSR Procurement Guideline  
<http://www.fujitsu.com/global/about/procurement/policy/>
- FUJITSU CSR Deployment Guidebook [164KB]  
[http://www.fujitsu.com/downloads/CSR/society/procurement/csr\\_guidebooken.pdf](http://www.fujitsu.com/downloads/CSR/society/procurement/csr_guidebooken.pdf)

#### Approach against Conflict Minerals

At Fujitsu, corporate responsibility for conflict materials<sup>\*1</sup> is an important CSR issue. Together with group companies and suppliers, Fujitsu is implementing measures to improve the transparency of the supply chain in procurement and ensure responsible procurement of minerals. In FY 2014, Fujitsu has participated in the "Responsible Minerals Trade Working Group" by the Japan Electronics and Information Technology Industries Association (JEITA) to gather information, while investigating our suppliers and answering inquiries from customers.

<sup>\*1</sup> Conflict minerals:

Conflict minerals are minerals whose mining or trading finances armed groups and fosters conflict, or that are closely related to such issues as human rights abuses or labor issues. The Dodd-Frank Wall Street Reform and Consumer Protection Act enacted in July 2010 requires U.S. and foreign companies listed on U.S. stock exchanges to report the use of conflict minerals such as tantalum, tin, tungsten, gold and any other minerals named by the U.S. State Department to the U.S. Securities and Exchange Commission (SEC).

## Informing and Emphasizing the Importance of CSR to Procurement Staff

Through education and training, Fujitsu keeps employees in charge of procurement informed of the importance of CSR-conscious procurement activities. In FY 2014, we held training on such themes as compliance with the laws governing subcontracting and worker dispatching, information security, and personal information protection in procurement activities as well as CSR-conscious procurement and green procurement activities.

In FY 2015, we will continue similar education to further increase our procurement staff's awareness of CSR issues.

## Collaborative Promotion of CSR with Suppliers

### Promoting Green Procurement

The Fujitsu Group has set out the basic requirements for environmentally sound procurement of components, materials and products in the Fujitsu Group Green Procurement Direction and we are working with our suppliers on green procurement activities.

Specifically, the Fujitsu Group requests that all of its suppliers establish an environmental management system (EMS) (subject to third-party certification, in principle), which is designed to ensure that suppliers continuously implement measures to reduce their environmental burden. We also ask that our component-related suppliers build a chemical substances management system (CMS<sup>\*2</sup>), which is a structure to reliably implement chemical substances management. With regards to CMS, Fujitsu auditors directly inspect the production facilities of our suppliers, and check the CMS formation and operational conditions. If any items are found to be unsatisfactory after inspections, Fujitsu files requests to correct these items or provides support on system formation.

We are also promoting CO<sub>2</sub> emissions reduction on the part of our suppliers. Specifically, by providing written materials on activity examples and methods and through explanatory meetings, we are asking our suppliers to understand the importance of these themes and to undertake activities with specific goals. The Fujitsu Group will continue to work together with our suppliers towards lessening the environmental impact of our supply chain.

\*2 CMS:

Chemical substances management system. Refers to a means or a system to properly manage the chemical substances contained in products.

- Green procurement through our global procurement system  
<http://www.fujitsu.com/global/about/environment/operation/procurement/index.html>
- Promoting CO<sub>2</sub> emissions reductions by suppliers  
<http://www.fujitsu.com/global/about/environment/operation/procurement/index.html>
- Fujitsu Group green procurement standards  
<http://www.fujitsu.com/global/about/procurement/green/>

### Supply Chain BCM

To stably supply products and services in the event of major disasters or other unexpected contingencies, Fujitsu has made a continuous commitment to strengthening the BCM capabilities of our suppliers since FY 2007. This commitment is based on the belief that strengthening BCM capabilities throughout the entire supply chain is essential.

Each year, Fujitsu conducts a questionnaire survey of its suppliers on how they address BCM. In FY 2014 we surveyed roughly 690 major suppliers (at about 1,880 sites) by questionnaire. We analyzed the results from around 1,820 sites (as of September 30) and provided feedback to our suppliers.

For this questionnaire survey, Fujitsu formulated its own original content, but in fiscal 2013, an investigation subcommittee was established under the umbrella of the Japan Electronics and Information Technology Industries Association (JEITA) Materials Committee, assembled products manufacturers and component manufacturers participated in planning, and measures to standardize as an industry got underway. Efforts moved forward to formulate a questionnaire survey covering risk management items from a procurement standpoint

focused on supply responsibility needed of suppliers, and it was made available to the public by the JEITA Materials Committee in September 2014. Fujitsu also proactively participated in the planning of these subcommittee activities and began utilizing it from FY2014 questionnaire survey.

In addition, Fujitsu conducts annual surveys on BCM initiatives with 220 major solutions-related suppliers. Feedback is analyzed and implemented as necessary.

## Thorough Enforcement of Compliance

The Fujitsu Group is dedicated to ensuring compliance throughout our entire supply chain. Every year, we conduct a written survey to assess the status of compliance system formation in our suppliers' supply chains, which will verify the thoroughness of compliance enforcement. Also we are promoting business transactions with the consideration of risk assessment by identifying the products and regions that are concerned with high risk of labor and other problems and by determining whether or not we are procuring from the regions in question.

In addition, we added to agreements with suppliers' provisions on the elimination of anti-social forces and other such groups, for the purpose of preventing damage by anti-social forces (and avoiding any encouragement of their activities). The Fujitsu Group will have no relationship whatsoever with anti-social forces, including through suppliers.

## Promoting Information Security Measures

The Fujitsu Group, along with its suppliers, has set the goal of eliminating information security breaches, and we are implementing ongoing measures to prevent such breaches and to prevent recurrences. These measures include education, enlightenment, auditing, and information sharing.

In recent years there has been a significant increase in commercial use of external services such as cloud computing and social network services. There has also been a rapid increase in opportunities to use smart devices such as smartphones and tablet PCs. It is necessary to prevent not only emails sent by mistake, theft and the loss of PCs and smart devices, but also new kinds of risks involving information leaks such as internal crimes and cyber terrorism. As such, when Fujitsu consigns suppliers, Fujitsu sets the same standards for both domestic and overseas entrusted suppliers regarding the information security management and the handling of personal information, promoting education and awareness.

We have thus become committed to accurately ascertaining the latest changes in the ICT environment and deterring new kinds of risks involving information leaks that arise from the use of external services, servers, and smart devices. When we start business with a new supplier, we have made it a rule to explicitly state in the contract that the supplier shall manage information security and handle personal information at the same level as Fujitsu does. If any serious problem in information security occurs at a supplier, or if a supplier shows no improvement in its security management, we reconsider the business relationship with the supplier and may discontinue placing new orders.

Moreover, we have been working to implement information security measures equivalent to those used in our domestic (Japanese) activities for an increasing number of offshore development projects with overseas partners.

### Main efforts in FY 2014

(For suppliers of software development, services, or hardware manufacturing)

- **Information security workshops (October to November 2014)**

Approximately 950 companies/1,200 attendees

(Sendai, Tokyo, Kawasaki, Chiba, Nagoya, Osaka, Takamatsu, Fukuoka, and Okinawa)

- **On-site workshops (June 2014 to March 2015)**

Approximately 45 companies/1,600 attendees

- **Workshop for new graduates at suppliers (June 2014)**  
Approximately 50 companies/300 attendees (Tokyo and Osaka)
- **Workshop for leaders at suppliers (assembly and on-site) (July 2014 to February 2015)**  
Approximately 30 companies/70 attendees (Tokyo and Osaka)
- **Questionnaires for suppliers on information security measures (February to March 2015)**  
Approximately 1,600 companies
- **Information security audits (on-site) of our suppliers (April 2014 to March 2015)**  
Approximately 150 companies

## Compliance Line Available to All Suppliers

Fujitsu launched a confidential communication channel, called the "Compliance Line," available to all suppliers, in August 2009. The Compliance Line is to receive reports from suppliers on any matters of potential or actual non-compliance action with regard to our purchasing activities. Through the channels we have set up both internally and externally, we verify and investigate the facts of every report and respond quickly.

In its rule on internal reporting, Fujitsu forbids detrimental treatment toward its own personnel or the personnel of suppliers who have made reporting.

## Partnerships with Our Suppliers

In 1997, Fujitsu established its suppliers' performance review (SPR) system, in which about 200 major suppliers in the component business are comprehensively evaluated for their products and efforts from the standpoint of quality, technology, price, supply, the environment and reliability. Since FY 2008, the results of written surveys on matters related to CSR, information security, and BCM have been included in the evaluation.

For our partners in the solutions business, we have partially revised in 2013 the review system developed in 2004, and have reviewed some 1,300 companies. Among them, we have provided the results of the evaluation as feedback to about 200 of our main suppliers.

Furthermore, with our main suppliers, we hold dialogues in which managing officers directly share the results of our evaluation and explain our business outlook and procurement strategies. There were 56 such meetings in FY 2014.

## Fujitsu Suppliers' Reception

Since 1997, we have held Fujitsu Suppliers' Reception to strengthen our partnership with suppliers. At these events, we present letters of appreciation to those suppliers who have made exceptional contributions to our business, and the company president and the VP in charge of Purchasing give presentations to share our procurement policies in line with Fujitsu's business plans.

The FY 2014 event was held in January 2015 and was attended by approximately 630 representatives from some 340 domestic and overseas suppliers



Social gathering for suppliers

## With Our Shareholders and Investors

### Our Basic Stance

Based on the statement "We strive to continuously increase our corporate value" in the Corporate Values of the Fujitsu Way, in order to raise corporate value and meet the expectations of shareholders and investors, we aim to achieve long-term sustainable expansion of profit, and pursue strategic business expansion and focused management, while maintaining a sound financial standing.

We also provide timely and accurate disclosure of our corporate activities and financial information, improving management transparency so that shareholders and investors can better understand how well we perform in increasing corporate value.

### Basic Policy on Information Disclosure

Fujitsu emphasizes fairness and continuity in disclosure of information, in accordance with the Financial Instruments and Exchange Act and other laws and regulations, as well as the rules of the exchanges on which its shares are listed.

Moreover, our policy is to be proactive in disclosing any information that we judge to be effective for helping shareholders, investors and other stakeholders to deepen their understanding of Fujitsu, even if such disclosure is not required by laws, regulations or other rules.

### Policy on Dividends and Dividends Forecast

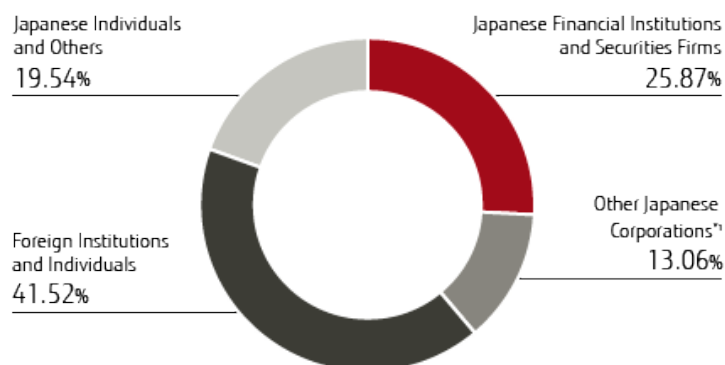
Article 40 of Fujitsu Limited's Articles of Incorporation grants the Board of Directors the authority to distribute retained earnings. As part of Fujitsu's basic policy on the exercise of this authority, a portion of retained earnings is paid to shareholders to provide a stable return, and a portion is retained by the Company to strengthen its financial base and support new business development opportunities that will result in improved long-term performance. In addition, while taking into consideration its level of profit, when a sufficient volume of internal reserves is secured, including through the acquisition of its own shares, Fujitsu aims to more proactively distribute profits to shareholders.

In FY 2014, both consolidated operating profit and consolidated profit for the year rose in comparison with FY 2013. However, equity attributable to owners of the parent is still in the process of being returned to the level it was at prior to having unfunded employee retirement benefit obligations reflected on the consolidated statements of financial position. Moreover, profits in FY 2015 are projected to decline relative to FY 2014 for two reasons. The first is that certain financial results of European subsidiaries are expected to deteriorate because of the precipitous decline in the value of the euro versus the US dollar. The second is that also factored into projections are strategic investments to accelerate innovative change in business models.

Given this, Fujitsu will pay a year-end dividend of 4 yen per share based on Fujitsu's stable dividend policy. With this year-end dividend combined with the interim dividend of 4 yen per share, the annual dividend for FY 2014 amounts to 8 yen per share.



## Equity Shareholdings by Type of Shareholder (as of March 31, 2015)



\*1: The 118,892 thousand shares of Fujitsu Ltd. stock held by Fuji Electric Co., Ltd as retirement benefit trust assets are categorized under the shareholdings of Other Japanese Corporations.

## Communicating with Shareholders and Investors

We are actively involved in IR activities in Japan and abroad, including holding briefing sessions for institutional investors and securities analysts, responding to requests for one-on-one meetings from investors, meeting with Japanese and international institutional investors, and posting information on the Fujitsu website as part of our efforts to improve communications with all investors.

We also disseminate press releases, providing information through the media to individual investors and the public at large as part of our active efforts to ensure fair disclosure policy.

For the Annual Shareholders' Meeting, we try to create an environment in which all shareholders feel comfortable asking questions. Moreover, the company president directly explains the company's management direction in his own words to all the shareholders. At the meeting, Fujitsu products are on display and expert staffs are on hand to explain Fujitsu's technologies and services. In addition, shareholders in other regions of Japan can observe the Annual Shareholders' Meeting, where it is relayed to four regional meeting places throughout Japan with approximately 1,000 shareholders participating. The video-streaming of the Annual Shareholders' Meeting is made publicly available on the Fujitsu website a couple of days after the meeting.

### A Variety of Meetings for the Investment Community, both in and outside Japan

Fujitsu provides a variety of briefing meetings on financial results, management direction, and business with institutional investors and securities analysts in Japan.

For institutional investors outside Japan, we hold IR road shows by management regularly in Europe and North America, and IR managers in NY and London also have meetings with institutional investors individually. In FY 2014, we held approximately 1,095 meetings for institutional investors and securities analysts (63% of them from foreign investors and 37% from domestic investors).

### Communicating with Individual Shareholders and Investors

In addition to sending out interim and year-end financial reports for individual shareholders and investors, we promptly disclose financial results documents and presentation materials used at briefing sessions for investors and analysts and publish video on website related to presentations of financial results.

## Publication on IR websites

Fujitsu publishes information that we would like our shareholders and investors to know on our Japanese and global IR websites. English versions of presentations and financial results reports used at briefings held in Japan are posted on our global IR site.

We also have been striving to utilize our IR websites for information disclosure and communication to deepen people's understanding of Fujitsu through IR activities, such as early public release of proposals submitted at shareholders' meetings.

- Japanese IR site  
<http://www.fujitsu.com/jp/about/ir/>
- Global IR site  
<http://www.fujitsu.com/global/about/ir/>

### Main Results of IR Activities in FY 2014

		Apr. 2014	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan. 2015	Feb.	Mar.
In Japan	Annual Shareholders' Meeting			● Annual Shareholders' Meeting									
	Management Direction Briefing			● Management Direction Briefing						● Nomura Investment Forum			
	Financial Results Briefings		● Full-Year Financial Results		● 1Q Financial Results				● 2Q Financial Results		● 3Q Financial Results		
	Business Briefings	● R&D			Numazu factory ●				Debt IR ● Food and Agriculture Cloud Service ●		Mie Plant ●		
Outside Japan	Roadshow		● England		● Europe			● Asia		● England ● United States		Asia ●	



## Community Involvement

The Fujitsu Group promotes diverse social contribution activities to realize a prosperous future where people can pursue their dreams.

## Community Involvement

The Fujitsu Group will create new value and knowledge together with our customers, communities, and people worldwide through ICT, and contribute to sustainable development for the earth and society to achieve a prosperous future where people's dreams are fulfilled.

All Fujitsu employees are actively participating and engaging in social contribution activities together with a wide range of stakeholders and base those activities on four pillars: ICT for Everyone, Support for Challenges, Community Engagement and Environment.

In order to energize our social contribution activities and share best practices, we are building and have made viewable a record of our activities on our internal system. We also carry out an in-house award program using this database.



### Employee Volunteer Activity Support System

The Fujitsu Group has in place a volunteer activity support system to encourage each employee's active contribution to society. Additionally, we have also developed various programs customized to the characteristics of each region in order to support better local communities in each area where we have a business site.

Results of initiatives like these helped support a worldwide total of 145,000 employee volunteer hours\* in FY 2014.

\* Total volunteer hours:

Calculated by "Total Activity Hours = Σparticipants x Activity hours." For an event hosted by the Fujitsu Group, employee families and stakeholders are included as participants. Furthermore, volunteer activities during and outside work hours are included.

#### Volunteer Activity Support System

Fujitsu has established the following programs for supporting volunteer activities undertaken by employees.

- System of leave of absence for participation in Japan Overseas Cooperation Volunteers or Senior Overseas Volunteer: up to three years
- Accumulated leave: Five days paid leave per year, can be accumulated up to twenty days (to be used for specified purposes including volunteer work)

## Promoting Learning & Education, and Cultural and Sponsorship Activities

### Fujitsu-JAIMS Foundation



The Fujitsu-JAIMS Foundation originated from a nonprofit educational institution founded by Fujitsu providing graduate level education. JAIMS was originally founded in 1972 in Hawaii, a place where Eastern and Western cultures meld with one another. The purpose of JAIMS was to foster mutual understanding between Japan and the U.S. and cultivate human resources. Since its founding, JAIMS had more than 23,000 graduates from 55 different countries and received the Foreign Minister's Commendation in 2006. It had become highly regarded for its efforts to promote international exchange.

To strengthen ties with Asia, which has come to play an important role in global business in recent years, the Fujitsu-JAIMS Foundation was established in Japan in July 2012. In April 2013, JAIMS moved its headquarters functions to the Fujitsu-JAIMS Foundation and embarked on a new stage of activity. Under a unique structure, with multiple virtual campuses forming a network, the Fujitsu-JAIMS Foundation works with the Hawaii campus (JAIMS) and its Asian partners to fulfill its mission of contributing to form a new community through human resources development and knowledge co-creation in the Asia-Pacific region, and by promoting knowledge collaboration that is flexible and multi-dimensional.

One of the main programs offered by the Fujitsu-JAIMS Foundation is Global Leaders for Innovation and Knowledge, an international management program developed based on the vision of Dr. Ikujiro Nonaka (Professor Emeritus of Hitotsubashi University), the global authority in knowledge creation theory. The goal of the program is to "nurture innovative leaders armed with a global perspective and local knowledge, so that they can create a virtuous future of their own accord." The participants study for 3.5 months in the Asia-Pacific region (Japan, the U.S. (Hawaii), Singapore, and Thailand) to nurture leadership capabilities, gain insights on how to capture the essence of situations at hand, exercise good judgment, and take action within a changing context. Not only can they refine their global sensitivity and knowledge, but also gain the perspective and ability to overcome obstacles to become leaders at the forefront of global business, through working hard in diverse cultural environment by competing with skilled participants mainly from East and Southeast Asia, as well as discussion with instructors who are preeminent authorities in their respective fields and experts in each country.

Fujitsu has contributed working capital and has an organization within the company that has been supporting Fujitsu-JAIMS' activities. In addition to comprehensive support of the Foundation, Fujitsu has been coordinating with Fujitsu-JAIMS by incorporating its own practical wisdom, ICT, and expertise into the Foundation's activities. Fujitsu has thus been pushing forward with its social contribution activities, furthering promotion of academic and educational fields as well as international exchange.



Participants

- Fujitsu-JAIMS Foundation  
<http://www.jaims.jp/en/index.html>

## Fujitsu Scholarship Program



Fujitsu established the Fujitsu Scholarship Program in 1985 to commemorate the 50th anniversary of its founding. The aim was to foster business leaders who, through their deep understanding of Japan's culture, society, and business methods, will connect Japan with the rest of the world. 478 people have received scholarships as of April 1, 2015. Although this program was started to provide scholarships for studying Japanese-style business management, it now provides opportunities to participate in the Fujitsu-JAIMS Foundation's program for business people in 18 countries and areas in the Asia-Pacific region.

Every year, Fujitsu receives many applications for its scholarships. Scholarship recipients are selected based on criteria that include English language skills, academic record, and work experience, as well as a desire to make a contribution to their home country. Through efforts that include joint-recruiting programs, Fujitsu is working with Fujitsu Group companies doing business in the Asia-Pacific region to provide scholarships to people considering helping their country or community, and contribute to society by providing education rooted in local communities worldwide, aimed at developing business leaders and promoting cultural exchange and mutual understanding.



Fujitsu Scholarship Recipients

- Fujitsu Scholarship  
<http://www.fujitsu.com/global/about/csr/activities/community/scholarship/>

## Support for Mathematical Olympiad and Olympiad in Informatics



Fujitsu supports the Mathematical Olympiad Foundation of Japan and the Japanese Committee for the International Olympiad in Informatics (the latter being a non-profit organization) to help discover and foster valuable human resources who will play leading roles in the future development of society. The Mathematical Olympiad Foundation of Japan was established in 1991 in order to discover gifted mathematicians for selection and entry as national representatives in the International Mathematical Olympiad (IMO) and to further develop their skills. The foundation is also committed to helping improve and promote education in mathematics from an international perspective. Fujitsu provided the basic funds for the establishment of the Foundation along with two other companies and one individual. It provides additional support including offering supplementary prizes to the top performers at the Japan Junior Mathematical Olympiad (JJMO) and the Japan Mathematical Olympiad (MMO), the latter from which national representatives for the IMO are selected.

Meanwhile, the Japanese Committee for the International Olympiad in Informatics was established in 2005 to train human resources in support of Japan's mathematics and information science sector. It provides support for participants of the International Olympiad in Informatics (IOI), a programming contest for junior and senior high school students.

As a supporting member, Fujitsu provides assistance in the committee's operation, and presents supplementary prizes to the top performers at the Japanese Olympiad in Informatics, from which national representatives for the IOI are selected.



The 25th Mathematical Olympiad awards ceremony



## Supporting a Programming Contest for Technical College Students



Through special corporate sponsorship, Fujitsu supports ProCon, the Japan technical college programming contest. We have instituted a Fujitsu Special Prize that provides Fujitsu PCs to one winning team.

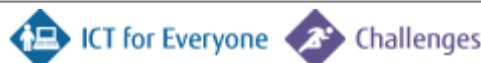
Under the 2014 theme of reconstruction support, the National Institute of Technology, Ichinoseki College, which developed a web app for regional "connections" (a map-based communication tool), was awarded the Fujitsu Special Prize.

Fujitsu will continue to support the development of young ICT technicians.



Students from the National Institute of Technology, Ichinoseki College, receive the Fujitsu Special Prize in the 25th Japan technical college programming contest.

## Fujitsu Kids Project: shaping tomorrow with children



As Japanese society remains concerned about children's lack of interest in math and science, the Fujitsu Group has been carrying out the Fujitsu Kids Project since 2007, targeting 5th and 6th grade elementary school students. Based on the idea that one of a company's missions is to foster the next generation of human resources, the project seeks to convey to today's young people the joy of creating products and the wonder of technology.

To expand the project so that it covers the whole of Japan and reaches out into the future, the Group promotes the project primarily through its own website. This dedicated website, named "Fujitsu Kids: shaping tomorrow with children," is designed to make learning fun for children. Its wide variety of contents include answering questions such as "What is a supercomputer?" as a means of communicating information on the latest technology and the joy of making things to children in a way that is easy to understand. Other website content that is linked to the school curriculum includes information on environmental conservation activities, universal design, and how a computer works.

In addition, we hold the Fujitsu Kids Event every summer at our Kawasaki Plant in cooperation with the Japanese Committee for the Olympiad in Informatics. The seventh such event, held in FY 2014, was attended by around 70 children who were selected at random from a large pool of applicants. Participants enjoyed learning how a computer works through games and other fun activities.

The children also had a chance to see how first-generation computers worked and listen to stories from supercomputer engineers. After their observation and learning experience on the power of ICT, the children used tablets to express their dreams for the future.



Group photo from the Fujitsu Kids Event 2014

- Fujitsu Kids Event (FujitsuBrandChannel on youtube)  
<https://www.youtube.com/watch?v=7k5r00mF9Ew>

## Cultural and Sponsorship Activities



### Community Engagement

#### Japan Science & Engineering Challenge

Fujitsu is a special sponsor of the Japan Science & Engineering Challenge (JSEC), a research competition open to high school students and technical college students from throughout the country. As the competition aims to develop young people who contribute to the nation through science and technology, Fujitsu endorses it and provides its support as an ICT company.

The annual challenge, which is supported by the Cabinet Office and MEXT, is highly regarded among industry circles. The winner of the Japan Challenge takes part in the International Science and Engineering Fair, the biggest event of its kind in the world, held every May in the United States. Some 1,500 students from more than 50 countries take part in the fair. In the 12th challenge, held in FY2014, the greatest number yet of 221 research projects were gathered from 216 schools around the country. For the overall judging held in December 2014, 30 parties (10 individuals, and 20 teams) attended.



#### Work Experience Theme Park "Kandu"

At the Work Experience Theme Park "Kandu" (Chiba Prefecture), Fujitsu staged an ICT-themed attraction, the "Fujitsu Tech Lab."

As a brand partner of Kandu, which seeks to "strengthen the identity and independence of the children who will carry the future," Fujitsu considers its duty as a manufacturing company to convey to children the power and appeal of ICT, and to help make their dreams a reality.



### ICT for Everyone



#### Fujitsu Concert Series

Since 1987, Fujitsu has sponsored the annual Fujitsu Concert Series, which invites the world's top conductors and orchestras to perform in Japan. These foreign musicians and stunning soloists captivate the hearts of the Japanese audience. The Fujitsu Concert Series is held in line with our policy of providing ongoing sponsorship for popular first-rate orchestras from overseas. In FY 2014, four performances were staged around the country by the Hungarian National Philharmonic Orchestra under the direction of the conductor lauded as the pride of Hungary, Zoltán Kocsis, and the "Burning Maestro" Ken-Ichiro Kobayashi.



#### The Fujitsu Cup Japanese Chess Masters Tournament

Since 1993, Fujitsu has been sponsoring the Fujitsu Cup Japanese Chess (shogi) Masters Tournament, for players 40 years old and over, and the only senior-level shogi competition of its kind. The players selected to play in the tournament include previous titleholders through to older players who still play competitive chess. They compete with one another in the knockout-style tournament to become champion. All matches are streamed live on the Internet. The championship match is held at the Asahi Yurakucho Hall, in front of an audience. The 22nd tournament saw matches played from June to September, 2014, with Toshiyuki Moriuchi (former Ryuoh) defeating Michio Takahashi (9th Dan) in his first championship victory.

Fujitsu's sponsorship of the event ended in FY2014.





## Contributing to Society through Sports

The Fujitsu Group promotes sports as a building block of a sound society. Company sports encompass the track and field team, the Frontiers American football team, and the RedWave women's basketball team. These organizations strive daily to improve their skills, embodying Fujitsu's proactive spirit.

### Track and Field Team



Established in 1990 with the slogan "fostering athletes that can compete globally," the Fujitsu Track and Field Team has been a leader in Japanese track and field ever since, awarded the Best Team Prize for the Top Athlete Support Award at the JOC Sports Awards in 2008. The team has produced Japanese representatives for six straight Olympics—from the 1992 games in Barcelona to the 2012 games in London. The top athletes who belong to the team actively participate in track and field clinics throughout Japan, helping to raise the level of track and field in Japan as well as fostering sports development in general.

In FY 2014, five Japanese representatives participated in the Asian Games. With further achievements that include participating for 25 consecutive years in the New Year Ekiden, and Yusuke Suzuki setting a new world record for the Men's 20 km Racewalking, the team is a leader in the world of Japanese track and field.



Challenges



Community Engagement



The Track and Field class held in November 2014 in Chiba Prefecture.  
© FUJITSU SPORTS

### Frontiers American Football Team



Established in 1985, Fujitsu's American football team named itself the "Frontiers" in recognition of its pledge to be a pioneer in the field of American football in Japan under the slogan "to be the best in Japan's amateur league, and at work."

The team has won the Bowl three times, including its first victory in 2003 at the Pearl Bowl, a tournament for East Japan Division teams of the Shakaijin (working adults) league. In 2014, the team won the Japan X Bowl, the championship game to decide the best team in Japan, as well as competing in and winning the Rice Bowl, the Japanese Championship title for the first time. The team also emerged as the top team in the X League.

Moreover, the Frontiers have been recognized as a Hometown Sports Partner by Kawasaki City where they are based, for community contributions. Since FY 2010, the team has been teaching in school physical education classes in Kawasaki City and engaging in other activities, as well, to popularize flag football, which is safe and easy to play.



Challenges



Community Engagement



Workshop "Friendship Classroom" held in July 2014 at an elementary school in Kawasaki City.  
©NANO Association

## RedWave Women's Basketball Team



Following its establishment in 1985, Fujitsu named its women's basketball team "RedWave" with the goal of becoming like a red wave that poses a threat to even the most formidable of opponents. The team took its first victory at the 72nd All Japan Basketball Tournament (Empress Cup) in 2006, holding on to the top spot for the three straight years through 2008.

RedWave fulfilled a long-held ambition in FY 2007 when it won its first Women's Japan Basketball League (W League) title (2007-2008 (ninth) season). The team has made it to the playoffs for 10 consecutive years since 2005, as well as making it to the finals during the 2014-15 season, which is the first time in 7 years. It won second place and is now a highly-competitive force in the W League.

As part of Fujitsu's social contribution activities and to encourage sports in the local community while building up the foundation of Japan's basketball world, the team has been recognized as a Hometown Sports Partner by Kawasaki City where the team is based, and it provides coaching in basketball workshops it conducts for elementary school students in Kawasaki City during PE classes. The team has conducted these workshops for 11 consecutive years since 2004, with 10 workshops conducted in FY 2014.



Challenges



Community Engagement



Workshop "Friendship Classroom" held in July 2014 at an elementary school in Kawasaki City.

©NANO Association

## Support for Kawasaki Frontale



Community Engagement

A Japan Professional Football League (J-League) member since 1999, the Kawasaki Frontale soccer team has Fujitsu as its official sponsor and is based in the city of Kawasaki. The team works to further the development of professional soccer, young local athletes, and sports culture.

The team set up the "Mind-1 Nippon" project soon after the Great East Japan Earthquake in 2011, and has been continuously engaged in supporting mid- to long-term recovery efforts in the affected areas.



Soccer class held in December 2014 in Rikuzentakata City, Iwate Prefecture, as part of the reconstruction support activities.

© KAWASAKI FRONTALE

## Sponsorship Activities



### Community Engagement

#### **Fujitsu Ladies Golf Tournament**

We have sponsored the Fujitsu Ladies Golf Tournament for professionals and amateurs since its inception in 1980. Held every October since 1983, it is a well-established LPGA tour tournament in Japan. The 31st Fujitsu Ladies Golf Tournament, held October 17-19, 2014, attracted participation from 95 players.



#### **Izumo All Japan University Ekiden (Road Relay)**

Since 1989, 21 teams have battled it out each year in the Izumo All Japan University Ekiden, one of the big three collegiate road relay races in Japan. By supporting this competition, Fujitsu is helping to promote university students' sports activities.



## International Support and Disaster-Relief Activities

### Supporting Tropical Rainforest Restoration Activities through Beverage Sales



#### Community Engagement

As part of the Fujitsu Group's social contribution and environmental activities, Fujitsu sells its own private brand beverages to employees, a portion of the proceeds of which are directed to tropical rainforest restoration activities underway at the Fujitsu Group Malaysia Eco Forest Park. As of the end of FY 2014, a total of around 2.3 million beverages had been sold since the start of this initiative in 2009, which has helped contribute to promoting activities.

### Activities that Contribute to Society by Group Employees



#### Community Engagement

Employees of Fujitsu Group companies voluntarily participate in everyday social contribution activities, such as collecting used plastic bottle caps, stamps and prepaid cards and donating the proceeds to polio vaccine or seedling planting projects.

Employees participate in the "sutenai seikatsu", or waste free lifestyle, activities. "Sutenai seikatsu" activities are intended to support Shapla Neer (Citizen's Committee in Japan for Overseas Support), an international NGO engaged in volunteer activities, by donating the sales of used books and DVDs collected from employees.

### Support for Damage from Natural Disasters



#### Community Engagement

The Fujitsu Group is carrying out donation and contribution campaigns in order to assist with efforts to recover from the damage caused by natural disasters.

The Fujitsu Group has made donations through embassies and international humanitarian aid organizations to assist in recovery efforts for the earthquake in Yunnan, China, and the Hiroshima landslides, which occurred in August of FY 2014.

## Example Activities in FY 2014

### ICT Manufacturing Experience "Family Robot Class"



ICT for Everyone



Challenges



Community Engagement

Utilizing its skills and experiences as a company that specializes in embedded systems development, Fujitsu Computer Technologies Limited hosts Family Robot Classes. Technicians support children in constructing robots on their own, and with the help of computers, they help the children program the robots to walk.

This program started in December 2011 as the Earthquake Reconstruction Assistance Family Robot Class. It stems from the idea to provide an opportunity to children affected by the disaster, to experience the joys of building something to raise their hopes and dreams. With volunteer support from the Iwate Prefectural Office, local universities, and the teachers and students of National Colleges of Technology, 33 classes have been held to date, with 685 participating families.

In FY2014, Fujitsu Computer Technologies has also expanded this program into areas that were not affected by the disaster. In the future, it will continue to provide opportunities for children with their whole future ahead of them to experience the appeal of building things in a fun way, in collaboration with government agencies, community organizations, and schools.



Excitedly programming a robot with one hand

### Aiming for Safe and Secure Internet Use by Children



ICT for Everyone



Challenges



Community Engagement

The use of information terminal equipment and the Internet is increasingly popular among younger children. Ownership rate of mobile phones and smartphones by elementary school children in Japan has reached 50% (50.4%)<sup>\*1</sup>, and approximately 63%<sup>\*2</sup> of elementary school children have used the Internet.

With such changes in our social environment, there are new benefits, such as expanded opportunities for children to co-create and increase their knowledge base. However at the same time, there is also an increased risk of them being victims or perpetrators of online crimes, which increases the necessity for children to acquire a sense of morality and use the internet safely and securely.

Internet service provider Nifty Corporation and Fujitsu have introduced precedents of online bullying and false claims to raise knowledge and awareness on the safe use of the Internet. They are also providing on-site classes on measures against such incidents and the correct behavior to adopt.

In FY2014, we have conducted classes in 73 schools, primarily focusing on elementary schools in the Tokyo Metropolitan area.

In the future, the Fujitsu Group will continue to provide educational support so that future generations can use the Internet properly, live safely in this information society.



On-site class

#### Data Sources

- Cabinet Office "Research Study on Youth" top page <http://www8.cao.go.jp/youth/youth-harm/chousa/h26/net-jittai/pdf-index.html> (This site is in Japanese only.)

\*1 Elementary School Children Ownership Rate of Mobile Phones and Smartphones

- Cabinet Office (March 2015) P.16 <http://www8.cao.go.jp/youth/youth-harm/chousa/h26/net-jittai/pdf/s2-1-1-1.pdf> (This site is in Japanese only.)
- Cabinet Office (2010) 20.9% Slide 3 <http://www8.cao.go.jp/youth/youth-harm/chousa/h22/net-jittai/pdf/kekka.pdf> (This site is in Japanese only.)

\*2 Internet Usage Rate



- Cabinet Office (March 2015) P.19 <http://www8.cao.go.jp/youth/youth-harm/chousa/h26/net-jittai/pdf/s2-1-1-1.pdf> (This site is in Japanese only.)
- Cabinet Office (2010) 17.9% Slide 3 <http://www8.cao.go.jp/youth/youth-harm/chousa/h22/net-jittai/pdf/kekka.pdf> (This site is in Japanese only.)

## Aiming to Invigorate Society through the Success of Women



ICT for Everyone



Challenges



Community Engagement

In Japan, with the decline in labor force brought on by the lower birthrates and aging population, there is a greater need for women to be successful. In particular, women consist of merely 14.6%<sup>\*3</sup> of the total number of researchers and the lack of women seeking careers in science is becoming an issue.

In January 2015, Fujitsu and Kawasaki City co-hosted a symposium for female junior and high school students to support women advancing into the field of science.

For the keynote lecture, weather forecaster, Hiroko Ida was invited, and she spoke about the appeal of learning and working in science and how wonderful it is to work hard towards her dreams and aspirations.

In the panel discussion, female senior employees from Fujitsu's space-related businesses also participated, so that the female students could feel a sense of familiarity towards their female seniors working in the sciences, and to increase their interest in science as well. The speakers gave advice in response to questions from the students such as how to maintain a balance between their family and work.

Fujitsu will continue to convey the appeal of science, and support the success of women in scientific fields.



Keynote lecture

### Data Source

- Ministry of Internal Affairs and Communications "2014 Summary of Results of the Survey of Research and Development" <http://www.stat.go.jp/english/data/kagaku/1541.htm> (Top Page) <http://www.stat.go.jp/english/data/kagaku/index.htm>

## Support Employment Capability Development in the UK



Challenges



Community Engagement

In the UK, there are approximately 1 million youths who do not have regular jobs, constituting a major problem.

To contribute to the resolution of this issue, Fujitsu UK and Ireland are cooperating with BITC (Business in The Community)<sup>\*4</sup> and participating in the program "Business Class Initiative," which provides science and mathematics classes to instill a better understanding of life skills and business. As part of the program, Fujitsu UK and Ireland have established a partnership with The Vyne School in Basingstoke, Hampshire, and are taking part in educating local students.

Fujitsu employees also took part in mock interviews to support employment, and as a result, student employability (the ability and possibility of being employed) has increased by 40%, and the partnership has been recognized by several awards.

In the future, Fujitsu will continue to support young people and help rejuvenate local communities.



Fujitsu UK and Ireland Head (as of 2014) and students from The Vyne School

<sup>\*4</sup> BITC (Business in The Community)

A business-driven charity organization with Prince Charles as the leader, with the goal of resolving social issues and changing local communities.

## Fujitsu Group Profile (as of March 31, 2015)

**Company Name** Fujitsu Limited

**Addresses**

- Kawasaki Main Office  
4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi,  
Kanagawa 211-8588, Japan
- Headquarters  
Shiodome City Center 1-5-2 Higashi-Shimbashi,  
Minato-ku, Tokyo 105-7123, Japan

**Representative Director President** Tatsuya Tanaka  
(As of June 22, 2015)

**Established** June 20, 1935

**Main Business Activities** Manufacture and sale of communications systems, information processing systems, and electronic devices, and the provision of services related to those products

**Revenue** ¥4,753.2 billion

**Capital** ¥324.6 billion

**Total Assets** ¥3,271.1 billion (Liabilities: ¥2,336.7 billion,  
Net assets: ¥934.3 billion)

**Fiscal Year-end** March 31

**Employees Consolidated** 158,846 /  
Unconsolidated: 25,627

**Directors** 12 (incl. 2 female director, out of  
4 outside directors as of June 22, 2015)

**Consolidated Subsidiaries** 510 companies

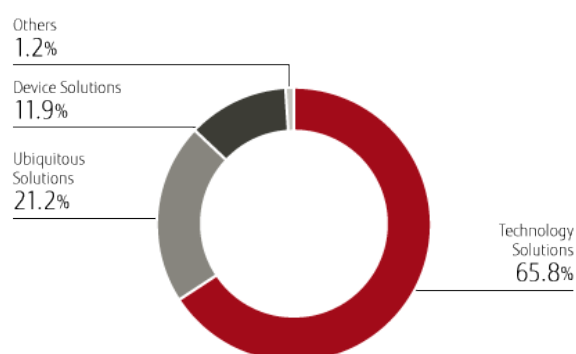
**Equity-method Affiliates** 27 companies

**Stock Exchange Listings** Tokyo, Nagoya

### Regarding Our Business Segments

The Fujitsu Group provides a wide range of services and products with the advanced technology, high performance and high quality essential for the future of the ICT sector, and operates an integrated total solutions business, from the development, manufacture and sale of those products and electronic devices to the provision of maintenance services.

### Break down of Revenue by Business Segment



Note: Revenue include intersegment sales.

### Ubiquitous Solutions

The Ubiquitous Solutions segment is involved in the development, manufacture and sale of PCs and mobile phones, as well as audio and navigation equipment and other types of mobilewear.



ARROWS NX F-04G

### Technology Solutions

The Technology Solutions segment provides corporate customers around the globe with IT-driven business solutions based on our advanced technology and high-quality system platforms and services.



Data center (Tatebayashi)

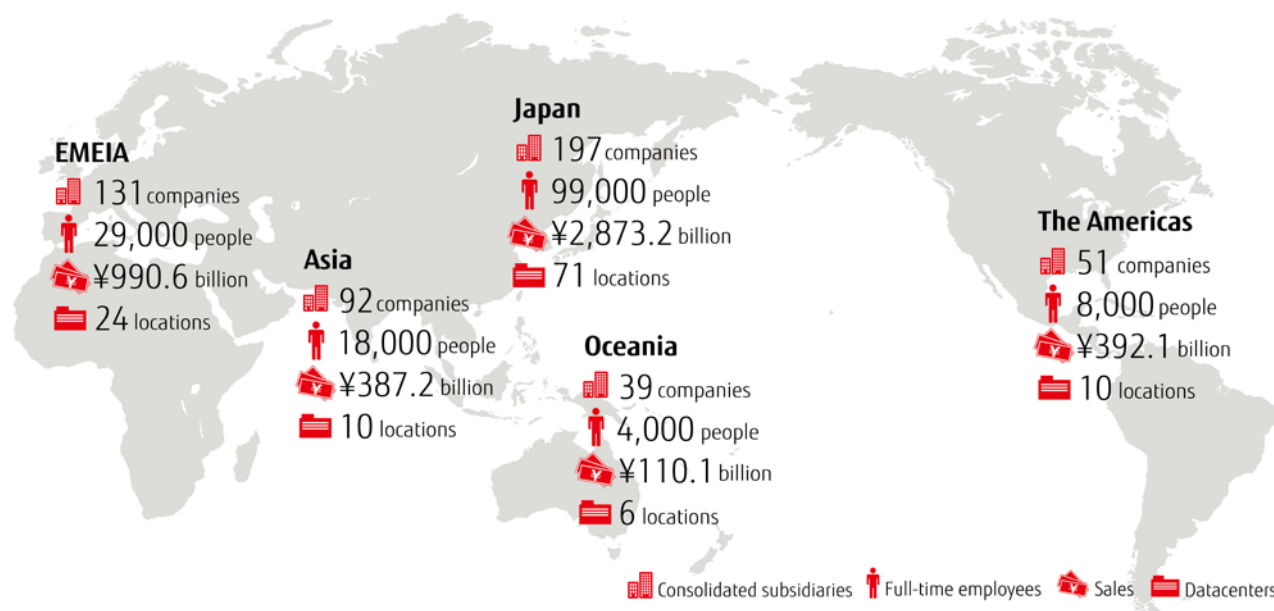
### Device Solutions

The Device Solutions segment provides LSI devices for digital consumer electronics, automobiles, mobile phones and servers, as well as semiconductor packages and other electronic components. The segment also offers electronic components, such as batteries, relays and connectors.



FRAM 16Kbit non-volatile memory MB85RDP16LX

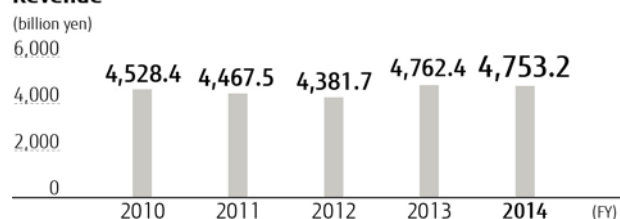
## Global Business System





## Financial & Non-Financial Highlights

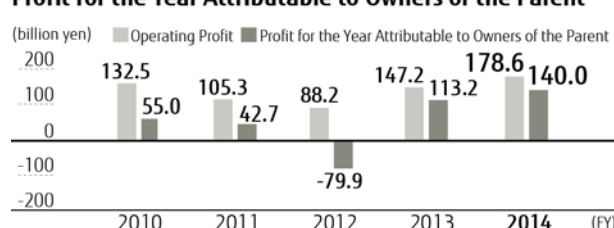
### Revenue



\*Japanese standard is used through FY2012, and IFRS from FY2013 on.

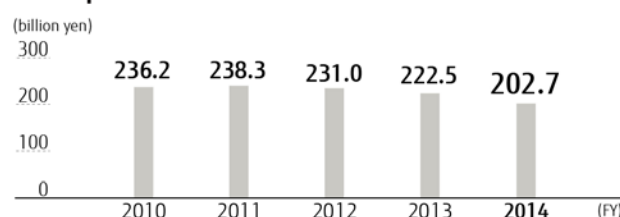
### Operating Profit/

### Profit for the Year Attributable to Owners of the Parent



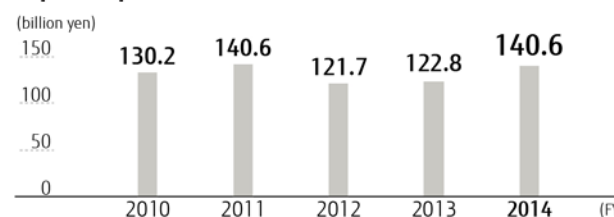
\*Japanese standard is used through FY2012, and IFRS from FY2013 on.

### R&D Expenses



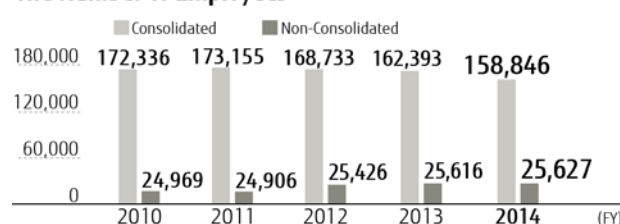
\*Japanese standard is used through FY2012, and IFRS from FY2013 on.

### Capital Expenditures

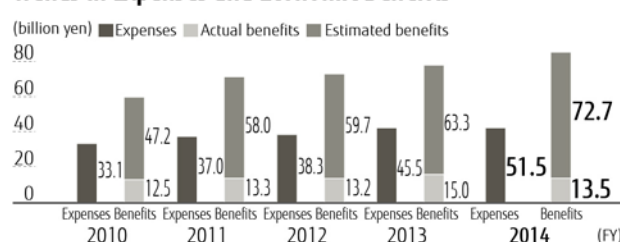


\*Japanese standard is used through FY2012, and IFRS from FY2013 on.

### The Number of Employees



### Trends in Expenses and Economic Benefits



## Editorial Policy

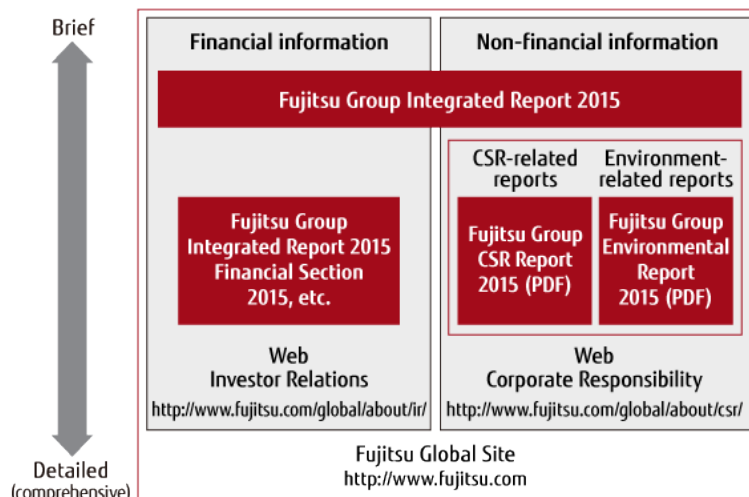
Available on our website and as a PDF document, the Fujitsu Group CSR Report 2015 presents a number of activities based on the Fujitsu Group CSR Policy.

### Reporting System

Details concerning Fujitsu Group initiatives are reported in the format of the figure at right. In editing this report, we take into account matters including trends in reporting and the opinions of readers and stakeholders on the previous fiscal year's report. We are making efforts to convey more comprehensive information so that it can be easily read by the general public.

### Guidelines Referenced

- GRI Sustainability Reporting Guidelines, Version 4.0 (G4)
- ISO 26000 Guidance on Social Responsibility



### Reporting Period

This report focuses on activities in FY 2014, from April 1, 2014 to March 31, 2015, and the data presented is actual performance data from that period. Content from times outside that period, however, is also presented.

### Target Readership

This report is written assuming the following readership: Fujitsu stakeholders including customers, employees, stockholders and investors, suppliers and business partners, international society and local communities, public institutions and governments.

### Organizations Covered

While the whole of the Fujitsu Group is covered in this report, when it is necessary to indicate the range of applicability, we will specify Fujitsu Group (to indicate the Group as a whole) or Fujitsu (to indicate Fujitsu, Ltd. as an independent entity).

### About Third Party Verification

The Fujitsu Group CSR Report 2015 has undergone third-party verification by Bureau Veritas Japan to ensure the reliability of the information disclosed within.

### Contact

CSR Division Shiodome City Center, 1-5-2 Higashi-Shimbashi, Minato-ku, 105-7123, Japan  
<http://www.fujitsu.com/global/about/csr/contact/>

### Publisher

#### FUJITSU LIMITED

Authority for Publication: Tatsuya Tanaka

President and Representative Director

Published: August 2015 (The next report will be published in August 2016 and the previous report was published in September 2014.)

## Third Party Verification Report

In order to ensure the reliability of the contents of the Fujitsu Group CSR Report 2015, we asked a third party, Bureau Veritas Japan to examine and post a review of the report.

### Fujitsu Group CSR Report 2015 Fujitsu Group Environmental Report 2015 Independent Verification Report

To: Fujitsu Limited



July 17, 2015



Bureau Veritas Japan Co., Ltd.  
System Certification Services Headquarters

Bureau Veritas Japan Co., Ltd. (Bureau Veritas) has been engaged by Fujitsu Limited (Fujitsu) to conduct an independent verification and review of its sustainability performance indicators selected by Fujitsu for inclusion in the Fujitsu Group CSR Report 2015 and the Fujitsu Group Environmental Report 2015 (the Reports) issued under the responsibility of Fujitsu.

The aim of the verification is to evaluate and to provide an opinion, in the form of an independent statement, on the reliability and accuracy of selected sustainability performance indicators within the Reports based on objective evidence and to a limited level of assurance. The aim of the review work is to evaluate the quality of certain other sustainability performance indicators within the Reports in the interests of reporting improvement.

#### 1. Outline of verification and review

Verification and review of social and environmental performance indicators related to business operations in FY2014

Data verified or reviewed	Site Visited	Verification or Review Methodology
All indicators listed in Annex 1: <i>'The list of social performance indicators verified'</i>	- Fujitsu Headquarters - Fujitsu Kawasaki Main Office	- Review of documentary evidence produced by Fujitsu Headquarters - Interviews with relevant personnel of Fujitsu Headquarters and Fujitsu Kawasaki Main Office - Comparison between the reported data and the supporting documentary evidence
All indicators listed on Annex 2: <i>'The list of environmental performance indicators verified and reviewed'</i>	- Fujitsu Kawasaki Main Office - Fujitsu Kawasaki Plant - FUJITSU TEN LIMITED Headquarters - FUJITSU TELECOM NETWORKS LIMITED Sekijo Plant - Fujitsu Network Communications Inc.	- Review of documentary evidence produced by Fujitsu Headquarters and the sites visited - Interviews with relevant personnel of Fujitsu Kawasaki Main Office and the sites visited - Site inspection and assessment of data monitoring process - Comparison between the reported data and the supporting documentary evidence

The verification was conducted using Bureau Veritas' standard procedures and guidelines for external verification of non-financial reporting, based on current best practice. Bureau Veritas refers to the International Standard on Assurance Engagements (ISAE) 3000 in providing a limited assurance for the scope of work stated herein.

#### 2. Findings

Verification and review of social and environmental performance indicators related to business operations in FY2014:

On the basis of our methodology and the activities described above, nothing has come to our attention to indicate that the performance indicators are not materially correct and are not reported in accordance with the criteria established and implemented by Fujitsu.

Bureau Veritas has implemented a code of ethics across its business which is intended to ensure that all our staff maintain high standards in their day to day business activities. We are particularly vigilant in the prevention of conflicts of interest. Bureau Veritas activities for Fujitsu are for sustainability reporting verification only and we believe our verification assignment did not raise any conflicts of interest.

## Annex 1

The list of social performance indicators verified

Performance indicators verified	Page
Number of attendees to Female Leadership Development Program	14
Number of holding Career Formation Support Seminar for female employees	14
Rate of woman managers	14-50-73
Employment rate of people with disabilities	14-52-73
Number of employees using the care leave support system	15-61-74
<u>Foster global business leaders</u>	15
Number of attendees to Next-generation business leaders development programs	16
The number of periodic dialogue with residents in regions with major business sites	17
The number of internal database records of social contribution activities	20
<u>CSR activities with use of ISO26000</u>	20
Number of group companies which performed survey based on ISO26000	27-109
Number of Directors	66-74
Frequency of industrial accidents	73-111
Numbers and average ages of employees	74
Hiring of recent college graduates	73-110
Employees by region	74
Average years of service	90
Promoting socially responsible procurement (the number of written surveys to suppliers)	

## CSR Report 2015 GRI Guideline Comparison Table

GRI 4.0 Indicator (※...Core performance indicator)			References	ISO 26000	UNGC principle
Strategy and Analysis					
G4-1	※	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	◆ <a href="#">Top Message</a>	6.2	—
G4-2		Provide a description of key impacts, risks, and opportunities.	◆ <a href="#">Risk Management "Business Risks"</a>	6.2	—
Organizational Profile					
G4-3	※	Report the name of the organization.	◆ <a href="#">Fujitsu Group Profile "Company Name"</a>	—	—
G4-4	※	Report the primary brands, products, and services	◆ <a href="#">Fujitsu Group Profile "Main Business Activities"</a>	—	—
G4-5	※	Report the location of the organization's headquarters.	◆ <a href="#">Fujitsu Group Profile "Addresses" [Reference]Organization</a>	—	—
G4-6	※	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	◆ <a href="#">Fujitsu Group Profile "Global Business System"</a>	—	—
G4-7	※	Report the nature of ownership and legal form.	◆ <a href="#">Corporate Governance "Basic Stance on Internal Control Framework"</a> ◆ <a href="#">Fujitsu Group Profile "Headquarters" [Reference]WEB(Worldwide)</a>	—	—
G4-8	※	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	◆ <a href="#">Fujitsu Group Profile "Main Business Activities "Break down of Revenue by Business Segment"</a>	—	—
G4-9	※	Report the scale of the organization, including: Total number of employees - Total number of operations - Net sales (for private sector organizations) or net revenues (for public sector organizations) - Total capitalization broken down in terms of debt and equity (for private sector organizations) - Quantity of products or services provided	◆ <a href="#">Fujitsu Group Profile "Revenue", "Capital", "Total Assets", "Employees", "Main Business Activities", "Global Business System"</a> ◆ <a href="#">List of Employee related Indicators "Employees in Fujitsu Group" [Reference]Fujitsu at a Glance</a>	—	—
G4-10	※	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	◆ <a href="#">Fujitsu Group Profile "Employees" "Global Business System" J</a> ◆ <a href="#">List of Employee related Indicators</a>	6.4 6.4.3	—
G4-11	※	Report the percentage of total employees covered by collective bargaining agreements.	◆ <a href="#">Creating Good Working Conditions "Labor Relations"</a>	6.3.10 6.4 6.4.3 6.4.4 6.4.5	1,3

GRI 4.0 Indicator (※...Core performance indicator)		References	ISO 26000	UNGC principle
G4-12	※	Describe the organization's supply chain.	◆ <a href="#">With Our Suppliers</a>	
G4-13	※	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including: - Changes in the location of, or changes in, operations, including facility openings, closings, and expansions - Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) - Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination.	◆ <a href="#">Editorial Policy "Organizations Covered"</a> ◆ <a href="#">Integrated Report Financial Section</a>	—
<b>Commitments to External Initiatives</b>				
G4-14	※	Report whether and how the precautionary approach or principle is addressed by the organization.	◆ <a href="#">Our Approach to CSR "Promoting Group-wide Dissemination"</a> ◆ <a href="#">United Nations Global Compact</a> ◆ <a href="#">CSR Activities Utilizing ISO 26000</a> ◆ <a href="#">Risk Management "Risk Management Framework"</a> ◆ <a href="#">Risk Management "Risk Management Processes"</a> [Reference] <a href="#">Environmental Policy· Action Plan</a>	6.2
G4-15	※	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	◆ <a href="#">United Nations Global Compact</a> ◆ <a href="#">CSR Activities Utilizing ISO 26000</a>	6.2
G4-16	※	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: - Holds a position on the governance body. - Participates in projects or committees. - Provides substantive funding beyond routine membership dues. - Views membership as strategic.	◆ <a href="#">United Nations Global Compact</a>	6.2
<b>Identified Material Aspects and Boundaries</b>				
G4-17	※	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	◆ <a href="#">Fujitsu Group Profile "Main Business Activities"</a> ◆ <a href="#">Editorial Policy "Organizations Covered"</a> ◆ <a href="#">Integrated Report Financial Section</a> [Reference] <a href="#">Organization</a>	6.2
G4-18	※	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	◆ <a href="#">CSR Policy and Promotion Framework "Organization Promoting CSR"</a>	—
G4-19	※	List all the material Aspects identified in the process for defining report content.	◆ <a href="#">CSR Policy and Promotion Framework "Five Priority Issues"</a>	—
G4-20	※	For each material Aspect, report the Aspect Boundary within the organization, as follows: Report whether the Aspect is material within the organization	◆ <a href="#">CSR Policy and Promotion Framework "Five Priority Issues"</a> ◆ <a href="#">Editorial Policy "Organizations Covered"</a>	—
G4-21	※	For each material Aspect, report the Aspect Boundary outside the organization, as follows: Report whether the Aspect is material outside of the organization	◆ <a href="#">CSR Policy and Promotion Framework "Five Priority Issues"</a> ◆ <a href="#">Editorial Policy "Organizations Covered"</a>	—

GRI 4.0 Indicator (※...Core performance indicator)			References	ISO 26000	UNGC principle
G4-22	※	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	◆ <a href="#">Editorial Policy "Organizations Covered"</a> <a href="#">"Organizations Covered"</a>	—	—
G4-23	※	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	◆ <a href="#">Editorial Policy "Organizations Covered"</a> <a href="#">"Organizations Covered"</a>	—	—
<b>Stakeholder Engagement</b>					
G4-24	※	Provide a list of stakeholder groups engaged by the organization.	◆ <a href="#">CSR Policy and Promotion Framework "The Fujitsu Group's Stakeholders"</a>	6.2	—
G4-25	※	Report the basis for identification and selection of stakeholders with whom to engage.	◆ <a href="#">CSR Policy and Promotion Framework "The Fujitsu Group's Stakeholders"</a> ◆ <a href="#">Stakeholder Dialogue</a>	6.2	—
G4-26	※	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	◆ <a href="#">Stakeholder Dialogue</a> <Customers, International Society, Local Community> ◆ <a href="#">With Our Customers</a> ◆ <a href="#">Quality Initiatives</a> ◆ <a href="#">Approach to Social Contribution Activities</a> ◆ <a href="#">Promoting Learning &amp; Education, and Cultural and Sponsorship Activities</a> ◆ <a href="#">Contributing to Society through Sports</a> ◆ <a href="#">International Support and Disaster-Relief Activities</a> ◆ <a href="#">Example Activities in FY 2014</a> <Shareholders and Investors> ◆ <a href="#">With Our Shareholders and Investors</a> <Suppliers> ◆ <a href="#">With Our Suppliers</a> <Employees> ◆ <a href="#">Diversity and Inclusion</a> ◆ <a href="#">Efforts Promoting Respect for Human Rights</a> ◆ <a href="#">Creating Good Working Conditions</a> ◆ <a href="#">Occupational Safety and Health and Health Management</a> ◆ <a href="#">Human Resource and Career Development</a>	6.2	1~10
G4-27	※	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	◆ <a href="#">Stakeholder Dialogue</a> ◆ <a href="#">With Our Customers "Examples of Improvements Based on Customer Feedback"</a>	6.2	—
<b>Report Profile</b>					
G4-28	※	Reporting period (such as fiscal or calendar year) for information provided.	◆ <a href="#">Editorial Policy "Reporting Period"</a>	—	—
G4-29	※	Date of most recent previous report (if any).	◆ <a href="#">Editorial Policy "Publisher"</a>	—	—
G4-30	※	Reporting cycle (such as annual, biennial).	◆ <a href="#">Editorial Policy "Publisher"</a>	—	—
G4-31	※	Provide the contact point for questions regarding the report or its contents.	◆ <a href="#">Editorial Policy "Contact"</a>	—	—
G4-32	※	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option. c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not requirement to be 'in accordance' with the Guidelines.	◆ GRI Guideline/UNGC 10 Principles Comparison Table ◆ <a href="#">Third Party Verification Report</a>	—	—



GRI 4.0 Indicator (※...Core performance indicator)			References	ISO 26000	UNGC principle
G4-33	※	Assurance a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	◆ <a href="#">Third Party Verification Report</a>	7.5.3	—
Governance					
G4-34	※	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	◆ <a href="#">Corporate Governance "Corporate Governance Structure"</a>	6.2	—
G4-35		Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	◆ <a href="#">Corporate Governance "Corporate Governance Structure"</a>	—	—
G4-36		Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	◆ <a href="#">Corporate Governance "Corporate Governance Structure"</a>	—	—
G4-37		Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	◆ <a href="#">With Our Shareholders and Investors "Communicating with Shareholders and Investors"</a> ◆ <a href="#">Corporate Governance "Overview of Corporate Governance Structure"</a> ◆ <a href="#">Compliance "Compliance Line/Fujitsu Alert"</a>	6.2	—
G4-38		Report the composition of the highest governance body and its committees by: - Executive or non-executive Independence - Tenure on the governance body - Number of each individual's other significant positions and commitments, and the nature of the commitments - Gender - Membership of under-represented social groups - Competences relating to economic, environmental and social impacts - Stakeholder representation	◆ <a href="#">Corporate Governance "Overview of Corporate Governance Structure"</a>	6.2	—
G4-39		Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	◆ <a href="#">Corporate Governance "Overview of Corporate Governance Structure"</a>	6.2	—



GRI 4.0 Indicator (※...Core performance indicator)		References	ISO 26000	UNGC principle
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: - Whether and how diversity is considered - Whether and how independence is considered - Whether and how expertise and experience relating to economic, environmental and social topics are considered - Whether and how stakeholders (including shareholders) are involved.	◆ <a href="#">Corporate Governance "Overview of Corporate Governance Structure"</a>	6.2	—
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: - Cross-board membership - Cross-shareholding with suppliers and other stakeholders - Existence of controlling shareholder Related party disclosures	◆ <a href="#">Corporate Governance "Overview of Corporate Governance Structure"</a>	6.2	—
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	◆ <a href="#">CSR Policy and Promotion Framework "Organization Promoting CSR"</a>	—	—
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	◆ <a href="#">CSR Policy and Promotion Framework "Organization Promoting CSR"</a>	—	—
G4-44	a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	◆ <a href="#">CSR Policy and Promotion Framework "Organization Promoting CSR"</a> ◆ <a href="#">Corporate Governance "Overview of Corporate Governance Structure"</a>	6.2	—
G4-45	a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	◆ <a href="#">Corporate Governance "Basic Stance on Internal Control Framework"</a> ◆ <a href="#">Risk Management "Business Risks"</a> ◆ <a href="#">Risk Management "Risk Management &amp; Compliance Structure"</a>	6.2	—

GRI 4.0 Indicator (※...Core performance indicator)		References	ISO 26000	UNGC principle
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	<a href="#">◆Corporate Governance "Basic Stance on Internal Control Framework"</a> <a href="#">◆Risk Management "Risk Management &amp; Compliance Structure"</a>	—	—
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	<a href="#">◆Risk Management Risk Management Processes"</a>	6.2	
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	<a href="#">◆CSR Policy and Promotion Framework "Organization Promoting CSR"</a>	—	—
G4-49	Report the process for communicating critical concerns to the highest governance body.	<a href="#">◆Corporate Governance "Basic Stance on Internal Control Framework"</a> <a href="#">◆Risk Management "Risk Management &amp; Compliance Structure"</a> <a href="#">◆Risk Management Risk Management Processes"</a>	6.2	—
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	—	—	—
G4-51	<p>a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration:</p> <ul style="list-style-type: none"> <li>- Fixed pay and variable pay: <ul style="list-style-type: none"> <li>- Performance-based pay</li> <li>- Equity-based pay</li> <li>- Bonuses</li> <li>- Deferred or vested shares</li> </ul> </li> <li>- Sign-on bonuses or recruitment incentive payments</li> <li>- Termination payments</li> <li>- Clawbacks</li> <li>- Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees</li> </ul> <p>b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	<a href="#">◆Corporate Governance "[Reference] Executive Compensation Policy"</a>	6.2	—
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	<a href="#">◆Corporate Governance "[Reference] Executive Compensation Policy"</a>	—	—
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	<a href="#">◆With Our Shareholders and Investors "Communicating with Shareholders and Investors"</a> <a href="#">◆Corporate Governance "Overview of Corporate Governance Structure"</a>	6.2	

GRI 4.0 Indicator (※...Core performance indicator)		References	ISO 26000	UNGC principle
G4-54		Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	—	—
G4-55		Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	—	—
<b>Ethics and Integrity</b>				
G4-56	※	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	<a href="#">◆Our Approach to CSR "Our Corporate Philosophy "FUJITSU Way"</a> <a href="#">◆CSR Policy and Promotion Framework "Five Priority Issues"</a> <a href="#">◆Compliance "GBS"</a>	—
G4-57		Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	<a href="#">◆Compliance "Compliance Line/Fujitsu Alert"</a> <a href="#">◆Compliance "Compliance Line for Suppliers"</a> <a href="#">◆Efforts Promoting Respect for Human Rights "Consultation Services and Human Rights Monitoring"</a>	—
G4-58		Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	<a href="#">◆Compliance "Compliance Line/Fujitsu Alert"</a> <a href="#">◆Compliance "Compliance Line for Suppliers"</a>	—

GRI 4.0 Indicator by aspects		References	ISO 26000	UNGC principle
<b>Disclosures on Management Approach (DMA)</b>				
G4-DMA	Disclosures on Management Approach (DMA)	<ul style="list-style-type: none"> <li>◆ <a href="#">Diversity and Inclusion "Our Framework for Promotion of Diversity"</a></li> <li>◆ <a href="#">Diversity and Inclusion "Efforts at Promoting Diversity"</a></li> <li>◆ <a href="#">Efforts Promoting Respect for Human Rights "Respecting Human Rights"</a></li> <li>◆ <a href="#">Occupational Safety and Health and Health Management "Efforts to Improve Occupational Safety and Health"</a></li> <li>◆ <a href="#">Occupational Safety and Health and Health Management "Health Management and Enhancement Initiatives"</a></li> <li>◆ <a href="#">Human Resource and Career Development "Guidelines for Human Resource Development"</a></li> <li>◆ <a href="#">Human Resource and Career Development "Promotion System"</a></li> <li>◆ <a href="#">Human Resource and Career Development "Measures and Achievements"</a></li> <li>◆ <a href="#">Quality Initiatives "Philosophy on Quality and Product Safety"</a></li> <li>◆ <a href="#">Quality Initiatives "Establishing a Quality Assurance System"</a></li> <li>◆ <a href="#">With Our Suppliers "Basic Approach to Suppliers"</a></li> <li>◆ <a href="#">With Our Suppliers "Promoting Socially Responsible Procurement"</a></li> <li>◆ <a href="#">With Our Suppliers "Collaborative Promotion of CSR with Suppliers"</a></li> <li>◆ <a href="#">With Our Shareholders and Investors "Our Basic Stance"</a></li> <li>◆ <a href="#">Community Involvement "Approach to Social Contribution Activities"</a></li> </ul>	—	—
<b>Economic</b>				
<b>Aspect: Economic Performance</b>				
G4-EC1	Direct economic value generated and distributed.	—	6.8 6.8.3 6.8.7 6.8.9	—
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	—	6.5.5	7,8,9
G4-EC3	Coverage of the organization's defined benefit plan obligations.	[Reference] <a href="#">Integrated Report Financial Section</a>	—	—
G4-EC4	Financial assistance received from government.	—	—	—
<b>Aspect: Market Presence</b>				
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	—	6.4.4 6.8	—
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation.	—	6.8 6.8.5 6.8.7	—

GRI 4.0 Indicator by aspects		References	ISO 26000	UNGC principle
<b>Aspect: Indirect Economic Impacts</b>				
G4-EC7	Development and impact of infrastructure investments and services supported.	<a href="#">◆ Promoting Learning &amp; Education, and Cultural and Sponsorship Activities</a> <a href="#">◆ Contributing to Society through Sports</a> <a href="#">◆ International Support and Disaster-Relief Activities</a> <a href="#">◆ Example Activities in FY 2014</a>	6.3.9 6.8 6.8.3 6.8.4 6.8.5 6.8.6 6.8.7 6.8.9	8,9
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	—	6.3.9 6.6.6 6.6.7 6.7.8 6.8 6.8.5 6.8.6 6.8.7 6.8.9	—
<b>Aspect: Procurement Practices</b>				
G4-EC9	Proportion of spending on local suppliers at significant locations of operation.	—	6.6.6 6.8 6.8.5 6.8.7	—
<b>Labor Practices and Decent Work</b>				
<b>Aspect: Employment</b>				
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.	◆ <a href="#">List of Employee related Indicators "Employees in Fujitsu group"</a>	6.4 6.4.3	—
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	◆ <a href="#">Creating Good Working Conditions "Employee Benefits Program"</a>	6.4 6.4.3 6.4.4	—
G4-LA3	Return to work and retention rates after parental leave, by gender.	◆ <a href="#">List of Employee related Indicators "Using the Care Leave and Short Work Hours system (Fujitsu)"</a>	6.4 6.4.3	6
<b>Aspect: Labor/Management Relations</b>				
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements.	—	6.4 6.4.3 6.4.4 6.4.5	—
<b>Aspect: Occupational Health and Safety</b>				
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	◆ <a href="#">Occupational Safety and Health and Health Management "Efforts to Improve Occupational Safety and Health"</a>	6.4	1
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	◆ <a href="#">List of Employee related Indicators "Occupational Safety and Health (Fujitsu)"</a>	6.4.6	—

GRI 4.0 Indicator by aspects		References	ISO 26000	UNGC principle
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation.	<a href="#">◆Occupational Safety and Health and Health Management "Health Management and Enhancement Initiatives"</a> <a href="#">◆Risk Management "Measures Against Infectious Diseases"</a>	6.4 6.4.6 6.8 6.8.3 6.8.4 6.8.8	1
G4-LA8	Health and safety topics covered in formal agreements with trade unions.	<a href="#">◆Occupational Safety and Health and Health Management "Efforts to Improve Occupational Safety and Health"</a>	6.4 6.4.6	—
<b>Aspect: Training and Education</b>				
G4-LA9	Average hours of training per year per employee by gender, and by employee category.	<a href="#">◆Human Resource and Career Development "Average Hours Dedicated to Training Per Employee (Fujitsu)"</a>	6.4 6.4.7	—
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	<a href="#">◆Human Resource and Career Development "Career Development Support"</a>	6.4 6.4.7 6.8.5	6
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	—	6.4 6.4.7	—
<b>Aspect: Diversity and Equal Opportunity</b>				
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	<a href="#">◆List of Employee related Indicators "Board of Directors"</a> <a href="#">◆List of Employee related Indicators "Diversity (Fujitsu)"</a>	6.3.7 6.3.10 6.4 6.4.3	1,6
<b>Aspect: Equal Remuneration for Women and Men</b>				
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	—	6.3.7 6.3.10 6.4 6.4.3 6.4.4	—
<b>Aspect: Supplier Assessment for Labor Practices</b>				
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria.	—	—	—
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken.	—	—	—
<b>Aspect: Labor Practices Grievance Mechanisms</b>				
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms.	—	—	—
<b>Human Rights</b>				
<b>Aspect: Investment</b>				
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	—	6.3 6.3.3 6.3.5 6.6.6	—
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	<a href="#">◆Our Approach to CSR "Providing More Fujitsu Way Tools"</a> <a href="#">◆Efforts Promoting Respect for Human Rights "Training and Education Regarding Human Rights"</a>	6.3 6.3.5	1

GRI 4.0 Indicator by aspects		References	ISO 26000	UNGC principle
<b>Aspect: Non-discrimination</b>				
G4-HR3	Total number of incidents of discrimination and corrective actions taken.	—	6.3 6.3.6 6.3.7 6.3.10 6.4.3	—
<b>Aspect: Freedom of Association and Collective Bargaining</b>				
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights.	<a href="#">◆With Our Suppliers "Promoting Socially Responsible Procurement"</a> <a href="#">◆With Our Suppliers "Thorough Enforcement of Compliance"</a>	6.3 6.3.3 6.3.4 6.3.5 6.3.8 6.3.10 6.4.3 6.4.5	—
<b>Aspect: Child Labor</b>				
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	<a href="#">◆With Our Suppliers "Promoting Socially Responsible Procurement"</a> <a href="#">◆With Our Suppliers "Thorough Enforcement of Compliance"</a>	6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10	—
<b>Aspect: Forced or Compulsory Labor</b>				
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of all forms of forced or compulsory labor.	<a href="#">◆With Our Suppliers "Promoting Socially Responsible Procurement"</a> <a href="#">◆With Our Suppliers "Thorough Enforcement of Compliance"</a>	6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10	—
<b>Aspect: Security Practices</b>				
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations.	—	6.3 6.3.5 6.4.3 6.6.6	—
<b>Aspect: Indigenous Rights</b>				
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken.	—	6.3 6.3.6 6.3.7 6.3.8 6.6.7	—
<b>Aspect: Assessment</b>				
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments.	◆ <a href="#">Efforts Promoting Respect for Human Rights "Human Rights Due Diligence Scheme"</a>	6.3 6.3.3 6.3.4 6.3.5	—

GRI 4.0 Indicator by aspects		References	ISO 26000	UNGC principle
Aspect: Supplier Human Rights Assessment				
G4-HR10	Percentage of new suppliers that were screened using human rights criteria.	◆ <a href="#">With Our Suppliers "Promoting Socially Responsible Procurement"</a> ◆ <a href="#">With Our Suppliers "Thorough Enforcement of Compliance"</a>	6.3 6.3.3 6.3.5 6.4.3 6.6.6	1,2,3,4 5,6,10
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken.	—	—	—
Aspect: Human Rights Grievance Mechanisms				
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	—	—	—
Society				
Aspect: Local Communities				
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	—	6.3.9 6.6.7 6.8 6.8.5 6.8.7	8
G4-S02	Operations with significant actual and potential negative impacts on local communities.	—	6.3.9 6.5.3 6.5.6 6.8.9	7,8
Aspect: Anti-corruption				
G4-S03	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	—	6.6 6.6.3	10
G4-S04	Communication and training on anti-corruption policies and procedures.	◆ <a href="#">Our Approach to CSR "Providing More Fujitsu Way Tools"</a> ◆ <a href="#">Compliance "Compliance Education"</a>		10
G4-S05	Confirmed incidents of corruption and actions taken.	—		—
Aspect: Public Policy				
G4-S06	Total value of political contributions by country and recipient/beneficiary.	—	—	—
Aspect: Anti-competitive Behavior				
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	—	6.6 6.6.5 6.6.7	—
Aspect: Compliance				
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	—	6.6 6.6.3 6.6.7 6.8.7	—
Aspect: Supplier Assessment for Impacts on Society				
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society.	◆ <a href="#">With Our Suppliers "Promoting Socially Responsible Procurement"</a>	—	—



GRI 4.0 Indicator by aspects		References	ISO 26000	UNGC principle
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken.	—	—	—
<b>Aspect: Grievance Mechanisms for Impacts on Society</b>				
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms.	—	—	—
<b>Product Responsibility</b>				
<b>Aspect: Customer Health and Safety</b>				
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	◆ <a href="#">Quality Initiatives "Customer-Centric Quality Assurance Activities for Products and Services"</a> ◆ <a href="#">With Our Suppliers "Collaborative Promotion of CSR with Suppliers"</a>	6.3.9 6.6.6 6.7 6.7.4 6.7.5	9
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes.	◆ <a href="#">Quality Initiatives "Disclosure of Information Related to Product Safety"</a>	6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9	—
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements.	—	6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9	—
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	◆ <a href="#">With Our Customers "Marking and Labeling of Products and Services Regarding Quality and Safety"</a>	6.7 6.7.4 6.7.5 6.7.6 6.7.8 6.7.9	—
G4-PR5	Results of surveys measuring customer satisfaction.	◆ <a href="#">Quality Initiatives "Satisfaction and Quality Surveys by Third-Party Organizations"</a>	6.7 6.7.4 6.7.5 6.7.6 6.7.8 6.7.9	—
<b>Aspect: Marketing Communications</b>				
G4-PR6	Sale of banned or disputed products.	—	6.7 6.7.3 6.7.6 6.7.9	10
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.	◆ <a href="#">With Our Customers "Directions in Advertising"</a>	6.7 6.7.3 6.7.6 6.7.9	—
<b>Aspect: Customer Privacy</b>				
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	◆ <a href="#">Information Security</a>	6.7 6.7.7	—
<b>Aspect: Compliance</b>				
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	—	6.7 6.7.6	—