Sustainability Data Book 2021

Fujitsu Group

shaping tomorrow with you

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Message from the CEO

In response to the challenges posed by climate change, last year signalled a shift within the global community toward carbon neutrality by 2050. In addition to national and local governments, many companies also set targets for emission reductions. The COVID-19 pandemic triggered the uptake of digitalization at a much faster pace than predicted, which led to significant changes for business and in the daily lifestyles and attitudes of people.

For corporations to survive, it is evident that they must contribute to enhanced sustainability for society while bolstering their own resilience in the face of rapid global transformations and an uncertain future. I believe it is essential to consider the interests of all stakeholders and adopt a management approach that takes a long-term perspective on both societal sustainability and the economic realities of business operations.

Last year we announced that the purpose of the Fujitsu Group was "to make the world more sustainable by building trust in society through innovation". Our focus now is on purpose-driven management, in which all corporate activities are oriented toward achieving that purpose. Fujitsu is undergoing a comprehensive transformation, in both the financial and non-financial spheres, which encompasses our business portfolios, personnel and evaluation frameworks, organization, and corporate culture.

From a financial perspective, we must address issues that will help to create a sustainable society while also ensuring our competitive advantage as a technology company. We have therefore defined seven key focus areas in our 'For Growth' domain and will concentrate future investments in these areas to boost sustainability for our customers and society and to drive Fujitsu's continued growth. On the non-financial front, we are determined to transform our organizational culture by involving all Fujitsu Group employees in the Fujitra Project – our in-house digital transformation (DX)

Takahito Tokita
CEO & CDXO, Fujitsu Limited

initiative. With the aim of developing businesses that take into account the interests of all stakeholders, we established a Global Responsible Business (GRB) framework that covers issues such as human rights, diversity and inclusion; wellbeing; the environment; and responsible procurement in the supply chain. As part of the GRB, we have outlined what Fujitsu aspires to be and have set goals for our various activities. One of these is a downward revision of the overall Fujitsu Group target for reducing greenhouse gas emissions, in line with limiting the global temperature rise to 1.5℃, as we work to assist our customers and society in general on the path to carbon neutrality.

To measure the progress of Fujitsu's internal transformation efforts, in 2020 we introduced a range of non-financial indicators to complement the existing financial indicators. These additional management checks are designed to monitor the levels of trust shown by customers and employees and to track the progress of our in-house DX initiative. We are now working on a method for visualizing the relationships between the financial and non-financial indicators, and also between the non-financial indicators and the GRB. Fujitsu is committed to data-driven management that uses forecasts derived by analyzing data on the company's growth, the contribution to enhanced sustainability for customers and society, and the company's internal transformation, as well as by analyzing the relationships between these various data elements. In this way, we will advance toward achieving our corporate purpose.

Taking actions based on our purpose will help us contribute meaningfully toward the UN's Sustainable Development Goals (SDGs). I view the essence of the SDGs as being a systemic transformation that the global community must achieve by 2030 to enable all 9 billion-plus people around the world to live a good life by 2050 – while keeping within the sustainable limits of this planet. Fujitsu is aiming for sustainable growth through a management approach that is both data-driven and purpose-driven. We will also create digital ecosystems together with customers and play a leading role in promoting digital transformation that helps to overcome societal challenges across the globe.

Finally, as a signatory to the United Nations Global Compact, Fujitsu supports the 10 principles of the Global Compact in the four areas of human rights, labor, the environment, and anti-corruption. We are absolutely committed to minimizing negative impacts on people and society and to promoting a corporate culture aimed at eliminating corruption.

Fujitsu Way

Fujitsu Way Revised

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

The world has become more inter-connected with ever-growing complexity, and we are experiencing an era that is fast-changing and uncertain. Various threats to global sustainability have become apparent. It is Fujitsu's responsibility to use technology to deliver value for customers and contribute proactively to the transformation of society. Accordingly, we have set out Our Purpose to make the world more sustainable by building trust in society through innovation, and renewed the Fujitsu Way for every person in the Group to act with Our Purpose.

The new Fujitsu Way comprises the following three core elements:

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

Moreover, Our Values describe a critical action cycle necessary to achieve Our Purpose, consisting of Aspiration, Trust and Empathy.

We aim to achieve Our Purpose by advancing corporate activities based on the new Fujitsu Way, which will provide a new basis for the actions of each person in the Group. Click below for further details.

- Fujitsu Way
  https://www.fujitsu.com/global/about/philosophy/
- Transforming Our Corporate Culture
  https://www.fujitsu.com/global/about/csr/transformation/

The Structure of Fujitsu Way
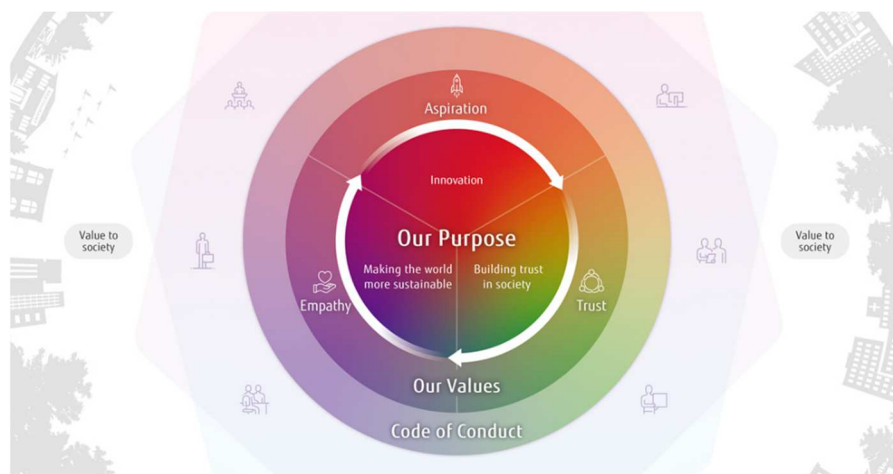
Three Elements of the Fujitsu Way

Our Purpose

Our purpose is to make the world more sustainable by building trust in society through innovation.

Our Values

Aspiration
- Set ambitious targets and act with agility.
- Embrace diversity and create original ideas.
- Stay curious and learn from failures and experiences.
- Deliver positive impact through human centric innovation.

Trust
- Honor promises and exceed expectations.
- Act with ethics, transparency and integrity.
- Work autonomously and unite for common goals.
- Contribute to a trusted society using technology.

Empathy
- Strive for customers' success and their sustainable growth.
- Listen to all people and act for the needs of our planet.
- Work together to solve global challenges.
- Generate shared value for our people, customers, partners, community and shareholders.

Code of Conduct
- We respect human rights.
- We comply with all laws and regulations.
- We act with fairness in our business dealings.
- We protect and respect intellectual property.
- We maintain confidentiality.
- We do not use our position in our organization for personal gain.

Sustainability Management

Our vision and the policy for achieving a sustainable society.

Sustainability Management in the Fujitsu Group

Policy, Promotion Scheme, and Review

The Fujitsu Group has always been seen by society as a trustworthy and responsible enterprise through its delivery of products and services. However, in the current era of VUCA(*1) we face major changes and the future is difficult to predict. It is therefore important that we, as a member of the global community, conduct business activities under the leadership of senior management that are aimed at resolving environmental, societal and economic problems and that will produce beneficial impacts for society. In April 2020, we established a new Sustainability Management Committee that will drive a sustainability-focused management approach.

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

The committee is scheduled to meet every six months to check on the progress of our activities in non-financial areas and to confirm if we are on track to meet our targets. The committee will also discuss new activities and consider non-financial indicators, and then report to management meetings and the Board of Directors with the results. The committee is chaired by the CEO, who will nominate executives with a perspective on sustainability management for appointment as committee members. (As of May 2021, the committee had 16 members, including the chair.) The first committee meeting was held in April 2020, followed by meetings in October and March 2021 – all conducted remotely. The meetings were characterized by lively discussions on topics such as the spread of the COVID-19 pandemic, the accelerating global movement toward decarbonization, the ideal future shape of the Fujitsu Group, the mission of the committee, details of the non-financial indicators, an overview of Global Responsible Business activities and progress toward achieving the related targets.

*1   VUCA: Volatility, Uncertainty, Complexity, Ambiguity
*2   The Fujitsu Group's stakeholders: The Fujitsu Group regards our people, customers, partners, community and shareholders as its stakeholders. Government authorities, NPOs, NGOs, and similar organizations are also particularly important stakeholders within this community.

System Chart

Non-Financial Indicators

To realize its Purpose, as defined in the Fujitsu Way, the Fujitsu Group must achieve sustainable growth. An essential prerequisite for this is the building and strengthening of trusted relationships with all stakeholders. With this in mind, in addition to the existing financial indicators, from FY 2020 we have added two non-financial indicators. These are the customer Net Promoter Score (NPS), which gauges the level of trust exhibited by customers, and employee engagement, which measures the degree of enthusiasm and commitment that employees have and their support of the organizational culture. The Fujitsu Group has identified Global Responsible Business as an important issue related to sustainability, and we believe that this initiative will engender heightened trust from our customers and our employees, with the outcome visible in these non-financial indicators. We will continue to promote a structure for the ongoing monitoring on a global basis of the data from these two non-financial indicators. The insights gained from this monitoring and analysis will then be reflected in a range of activities.
For details, please refer to pages 22-23 of the Fujitsu Group Integrated Report 2020 – Special Feature: " Progress Toward Becoming a DX Company", Management Indicators and Global Responsible Business (GRB).

Global Responsible Business

Since its CSR Promotion Committee established the Basic Strategy Working Group in 2010, the Fujitsu Group has identified Five Priority Issues in its Basic CSR Policy and has been promoting activities that address those priority issues. The working group conducted interviews with outside experts regarding the expectations and demands on Fujitsu, based on an awareness of global CSR standards and social issues.
However, recent years have seen a further ramping up of demand for initiatives aimed at building sustainable communities on a global scale, including the adoption of the Sustainable Development Goals (SDGs) by the United Nations and the coming into effect of the COP 21 Paris Agreement. The Fujitsu Group has employed a materiality analysis in a Groupwide review of the priority issues to ensure that they reflect changes in its business over the past several years. The result is a unified framework for the priority issues under the banner of Global Responsible Business (GRB).

- Reference: Materiality
  https://www.fujitsu.com/global/about/csr/materiality/

Global Responsible Business

The GRB framework aims to foster the mindset and corporate culture necessary to realize the Fujitsu Way by engaging in specific activities that address our priority issues and to earn and maintain the social trust that is a prerequisite for global business activities. All Group employees must be constantly aware that their companies are part of society and aim to not only pursue profits but also reduce the negative impact of their business activities on sustainability issues while maximizing the positive.
To this end, we have specified long-term goals for each priority issue, with the end of fiscal 2022 set as the deadline for their achievement, and have been building an effective management system to attain the goals. In order to carry out higher-level activities globally while taking into account the differences between countries and regions in such areas as local laws and labor markets, we have set Groupwide targets for all employees. Employees based at our headquarters who are responsible for each of the priority issues led efforts in formulating these targets, while personnel in overseas regions with similar responsibilities also provided input in this regard. We will continue to work on specific measures toward achieving the goals.
In addition, the status of progress in the execution of the GRB is periodically checked by the Sustainability Management Committee, with announcements made in management direction reviews and through various communications methods. Detailed information on activities for each of the priority issues is included in the Global Responsible Business section of Fujitsu's Sustainability web page.

- Reference: Goals and Targets of the Global Responsible Business (GRB)
  https://www.fujitsu.com/global/about/csr/vision/grb/

Materiality

Process of Materiality Analysis

The Fujitsu Group reviewed its previous five priority issues in consideration of the GRI Guidelines, ISO 26000, and SASB Standards, as well as global trends such as the SDGs and the Paris Agreement. Seven new priority issues (materiality) were then determined after going through a three-step process. We will implement activities worldwide as part of our Global Responsible Business (GRB) framework while working to achieve specific goals related to each of the priority issues.

Step1   Listing relevant issues
*   Created a comprehensive list of issues – after carefully considering the GRI Guidelines, ISO 26000, and SASB Standards, plus global trends including the SDGs and the Paris Agreement
*   Refined that list down to approximately 30 issues – after consolidating similar items and deleting items with minimal relationship to Fujitsu's areas of business

Step2   Gauging relative importance
*   Based on the identified issues, an in-house survey was conducted across all business units to assess the perceived importance of the issues
*   Discussions were held with a range of external stakeholders, including experts, to understand the importance regarding expectations and requirements of Fujitsu from an outside perspective
*   Considering both the internal and external viewpoints, the relative importance of the issues was analyzed and gauged

Step3   Deciding on materiality
*   In recognition of the importance of the issues, a reconsideration of issues reflected an organizational restructure based on the latest management direction and a unified common approach to global operations across the Fujitsu Group
*   Taking a long-term perspective to enhance the performance of Fujitsu's financial indicators, a process involving the Environmental & CSR Management Committee (currently the Sustainability Management Committee), management meetings, and the Board of Directors determined seven priority issues for sustainability as linked non-financial indicators at the same time, it was agreed that activities should commence on a global basis under the GRB framework

Table. Determination of Materiality (Priority Issues) and Overview

Priority Issues	Overview
Human Rights, Diversity & Inclusion	Give consideration to human dignity and conduct human-centric value creation in corporate activities; and respect diversity and foster a corporate culture in which everyone can contribute while remaining true to themselves
Wellbeing	Create an environment where all employees can work with vitality and provide employees with opportunities to realize self-growth and to take maximum advantage of their talents
Environment	Help address environmental issues by implementing climate change countermeasures that contribute to the achievement of the Paris Agreement's 1.5℃ target and by providing innovative solutions
Compliance	Ensure that employees of all organizations are rigorously informed about the Fujitsu Way Code of Conduct; cultivate awareness of higher levels of corporate ethics, including societal norms; and act with sincerity
Supply Chain	Realize procurement in the Group's supply chains that is highly diversified and which takes responsibility for human rights, the environment, and health and safety
Occupational Health and Safety	Give first priority to ensuring safety as well as sound physical and mental health and provide safe, healthy workplace environments that reflect the circumstances in respective countries and regions
Community	Conduct activities with a heightened sense of awareness for societal issues and create favorable socioeconomic impacts; and ensure those derived benefits generate even greater value

Transforming Our Corporate Culture

Fujitsu Way Revised

Since releasing the revised Fujitsu Way in 2020, we have implemented measures to communicate the content to all of our people, including via a range of presentations and briefings. To ensure that the Fujitsu Way message is thoroughly disseminated and understood, we have appointed Fujitsu Way promotion leaders in the parent company and in group companies both in Japan and overseas. We are establishing a governance structure in which these individuals will lead our efforts to promote the Fujitsu Way throughout the year.

Our purpose is to make the world more sustainable by building trust in society through innovation.

Activities to Promote the Fujitsu Way

In-house communication initiatives

To coincide with the revision of the Fujitsu Way, we released a range of internal-focused communications including messages from the CEO and articles in our online in-house magazines. In this internal messaging, we incorporated the wise words of previous CEOs and other pioneers – to reflect the DNA to be carried forward – as well as the enhanced vision that the current CEO and senior management have in mind for Fujitsu. The objective is for all employees to understand the background underlying the words and to realize the significance of the Fujitsu Way to themselves personally. We will

Image of Fujitsu Way Booklet

continue to use briefing sessions and other meetings, as well as explanatory videos, to ensure that all our people employ the Fujitsu Way as they work to achieve Our Purpose.

Fujitsu Way meetings help to build our global governance structure

The CEO holds semiannual Fujitsu Way Meetings with the Fujitsu Way promotion leaders to directly convey the thoughts of senior management and to enhance motivation and understanding of the Fujitsu Way. In FY2021, approximately 400 of these leaders participated in the meetings, under the theme of "Fujitsu Way promotion leaders take charge with practical implementation on the front lines". The CEO also addresses Fujitsu Town Hall meetings, and we implement initiatives from the Human Resources Unit designed to share management's purpose-driven technology strategy and promote the Fujitsu Way. Furthermore, the governance structure that we are creating encompasses Fujitsu Way initiatives on a global scale, including the groupwide deployment of best practice concepts by front-line business units to achieve the current goal of "Implementing the Fujitsu Way on the front lines".

Broadening the message through Purpose Carving®

To realize Fujitsu's corporate purpose, the ideas of every employee must be brought together to generate even greater strength. We have therefore commenced a journey that will allow each of our employees to give shape to their individual purpose.

Purpose Carving® is an interactive program that enables people to express their purpose in words, and it is being rolled out throughout the Fujitsu Group. The Purpose Carving® methodology encourages individuals to reconsider the meaning of their work and their life in a broad sense before carving out their own purpose, which is then overlaid on Fujitsu's corporate purpose to act as a driving force for transformation. The management group were first to engage in this program and it is now being extended to all employees. Approximately 1,600 employees who joined Fujitsu Group companies in Japan during FY2021 completed Purpose Carving® as part of their new employee training.

Sustainability Contribution Awards

The Fujitsu Group repositioned the Environmental Contribution Awards, which were launched in 1995, and opened them up to all employees across every group company while rebranding them as Sustainability Contribution Awards. The aim is to further promote the Fujitsu Way by recognizing "Activities to Enhance Sustainability in Society (Outputs to Society)" and "Fostering Mindsets and Culture (Organizational Cultural Change)". Fujitsu Way promotion leaders and the Chief Sustainability Officer serve as judges, and they base their decisions on the extent to which the entries embody the values and purpose reflected in the Fujitsu Way and on the various elements of Global Responsible Business.

A total of 127 entries were submitted by a wide range of Fujitsu Group companies, and two Grand Awards and six Excellence Awards were presented. Overviews of the two Grand Award recipient projects appear below.

- Grand Award Winners
  ＜Unparalleled Speed on the MLPerf HPC Machine Learning Processing Benchmark＞
  Power consumption for computing is growing year by year, and more efficient programming is critical to reduce the amount of energy consumed. In November 2020, two systems in Japan claimed the top positions on the MLPerf HPC benchmark, which measures large-scale machine learning processing on a level requiring supercomputers. The ABCI open computing infrastructure, from the National Institute of Advanced Industrial Science and Technology (AIST), and RIKEN's Fugaku supercomputer, jointly developed by Fujitsu, achieved the world's highest performance for two different types of systems. The processing speeds achieved in this benchmark will enable the scale of machine learning processing required for the detection of abnormal weather phenomena and new discoveries in astrophysics. This achievement reflects Fujitsu's excellent technical capabilities and programming efficiency, and the result will contribute to reductions in the amount of energy consumed during machine learning.

  ＜Rapid Action by the COVID-19 Infection Control Team＞
  Fujitsu sensed the magnitude of the problem even before the COVID-19 pandemic became widespread in Japan and established the COVID-19 Infection Control Team. To provide an urgent response to a virus for which appropriate countermeasures were not known, they found solutions to problems with the lean Consulting Creation methodology that works even when those on the front lines cannot provide any specifications. The team's activities produced Japan's first successful multipurpose infection control system, which is used in such areas as medical care, long-term care, schools, companies, and quarantine facilities. Furthermore, the team was quick to provide an efficient vaccine reservation system that helped to ease the confusion experienced by local government agencies and workplaces when attempting to manage reservations for vaccination appointments.

Global Responsible Business (GRB) Goals and Achievements

GRB Goals and Major Achievements in FY2020

Pillar	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2022"	Major Achievements in FY2020
Human Rights, Diversity and Inclusion	◆Human Rights In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value". <Goals> Embedding "respect for human rights" within Fujitsu group • Completion rates for global human rights training : 80%	• Preparing contents for human rights training for all employees (Started in July 2021)
	◆Diversity and Inclusion Be a responsible business that reflects the diversity of our world and build an inclusive culture where everyone can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity, especially their gender, sexual orientation, gender identity, race, ethnicity, health, disability, and age. <Goals> Cultivation of inclusive corporate culture. • Fujitsu Group aims to achieve at least Consolidated 69% from 66%(FY2019) / Non-consolidated 63% from 59%(FY2019), in favorable answers to Diversity and Inclusion question of Engagement Survey by FY2022. • Fujitsu Group aims to achieve at least Consolidated 10% from 8%(FY2019) / Non-consolidated 9% from 6%(FY2019) female leadership by FY2022.	• Favorable answers rate of engagement survey related to "Diversity and Inclusion" question - Consolidated 67% - Non-consolidated 61% • Female leadership rate - Consolidated 9.3% - Non-consolidated 7.4%
Wellbeing	The Fujitsu Group aims to enrich and continuously improve our positive health culture where our employees can work to their full potential, both in mind and body. We value the importance of our people, and will strive to enable them to succeed in their own personal development and growth. <Goals> Providing a positive work environment for our people • Fujitsu Group aims to achieve at least 71%, in favorable answers to "Work Life Balance" and "Care" question of Engagement Survey by FY2022 Enabling success in personal development and growth • Fujitsu Group aims to achieve at least 70%, in favorable answers to "Growth" question of Engagement Survey by FY2022	• Favorable answers rate of engagement survey related to "Work Life Balance" and "Care" question: 66% • Favorable answers rate of engagement survey related to "Growth" question: 67%

Environment	Fujitsu will fulfill its social responsibilities as a global corporate environmental leader. We aim to contribute to achieving the 1.5℃ climate change goal of the Paris Agreement and also to resolving environmental challenges, through such measures as developing innovative solutions that make effective use of resources.
	
	<Goals>
	Fulfill our social responsibilities and help to resolve environmental challenges
	• Reduce greenhouse gas emissions at Fujitsu sites by 37.8% or more from the base year level (Reduce by 4.2% each year compared with FY2013)
	• Avoid risks associated with our business activities and minimize our impact on the environment
	• Help to resolve environmental challenges for customers and society through our business operations
		• Greenhouse gas emissions reduction rate :
		  - FY2020 Target 29.4% or more
		  - Achievement 25.3%
		  (Reduced by 4.4% compared with FY2013)
		   * Accelerate GHG reduction by the increase of renewable energy usage from FY2021
		• Avoid risks and minimize our impact on the environment :
		[Business sites]
		- Reduce total water usage by 2.2% (180,000 m^3) (compared to FY2017)
		- Promote eco design for resource saving and circulation and increase resource efficiency of newly developed products by 27.5% (compared to FY 2014)
		- Reduce amounts of waste generated by 34.1% (9,867t) (from the average of FY2012-2014)
		[Supply chain]
		- Reduced CO_2 emissions due to power consumption during product usage by 37% (compared to FY2013)
		- Reduce CO_2 emissions and conserve water resources in the upstream supply chain : Request the Fujitsu Group's key partners (approximately 750 companies) to undertake reduction activities
		• Help to resolve environmental challenges :
		- Through ICT services, conducted 39 measures including both internal staff initiatives and external business promotion initiatives with the aim of understanding and spreading the SDGs contribution.

Compliance	Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness and through those activities, the Fujitsu Group fulfils our social responsibilities and earns the trust of our stakeholders. <Goals> To further disseminate compliance-related part of the Fujitsu Way Code of Conduct throughout the entire organization, the Global Compliance Program is rolled out for the entire Fujitsu Group, thereby instilling a high level of compliance awareness in the	• Deliver messages to all employees from the President or the Heads of each Business Region on the importance of compliance

	organization, and the management is to take the lead in fostering a corporate culture where each employee does not tolerate any wrongdoings (Zero Tolerance). • Deliver messages from the President or the Heads of each Business Group/Region on the importance of compliance (at least once a year)	

Supply Chain	In its supply chain, the Fujitsu Group will achieve responsible procurement that embraces diversity and gives full consideration to human rights, the environment and health & safety.
	
	<Goals>
	✓ The Fujitsu Group will achieve responsible procurement in its supply chain.
	To ensure that its major suppliers comply with the international standards for responsible procurement, the Fujitsu Group will obtain one of the following documents from its major manufacturing subcontractors and parts suppliers for its core products (Target KPI =100%)
	• A platinum or gold level of site recognition under the RBA(*1) Audit Recognition program
	• Written consent with the Fujitsu Group CSR Procurement Guideline (equivalent to the RBA Code of Conduct)
	✓ Promotion of supply chain diversity
	We set supply chain diversity as our goal of Responsible Business and promote it globally.
		• Availability of any of the following documents
		  - A platinum or gold level of site recognition under the RBA Audit Recognition program
		  - Written consent with the Fujitsu Group CSR Procurement Guideline
		• Achieved procurement KPIs from enterprises with diverse attributes, such as SMEs, women's management, and minority enterprises in UK, Americas, and Oceania

Occupational Health and Safety	The Fujitsu Group's first priority in all business activities is to protect the health and safety of our employees both in mind and body by providing a safe and healthy work environment tailored to the different cultures in which we operate. • We will foster a culture that does not tolerate accidents, incidents and poor safety performance. • We will ensure safety is a core business value, and make safety important and personal in order to influence people's decisions and behavior • We will completely eliminate the loss of business opportunities due to preventable illnesses, injuries, and unexpected work-related accidents <Goals> The Fujitsu Group will maintain a safe and comfortable working environment, and promote employees' mental and physical health in every workplace. • Zero occurrences of serious accidents • Implementing health and safety-related management reviews at the global level, conducted once a year	• Zero occurrences of serious accidents • Exchanging opinions with stakeholders for management review
Community	Our employees, who possess an awareness that they belong to a global society, will have a positive impact not just on society, but on the economy and on business, by increasing their empathy for social issues and engaging in the co-creation of activities. We will evaluate, analyze and communicate the impact that our employees have made, and offer greater value to society.	• Developing a scheme to collect case studies (Scheduled to begin in the first half of FY 2021)

| | <Goals>\
Contributing to the transformation of both our corporate culture and mindset of employees\
• Rate of increase in the number of employees participating in social contribution activities related to social issues : 10% increase compared to FY 2019 under the new normal | |
|---|---|---|

*1   RBA: Responsible Business Alliance\
Fujitsu Joins EICC, a Global Corporate Social Responsibility Coalition (renamed as the Responsible Business Alliance (RBA) in October 2017)\
https://www.fujitsu.com/global/about/resources/news/press-releases/2017/0329-01.html/

SDG-related Activities in Fujitsu

SDG-related Activities in Fujitsu

The Sustainable Development Goals (SDGs), adopted by the United Nations in 2015, are a set of common goals to be achieved worldwide by 2030. Fujitsu's purpose is "to make the world more sustainable by building trust in society through innovation" and our company has made a commitment, both internally and externally, to contribute to achieving the SDGs. As a global enterprise that for decades has leveraged technology to create value for society, Fujitsu has a responsibility to proactively contribute to societal transformation. To help make the world more sustainable, we aim to generate larger and more beneficial impacts for society by pursuing co-creation to create scalable new business, which will also help to spur ongoing sustainable corporate growth. In its efforts to contribute to achieving the SDGs, Fujitsu is transforming to a sustainable management model via its Global Responsible Business (GRB) framework and is also working to resolve societal challenges through its business operations. We believe the SDGs essentially define a system transformation that must be achieved by 2030 to allow the world's 9 billion-plus inhabitants to live a good life within the planet's constraints. The issues highlighted in the SDGs involve a complex web of environmental, social, and economic elements. One key to solving these inherent problems is through digital transformation (DX), which can be applied on a scale that encompasses all aspects of society. We will harness the power of digital technology to connect ecosystems that transcend industry boundaries as we transform our own management. We will also assist the transformation of our customer organizations, while playing a part in delivering fundamental changes to the way society interacts and contribute to the resolution of societal challenges.

The SDGs are an overarching framework of global social needs and form a common language for all stakeholders. Fujitsu will use the SDGs as an opportunity for co-creation with a wide range of stakeholders, including international agencies, national and regional governments, private companies, non-governmental organizations (NGOs), and non-profit organizations (NPOs). By embracing a multifaceted approach to societal challenges through cooperation, we can create and maximize positive impacts on an even larger scale.

SDG Promotion Systems

Fujitsu's purpose-driven management approach aims to apply the GRB principles to promote sustainability throughout all business activities and to generate positive impacts from its business operations. This will help to overcome the societal challenges highlighted in the SDGs and create a sustainable world, while also ensuring the sustainable growth of Fujitsu itself. By closely aligning all of our corporate activities and developed solutions with the SDGs, we are working to tightly integrate the SDGs into our overall management structure in collaboration with our corporate units, business units, various regions (Japan, Northern and Western Europe (NWE), Central and Eastern Europe (CEE), Americas, Asia, Oceania) and group companies.

Overview of promotion systems

SDG Promotional Activities in Fujitsu

To contribute to achieving the SDGs via our business operations, it is vital that we work beside our customers with a shared awareness of the societal challenges that lie ahead. We must forge a future vision and not focus solely on our customers' short-term problems. Fujitsu conducts a range of activities designed to enhance understanding of the SDGs among all employees, thereby encouraging the promotion of business designed to overcome challenges in society.

In FY2020, on the internal Fujitsu Learning EXperience on-demand learning platform, we released a video that describes the relationship between our corporate purpose and the SDGs. The aim is for each employee to fully appreciate societal challenges and how they are linked to their own day-to-day work, so that the SDGs can be leveraged as an inspiration for co-creation to generate greater value for customers.

Contributing to SDGs with Digital Technologies and Services

Responding to COVID-19
– Dealing with Challenges that Transcend Industry Boundaries

The COVID-19 pandemic has brought into sharper focus the challenges highlighted by the SDGs. Infectious diseases, climate change and other issues are linked in complex ways, with a multitude of factors spanning the environment, society, and the economy. We believe it is crucial to contribute to achieving the SDGs and will apply our imagination and creativity to envision a post-COVID scenario. While being mindful of societal challenges, we will 'Reimagine' a new society and business world.

- Fujitsu's response to COVID-19
  https://www.fujitsu.com/global/covid19/

- Reimagine: Solutions supporting the new normal
  https://www.fujitsu.com/global/microsite/reimagine/

Building Trust through Pandemic-Resilient Event Management Technologies

Our lives have been transformed radically by COVID-19, and restrictions have been imposed on a wide range of sporting and other activities. On a positive note, various countermeasures have been devised, vaccination rates are gradually rising, and we have started to build the framework for our 'new normal' world. As organizers plan for the resumption of sporting and other events, safety and economic viability must be assured while also considering the spectators' perspective and strictly following all health-related regulations. Fujitsu applied its quantum-inspired Digital Annealer technology to develop a unique solution that ensures safety yet maximizes spectator numbers at events. In some preliminary modeling, we worked in conjunction with the Berlin Olympic Stadium and the world-famous Nürburgring motorsport race track(*1). Compared with actual data for ticket sales made using existing systems, Fujitsu's modeling confirmed that up to 60% more seats could be sold, with a significant boost to financial returns, while still complying with social distancing guidelines. We are currently collaborating with sports facilities and event organizers to further promote digitalization.

By using advanced technologies such as AI and IoT to deliver safe, reliable environments for sporting and cultural events, Fujitsu will continue to work toward the achievement of a trusted society.

*1   Official English website：https://nuerburgring.de/

•   Fujitsu Technology Enables 60% More Fans to Attend Live Events with Safe Covid Distancing
    https://www.fujitsu.com/emeia/about/resources/news/press-releases/2021/emeai-20211506-fujitsu-technology-enables-more-fans-to-attend-live-events-with-safe-covid-distancing.html

Key SDGs related to this solution

Optimizing Logistics for Large-Scale Supply Chains Leads to CO_2 Emission Reductions and Other Benefits

Logistics has assumed a vital support role for society, but the sector faces challenges such as a driver shortage, worsening congestion, air pollution, and rising CO_2 emissions.

Fujitsu joined with Toyota Systems Corporation in a trial designed to optimize complex distribution and supply chains. This demonstration leveraged Fujitsu's quantum-inspired Digital Annealer, and the two companies are refining the solution to commercialize it for real-world logistics operations. The trial successfully calculated the most cost-effective approach from more than 3 million possible distribution routes for automotive parts – traveling from hundreds of suppliers, through several transit warehouses, to dozens of assembly plants. Digital Annealer calculated the optimized logistics costs based on variables including the number of trucks, the total travel distance, and the amount of work involved in sorting the packaged parts.

An enormous number of optimization calculations were completed in a very short time, and the trial results confirmed the possibility of trimming logistics costs by approximately 2%-5%. These savings were generated by discovering more effective routes, which were not detectable using conventional methods, and from efficiencies related to loading tasks, the number of trucks deployed, and minimizing the overall distance traveled. In addition to enhancing the delivery planning process, this trial proved that it is possible to make a major contribution to reducing CO_2 emissions by cutting the total distance that logistics

operators need to travel.

Fujitsu will provide ongoing support for the business activities of Toyota Systems Corporation as we continue using Digital Annealer to overcome societal challenges in a wide range of industries and business domains.
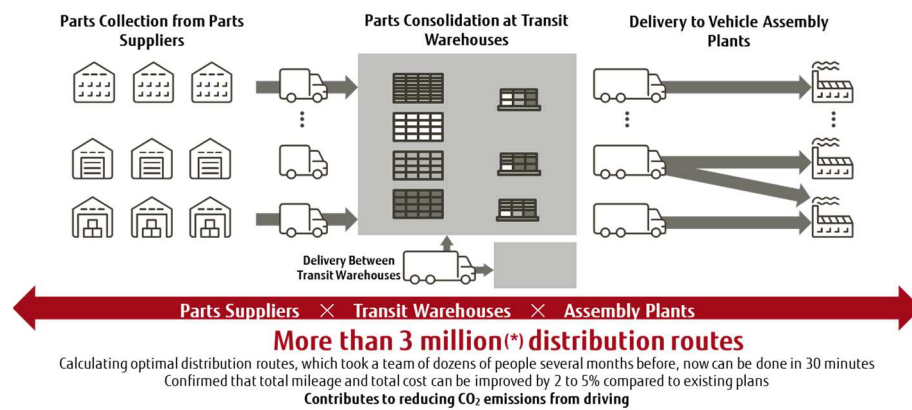
- Fujitsu and Toyota Systems Optimize Large-Scale Supply Chain Logistics using Quantum-Inspired Technology
  https://www.fujitsu.com/global/about/resources/news/press-releases/2020/0910-02.html

Key SDGs related to this solution

Reducing Food Wastage by Standardizing the Criteria for Determining Damage to Packaging

Cardboard boxes containing beverages can become damaged and may be refused or discarded on delivery, even if the products inside the boxes are not defective in any way. The industry consensus is that, irrespective of whether the packaging is damaged or dirty, sales of undamaged products should be permitted. However, the current situation is ambiguous because those responsible for taking delivery of goods apply subjective judgments about the acceptability of products based on the condition of the packaging. There is a tendency for people tasked with receiving goods to take a strict stance as they consider the views of consumers and the risk of damaged stock being delivered to their stores, so there is a high likelihood of items being rejected. Returned products are generally destroyed because it is not possible to re-ship them, based on the production date.

Understanding the need for an industry-wide standard for determining levels of acceptable damage to cardboard packaging, Fujitsu collaborated with Suntory Beverage & Food Limited to develop an AI-based image analysis system. Photos of damaged or dirty packaging can be taken with smartphones or other mobile devices during the delivery process (from factory to wholesaler to retailer) and the system will automatically judge if the item is in acceptable condition or should be returned. During the trials in this proof of concept, we worked toward the goal of minimizing waste. Fujitsu aims to extend this framework to other beverage manufacturers, and to wholesalers and retailers in the distribution sector, with the objective of standardizing the

product-return criteria and thereby helping to overcome the industry's challenge of reducing food wastage.

- Winners of the Supply Chain Innovation Award 2020 Recognized (Supply Chain Innovation Excellent Award, Suntory Beverage & Food Limited) – Ministry of Economy, Trade and Industry
https://www.meti.go.jp/english/press/2020/0703_001.html

Key SDGs related to this solution

In-Store Trial of Checkout-Free Solution Aims to Meet Pandemic-Driven Demand for Contactless Options

The spread of the COVID-19 pandemic has triggered growing demand in the retail and hospitality sectors for cashier-free and contactless solutions to safeguard customers and staff members. One company taking on these challenges is KOYO SHOP-PLUS Co., Ltd., a firm that operates more than 500 convenience stores, restaurants, and other outlets within hospitals in Japan. Fujitsu has installed a checkout-free solution in one of the company's outlets to enable store operations that are contactless and require no face-to-face interaction. The customer first downloads the Green Leaves + application on their mobile device and registers their credit card details, before scanning the QR code on the app's display as they enter the store. Once in the store, the customer's movements and purchased items are detected by IoT-connected overhead cameras and smart shelf sensors, which are linked in the cloud to the AI-based checkout-free solution. As the customer leaves the store, the payment is processed automatically and the purchase history can be confirmed via the electronic receipt sent to the customer's device. A further ground-breaking innovation involves multi-biometric authentication technology that can identify a person using only palm-vein patterns and facial recognition. By linking biometric information to the customer's existing account in advance, it is possible to enter a store and complete purchases while carrying nothing.

We will continue offering top-quality services suited to societal requirements as we work to ensure the wellbeing and safety of all members of society.

- Japanese only:
KOYO and Fujitsu Commence Trial of Japan's First Public-access, Checkout-free Store that Uses Biometric Authentication
https://pr.fujitsu.com/jp/news/2021/01/14.html

Key SDGs related to this solution

Supercomputer Fugaku and AI Unlock Potential for New Cancer Treatments

Understanding how cancers develop and acquire genetic diversity represents a critical challenge for medical researchers. Even using the supercomputers available at universities, it typically takes several months to analyze the genetic network structures likely related to the cancer and to predict the disease state. This presents difficulties for researchers working to discover new mechanisms of cancer that cannot be understood at the individual gene level and for incorporating these findings into research.

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To overcome such challenges, Tokyo Medical and Dental University and Fujitsu Laboratories Limited embarked on joint research under the theme of "unravelling origin of cancer and diversity by large-scale data analysis and artificial intelligence technology". This was part of the Program for Promoting Research on the Supercomputer Fugaku being advanced by Japan's Ministry of Education, Culture, Sports, Science and Technology. The research set out to estimate and predict the relationship between complex genomic networks and the breakout of certain cancer types, by focusing on the genes most likely to be involved in that cancer development. The estimation and prediction results were achieved in less than a day by leveraging Fujitsu Laboratories' explainable AI technology Deep Tensor (*2) and the world's fastest supercomputer, Fugaku, which was jointly developed by RIKEN and Fujitsu. This innovation is expected to pave the way for new forms of cancer treatment.

Fujitsu will continue to contribute to scientific research through a variety of collaborative efforts and will apply the outcomes in a practical way to benefit the health and wellbeing of people around the world.

*2   AI technology developed by Fujitsu Laboratories that derives new knowledge from graph structure data that shows connections between people and things.

- Fujitsu and Tokyo Medical and Dental University Leverage World's Fastest Supercomputer to Perform Cancer Gene Network Analysis in Less than a Day
  https://www.fujitsu.com/global/about/resources/news/press-releases/2020/1110-01.html
- Fugaku x AI: A Game Changing Combination in Cancer Treatment Research
  https://blog.global.fujitsu.com/fgb/2021-05-07/fugaku-x-ai-a-game-changing-combination-in-cancer-treatment-research/
- Fujitsu Technology to Elicit New Insights from Graph Data that Expresses Ties between People and Things
  https://www.fujitsu.com/global/about/resources/news/press-releases/2016/1020-01.html

Key SDGs related to this solution

United Nations Global Compact

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

What is the Global Compact?

＜The 10 principles of the UN Global Compact＞

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

Human Rights
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2: make sure that they are not complicit in human rights abuses.

Labor
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4: the elimination of all forms of forced and compulsory labor;
Principle 5: the effective abolition of child labor; and
Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment
Principle 7: Businesses should support a precautionary approach to environmental challenges;
Principle 8: undertake initiatives to promote greater environmental responsibility; and
Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Please refer to the "GRI Standard/UN Global Compact (GC) Index" for the relationship between our sustainability activities in fiscal 2020 and the United Nations Global Compact, as described in the "Fujitsu Group Sustainability Data Book".
And we have been reporting our COP (Communication on Progress) at the Advanced Level since FY 2012.

Global Responsible Business

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

Global Responsible Business

- Human Rights, Diversity and Inclusion -

Based on the Fujitsu Way Code of Conduct, the Fujitsu Group will ensure to underlay the spirit of "Respect for human rights" for all our corporate and individual activities, and we will strive to have 130,000 Group employees around the world accept diverse human resources and embrace individuality without bias toward nationality, gender, age differences, or disabilities.

Human Rights

Goals

WHAT FUJITSU ASPIRES TO BE

In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value".

GOALS FOR FY2022

Embedding "respect for human rights" within the Fujitsu Group

KPI: Completion rate for global human rights training: 80%

Our Approach

The shared values articulated in the Code of Conduct of the Fujitsu Way are guidelines for each employee to follow when conducting their daily business operations. Prime among them is "We respect human rights", a principle that underpins all our corporate activities. We are working to ensure that this concept becomes an integral part of the day-to-day actions of all employees in the group.

In December 2014, the Fujitsu Group released the "Fujitsu Group Human Rights Statement" to promote activities that respect human rights in accordance with this Code of Conduct, as set out in the Fujitsu Way. The statement has been prepared in 21 languages, including Japanese and English, with the aim of ensuring that it becomes embedded in the corporate culture of all our group companies. Fujitsu has also set out the "Fujitsu Guiding Principles of Respect for Human Rights in Employment" to ensure that respect for human rights in regard to employment becomes firmly entrenched.

Fujitsu has publicly announced its support for the ten principles of the United Nations Global Compact(*)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. We will continue to drive management practices that respect human rights.

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

- Fujitsu Group Human Rights Statement
  https://www.fujitsu.com/global/documents/about/csr/humanrights/fujitsu-group-human-rights-statement_en.pdf
- Fujitsu Guiding Principles of Respect for Human Rights in Employment
  https://www.fujitsu.com/global/documents/about/csr/humanrights/fujitsu-group-principles-of-respect-for-human-rights-in-employment_en.pdf

Organizational Structure and Regular Reviews

In accordance with the "Fujitsu Group Human Rights Statement" referred to above, the Fujitsu Group is engaged in building a Human Rights Due Diligence Scheme that identifies the human rights impacts of our business activities throughout the entire global value chain, while also preventing and mitigating any negative impacts.

As part of this activity, we interviewed personnel across a wide range of departments in Fujitsu and exchanged ideas with Japan-based as well as international experts. In doing so, we identified three key areas where our business activities have a major impact: supply chain, employees, and customers and end users. We are now engaged in activities to address human rights issues in these areas.

In order to further drive Human Rights Due Diligence, within the Human Rights and Diversity pillar of our global responsible
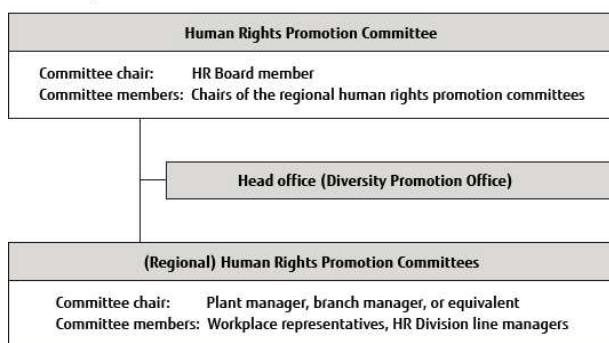
business activities, we have established a structure of regular meetings for those responsible for promoting human rights in each of Fujitsu's operating regions. We will monitor the progress being made toward achieving our goals and KPIs in this area and continue to exchange ideas on Human Rights Due Diligence.

Activities to Raise Awareness of Human Rights

The Fujitsu Group has established a Human Rights Promotion Committee which is chaired by the board member in charge of human resources. To implement activities that promote respect for human rights, we have set up Regional Human Rights Promotion Committees comprising regional workplace representatives in each Fujitsu work location in Japan. We also collaborate with the committees in Fujitsu Group companies within Japan.

The status of activities and issues with the regional and group company committees is regularly reported to the head office of the Human Rights Promotion Committee. Findings are used by the Human Rights Promotion Committee to summarize activities and set policy directions on an annual basis to drive ongoing, structured educational activities that promote respect for human rights. In order to communicate and entrench the Fujitsu Group Human Rights Statement in the culture of all group companies, we created "Business and Human Rights" posters and displayed them in approximately 230 work locations in Japan and other countries.

Human Rights Promotion Structure

Human Rights Promotion Committee
Committee chair: HR Board member
Committee members: Chairs of the regional human rights promotion committees

Head office (Diversity Promotion Office)

(Regional) Human Rights Promotion Committees
Committee chair: Plant manager, branch manager, or equivalent
Committee members: Workplace representatives, HR Division line managers

Initiatives led by the Human Rights Promotion Committee

Plan
Set the direction for the fiscal year and create plan

Do
• Enlightenment
• Employee consultation service
• Survey of current conditions

Check
Reviewers by committees in all Group companies

Act
Reflect results in following year's direction and plan

Directions for Group Companies
• Fujitsu Way
• Global Compact
• Guiding Principles of Respect for Human Rights

Education on Human Rights

Based on the policy directions set by the Human Rights Promotion Committee, Fujitsu and the group companies within Japan conduct education and training activities using course content that is common across the company as well as content targeting issues specific to a region or group company. There are training programs that all employees undertake when joining the company and upon promotion, as well as other training programs held year-round. These training programs cover various human rights issues, including discrimination against minorities, workplace harassment, understanding of LGBT issues, and human rights issues related to business operations. At Fujitsu, we believe it is crucial for a culture of understanding to be championed by senior management in order to instill respect for human rights. Therefore, we conduct training for newly appointed executives in Fujitsu and our group companies in Japan that teaches them our approach to corporate activities based on international human rights standards. Moreover, the Fujitsu Group developed an e-learning program on "Business and Human Rights" in FY2016 that was intended for 100,000 group employees and aimed to heighten awareness about human rights issues. During FY2021, we are planning for every member of staff to undertake this training program.

Framework for Reporting and Consulting on Human Rights Issues

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

Fujitsu Group Sustainability Data Book 2021

The Fujitsu Group has created an intranet-based system to consult with and accept input from all Fujitsu Group employees on human rights-related issues. Within Japan, Fujitsu has set up Human Rights Consultation Service facilities in 16 locations. The matters discussed are reported to the Human Rights Promotion Committee and regularly communicated to auditors, with careful consideration given to ensuring that personal information and privacy are respected. The objectives are to understand the utilization status of this consultation service and to put in place initiatives designed to prevent recurrences of any breaches. Through the Compliance Line/Fujitsu Alert structure, the Fujitsu Group receives reports and offers consultations related to compliance issues, including human rights issues, for all Fujitsu Group employees, customers, suppliers and other third parties globally. The Fujitsu Group has also set up the Compliance Line for Suppliers in Japan as a channel for receiving reports from suppliers in Japan regarding any actions that are potential or actual instances of non-compliance in our purchasing activities.

- Global Compliance Program
  https://www.fujitsu.com/global/about/csr/compliance/#anc-03

Initiatives to Prevent Forced Labor and Child Labor

The Fujitsu Group has stipulated that it will not use forced labor or child labor, and it conducts written CSR surveys based on the ISO 26000 standard in order to check on our initiatives for preventing forced labor and child labor.
We also make our stakeholders aware of the Fujitsu Group CSR Procurement Guideline, which includes provisions on the elimination of forced labor and child labor. Furthermore, we request that our suppliers complete a written survey on the status of CSR initiatives including steps to eliminate forced labor and child labor.

- Supply Chain Management
  https://www.fujitsu.com/global/about/csr/procurement/

Initiatives on AI Ethics

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

- Fujitsu Group AI Commitment
  https://www.fujitsu.com/global/documents/about/csr/humanrights/fujitsu-group-ai-commitment-201903_en.pdf

In line with that commitment, the Fujitsu Group undertakes a range of activities related to ethical issues around AI. For example, in September 2019 we established the Fujitsu Group External Advisory Committee on AI Ethics, a body comprised of outside experts in AI and other sectors. The committee provides objective appraisals of our initiatives on AI ethics, and its outcomes are shared with Fujitsu's Board of Directors. This mechanism incorporates our efforts on AI ethics into our corporate governance regime, and we continually review and improve our activities.

- Fujitsu Establishes the Fujitsu Group External Advisory Committee on AI Ethics to Ensure the Safe and Secure Deployment of AI in Society
  https://www.fujitsu.com/global/about/resources/news/press-releases/2019/0930-01.html

In addition to holding in-house training courses in AI ethics, we established the 'Human Centric AI' Working Group to evaluate

and examine AI from a variety of perspectives. This is one way we are working to prevent ethical problems related to AI, including concerns that people have with the impact on human rights, privacy and ethical issues that may arise during the tangible business phases of AI research, development, implementation, and operations.

To further such initiatives, Fujitsu has the Digital Technology Promotion Legal Office within the Legal, IP and Internal Control Unit, which supports the delivery of safe, secure AI solutions by considering the balance between technology utilization and legal norms. Furthermore, we established the Research Center for AI Ethics as part of Fujitsu Research to broaden our research into AI ethics, with the aim of creating and disseminating AI ethics technologies via interdisciplinary research as well as technological development.

FY2020 Performance

Fujitsu Initiatives Addressing Human Rights Issues in Three Areas of Human Rights Due Diligence

Areas	Human Rights Issues	Major Activities in FY2020
Supply Chain	Work environment / high-risk minerals	• Conducted a CSR Survey to check the adoption status of the RBA Code of Conduct by suppliers (119 key suppliers and manufacturing-related employment agencies and subcontractors) and actioned the feedback from the survey results • Notified parts suppliers, manufacturing subcontractors and manufacturing employment agencies of the Fujitsu Group CSR Procurement Guideline and requested submission of their written agreement to the guideline • Checked Fujitsu group manufacturing sites for the status of their compliance with the RBA Code of Conduct • Conducted mock audits of RBA Code of Conduct adoption at three group manufacturing sites in Japan and other countries
Employees	Discrimination and harassment / working hours	• Conducted a survey and confirmed the current status, based on the results of previous human rights impact assessments, into working hours, wages, privacy, and reporting systems for 21 companies in the regions outside of Japan (Northern and Western Europe, Central and Eastern Europe, Americas, Asia, and Oceania) • Conducted e-learning courses for all employees on preventing harassment in the workplace, including preventing discrimination against members of the LGBT+ community, with content that reflected changes to Japanese legislation (Act on Comprehensive Promotion of Labor Policies) • Continued training for new and promoted employees, as well as human rights training in each region throughout Japan, with the aim of preventing various forms of discrimination and harassment • Conducted group-wide "Barrier-Free Minds" workshop (group-based training and e-learning) aimed at establishing workplaces and a society in which everyone can participate actively, whether disabled or not • Held an online seminar titled "Now is the time to reconsider our information literacy" to counter false information, predictions, and prejudices related to the COVID-19 pandemic • Reviewed internal systems, monitored ICT usage and delivered management reforms to promote diversified, flexible work styles that are not predicated on long working hours • Conducted "Unconscious Bias" e-learning courses for all employees to help reveal underlying systemic discrimination while also further promoting diversity and inclusion, and expanded the courses to include group companies in Japan

		• Studied appropriate options for a Human Rights Consultation Service facilities, held an online workshop, and deployed the concept to Group companies in Japan
Customers and end users	Privacy and data security	• Announced the Fujitsu Group AI Commitment and conducted an assessment of the impact of AI on human rights. We will systematically identify the points that should be taken into consideration for each industry and for the tasks in each occupation when promoting AI businesses, and then refer to these points when planning specific measures

Education on Human Rights Issues

- E-learning for employees conducted by Fujitsu and group companies in Japan at various locations: 46,487 attendees
  Preventing Workplace Harassment: Aimed at creating inclusive workplaces where everyone is welcome
- Employee training conducted by Fujitsu and group companies in Japan at various locations: 11,841 attendees
  Discrimination against minorities, workplace harassment, promoting an understanding of gender diversity and human rights issues related to business operations
- Fujitsu and group companies in Japan
  Training for new employees: 1,226 attendees (Fujitsu figures)
  Training for promoted employees: 2,859 attendees (Fujitsu figures)
  Training for new executives: 66 attendees

Activities to Raise Awareness of Human Rights

- Held a contest in which employees of Fujitsu and group companies in Japan and their families devised slogans to promote human rights awareness: 2,825 submissions
- Distributed human rights messages to employees of Fujitsu and group companies in Japan timed to coincide with Human Rights Week (December 4-10, 2020)
- Displayed posters promoting human rights awareness in the workplaces of Fujitsu and group companies in Japan.

Diversity and Inclusion

Goals

WHAT FUJITSU ASPIRES TO BE

Be a responsible business that reflects the diversity of our world and build an inclusive culture where everyone can be completely themselves.
We will celebrate difference and ensure that people can succeed regardless of their personal identity, especially their gender, sexual orientation, gender identity, race, ethnicity, health, disability, and age.

GOALS FOR FY2022

Cultivation of inclusive corporate culture.

KPI: · Fujitsu Group aims to achieve at least Consolidated 69% from 66%(FY2019) / Non-consolidated 63% from 59%(FY2019), in favorable answers to Diversity and Inclusion question of Engagement Survey by FY2022.(*1)

·   Fujitsu Group aims to achieve at least Consolidated 10% from 8%(FY2019) / Non-consolidated 9% from 6%(FY2019) female leadership by FY2022.(*1)

*1   Where "Consolidated" relates to all Fujitsu Group Companies globally, and "Non-Consolidated" relates to Fujitsu Limited.

Diversity and Inclusion Policy

Here at the Fujitsu Group, we have engaged in efforts to advance diversity and inclusion (D&I), based on the idea that "We respect fairness and equality, and promote diversity and inclusion," as described in the Purpose Statement of the Fujitsu Way. These efforts are based on one of our corporate values: "We respect diversity and support individual growth." Nowadays, diversity refers not only to factors like gender, disability, and nationality, but also to things like work style, communication style, and multi-culturalism, in a variety of different settings and from a variety of different perspectives.

We established the Global D&I Vision & Inclusion Wheel at the Fujitsu Group to reflect this expansion in definition. It acts as a guideline, helping further advance our efforts toward inclusion and diversity within our employees.

This wheel expresses the Fujitsu Group's overall efforts as they relate to D&I, and also defines what D&I means for the Group. The Global D&I Vision states that our ultimate goal is for each and every employee to be able to express themselves and their individual strengths. The wheel also defines the vision, strategic goals, and focus areas required to realize this goal. We also clarify, through the Inclusion Wheel, that our efforts toward D&I will be wide-ranging, covering a diverse array of factors and fields, while staying rooted in five focus areas.

Global D&I Vision & Inclusion Wheel

Diversity Promotion Framework

Here at Fujitsu, we established the Diversity Promotion Office in 2008. The office, which is under the direction of the President and the Diversity Officer, engages in efforts to promote diversity and inclusion in all Group companies.

The office hosts regular meetings, attended by all regional Diversity Promotion Representatives, for them to share information on issues and measures in each region and engage in planning for globally coordinated promotion measures. In order to have an awareness of the current state of diversity promotion, we also include questions on diversity in our annual global engagement survey. In addition, executive sponsors have been appointed to represent supporters in each of the priority areas, and support the promotion measures in each area.

All domestic group companies in Japan are also required to select a diversity promotion manager. These managers promote diversity in the Group as a whole by sharing information amongst each other during their meetings, strengthening their coordination with Fujitsu, helping standardize policies, and more.

Furthermore, from FY2020, the system will be designed to allow higher-level executives to include D&I-related items in their goals.

Initiatives for Fostering Corporate Culture

Companywide Diversity Promotion Forum

In order to foster a corporate culture at Fujitsu where "anyone can play a role in their own way," in FY2008, we launched the Companywide Diversity Promotion Forum, with the aim of getting employees to see diversity and inclusion in a new light and inspiring a new mindset and behavioral change, and have held it once a year since then. In FY2020, we held the forum with the theme, "Transforming Yourself, Transforming Corporate Culture – The Reason for Diversity and Inclusion" with a message from the President and a panel discussion by four officers, which was an opportunity for us to think about the importance of diversity and inclusion as a digital transformation (DX) company.

Endorsement of International Standards

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

Gender-Based Initiative

The Fujitsu Group has set goals to increase the percentage of female employees in leadership positions, and we are working to promote initiatives to achieve these goals and reform the culture at Fujitsu Group companies.

At Fujitsu, these efforts involve nominating female employees from the leader level as candidates for top management, and establishing/implementing individually tailored training programs for these employees alongside their workplace, the management, HR, and the Diversity Promotion Office. In addition to these kinds of management-track leadership programs, we also conduct workshops and events that allow female employees to reflect and build on their careers in other tracks as well. These act as pipelines to drive female employees to further advancement, and allow us to support the careers of each and every employee. Strategic measures are being boldly implemented in other regions, as well, according to the situation of the region and the country.

Female Employee Career Development Measures
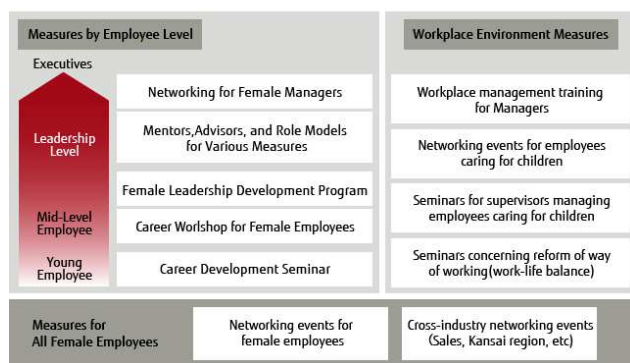
Active Participation of Female Employees
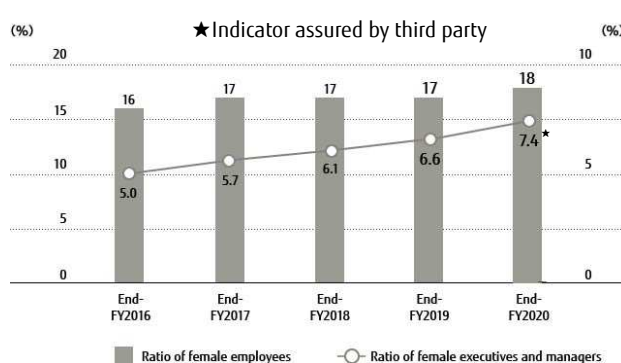
Career Workshop for Female Employees

Fujitsu and its domestic Group companies host workshops that are primarily for young female employees that are on a leadership track, where awareness-raising by external lecturers, dialogues with multiple role models, and discussions with executive personnel are held, with the goal of further encouraging the career development of female employees. Our goal with the workshop is to help eliminate any internalized prejudice as to their manager-level career development, expand their career options, and acquire the broader perspective needed to perform in high-level positions.

International Women's Day Initiatives

The Fujitsu Group uses the occasion of International Women's Day, which falls on March 8 each year, as an opportunity to communicate messages from top management and share video messages from female employees around the world and the employees who support their activities. In addition, we use green, the theme color of gender at the Fujitsu Group, to build a sense of unity and cohesion within the group, while accelerating the transformation of corporate culture by holding various events such as webinars and lectures in each region. Since FY2018, Fujitsu and its domestic Group companies have been hosting lectures by guests from outside Fujitsu, as well as networking events and the like.

Support of the Kanagawa Women's Activity Support Group

The Kanagawa Women's Activity Support Group is made up of top male officials from well-known companies, administrative offices, universities, and other organizations that are headquartered (or have a major business office) in Kanagawa Prefecture, and that have been active in their support of women's career development. Supporting members share relevant initiatives in their own organizations through declarations of conduct, and in doing so, work to create and drive the women's career development movement in the area. In November 2015, Fujitsu became a supporting company of the group, and delivered a declaration of conduct aimed toward the expansion of the women's career development movement. At present, we are

Declaration of Conduct

Fujitsu Group Sustainability Data Book 2021
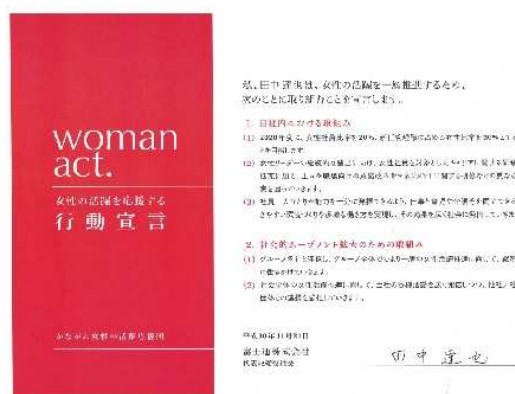
working to jumpstart their activities, in collaboration with other member companies who support these efforts.

- Declaration of Conduct for Women's Activity Support
  https://www.fujitsu.com/jp/documents/about/csr/diversity/Woman_act.pdf

Initiatives in Other Regions

In order to implement gender equality in career paths and become a truly well-balanced DX company, we have conducted mentoring via pairs of female engineer mentees and talented senior engineer mentors. The aim is for mentees to build confidence through regular coaching, seek out their value as individuals, undergo mutual growth and form new networks.
In addition, employee network groups for gender empowerment and gender diversity are highly active.

Employment and Support of People with Disabilities

At Fujitsu, we do not impose restrictions on the types of jobs available to people with disabilities. As such, there are people with disabilities who work in a wide range of jobs, from sales staff to SEs, R&D staff, administrative staff, and more.
During the hiring process, we prepare pamphlets and websites aimed toward job seekers with disabilities. This pamphlet includes employee interviews, as well as information as to our stance on the employment of people with disabilities, and the wide range of jobs available to them. In explaining how we provide an affirming and individually oriented workplace for all, regardless of disability, we hope to relieve them of any anxiety they may have about their employment. We also conduct long-term follow-up on these employees, from training until they become settled in their jobs, to encourage them to stay with us for the long term.
Examples of this include special training programs when they enter

Trend in Employment Rate of People with Disabilities (Fujitsu Limited) (*1)

★Indicator assured by third party

*1 The research covers Fujitsu and Fujitsu Harmony in fiscal 2019 and Fujitsu Laboratories, Fujitsu Laboratories, Fujitsu IS Service, Fujitsu Advanced Accounting Service, Fujitsu Home & Office Service, and Fujitsu Techno Research in fiscal 2020.

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

- FUJITSU Software LiveTalk
  https://www.fujitsu.com/jp/group/ssl/products/livetalk/
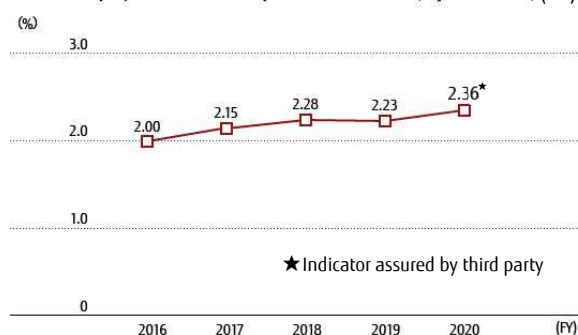
Furthermore, communities of people with disabilities all over the world, on their own initiative, are launching efforts to jumpstart activities for creating better working environments for employees with disabilities.

Disability-Oriented Diversity Promotion Forum

Fujitsu hosts forums that aim to support people with disabilities in the workplace. Every year, the forums are set up to have a

variety of themes, such as rational considerations for people with disabilities, lessons for universal design, and para-sports experiences. In FY2020, the forum's theme was "Understanding Developmental Disabilities in the Workplace." We conducted programs which aimed to create a workplace where everyone can work in a way that makes the most of their strengths, for employees to think about hints for behavior in their daily lives and specific ways to respond.

Initiatives on the International Day of Persons with Disabilities

On December 3, the International Day of Persons with Disabilities, we used purple, the Fujitsu Group's theme color for health and disability, to create a sense of unity within the Group, delivered messages from top management, and shared video messages from the internal diversity champions of the disability areas in each region. We are working together with D&I promotion teams and employee network groups in each region to raise awareness of disabilities by holding events such as webinars and roundtables which promote understanding for people with disabilities, as well as conducting various initiatives that are aimed at boosting employee awareness.

Internal Global Collaboration for People with Disabilities

At the Fujitsu Group, representatives from independently managed network groups of employees with disabilities in each region have come together to form a global network (Global Network of Persons with Disabilities), along with the support of executive sponsors, to promote understanding of employees with disabilities and create an inclusive environment on a global scale.

Special Subsidiaries to Promote the Employment of People with Disabilities

At Fujitsu and its domestic Group companies, we have established special subsidiaries in order to provide people with disabilities a wider range of workplaces. These subsidiaries work to cater to the unique needs of each and every individual, and create workplaces where they can thrive.

Initiatives in Other Regions

In certain regions, employees who promote D&I are providing support for the Human Resources Department and reforming internal regulations and hiring practices, in order to build a workplace that is more inclusive for people with disabilities. Fujitsu has created a system for interviewing people with disabilities about their support needs on a voluntary and confidential basis. By improving the workplace through these initiatives, we will further improve the inclusion of people with disabilities.

	Year Established	# of People with Disabilities	Main Work Tasks	Business Office(s)
Fujitsu FSAS & Sun Ltd.	1995	33	Repair of ATMs, PCs, and printed circuit boards; various tasks for Fujitsu maintenance services	Beppu
Fujitsu Harmony Limited	2013	171	Recycling; office environment work; health maintenance work; creation of free gifts; operational support of meetings/events; order/sale of box lunches; support of health check-ups	Kawasaki, Numazu, Shinagawa, Yokohama, Shin-Koyasu, Aomori, Sapporo, Nagano, Sendai, Niigata, Omiya, Okinawa, Makuhari, Kansai, Nasu
Fujitsu Social Science Laboratory Limited	2017	12	In-house delivery tasks; office support; maintenance/management of office environment; recycling-related tasks	Kawasaki

Race/Ethnicity-Based Initiatives

The Fujitsu Group is moving forward with efforts to create a corporate culture which treats people from diverse racial and ethnic backgrounds with respect. Various events are held in each region, such as employee network group activities to understand diverse cultures, events to understand national and regional cultures, activities to provide a deeper understanding of specific ethnic groups, activities to support ethnic minorities, internship and mentoring programs for university students of specific ethnic groups in cooperation with universities and other organizations, English-language movie events, and cooking sessions for various national cuisines.

In addition, at Fujitsu, we hire global personnel, including international students and students from overseas universities, by participating in Japan and career events held in outside Japan targeted at international students, holding in-house seminars, and accepting international students for internships. As a result, at the end of FY2020, there were 475 international employees working at Fujitsu. Fujitsu established the Integr8 network in 2007, which aims to support international employees and allow them to perform to the best of their abilities in the company. Through this project, we have worked to create a working environment that is more comfortable for our global personnel. As part of the project, we offer an intranet that provides explanations as to Japanese rules and regulations, HR procedures for business trips, visa acquisition procedures, information about food, clothing, and shelter, in addition to sharing information via our internal social media and other channels, to help these employees adapt more easily to the Fujitsu work environment and to their lives in Japan. The project has also been expanded to support the international integration of Fujitsu workplaces throughout the world. In order to accomplish this, we have provided support for the establishment of global societies within the Fujitsu Group and hosted workshops to hear from our employees and encourage them to share information, host networking events, and more.

Creating a More LGBT-Friendly Workplace

Fujitsu is moving forward with initiatives to drive deeper understanding of gender and sexual diversity, (such as LGBT+), in order to create a workplace where every employee can feel secure and comfortable and perform to the absolute best of their abilities. In 2016, we released a message from top management, addressed to all employees of the Fujitsu Group, announcing our commitment to creating a more LGBT+-friendly workplace and working to make diversity and inclusion a reality within the group. In Japan, we are also expanding the scope of application of our internal systems, such as congratulatory and condolence payments, vacation days, and leaves of absence, to include same-sex partners as well.

Voluntary Participation to Pride Parade
(Photo taken in 2018/ 2019)

Our efforts to raise awareness across the entire company include providing training on human rights, distributing leaflets, hosting lectures targeted at management, and sending out messages through the intranet. In addition, we also host LGBT+Ally Meetings, where employees can engage in discussions with a diverse range of LGBT individuals, in order to expand the network of LGBT allies. In 2018 and 2019, we have hosted screening events under the theme of LGBT and LGBT allyship (2017: The Case Against 8 / 2018: Kalanchoe). In recent years, participants of these events have started to naturally declare their LGBT allyship in the workplace, by putting stickers in rainbow colors (a symbol of respect for the LGBT community) on their office PCs and business card holders.

In June 2018, Fujitsu became the first company in Japan to announce its support for the UN Standards of Conduct for Business Tackling Discrimination against Lesbian, Gay, Bi, Trans, and Intersex People.

In 2019, Fujitsu Group participated in Pride events held in Tokyo and other cities around the world, including London, Birmingham, Lisbon, Dallas, and Silicon Valley.

Furthermore, Fujitsu participates in and sponsors Pride House Tokyo(*2) as a Gold Partner. Sparked by the Tokyo Olympics and Paralympics, this project aims to go beyond sectors and collaborate with organizations, individuals, and companies to disseminate information related to sexual minorities and build permanent places where young LGBTQ people in the next

generation can gather with peace of mind. These initiatives have been highly regarded, and for five straight years, they have received the top "Gold" classification for PRIDE Indicators, according to the volunteer organization work with Pride.

*2 Pride House Tokyo https://pridehouse.jp/en/

Fujitsu Pride is a movement at the Fujitsu Group where representatives from employee network groups of LGBT+ people and allies from each region come together to collaborate and take action on a global scale with the support of executive sponsors. In 2020, we held the first-ever online "Global Fujitsu Virtual Pride Week," hosted by Fujitsu Pride. Executives and employees from Fujitsu and group companies in Japan and overseas participate, and activities such as virtual parades, webinars, panel discussions, and small group events to discuss LGBT+ issues are conducted.

Global SOGI logo

Support of a Healthy Work-Life Balance

Fujitsu is moving forward with efforts to establish systems that will allow employees to better balance their work and private life, including such events as childbirth, childcare, and long-term care. In addition to introducing and mainstreaming remote work, we are promoting a balance between work and childcare and long-term care by overhauling work systems, such as expanding "flex time" work setups without core work hours and allowing employees to use hourly increments of accumulated leave.

Childbirth and Childcare

Fujitsu has established an Action Plan (*3) in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children. We also provide babysitter subsidies and have in-house childcare facilities in our business offices. Several times a year, we also conduct seminars for employees who have just returned from parental leave, as well as seminars for supervisors of employees who are on parental leave, with the aim of providing workplace support and constructing networks, in addition to promoting diversity management. Furthermore, in addition to support seminars for employees who are about to take maternity or childcare leave, we also hold seminars for employees who are thinking about their career plans based on taking maternity or childcare leave in the future, employees whose spouses are about to have a baby, and supervisors who have such employees under their supervision, to fully support them in balancing work and childcare.

*3 Action Plan:
The first Action Plan was implemented in 2005. This current one is the 7th Action Plan (April 1, 2021 – March 31, 2024).

- 7th Action Plan (61.6KB)
  https://www.fujitsu.com/global/documents/about/csr/diversity/season-7-action-plan-en.pdf

Nursing Care

Since FY2017, we have also hosted the Balancing Work and Nursing Care seminar for employees involved in nursing care. The seminar provides an opportunity to learn basic knowledge about nursing care in general, including support policies both inside and outside of the company, the mental/emotional attitude needed, and the preparation that goes into providing nursing care. In addition, in FY2020, we released a handbook which compiles information about knowledge and behavior to keep in mind for each stage of care, as well as the company systems available for use, with the goal of having employees use them to balance work and nursing care. Furthermore, in conjunction with CareNet, Inc., a Fujitsu Group company that offers nursing care services, we launched a Nursing Care Consultation Service, and are aiming to realize employee wellbeing by addressing the nursing care worries of each employee across the entire Fujitsu Group.

External Awards / Certifications

See here for a list of the external awards / certifications that Fujitsu has received for its diversity efforts.

- External Recognition and Awards
  https://www.fujitsu.com/global/about/csr/evaluation/

FY 2020 Performance   ★Indicator assured by third party

Corporate Culture Reform Initiatives

- Held Companywide Diversity Promotion Forums: 680 participants in FY2020 (Fujitsu and its domestic Group companies)
- Incorporated diversity and inclusion questions into our annual global engagement survey

Gender-Based Initiatives

- Female employee rate: % to be confirmed / Female manager rate: 7.4%★/ Newly appointed female manager rate: 13.9% (Fujitsu)
- Held Female Employee Career Workshop: 69 participants in FY2018 (Fujitsu)
- International Men's Day Event (Global Delivery)
- Network groups for gender empowerment and diversity (in each region)
- Gender Pay Gap Program (NWE region, Global Delivery)
- Mentoring Program for Female Engineers (Global Delivery)

Employment and Support of People with Disabilities

- Rate of employment for people with disabilities: 2.36%★ (June 2020) (Fujitsu)
- Held Diversity Promotion Forum for employees with disabilities: 377 participants in FY2020
  (Fujitsu and its domestic Group companies)
- Introduced LiveTalk, a diversity communication tool for hearing-impaired people, company-wide, and for all domestic group companies (Fujitsu and its domestic Group companies)
- Held lectures by employees with disabilities at new employee training (Fujitsu)
- Employee network groups for people with disabilities (in each region)
- Roundtables with employees and executives (Americas region)
- Training, promotion of understanding, and development of facility norms and guidelines for accessibility (NWE regions)

Race/Ethnicity-Based Initiatives

- Addressing the workplace environment issues of foreign employees (Fujitsu)
- Black History Month (Americas region, NWE regions)
- Support for ethnic minorities (Oceania region)
- Employee network group activities for understanding diverse cultures (in each region)
- Events for understanding national/regional cultures (Americas region,Global Delivery, NWE regions)
- Activities to gain a deeper understanding of specific ethnic groups (Global Delivery, Americas region)
- Internship and mentoring programs for university students of specific ethnic groups in cooperation with universities and other organizations (Oceania region)
- English-language movie events (Global Delivery)

- Cooking sessions for various national cuisines (Global Delivery)

Creating a More LGBT-Friendly Workplace

- Global Fujitsu Virtual Pride Week 2020 June (Fujitsu Group)
- Employee network groups for LGBT+ employees (in each region)
- LGBT+ History Month (NWE regions)
- Participation in "Business For Marriage Equality," a corporate campaign that calls for marriage equality in Japan (from November 2020)

Age-Related Initiatives

- Age-themed networking sessions for employees and their families (Oceania region)

Efforts Toward the Support of a Healthy Work-Life Balance (Fujitsu)

- Diversity Promotion Seminar for child-rearing employees: 2 times / 110 participants
  Health advice from public health nurses, speeches by female executives with child-rearing experience, lectures by external speakers, group discussions
- Diversity Management Seminar for supervisors of employees with children: 2 times / 203 participants
  Lectures about the characteristics of child-rearing female employees, lectures on management by external speakers, group discussions
- Seminars for balancing work with long-term care: 3 times / 1837 participants

Table. 1   Number of Employees Utilizing Pregnancy and/or Childcare Policies, and Reinstatement/Retention Rates of Employees on Parental Leave (Number of Employees Utilizing Policies) (FY2020: Fujitsu) (Unit: # of employees)

	# of Users	Men	Women
Child Care Break	617★	157	460
Family Care Break	11★	8	3
Reduced Working Hours (Child Care)	803★	21	782
Reduced Working Hours (Family Care)	11★	4	7
Paternity Break	482★	482	-

★Indicator assured by third party

Table. 2   Reinstatement/Retention Rates After Parental/Long-Term Care Leave (FY2020: Fujitsu)

	Reinstatement Rate	Retention Rate
Parental Leave	97.4%	98.1%
Family Care Leave	100%	100%

5-2

Global Responsible Business

- Wellbeing -

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

Performance Evaluation and Compensation / Work Environment

Goals

WHAT FUJITSU ASPIRES TO BE

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

GOALS FOR FY2022

Providing a positive work environment for our people

KPI: Fujitsu Group aims to achieve at least 71%, in favorable answers to "Work Life Balance" and "Care" question of Engagement Survey by FY2022

Performance Evaluation and Compensation

Our Approach

Incorporated in Fujitsu's Corporate Values is the importance of a positive attitude that embraces the challenges expressed in such maxims as "Set ambitious goals and hasten to achieve them" and "Grow through curiosity and learn from your mistakes and experiences." As the Statement of Purpose makes clear, Fujitsu "values fairness and equality, and promotes diversity and inclusion" while providing "flexible environments that allow people to reach their full potential" and helping employees to "continue developing their skills and capabilities to meet the needs of society."
Specifically, Fujitsu aspires to three key goals for its employees:

1. To provide all employees with work that is engaging and challenging
2. To enable all employees to continually learn and develop
3. To enable collaboration among diverse and talented personnel that extends beyond national and organizational boundaries

To achieve these goals, Fujitsu is building an environment aimed at improving employee engagement, reforming the organizational climate throughout the Fujitsu Group, and creating a global and group-wide personnel structure.
Given this focus, Fujitsu's approach to performance evaluation and compensation is to support employee growth and create workplaces in which employees can reach their full potential. Equally, it encourages employees to see Fujitsu as a place where they can achieve personal growth as well as be rewarded for the results of their work. Fujitsu follows this approach when evaluating and compensating staff.

Our Approach to Performance Evaluation and Compensation

Purpose: To nurture our capabilities
■ Valuing fairness and equality, and promoting diversity and inclusion
■ Continually developing the skills and capabilities needed by society in flexible environments that allow people to reach their full potential

| Company | Create workplaces that allow employees to fully develop their capabilities
Support the growth of employees | ● Corporate growth
● Flexible organization
● Healthy profits |
| Employees | The company is a place to realize personal growth | ● Grow as an individual
● Be compensated based on performance |

Our Policy

Fujitsu emphasizes "qualitative" fairness in its human resources system, with decisions on employee compensation based on the "level of contribution to the Company" and the "level of results achieved". For this reason, we disclose information related to human resources.

1. Show employees how they can be rewarded with higher compensation
   ⇒ Openly disclose rules of the human resources system
2. Show how the company evaluates staff
   ⇒ Provide individual evaluation feedback and compensate according to contribution
3. Show opportunities for challenge
   ⇒ Human resource development, internal postings, Free Agent program

Detailed Activities

[Employees]

In Japan, Fujitsu and the group companies have introduced a "human resources system based on functional division and competency grade". Under this system, which forms the basis for human resources compensation, we define "functional division" as the function the employee should be fulfilling and "competency grade" as the ability to achieve a specific performance that can be linked to a business outcome. Under this human resources system, we clarify the competency grade requirements of employees in a job description for each functional division. Through periodical reviews of the competencies that each person demonstrates, we aim to support the growth of all employees over the medium and long terms.

Overview of Evaluation System and Objectives

| Medium-to-long-term growth | Competency evaluations | → | Salary increases / Grade changes |
| Results in current period | Performance evaluations / Half-year evaluations | → | Bonuses |

We conduct evaluations of "initiatives aimed at medium-to-long-term growth" and "maximizing results in the current financial period". To reflect these in compensation, we use a two-pronged evaluation mechanism based on competency evaluations and performance evaluations. The results of the competency evaluations are reflected in salary increases and grade changes, and the results of performance evaluations are reflected in bonuses.

We conduct activity-based evaluations of the degree to which employees demonstrate "an appropriate mindset", "business execution ability" and "specialist expertise", and then take into account the relative gap to upper-level grades before determining the overall evaluation. By separating medium-to-long-term factors from the process, we are able to conduct more clear-cut

evaluations based on the scale of half-year results.

In addition, we continue to support efforts aimed at the medium-to-long-term growth of each employee. With a focus on career goals, we also encourage interactive communication between employees and their managers that covers the areas of behavioral change and medium-to-long-term growth. Review meetings are conducted annually at the beginning of each year.

[Executives]

In April 2020, we introduced a job-based human resources system for executives. This new system uses a globally unified standard to rate the magnitude and importance of the job, not the person, and the compensation reflects this rating. The goal is to encourage executives to take on the challenge of more significant jobs and to more promptly reward those who achieve results.

In addition to having a quantitative perspective, such as sales numbers, the magnitude and importance of these jobs are also rated according to a set of measures that includes reporting line, difficulty, impact, level of specialization and diversity. This set is referred to as the "FUJITSU Level". Compensation is standardized using a payment scheme based on the FUJITSU Level.

Job-based Human Resources System

*1 LTI: Long-term Incentive
*2 STI: Short-term Incentive

The scheme for bonuses is different to the FUJITSU Level scheme, with bonuses for FUJITSU Level 15 positions and below being paid based on organizational and personal evaluations. For VP positions and above, an STI/LTI scheme is being introduced that is more closely tied to results. This scheme will also apply to executives in Japan and other countries.
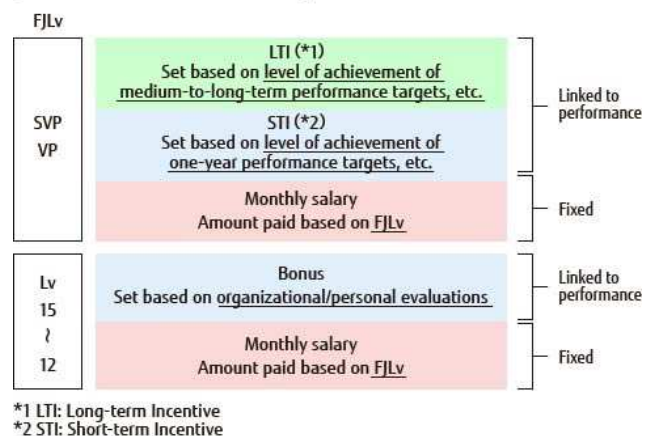
Responsibility

The Global Human Resources Unit operates this system, under the direction of the executive responsible for human resources.

Work Environment

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

- Fujitsu is promoting Work Life Shift in these uncertain times to generate higher employee productivity than ever before, while ensuring that creativity and innovation continue to grow.
- Work Life Shift is a concept that achieves employee wellbeing by focusing not only on 'work', but by completely shifting the 'job' and the 'lifestyle'.
- We are implementing various initiatives, both in terms of personnel systems and workplace environment changes, that will allow us to create and deliver value for our customers regardless of location or time and that will enable the ongoing transformation of Fujitsu itself.

An Overview of Work Life Shift

The Work Life Shift offering comprises three key categories: Smart Working, Borderless Office, and Culture Change.

Smart Working

Approximately 80,000 employees of Fujitsu Group companies in Japan work principally on a teleworking basis (excluding those in manufacturing facilities and those assigned to customer sites). Our employees enjoy an optimal workstyle that allows them to choose flexible working hours and a work location that suit the characteristics and objectives of their work tasks as well as their lifestyle.

Borderless Office
Freed from the constraints of working in a traditional fixed workplace, employees can select a location that ideally matches the required task – be it their home, a hub office, a satellite office, or other appropriate workspace.
Culture Change
People management founded on high levels of employee autonomy and trust will generate maximized team performance and enhanced productivity.

Fujitsu Telework System

In April 2017, Fujitsu formally introduced a telework system that allows for flexible ways of working that are not tied to a specific location. This system is available to all 35,000 Fujitsu parent company employees in Japan and includes working from home or a satellite office as well as working during business trips.
The telework system facilitates business continuity in emergency situations such as the COVID-19 pandemic, allowing for work innovations such as holding online meetings and digitalizing written materials. It also provides an environment that makes it easier for employees with other commitments – such as raising children or caring for relatives – to continue working, thereby helping Fujitsu to support and retain valued personnel.

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

Initiatives Aimed at Reducing Long Working Hours

The Fujitsu Group aims to improve the work-life balance and the productivity of every employee through a variety of initiatives aimed at reducing long working hours. By promoting our Work Life Shift concept, we have made remote working fundamental to our operations. We are also enhancing our systems that support diverse ways of working as we proactively utilize flexible working arrangements, such as flex time and exempt labor systems（*1）.

*1   Exempt labor system: A system in which the employee mostly determines the number of hours for the work to be performed.

Examples of specific initiatives aimed at reducing long working hours:
*   Adopting flex time and exempt labor systems for professional and management-related work
*   Sending alert e-mails regarding overtime work
*   Specifying recommended days for taking annual leave
*   Emphasizing the concept of working hours management during management training
*   Adjusting work patterns and leisure patterns according to fluctuations in workload

Employee Benefits Program

The Fujitsu Group has programs in place that are suited to the lifestyles of employees and that enable them and their families to lead healthy, prosperous lives. As part of the trend toward more diverse and flexible ways of working, and to meet employee demands for a benefits system, in October 2014 Fujitsu introduced the "F Life+" cafeteria plan(*2) as a new program. Furthermore, in line with the belief that active work, challenges, and personal growth for every employee lead to growth and development for the company, we have established various initiatives to support employees as they prepare for the future. These include savings/property accumulation programs, an employee shareholding association, group insurance benefits, housing support, medical support, health support, and support toward childcare and nursing/caring.

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

Measures to Enhance 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. These agreements also stipulate the collective bargaining rights of the union. Fujitsu adopts a union shop system, so all non-managerial employees are members of the Fujitsu Labor Union.

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

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

Employee Engagement Survey

We believe it is important for employees to be highly motivated to take on challenges, in order to continue operating as a company that "makes the world more sustainable by building trust in society through innovation" , as defined in the Fujitsu Group's Corporate Values and Principles. Therefore, we regularly conduct employee engagement surveys to provide an opportunity to seriously consider ways to maintain and enhance that motivation.

We have been gradually introducing this survey in Japan since FY2002, and outside Japan we began conducting an Employee Engagement Survey across all overseas Group companies in FY2011. We use this survey to compare regions within the Fujitsu Group and also to benchmark ourselves against our competitors in each country and region. Based on analysis of the results, we have identified issues specific to countries and regions, and to divisions and occupations, and we are now working toward management improvements and reform of our organizational culture.

FY2020 Performance

Initiatives Aimed at Reducing Long Working Hours

The discretionary working system applies to 18% of employees, and the flex time system applies to 77% of employees (in Fujitsu and Fujitsu Laboratories in Japan).

Telework Rate

The proportion of employees participating in teleworking is approximately 80%.

Unionization Rate

The Fujitsu Labor Union membership rate is 74.3% (Fujitsu).

Employee Engagement Survey

Engagement Score
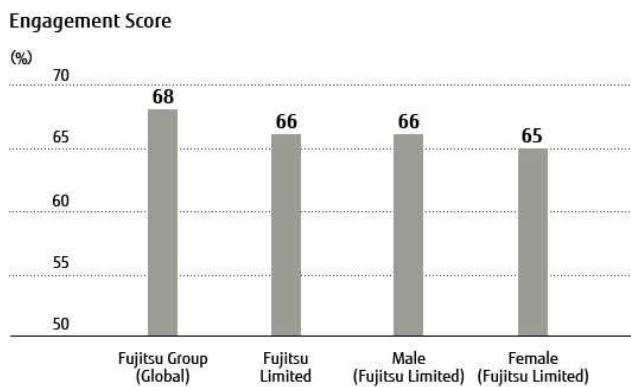
- Number of employees surveyed: Total 123,000 employees; approximately 82,000 employees at 104 Group companies in Japan and 41,000 overseas employees
- Survey response rate: 80% globally (82% in Japan; 77% overseas)
- Positive response rate: 66% (Fujitsu Limited)

* The positive response rate is calculated as the average of the five-level responses, converted to factors of 0, 25, 50, 75 & 100.

Trend in Turnover Rate

Turnover Rate (Fujitsu)
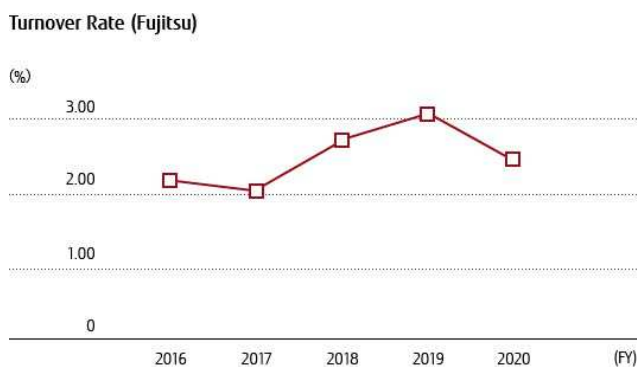
Health and Productivity Management

Goals

WHAT FUJITSU ASPIRES TO BE

The Fujitsu Group aims to enrich and continuously improve our positive health culture where our employees can work to their full potential, both in mind and body. We will strive to enable their own personal development, and offer opportunities for them to demonstrate those abilities to the fullest extent.

GOALS FOR FY2022

Providing a positive work environment for our people

KPI: Fujitsu Group aims to achieve at least 71%, in favorable answers to "Work Life Balance" and "Care" question of Engagement Survey by FY2022

Our Health Management Policy

With regard to being a Global Responsible Business (GRB) that is oriented towards achieving our purpose, we have positioned our health management efforts ("well-being," which is enabling our employees to succeed in their personal development and offering opportunities for them to demonstrate those abilities to the fullest extent, as well as "health and safety," which is offering a safe workplace environment that is conducive to good health) as initiatives to be promoted across the entire company. In the Fujitsu Group Health Statement, in addition to clearly positioning employee health as a management cornerstone, we are promoting the maintenance and improvement of health for our employees and their families in a more strategic manner, based on our past internal practices.

- Fujitsu Group Health Statement and Key Measures
  https://www.fujitsu.com/global/imagesgig5/fujitsu-group-health-statement_en.pdf

Domestic Structure for Promoting Health Management and Conducting Reviews

The structure at Fujitsu and its domestic group companies for promoting health management is led by the Chief Health Officer (CHO), in coordination with the Human Resources Unit, the Health Promotion Unit, and the Fujitsu Health Insurance Society. Together, the team works to enforce, enhance and expand health promotion measures at offices and group companies. The team regularly holds meetings with related divisions within the group, including those related to health care, and implements company-wide data-based initiatives that follow the PDCA cycle

Structure for Promoting Health Management
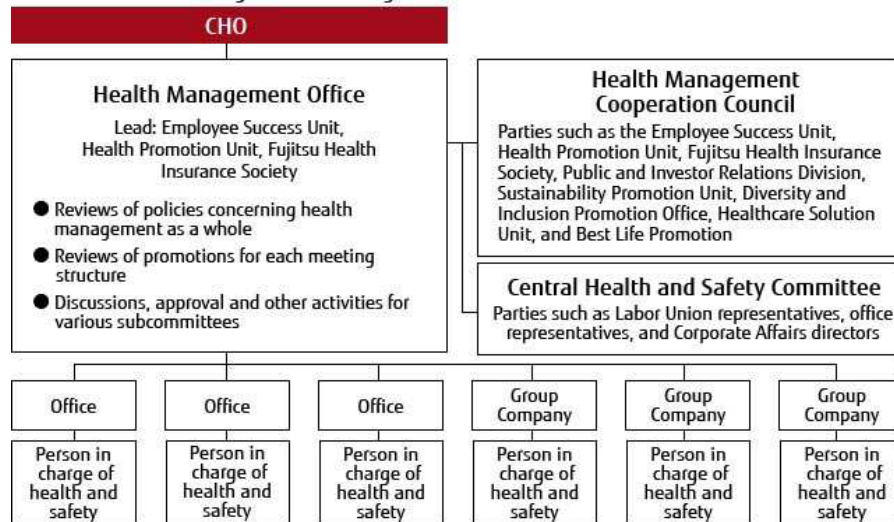
Targets and Results

Fujitsu and its domestic Group companies set numerical targets for priority measures (which are synchronized with data health planning by the Fujitsu Health Insurance Society) and engage in various initiatives to achieve those targets.

Priority Measures	Evaluation Index	FY2016 Achieve-ments	FY2017 Achieve-ments	FY2018 Achieve-ments	FY2019 Achieve-ments	FY2020 Achieve-ments	FY2020 Goals	FY2022 Goals
Counter-measures for lifestyle-related diseases	Percentage of high-risk individuals (*1)	-	1.3%	1.1%	1.3%	1.3%	0.9%	0.6%
	Percentage of those classified as overweight	15.3%	15.5%	16.3%	17.5%	19.4%	13.2%	12.9%
Cancer counter-measures	Percentage of gynecological consultations	55.6%	55.4%	56.2%	59.4%	56.8%	57.5%	60.0%
Mental health counter-measures	Percentage of those taking a leave of absence for mental health reasons (*2)	0.76%	0.70%	0.74%	0.71%	0.64%	0.66%	0.60%
Smoking counter-measures	Percentage of smokers	22.6%	22.0%	21.1%	20.6%	18.5%	22.0%	20.0%
Improvement of health awareness	Percentage of participation in walking events	—	—	15.2%	25.1%	22.8%	30.0%	36.0%

The target group is employees at domestic group companies. The percentage of those taking a leave of absence for mental health reasons is limited to full-time Fujitsu Ltd. employees.

*1   The percentage of people who are judged to be high-risk individuals for high blood pressure, diabetes and chronic kidney disease, based on health checkup data
*2   The percentage of employees absent or on leave for one month or longer, due to mental health conditions during the fiscal year, calculated by dividing by the number of applicable employees by the number of employees enrolled at the end of the fiscal year

Major Initiatives

Countermeasures for Lifestyle-Related Diseases

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

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

recommendations supplied by occupational physicians and occupational health staff. For employees who have been diagnosed as needing treatment due to their test results, the Fujitsu Health Insurance Society monitors their medical prescriptions for three months to prevent their post-diagnosis condition from worsening, and recommends checkups for employees who have not undergone treatment, which leads to appropriate medical care. In addition, family members of employees (spouses of those enrolled in the Fujitsu Health Insurance Society, and family members 40 years of age and older) are able to undergo the same health checkups as employees (including cancer screenings).

- **Project to Prevent Diseases from Becoming Severe**
   https://www.fujitsu.com/global/imagesgig5/Project_to_Prevent_Diseases_from_Becoming_Severe%28en%29.pdf

Cancer Countermeasures

Fujitsu's basic policy for taking steps against cancer is engaging in prevention through improvement of lifestyle habits, as well as early detection through health checkups and treatment. We promote regular additional screenings for stomach cancer, colorectal cancer, and prostate cancer when employees undergo legally prescribed health checkups, based on age group. The Fujitsu Health Insurance Society conducts gynecological examinations (cervical cancer and breast cancer) for all female employees. In addition, in an effort to reduce the risk of stomach cancer, the Fujitsu Health Insurance Society runs tests for Helicobacter pylori for 35-year-olds and conducts in-depth examinations on those who test positive.
In FY2019, we held "Cancer Prevention and Support for Balancing Work and Treatment" e-learning seminars for all group employees in order to equip them with accurate knowledge about cancer, and to lead to prevention through improvement of lifestyle habits, as well as early detection and treatment through health checkups. In FY2020, in cooperation with the Fujitsu Health Insurance Society, we also provided cancer education for families. The educational materials, which were provided to the Cancer Countermeasure Corporate Action Project (*3) conducted by the Ministry of Health, Labour and Welfare, are now being provided to partner companies and organizations by the project.

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

Mental Health Countermeasures

At Fujitsu and its domestic group companies, through health consultations, employment support and recurrence prevention for those with mental health issues, and mental health education provided by occupational health staff at each office, we support employees and workplaces, which leads to improved mental health. Furthermore, we have full-time psychiatrists and licensed psychologists on staff to offer counseling and other professional support within the company. In workplaces, we deployed support staff for managers, known as Work Environment Improvement Support Staff. Through awareness of employees' working situations and regular communication, we can detect the unwell at an early stage, leading to pre-emptive responses in coordination with the Health Promotion Unit.

A stress diagnostic tool and individual results

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

Smoking Prevention Measures

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

In order to support efforts to quit smoking, we also hold seminars so that employees will accurately understand the health effects of smoking, and provide support and subsidies for treatment to quit smoking. In addition, The "Let's Stop Smoking Together" Challenge, an event held once a year by all domestic group companies where smokers and non-smokers form teams to tackle quitting smoking, has improved awareness of quitting smoking and an attitude of fostering measures against smoking, group-wide and in all workplaces.

Improvement of Health Awareness

Fujitsu and its domestic Group companies work to improve employees' health awareness through the implementation of post-health checkup measures, e-learning, education by level, various seminars for health education, and a variety of events relating to exercise, diet and smoking, among other initiatives.

* Refer to FY2020 Performance: Health Education Accomplishments for more information

Health Education
- Company-wide e-learning: Once a year, through e-learning seminars for all domestic group employees that bring up major health topics, we strive to help them acquire knowledge and improve their health awareness.
- Education for employees who are advancing in their careers: For regular employees, we provide them with self-care-related education through e-learning when they enter the company and when they advance in level. For managers, we provide them with education for taking care of employee mental health when they are promoted to manager, and as part of the management education they receive every three years.
- Company-wide seminars: We conduct seminars relating to exercise, rest, diet, quitting smoking, and women's health, among others. In addition to physical attendance at the venue, we conduct video broadcasts so that all employees at domestic group companies can watch the seminars.
- Office seminars: We hold seminars on themes such as mental health and physical fitness, in accordance with the issues of each office.

Events
- A company-wide walking event, "Let's Walk Together"
  This event, held twice a year in spring and fall, has employees use smartphone apps and other tools in team/individual competitions based on their average steps over the course of one month. Incentives were awarded to teams and individuals, such as the employees with the highest average step count, teams who walked over 6,000 steps a day on average, and those teams and individuals who successfully walked over 8,000 steps every day.
  The same initiative, implemented as a Global Challenge, takes place around the world as well. Over 2,000 employees participate every year, centered around those in EMEIA (Europe, Middle East, India and Africa).
- A quitting smoking promotion event, "Let's Stop Smoking Together"
  Two to five non-smokers form a team with one smoker, who attempts to quit smoking over three months with the support of the team. Teams that successfully get their smoking member to quit are awarded incentives.
- A nutrition education event, "Let's Learn About Food Together"
  We have declared the 19th of every month to be Food Education Day. In addition to introducing healthy recipes using seasonal ingredients and information about health effects via email newsletters, we prepare special menu items using those ingredients at the employee cafeterias all over Japan, and work to improve employee awareness of what they eat.

Health Initiatives for Female Employees

Fujitsu and its domestic Group companies are disseminating information through initiatives such as establishing an intranet portal site for female health, providing a consultation service dealing with health issues that are specific to women, as well as information about health based on the employee's stage in life, and holding various seminars.
By making this information available to all employees and not just those who are female, we are encouraging all employees to have accurate knowledge about female-specific health issues and have an interest in them, promoting the creation of better working environments for women, and supporting the empowerment of female employees.
In FY2020, Fujitsu's e-learning initiatives for Cancer Prevention and Support for Balancing Work and Treatment, which were targeted at all employees of domestic group companies, were selected for the Merit Award at the Women's Body Forum Awards 2020 by Think Pearl, an association which promotes female health education and preventative medicine.

- Gynecological examinations (cervical cancer and breast cancer examinations)
  - The Fujitsu Health Insurance Society conducts examinations for all female employees. Employees may choose to have their examination at the same time as the mandatory company health examination, or at their family doctor's office.
- Regularly held seminars
  - We hold various seminars in accordance with Pink Ribbon Day in October and Women's Health Week in March. We regularly hold seminars on a variety of topics, such as pregnancy and childbirth, cancer, lifestyle-related diseases, and menopause.
  - As a measure for diversity promotion and female career support, we conduct education on what to pay attention to from a health perspective, as part of seminars that are conducted for employees who have returned from childcare leave and department heads with employees who have childcare-related circumstances.
    - FY 2020 Pink Ribbon Day Event: "What You Should Know About Cancer (Cancer That Affects Women)" online seminar
    - FY 2020 Women's Health Week: "What People in Their 20s Should Know About Cancer That Affects Women and Menopause" online seminar, Lunchtime Pilates sessions conducted online
- Dissemination of information via intranet portal site for female health
  - We make regular updates on the portal site, ranging from information on various events to health guides by occupational health staff about women's health according to their stages in life. Videos of seminars held in the past are also available.

Fujitsu Headache Project

Since FY 2020, Fujitsu and its domestic group companies have been implementing the world's first corporate program for helping with headaches, in conjunction with the International Headache Society and the Japanese Headache Society. The results of a 2018 survey, conducted by Fujitsu, WHO, the International Headache Society and the Japanese Headache Society, showed that the prevalence of headaches is very high, and headaches have a significant impact on daily life and work productivity. Taking this into account, with e-learning seminars on correctly understanding and dealing with headaches as the starting point, we are helping employees with their headaches through various programs, such as video seminars, consultations about headaches with experts, and exercises to deal with headaches. In addition to attempting to improve QOL and boost work productivity, we are promoting understanding of headaches among employees, and creating a workplace where people suffering from headaches can work with peace of mind.

Support for Balancing Work with Medical Treatment

The fundamental idea at Fujitsu and its domestic Group companies is that employees should undergo proper treatment, then return to work after recovery. We have established various leave systems and income support mechanisms so that employees can have peace of mind and devote themselves to medical treatment. We provide support from medical staff while an employee is on leave, so that they can make a smooth return to work. When they return, we conduct joint discussions with the occupational physician (occupational health staff), HR, the employee's department head, and the employee themselves, and review their post-return work duties and employment considerations.

In order to provide support for employee treatment while they are on leave and for their return to work, we offer a guidebook aimed at the employee and their supporting department head and family members. The guidebook, entitled "How to Spend Your Days While Undergoing Treatment," is a compilation of information to be aware of, including treatment objectives, how desired treatment should be, how to think about returning to work after recovering, and procedures for returning to the workplace.

Infectious Disease Countermeasures

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

Response to the Novel Coronavirus

In response to the spread of the novel coronavirus, we have established a dedicated telephone hotline and email consultation service to respond to employees and their family members who have health concerns. We provide instructions to put them at ease, and so they can take appropriate action and seek medical care. In addition, the Fujitsu Clinic (Kawasaki City, Kanagawa Prefecture) is dealing with people who are worried about infection, in conjunction with health care centers and regional specialist medical institutions.

We also offer information about matters such as the novel coronavirus and how to work comfortably from home (with regard to exercise, diet, smoking, mental health, and work environment), which are important for the physical and mental health of employees and their families, on our internal company website.

With regard to work style, we are thoroughly engaged in remote work to prevent the spread of the novel coronavirus, and we have changed face-to-face meetings to Skype meetings or conference calls. To exercise consideration for employees who have had issues from a physical and mental health perspective due to the increase in remote work, and to respond to the needs of employees who are having difficulty working due to the closure of places like schools, day care centers and kindergartens, and nursing care facilities, we have newly established the following special leave as a temporary measure.

1. Special leave*: All employees receive 10 days of special leave (100% fully paid), which is separate from their annual and accumulated leave
2. Family support leave*: Employees who are having difficulty working due to their need to support children who are elementary school age or younger, or family members who require long-term care, will receive family support leave (at 80% of their wages) in addition to special leave
   * In the case of Fujitsu Limited

Assessments from Outside the Company

Named as a 2021 Health and Productivity Stock Selection, and Certified as One of the 2021 White 500 Health and Productivity Enterprises

As a company which considers the health management of employees from a management perspective and tackles strategic initiatives to deal with it, Fujitsu was selected as a 2021 Health and Productivity Stock Selection by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for the first time, and certified as one of the top 500 enterprises (the White 500) by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking its fifth consecutive certification. Up until now, we have continuously worked on measures for maintaining and improving the health of our employees and their families, such as establishing robust systems with medical professionals at our offices nationwide, providing health guidance for lifestyle-related diseases, and setting up mental health and smoking prevention programs, and these awards are recognition of our results.

In addition, in order to promote health management across the entire group, Representative Director Takahiro Tokita serves as Chief Health Officer (CHO) and disseminates messages to all employees in Japan and overseas. We are also working to have senior management directly discuss the importance of health management and its impact on the company's sustainable growth and business performance by using data-driven health information, together with occupational health staff, so that management personnel will gain a more realistic understanding of health issues.

Among domestic Fujitsu Group companies, one domestic group company was certified in the White 500 (top 500 enterprises), 14 companies were certified in the large-scale enterprise, and four companies were certified in the small to medium-scale enterprise category.

*Company names are as of the time of certification (as of March 4, 2021).
- Large-scale enterprise (White 500): Fujitsu Communication Services
- Large-scale enterprise category: Fujitsu Advanced Engineering, Fujitsu FSAS, Fujitsu Kyushu Systems, Fujitsu Connected Technologies, Fujitsu Japan, Shimane Fujitsu, Shinko Electric Industries, Fujitsu Software Technologies, Fujitsu Social Science Laboratory, Fujitsu Network Solutions, PFU, Fujitsu Frontech, Fujitsu Learning Media, Fujitsu YFC
- Small to medium-scale enterprise category: Fujitsu Isotec, Fujitsu FSAS Kansai Customer Service, Fujitsu Banking Solutions, Best Life Promotion

Received Outstanding Corporation Award for Promoting Cancer Countermeasures in March 2021

Fujitsu received an "outstanding corporation award in 2020" from the Cancer Countermeasures Corporate Action Project, which is conducted by the Ministry of Health, Labour and Welfare.
[Previous Awards]
- March 2020: Received Cancer Countermeasures Partner Award (Information Provision Category), awarded to companies that promote cancer countermeasures
- October 2021: Nominated for the Grand Prize at the Women's Body Forum Awards 2020 and received Merit Award

Social Contribution Initiatives

Fujitsu contributes to better physical fitness and increased productivity for all of society, by offering and presenting things such as health management and practical cases of health and productivity management in various forms, as well as research results, to places outside the company. In addition, we accept occupational physicians, medical students, nursing students and others for training within the company, and contribute to the human resources development of occupational health staff.
Refer to FY2020 Performance: Social Contribution Initiatives for more information.

FY2020 Performance

Percentage of Employees with Health Concerns

Target: Full-time employees of Fujitsu Ltd. at the end of the fiscal year Percentage of regular exercisers: Those who said they exercise regularly when they underwent health checkups

- Body fat: Neutral fats of 150mg/dl or higher and HDL cholesterol below 40 mg/dl
- Obesity: BMI of 25 or higher
- Blood pressure: Systolic blood pressure of 130mmHg or higher and diastolic blood pressure of 85mmHg or higher
- Percentage of smokers: Those who said that they smoke when they underwent health checkups
- Blood sugar level: People with a blood sugar level over 110mg/dl or an Hba1c level over 6.0% who are receiving treatment for that particular item
- Rate of metabolic syndrome: Based on the definition by the Japanese Society of Internal Medicine and diagnostic criteria

Health checkup data
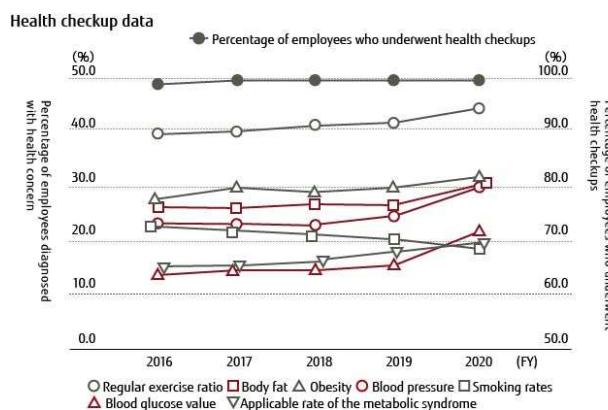
Percentage of Employees Who Took a Long-Term Leave of Absence or Medical Leave

Target: Full-time employees of Fujitsu Ltd. at the end of the fiscal year

Percentage of people who had taken a leave of absence or taken medical leave for a continuous period in excess of one month by the end of the fiscal year

Ratio of long-term absence due to illness/ Leave of absence due to illness
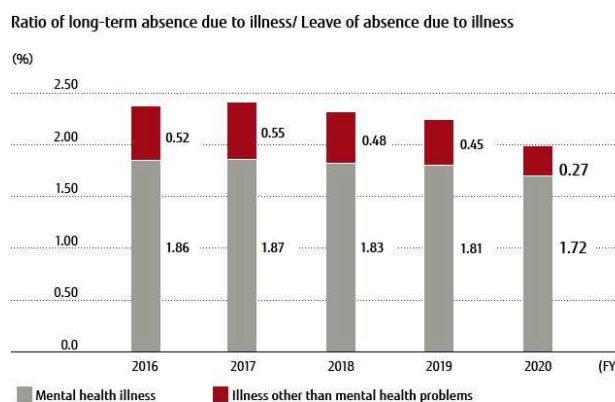
Health Education Accomplishments (Fujitsu)

- Company-wide e-learning:
  Theme: Accurate Information About Headaches and How to Deal with Them
  - Basic knowledge about headaches, their impact on daily life and work, and how to deal with them (such as prevention, treatment, amelioration). For all employees/Number of participants: 29,566
  - Support for people with headaches. For managers/Number of participants: 6,565
- Education by level:
  - Health education when joining Fujitsu (e-learning), 814 employees who took the e-learning seminar (Number of employees joining the company in FY2020)
- Elective education:
  - Self-care training (e-learning) after undergoing a stress check, 3,000 employees who took the e-learning seminar
- Company-wide seminars:
  - October 2020: "What You Should Know about Cancer: Behavioral Studies for Reducing Risk (Cancer That Affects Women)" Associate Professor Keiichi Nakagawa (Tokyo University), streamed online to 633 employees
  - October 2020: "COVID-19 Up to This Point, The Current Situation and Countermeasures, As Well as Preventing Influenza" Professor Kazutoshi Nakashima (Daito Bunka University), streamed online to 671 employees
  - March 2021: "What People in Their 20s Should Know About Cancer That Affects Women and Menopause" Dr. Mihyon Song (Marunouchi no Mori Ladies Clinic), streamed online to 574 employees

Events

- **A company-wide walking event, "Let's Walk Together"**
  Spring 2019: 3,456 teams and 19,463 participants, with a participation rate of 19.3%
  Fall 2019: 4,094 teams and 25,018 participants, with a participation rate of 25.1%
  Fall 2020: 3,866 teams and 22,463 participants, with a participation rate of 22.8%
- **A quitting smoking promotion event, "Let's Stop Smoking Together"**
  2018 participants: 430 teams (430 smokers, 1,060 supporters) and 300 successful quitters (69.8%)
  2019 participants: 249 teams (249 smokers, 599 supporters) and 201 successful quitters(80.7%)
  2020 participants: 193 teams (193 smokers, 441 supporters) and 141 successful quitters (73.1%)

Social Contribution Initiatives

- **Providing e-learning materials on cancer to external parties**
  The materials used in the Cancer Prevention and Support for Balancing Work and Treatment e-learning seminar, which Fujitsu and its domestic Group companies conducted for employees in FY2019, were made public via the Cancer Countermeasure Corporate Action Project (a Ministry of Health, Labour and Welfare project), and the same group currently provides this service to partner companies and organizations.
- **Collaborative Development with IHS-GPAC on a Program to Remedy Migraines**
  Fujitsu is engaged in collaborative research with IHS-GPAC (International Headache Society – Global Patient Advocacy Coalition) to improve employees' quality of life and improve company productivity by (1) increasing disease awareness about migraines among employees, and (2) working to develop an in-house program to remedy migraines, the first of its kind in the world, which includes understanding the realities of disruption and loss due to workplace migraines and the promotion of projects to counteract them. There are plans for the program developed and tested by Fujitsu to be made publicly available through the International Headache Society and other organizations.
- **Articles, Conference Presentations, External Presentations, Magazine Publications**
  - **Conference Presentations**
    - 93rd Annual Meeting of Japan Society for Occupational Health (three oral presentation, one poster presentations)
    - 30th Annual Meeting of Japan Society for Occupational Health, National Council (one poster presentations)
    - 9th International Conference of Global Network of Public Health Nursing (one oral presentation (workshop))

- **Magazine Publications**
  - Q&A on Human Resources and Labor Practices, May 2020 Issue: Fujitsu Health Promotion Unit "Educating 70,000 Group Employees About Cancer: Early-Stage Detection and Treatment Through Prevention and Checkups"
  - Industrial Safety and Health, May 2020 Issue: Fujitsu Health Promotion Unit "Cancer Education is One Aspect of Supporting Employees' Work-Life Balance"
  - Occupational Health and Safety PR, July 2020 Issue: Fujitsu Health Promotion Unit "Establishing Workplace Development Support Staff to Back Up Busy Managers"
  - Safety Staff, August 2020 Issue: Fujitsu Health Promotion Unit "Educating 70,000 Employees About Cancer via e-Learning"
  - Beyond Health Special Edition, September 2020 "The Cancer Screening Revolution: Towards Making Healthy, Happy 100-Year Lives a Reality"
  - Occupational Mental Health 2021, Vol. 29, No. 2 "Countermeasures and Collaboration with Regard to Overwork and Interviewing Highly Stressed Individuals from the Perspective of Occupational Health Nurses"
  - Health Development, Vol. 25, No. 3, March 2021 "Telework and Occupational Health Activities: Current Status and Issues - Actual Cases from Companies"
  - Occupational Health and Nursing, Spring 2021 Special Edition "All About Preventing, Responding to and Providing Support for Mental Health Issues in the Workplace"
  - Health Management, October 2021 Issue "Relay of Articles from Occupational Health Nurses: Documents and Records of Occupational Health Nurses"
- **Participation in Review Committees, etc.**
  - Member of the Ministry of Health, Labour and Welfare Review Committee for Revising Guidelines on the Maintenance and Promotion of Workers' Health at Business Sites
- **Acceptance of Occupational Physicians, Medical Students and Nursing Students for Training and Internships**
  - Kanagawa Prefecture Medical Association, occupational medicine section, training sessions (30 people)
  - Community medical intern training (one hospital, six people)
  - Early medical school trial internships (one school, four people)
  - Medical school field training for occupational physicians (three schools, 118 people)
  - Community nursing practicum and internships through nursing schools, integrated nurse internships (seven schools, 67 people)
  - Training lectures at schools of nursing (four schools, 285 people)

Human Resources Development and Career Design

Goals

WHAT FUJITSU ASPIRES TO BE

The Fujitsu Group aims to enrich and continuously improve our positive health culture where our employees can work to their full potential, both in mind and body.

We value the importance of our people, and will strive to enable them to succeed in their own personal development and growth.

GOALS FOR FY2022

Enabling success in personal development and growth

KPI: Fujitsu Group aims to achieve at least 70% in affirmative answers to Engagement Survey questions about "opportunities for personal growth and self-realization"

Policy

Fujitsu significantly revised its policies on human resource development starting in FY 2020, and made a shift in direction. Instead of providing employee training that is the same across the board, the company will support the learning and growth of each individual employee. We aim to become a company which provides support for diverse personnel with their own passions, so they can take on challenges, experience personal growth, and realize their career goals, and we will endeavor to create an organizational culture which encourages those efforts. As a company, we are expanding opportunities for employees to learn and make career choices, establishing systems and mechanisms which make use of those opportunities, and systematically supporting the growth of each employee, including management, in accordance with their individual characteristics.

Structure

Fujitsu plans and develops personnel development measures in an agile manner, based on business needs and employee feedback, in order to realize our business strategy. The Engagement & Growth Division, which is in charge of human resources development for the entire company, is responsible for company-wide HR development policies. With regard to divisional strategies and business needs, the Human Resources Development division in each business unit serves as lead reviewer, clarifying the types of human resources and skills which need to be enhanced, and promoting plans for development measures. As an initiative to reflect employee feedback, engagement surveys are conducted twice a year globally, and the results of each organizational unit are disclosed internally so that each organization can take action for improvement. In addition, we regularly conduct pulse surveys and questionnaires to get simple feedback more frequently. We analyze this data, clarify and implement key measures, and then revise them based on feedback.

In addition, we have formed a global human resources development community to plan and develop global actions based on the results of the engagement surveys, and by sharing regional actions, we are working to enhance the expertise of departments which conduct training and strengthen support for employees. Fujitsu Learning Media Limited, a Group company which offers personnel development services, is responsible for conducting training.

Human Resources Development Framework

Fujitsu and its domestic Group companies have abolished the uniform mandatory training that was previously provided for each job level. Instead, we offer employees the opportunity to select the training that best suits their characteristics and the job they are aiming for, in order to assist each diverse employee with their education and personal growth in accordance with their own

career aspirations and strengths. However, we do ask employees to take the prescribed courses in the Career Ownership Program, which forms the basis for autonomous learning and growth, and in the knowledge and perspectives that are important for a Fujitsu person.

Human Resources Development Framework

		Divided by job and grade *The skills to think about careers and roles, and choose them for oneself	JP	JP	JP	JP	JP	JP	JP
			JP	JP	JP	JP	JP	JP	JP
Specialist Skills	Elective	High-level human resources							
		Digital transformation (Digital College)							
		FCP / PPE / Business Producers							
Shared Skills		Skills related to strategic planning							
		Skills related to organizational and people management (management workshops, etc.)							
		International skills, problem-solving skills, interpersonal and self-related skills							
		Liberal arts							
		Trainee　　　　　　　　　　Manager　　　　　　　　　SVP							
Shared Skills	Mandatory	Career *Skills as a basis for autonomous learning and growth							
		Career Ownership Program Young employee careers / career advancement / mid-level careers / career design, C&L design							
DX and Reform Skills		DX and reforms *Acquisition to make reforms							
		Culture reforms (1 on 1, etc.)							
		DX (design thinking, etc.)							
Base Skills		Fujitsu Way *Must be acquired as a Fujitsu person							
		Fujitsu Way							

Joining the company / facing your career / building your career / building a new career / anticipating the 100-year era / retirement

Career Design Support

Fujitsu fosters a culture that systematically supports the autonomous career development of each employee. We are enhancing the Career Ownership Program for each generation, as an opportunity for employees to periodically look back and reevaluate the career they are pursuing. We have also greatly expanded our internal posting system, and by making open positions available to the entire Group, all Fujitsu Group employees are able to apply for and attempt to take on those positions. In this way, employees can autonomously think about the career plans they want to achieve and aim for transfers and promotions of their own choosing. Through one-on-one dialogue, supervisors provide specific advice and support to their subordinates, based on their career aspirations and characteristics. Through these efforts, we aim to increase the mobility and diversity of our human resources, and ensure that the right people are in the right places.

Fostering an Organizational Culture of Learning and Mutual Improvement

On our learning platform, which is available to employees of Fujitsu and domestic group companies, we offer a wide variety of internal and external information and seminars, and provide learning support for each of our diverse employees. We also offer online sessions about organizational management and human resources management knowledge to ensure psychological safety and increase engagement as an organization, and to systematically build situations where employees can face their work and personal growth with a positive attitude. In addition, we provide chances for employees to learn from highly specialized employees on a global scale, and the opportunities for employees to learn from one another and mutually improve across organizations and countries are expanding.

Developing Business Leaders

From the perspective of employees' medium- to long-term growth, Fujitsu has a structure for young to middle-class employees with high potential that allows them to demonstrate their own leadership and aim for further growth. In particular, in order to cultivate leaders capable of creating innovation, we carry out practical programs which draw future scenarios, involve diverse human resources, and enhance their ability to envision new business models and ecosystems. In addition, the Global Knowledge Institute (GKI), our flagship institute for training the next generation of business leaders, has produced more than 400 graduates in Japan and overseas since its establishment in 2000, including our current President, Mr. Tokita, and continues to produce management leaders who are active on the global stage.

GKI President Sessions

Developing Digital Talent

In order to implement reforms for turning Fujitsu into a digital transformation (DX) company, we are strengthening our support for all employees of Fujitsu and domestic group companies to acquire knowledge and skills related to DX and the latest technologies. We have developed DX human resources development systems to serve as guidelines for all employees, and we offer numerous courses on DX literacy, technology, and industry business knowledge for each role in order to help employees acquire the DX skills they need most for their jobs. We place an emphasis on speedy business impact. Not only do we work with the Human Resources Development Unit, we also work with people in the field to identify development skills and develop courses so that employees can acquire skills which can be applied and reflected in business operations the same day they are acquired. Specifically, we defined the elements (DX literacy) which are necessary for DX personnel as "having a design mindset," "having an agile mind," and "being data-driven." We created a program for all employees to acquire these practical attitudes, which is being taken by employees from the management level. The executives who have gone through the program themselves will deploy the program in their own divisions, and we are moving forward with transforming the entire company into one that behaves as a DX company.

Developing Professional Human Resources

Based on globally shared standards, Fujitsu recognizes highly skilled engineers who have made major business contributions and are playing active roles as faces of Fujitsu, and awards them the title of "Fujitsu Distinguished Engineer." Through collaborations which go beyond the national and organizational frameworks of their fellow engineers, Fujitsu Distinguished Engineers engage in mutual improvement and problem-solving for difficult technical challenges, contribute to Fujitsu's business strategy and the creation of customer value, and disseminate their outstanding engineering abilities internally and externally. By doing this, we are improving Fujitsu's presence, increasing engagement and retention of our engineers, and attracting the best technical talent from the market.

FY 2020 Performance

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

	Total Average (FY2019 *1)
Average Annual Hours Spent Learning	47.6 hours
Annual Cost of Learning	114,800 yen

*1   Results for FY2020 are scheduled to be compiled in October 2021.

5-3

Global Responsible Business

- Environment -

The "FUJITSU Climate and Energy Vision" is, a Medium- to Long-Term Environmental Vision for 2050 which clarifies the role we will play in tackling global climate change as well as the future outcomes we hope to realize. Fujitsu will work to achieve zero carbon emissions from its own operations by 2050, and contribute to climate change adaptation as well as a de-carbonized society through technologies supporting digital transformation.

Environment

Goals

WHAT FUJITSU ASPIRES TO BE

Fujitsu will fulfill its social responsibilities as a global corporate environmental leader. We aim to contribute to achieving the 1.5℃ climate change goal of the Paris Agreement and also to resolving environmental challenges, through such measures as developing innovative solutions that make effective use of resources.

GOALS FOR FY2022

Fulfill our social responsibilities and help to resolve environmental challenges

KPI: ・Reduce greenhouse gas emissions at Fujitsu sites by 37.8% or more from the base year level (Reduce by 4.2% each year compared with FY2013)

・Avoid risks associated with our business activities and minimize our impact on the environment

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

Environmental Management

Fujitsu Group's Environmental Management Systems (EMS)

Fujitsu Group has constructed Environmental Management Systems (EMS) based on the ISO 14001(*1) international standard and is promoting environmental improvement activities across the Group. After acquiring ISO 14001 certification for consolidated subsidiaries in Japan at the end of FY 2004, we expanded this effort to include overseas subsidiaries and acquired global integrated certification at the end of FY 2005. Subsequently, the overseas subsidiaries switched to individual certification.

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

Environmental Management Framework

In April 2020, Fujitsu Group set up the Sustainability Management Committee, which leads the charge for management which takes sustainability initiatives into account. The Sustainability Management Committee has established major sustainability issues which are common globally (Global Responsible Business: GRB) and is working to address them, and the environment is one of those to be addressed. In "environmental initiatives" medium-to-long term visions considered and activity policy discussed and decided, and business operations being considered with risks and opportunities from climate change, with regular reports into Sustainability Management Committee, which aim of raising the level of the EMS and strengthening its governance. Based on that, final approvals on environmental management at the Fujitsu Group are made at meetings of the Management Council.

Within the Sustainability Management Committee, we have organized environmental issue-specific working groups, etc., composed of relevant parties that go beyond the framework of business groups and business units. Through this promotion structure, we are moving swiftly to popularize initiatives for addressing environmental issues throughout the Group.

Environmental Management Framework
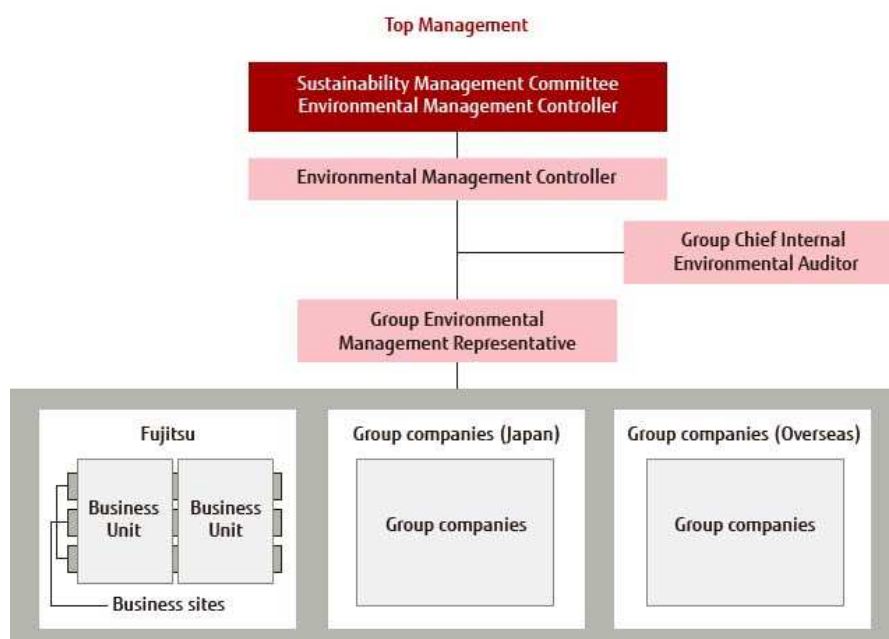
Constructing and Operating Environmental Management Systems

The Fujitsu Group has constructed EMS based on the ISO 14001 international standard and is promoting environmental improvement activities across the group. By constructing EMS worldwide, the Fujitsu Group further strengthened its Group governance. This also allows the Group to promote even more efficient and highly effective environmental activities, including understanding the state of activities, legal compliance, and emergency response.
As of March 2021, the Fujitsu Group has acquired group integrated ISO 14001 certification for a total of 47 companies of Fujitsu and its Japanese Group companies.

Activity Flow

The Sustainability Management Committee reviews and conducts deliberations about the new challenges and activities directions of "environmental initiatives", which related to whole group companies regarding the operational status and achievement of targets with regular report. For example, the committee determines the directions to be taken for reduction of energy consumption and CO_2 emissions, countermeasure for environmental risk, and other environmental medium-to-long term visions. The Sustainability Management Committee also conducts environmental management reviews and is exercising approval authority for the Fujitsu Group Environmental Action Plan.

Issue-specific Working Groups are sub-organizations set up under the supervision of the Sustainability Management Committee, with the goal of providing dedicated responses to address specific tasks professionally. The tasks of the issue-specific Working Groups are discussing objectives and confirm the progress and promote to achieve for the Environmental Action Plan. The Environmental Management Controller gives approval and issues directions in response to the progress reports made by the issue-specific Working Groups.
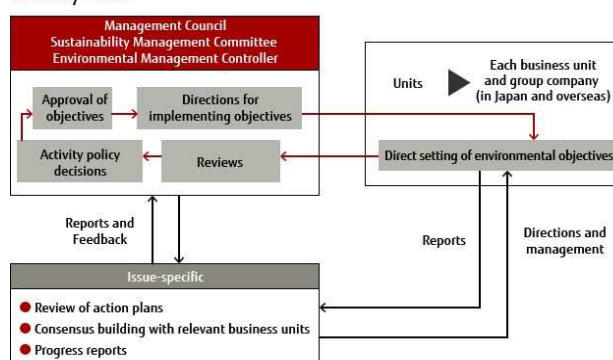
Management Based on the Line/Site Matrix Structure

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

Line/Site Matrix Structure
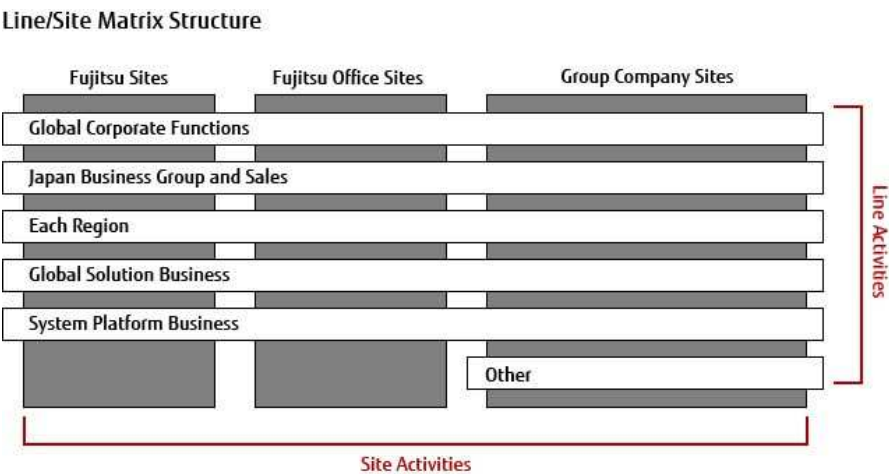
- Environmental Management Initiatives (Case Studies)
  https://www.fujitsu.com/global/about/environment/ems/case-studies/

Environmental Management

Environmental Management Initiatives (Case Studies)

Operations Utilizing ICT

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

EMS Operations Using ICT

The Fujitsu Group employs its own ICT-driven environmental management tools. Examples include the Global Environment Database System (Ecotrack) which can centrally manage aspects such as planning, performance, and policy information, at business sites scattered throughout the world, and the ISO 14001 Green Management System (GMS) which centrally manages compliance and risk management status to support EMS operations. These tools are employed to visualize environmental management and make it more efficient. Additionally, the communication infrastructure of all companies in the Fujitsu Group is used for EMS operations. For example, we try to conduct smart communication in our EMS operations, through activities such as using remote video conferencing systems to conduct EMS briefings.

Using the Global Environment Database System

The Global Environment Database System (Ecotrack) is used to gather information about the environmental footprint (performance) of Fujitsu Group companies and business sites and centrally manage aspects such as planning, performance, and policy information.

Global Environment Database System
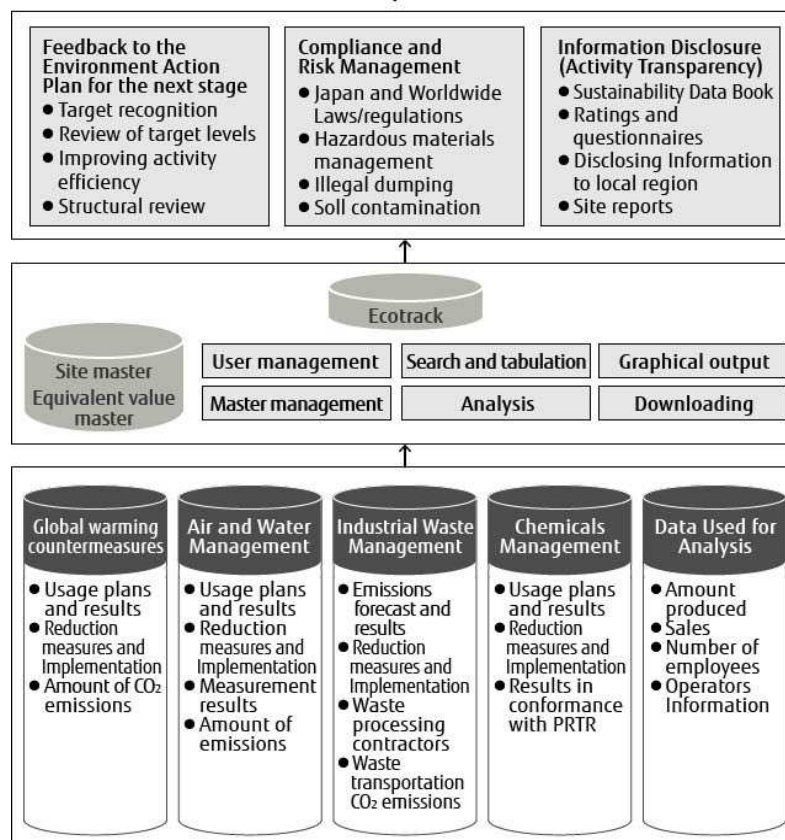
Using the ISO 14001 Green Management System

The Fujitsu Group uses the ISO 14001 Green Management System (GMS) to exercise unified control over the operational status of the EMS concerning matters such as the status of improvements and the state of compliance with regard to items pointed out by internal audits, communications activities, direct and indirect effects identified in environmental impact assessments, and the setting of environmental management objectives and targets.

Through the GMS, we can manage corrective measures and objectives with certainty, and it has been effective for continuously improving our activities and reducing risks.

ISO 14001 Green Management System

ISO 14001 environmental activities organization
- Responsible person
- Person in charge

GMS

Management and Executive Divisions
- Responsible person
- Person in charge

- Progress management
- Automated mail notification
- Activity status unified management
- Automated collection and output

- Setting objectives and targets
- Education planning
- Audit planning

Plan
- Environmental impacts evaluation
- Control of Legal requirements
- Objectives, targets and programs
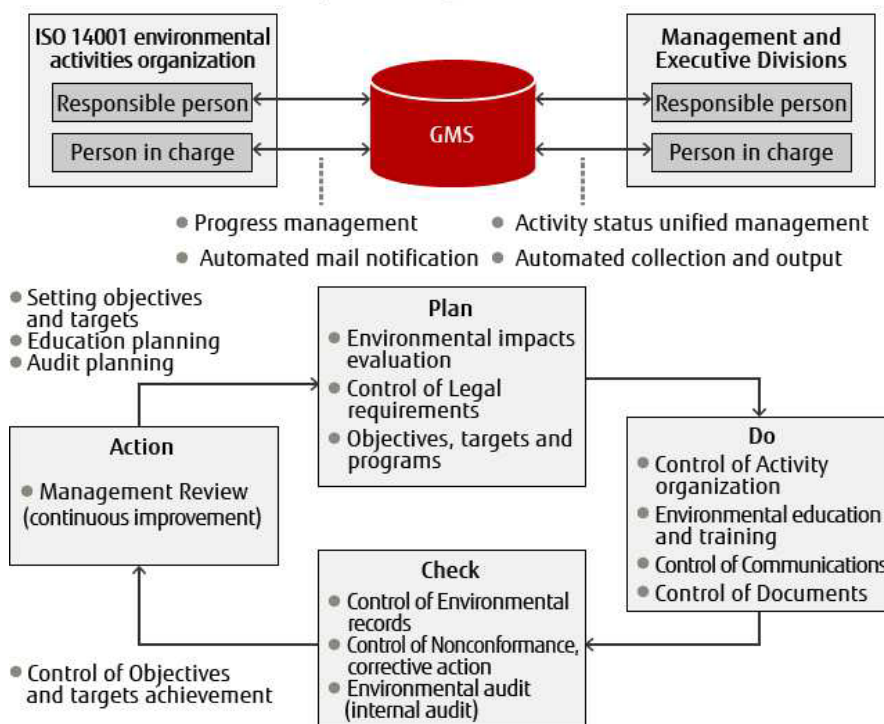
Do
- Control of Activity organization
- Environmental education and training
- Control of Communications
- Control of Documents

Action
- Management Review (continuous improvement)

Check
- Control of Environmental records
- Control of Nonconformance, corrective action
- Environmental audit (internal audit)

- Control of Objectives and targets achievement

Implementing Environmental Audits

Internal Audit Implementation and Results

The Fujitsu Group conducts internal audits, a requirement of ISO 14001. To ensure the objectivity and independence of internal audits, the Internal Control and Audit Office takes the lead, allocating internal auditors who belong to Fujitsu or Fujitsu Group companies and carries them out.

In FY 2020, due to the impact of COVID-19, we conducted audits remotely using smartphones based on the Fujitsu Group's instructions for preventing infection, which included the promotion of Work-From-Home, as well as avoiding face-to-face contact in meeting rooms and travel between prefectures.

For FY 2020, we carried out internal audits of 164 business sites in Japan, including the factories and offices of Fujitsu and Group companies. When conducting audits, we closely examined the results of FY 2019 internal audits and external audits. The four points emphasized were (1) the execution status of environmental management system, (2) focus areas (actions to address risks and opportunities, operational planning and control, and monitoring/measurement/analysis and evaluation), (3) the status of our efforts in response to the Environmental Action Plan (Stage IX), and (4) changes that would effect organizations.

There were 13 findings, mainly concerning issues such as waste materials management. Even despite the COVID-19 pandemic, as a result of continuing to provide support to each organization, including briefing session for EMS person in charge and confirmation of compliance, the number of findings has been decreasing.

External Audits and Results

To maintain our ISO 14001 certification, we are carrying out external audits by a certifying body.
In FY 2020, we were audited in Japan by the Japan Audit and Certification Organization for Environment and Quality (JACO). As a result, there were 52 opportunities for improvement, and zero findings. We shared information about those opportunities within the Group, and are working to improve our response.

Table. Number of Findings by Audits

	FY 2018 (Japan and overseas)	FY 2019 (Japan and overseas)	FY 2020 (Japan)
Number of findings by internal audits	102	30	13
Number of findings by external audits	3	6	0
Number of opportunities for improvement	113	50	52

Compliance with Environmental Laws

There were no major legal or regulatory violations or accidents with major impact on the environment in the Fujitsu Group during FY 2020.

Environmental Management

Response to Environmental Risks

Environmental Risk Management Structure

The Fujitsu Group built and operates a group-wide risk management system to identify, prevent, and mitigate a variety of potential risks, or prevent their recurrence, including issues related to climate change and environmental pollution. The Risk Management & Compliance Committee, which reports directly to the Board of Directors, has set up regional Risk Management & Compliance Committees, in addition to deploying Risk Management & Compliance Officers to each Fujitsu division and Group company in Japan and overseas, to build a structure where these organizations cooperate with each other to promote risk management and compliance throughout the Fujitsu Group, both in terms of preventing potential risks and responding to risks that have emerged. The Committee identifies, analyzes, and assesses key risks associated with the business activities of each Fujitsu division and Group company in Japan and overseas (focusing on 33 risks considered to be important to the Group), and formulates and reviews the countermeasures for these risks after confirming the status of countermeasures for avoiding, mitigating, transferring, or retaining them. The Committee makes regular reports to the Board of Directors about key risks that have been identified, analyzed and assessed, using methods such as the creation of visualized rankings and maps which take the degree of impact and likelihood of occurrence into account. In addition, we have put response processes into place in the event that risks become tangible, despite the implementation of various measures. Each division and Group company will immediately report to the Risk Management & Compliance Committee about any key risks that become tangible, such as natural disasters, accidents, product accidents or failures, system or service problems, compliance violations such as fraud, information security incidents, or environmental problems.
We also leverage the group's Environmental Management System (EMS), which is based on ISO14001, for minimizing risks to the environment through continuous improvements.

- Risk Management
  https://www.fujitsu.com/global/about/csr/riskmanagement/
- Environmental Management System
  https://www.fujitsu.com/global/about/environment/ems/

Efforts to Minimize Risks to the Environment

Dealing with Risks Related to Climate Change

There is a possibility of significant impacts on our business continuity from increases in the frequency and effects of natural disasters as a result of recent climate changes. For that reason, we have formulated a business continuity plan and are devoting effort to continually revising and improving the plan.
Furthermore, the implementation of stricter regulations for greenhouse gas emissions and a carbon tax creates a risk of increasing the energy cost incurred by the Fujitsu Group, as well as the cost required for measures aimed at reducing greenhouse gases. Additionally, if climate change countermeasures are insufficient, there is a risk of harm to our corporate reputation or a disadvantage at bidding. In order to minimize these risks, we are conducting short-term, medium-term and long-term risk analysis/response within our company-wide risk management structure. Moreover, based on the FUJITSU Climate and Energy Vision, we are working to achieve net zero CO_2 emissions by 2050 and to contribute to mitigation/adaptation for climate change through business.
In accordance with the recommendations issued in 2017 by the Task Force on Climate-Related Financial Disclosures (TCFD), the Fujitsu Group analyzes and discloses information related to risks accompanying climate change that may have an impact on business and financial strategies. Refer to the table below for the currently recognized potential major risks and responses.

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

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

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

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

- RELATED INFORMATION: Fujitsu Group Responses to the CDP Climate Change Questionnaire 2020 (Risk-Related Questions)
  https://www.fujitsu.com/global/documents/about/environment/risk/Fujitsu_Limited_CDP_Climate_Change_Questionnaire_2020.pdf

Assessing and Monitoring of Potential Water Risks

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

In particular, the Group uses tools and databases provided by NGOs and governments at both country and municipal levels to check the status of water stress and the risk of natural disasters in the areas where businesses are located. We then comprehensively assess the water risk at each site by analyzing how important water use is in the business activities of each

operations base, and we confirm the level of compliance in a variety of activities such as the reduction of water intake, measures to reduce pollution in wastewater, business continuity management (BCM) systems, and others. For the supply chain, we also assess our suppliers' flood preparedness and other water risks based on the supply chain BCM surveys, field surveys conducted according to the Responsible Business Alliance's (RBA) code of conduct and the CDP Supply Chain Program. As a result, we have confirmed that there are no significant risks that could substantially affect our business activities.

- RELATED INFORMATION: Fujitsu Group Responses to the CDP Water Security Questionnaire 2020 (Risk-Related Questions) https://www.fujitsu.com/global/documents/about/environment/risk/Fujitsu_Limited_CDP_Water_Security_Questionnaire_2020.pdf

Flooding Damage Impact Assessments Through Hazard Maps and Measures Against Flooding

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

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

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

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

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

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

	Sites	Assessment 1	Assessment 2	Final impact
Fujitsu	Fujitsu SS	Impact rank 4	Impact rank 4	Impact rank 4
Fujitsu	Kawasaki factory	No impact	Impact rank 4	Impact rank 4
Group companies	No sites which fall under impact rank 4			

[Major Measures]

(a) Retaining walls and embankments

(b) Sliding gates

Fujitsu SS: The site perimeter is protected by retaining walls and watertight panels

(a) Removable watertight panels

(b) Gates that can be raised and lowered

Kawasaki factory: Perimeter entrances and exits are protected by watertight panels

Preventing Water Pollution

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

Preventing Air Pollution

We have set voluntary control values that are more stringent than legally mandated emissions standards in order to prevent air pollution and limit acid rain. Regular measurement and monitoring are conducted based on these controls. Efforts are also made to appropriately process dust and soot, sulfur oxide, nitrogen oxide, and other harmful substances, and reduce emissions through measures including combustion management at facilities that produce soot and smoke, use of fuels with low sulfur content, and managing the operations of exhaust gas processing equipment. Furthermore, we have installed activated carbon adsorption treatment equipment and are reducing our atmospheric emissions of organic solvent vapors containing substances like VOCs. Moreover, with the enactment in April 2015 of the Act on Rational Use and Proper Management of Fluorocarbons, we have set in-house stipulations and striven for proper management of specified products (commercial refrigerators and air conditioners containing fluorocarbon refrigerants) while working to identify the volume of our fluorocarbon leakage.
In addition, emission of dioxins has been prevented by suspending use of all in-house incineration facilities as of January 2000.

Preventing Destruction of the Ozone Layer

By implementing a precision water-wash system and non-wash soldering technology, we have completely eliminated the use of ozone-depleting substances in manufacturing processes (parts washing and solvents). We have also implemented leakage countermeasures for refrigerant chlorofluorocarbons used in air conditioning facilities (freezers, etc.), and are switching to non-chlorofluorocarbon gas when updating facilities.

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

Preventing Pollution of Soil and Groundwater

We have established rules for soil and groundwater surveys, measures and disclosures. We review these in accordance with changes in the law and social circumstances and respond based on these rules. We systematically examine soil and groundwater, based on the rules, and if pollution is confirmed, we carry out cleanup and countermeasures at each plant according to the situation, while working together with government authorities to disclose information.
As of FY 2020, there are three business sites where soil and groundwater pollution from prior business activities have been confirmed. At those business sites, we have installed observation wells to observe effects outside the site due to groundwater pollution, while also working on purification measures through water-pumping aeration, etc.

Monitoring the Impact of Groundwater Contamination Outside of Fujitsu Sites*

*We monitor groundwater contamination near our sites, which is the largest risk for soil and groundwater pollution.

Table. Business Sites Where Soil or Groundwater Contamination Has Been Found

Site Name	Location	Cleanup and Measure Execution Status	Maximum Value Found at Observation Well (mg/L)		Regulated Level (mg/L)
			Substance	Measured Value	
Kawasaki Plant	Kawasaki City, Kanagawa Prefecture	We are continuing to clean up VOCs by pumping and aeration	1, 2-dichloroethylene	2.4	0.04
			Chloroethylene	11	0.002
Oyama Plant	Oyama City, Tochigi Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Trichloroethylene	0.175	0.03
			1, 2-dichloroethylene	1.942	0.04
			Chloroethylene	4.289	0.002
FDK Washizu Plant	Kosai City, Shizuoka Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Cis-1, 2-dichloroethylene	0.6	0.04
			Trichloroethylene	0.11	0.03
			Tetrachloroethylene	0.037	0.01
			Chloroethylene	0.0072	0.002

Chemical Substance Control

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

- Fujitsu Group Environmental Action Plan (Stage IX): Reducing Chemical Substances Emissions
  https://www.fujitsu.com/global/about/environment/chemical/

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

- Green Procurement
  https://www.fujitsu.com/global/about/environment/procurement-policy/

Appropriately Processing Waste

We regularly carry out on-site audits in order to confirm that subcontractors are appropriately handling the waste processing tasks we entrust to them.

In addition, with regard to high concentration polychlorinated biphenyl (PCB) waste (transformers and condensers) processing, we have registered with the Japan Environmental Storage & Safety Corporation (JESCO), which handles temporary storage and disposal of PCB waste under government supervision, and are carefully carrying out processing based on JESCO plans.

Environmental Liabilities

In properly assessing the Fujitsu Group's expected future environmental liabilities, and communicating our integrity and corporate stance of not deferring our liabilities, we have recorded liabilities of 2.72 billion yen in soil pollution cleanup costs, high-level polychlorinated biphenyl (PCB) waste disposal costs, and asbestos processing costs during facilities demolition, which is the amount we calculate, as of the end of FY 2020, to be necessary for the Fujitsu Group to conduct these tasks domestically in the next fiscal year and beyond.

Conserving Biodiversity

Recognizing that our business activities benefit from the riches of the Earth's biodiversity, while at the same time impacting it, the Fujitsu Group considers the conservation of biodiversity to be an important issue, and formulated the Fujitsu Group Biodiversity Action Principles in October 2009. We promote them based on the two pillars of reducing the impact of our business activities on biodiversity and contributing to the creation of a society that conserves biodiversity, and implement various policies to conserve biodiversity through leveraging ICT and other means. In addition, we established "visualizing and reducing the impact of corporate activities on ecosystems and on biodiversity" as a target in our Environmental Action Plan (Stage X).

- **Policy Example 1: Project for Recognizing Blakiston's Fish Owl Vocalizations**
  We offer vocal recognition software used for habitat surveys of Blakiston's fish owls, which are an endangered species. The software helps the surveys to be more efficient by automatically extracting their cries, greatly reducing the time for analysis.
  > Project for Recognizing Blakiston's Fish Owl Vocalizations
    https://www.fujitsu.com/global/about/environment/activities/owl/

- **Policy Example 2: Support for the Harapan Rainforest (Forest of Hope)**
  We provided support for reforestation activities in the Harapan Rainforest (Forest of Hope) on the Indonesian island of Sumatra. Through the introduction of ICT, we greatly improved the efficiency of patrols in the forest, contributing to forest conservation.
  > Providing Support for the Harapan Tropical Rainforest (Forest of Hope) (Indonesia)
    https://www.fujitsu.com/global/documents/about/environment/activities/global/fujitsu_supports_rainforest_conservation_in_indonesia.pdf

- **Policy Example 3: Activities to Make Tsushima, An Island Facing a Severe Plastic Waste Pollution Problem, Greener**
  We conducted eco-tours sponsored by Fujitsu Limited and conducted by Fujitsu Group employees. We also held a coastal cleanup and an ideathon to come up with solutions to local issues.
  > Tsushima, An Island Facing a Severe Plastic Waste Pollution Problem
    https://www.fujitsu.com/global/about/environment/activities/japan/ecotours/

Environmental Management

Green Procurement

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

Procurement Activities Based on Green Procurement Direction

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

Using the Fujitsu Group Environmental Survey Sheet, we conduct annual monitoring of our business partners' statuses with regard to environmental management systems, CO_2 emission reduction, biodiversity preservation, and water resource preservation activities, and ask them to take appropriate measures. When making requests, we provide them with various kinds of information—such as guidance on activities to reduce CO_2 emissions, explanatory documents related to water risk, and the water risk information tool AQUEDUCT—which have been useful for our business partners.

- Fujitsu Group Green Procurement Direction
  https://www.fujitsu.com/global/about/procurement/green/

Table. Green procurement requirements for business partners

Requirements	Business partners (materials/parts)*1	Business partners (non-materials/parts)
1. Establishment of environmental management systems (EMS)	✔	✔
2. Compliance with regulations for Fujitsu Group specified chemical substances	✔	—
3. Establishment of chemical substance management systems (CMS)	✔	—
4. CO_2 emission control/reduction initiatives	✔	✔
5. Biodiversity preservation initiatives	✔	✔
6. Water resource preservation initiatives	✔	✔

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

Establishment of Environmental Management Systems

We request our business partners to establish environmental management systems (EMS)(*2) as a base for ensuring that they independently and continuously improve their environmental-preservation activities. In general, we prefer them to have third party-certified EMS. If this is not possible, we ask them to build EMS incorporating the PDCA cycle suited to their circumstances.

*2 EMS: Environmental management systems

CO$_2$ Emission Reduction Initiatives

The Fujitsu Group also asks our business partners to work toward CO$_2$ emission reduction in hopes of addressing climate change. Specifically, we ask them to clearly express the intentions of their initiatives and request that they make efforts to achieve the objectives they set. We also ask them to collaborate with external organizations, where possible, and encourage their own suppliers to make similar efforts, in order to expand the initiatives outside their respective businesses. Our annual Supply Chain Business Continuity Survey gives us a clear picture of how business partners are responding to a variety of climate-change risks, including tsunamis, floods, and torrential rains.

Water Resource Conservation Initiatives

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

Acquiring and Managing Information on Chemical Substances Contained in Products

Countries around the world are establishing legal regulations as to the chemical substances contained in products, for instance the RoHS directive(*3) and the REACH regulation(*4). The scope of such regulations is expanding on an almost day-to-day basis, covering more and more substances, products, and applications.
The Fujitsu Group, using chemSHERPA(*5) as its standard format, investigates and acquires information on the chemical substances contained in our products. We share our findings with Group companies via our internal system, and allow relevant parties to access the information whenever necessary. We have established a system that allows for quick adaptation to revisions of laws/regulations and the enactment of new legal systems.

*3   RoHS directive: Directive on the Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment
*4   REACH regulation: Regulation for Registration, Evaluation, Authorization, and Restriction of Chemicals
*5   chemSHERPA: Chemical information SHaring and Exchange under Reporting PArtnership in supply chain

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

The Fujitsu Group not only asks business partners for information on chemical substances contained in their products; we also ask them to establish a Chemical substances Management System (CMS), based on the industry-standard JAMP(*6) guidelines on the management of chemical substances contained in products. Doing so enables the Group to comply even more thoroughly with laws and regulations related to the chemical substances contained in our products.
The Group also carries out CMS audits in order to confirm appropriate establishment and operation of such CMS. More specifically, Fujitsu's auditors implement on-site evaluation of the management status of the chemical substances contained in our business partners' products. If there are any inadequacies, auditors make requests for corrections and provide support for their enactment. Even after the establishment of CMS, we maintain awareness of its operation status through periodic audits.

*6   JAMP: Joint Article Management Promotion-Consortium.

Environmental Management

Environmental Training and Awareness Activities for Employees

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

Comprehensive Environmental Training

We offer environmental e-Learning opportunities for all employees through programs in our company-wide training system to promote a basic understanding of environmental management. Training is also conducted on a per-division basis. Specialized trainings such as internal auditor training and training for those in charge of waste practices are also conducted for employees who are in charge of environment-related tasks.

Environmental e-Learning

We offer educational opportunities for employees to comprehensively learn about global trends relating to the environment, the environmental management of the Fujitsu Group, and the role played by each employee, based on the theme of "Fujitsu Group environmental management and each employee's role." This education is positioned as providing fundamental knowledge that all Fujitsu employees should have under the company-wide employee training system.
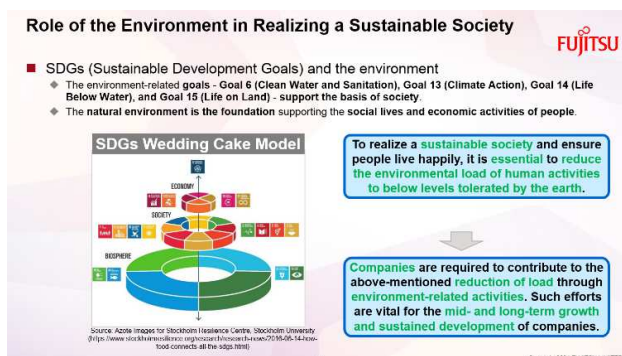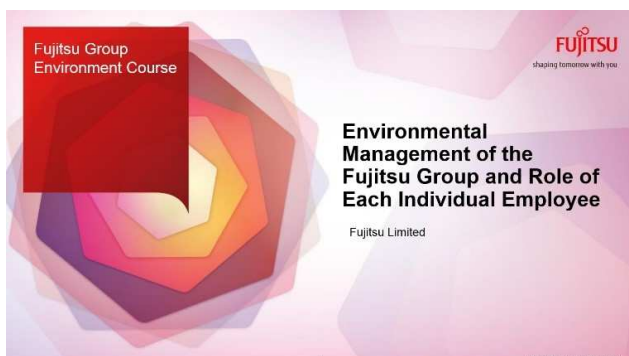
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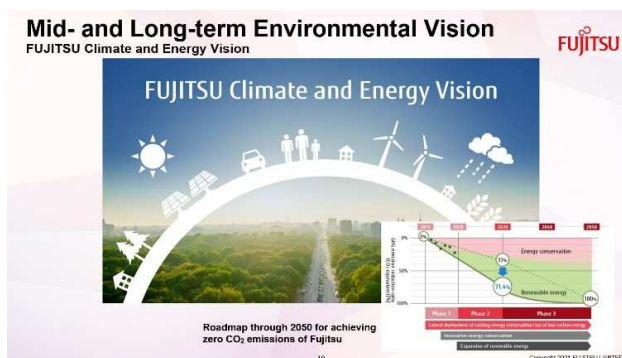
Environmental e-Learning Images 2

Communication Through the Internet and Social Media

By disseminating information through the Internet and having lively exchanges of ideas via social media, we encourage employees to think of environmental and societal issues as personal ones.

Spreading Internal Awareness About the Issue of Plastic Waste

In addition to reducing plastic waste through conventional business activities, starting in June 2019, we have worked to reduce the amount of disposable plastic used in offices, and conducted activities to raise employee awareness. We developed campaigns that used the intranet and social media, and worked to spread awareness within the company while listening to what many employees had to say.

- We conducted a campaign on the intranet that declared we would use reusable shopping bags with the aim of reducing disposable plastic waste, such as shopping bags. More than 3,000 employees posted messages.
- We established a group for "Sustainable Consumption Activities" on Yammer, our internal SNS, and conducted a campaign for employees to bring their own bottles. By conducting a campaign in conjunction with our efforts to move away from drinks in plastic bottles sold by vending machines at our business sites in Japan, as well as the elimination of plastic straws at company cafeterias, we had lively exchanges of ideas about everyday eco-friendly activities, and how the Group can contribute to environmental and social issues.
- In addition to a report posted on our public website about the eco-tour to Tsushima, which was themed around the issue of marine plastic waste, we posted a video primer on a video site to explain the problem. Our efforts to raise awareness are not just within the company.

Poster for the reusable shopping bag declaration

Yammer community site, "Sustainable Consumption Activities"

[External Links]
- Tsushima, An Island Facing a Severe Plastic Waste Pollution Problem
  https://www.fujitsu.com/global/about/environment/activities/japan/ecotours/
- [Primer] What is the Marine Plastic Waste Problem?
  https://www.youtube.com/watch?v=l0EbmdfhguI

The Fujitsu Group Medium/Long-term Environmental Vision

FUJITSU Climate and Energy Vision

The Fujitsu Group has established the "FUJITSU Climate and Energy Vision, "a medium- to long-term environmental vision with the goal of bringing the Fujitsu Group's CO_2 emissions to zero by 2050, as well as contributing to the achievement of a decarbonized society and the adaptation to climate change, through provision of technologies and services supporting digital transformation.

The Importance of Responding to Climate Change

Climate change, which will have a significant long-term impact on countries and regions around the world, is an important issue for us as a global company. Disasters caused by climate change will disrupt procurement, logistics and energy supply networks, making it difficult to procure parts and energy for our business sites. Tighter regulations on greenhouse gas (GHG) emissions will affect our operations, and the ICT products and services we provide to our customers will also need to be made more energy-efficient. If we fail to provide products and services with excellent energy efficiency in response to regulatory and market demands, we could suffer business losses and a decline in our corporate reputation. At the same time, through innovations in AI, IoT, and other advanced technologies, it is a great business opportunity for us to form ecosystems with customers and various stakeholders, contribute to the decarbonization of society—by taking actions such as reducing the power consumption of customers and society and expanding the use of green power—and provide services and solutions which facilitate adaptation to climate change.

The Fujitsu Group considers climate change to be a serious issue (materiality) that must be addressed, and we have been actively working to meet the goals we previously set in our Environmental Action Plan. Furthermore, in order to contribute to addressing the issue as a leading company, we recognized the need for the Fujitsu Group to have a long-term vision and tackle the issue as a united group. We gathered knowledge and engaged in dialogue with various stakeholders through interviews with outside experts and the activities of external organizations. Taking these into account, the Environmental Management Committee*, led by the President, formulated the Fujitsu Climate and Energy Vision, our medium- to long-term environmental vision with regard to climate change, and we made it public in May 2017.

In addition, in April 2021, we revised the emissions reduction targets in FY 2030 shown in Vision 1 from 33% to 71.4% in order to accelerate our own moves toward decarbonization.

* Its name in 2017. Now the Sustainability Management Committee.

Concept

As an international framework of measures against global warming starting in 2020, the Paris Agreement, which sets a goal of limiting the rise in global average temperature to less than 2℃ above the average temperature prior to the industrial revolution, came into effect in November 2016. In order to achieve this, the goal to "achieve a balance between emissions and removals of greenhouse gases (GHG) in the second half of this century" has been set, and a shift to a decarbonized society will be necessary beginning in 2050. Various change are taking place in the global market as well, and it is expected that regulations on CO_2 emissions will be tightened, carbon taxes and other carbon pricing will be applied to more countries, and

The Fujitsu Group Medium/Long-term Environmental Vision
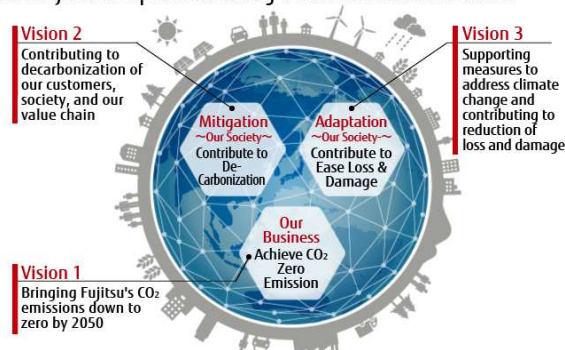
carbon tax will rise sharply. In addition, investment taking into account Environmental, Social and Governance (ESG) factors is expanding, which is also exerting a significant influence on market rules.

This vision has three pillars, namely, "Our Business: Achieve Zero CO_2 Emissions", "Mitigation: Contribute to a Decarbonized Society" and "Adaptation: Contribute to Measures in Society to Adapt to Climate Change". The Fujitsu Group aims to use ICT effectively to accelerate its own efforts to shift away from carbon, and by providing the knowledge gained from such efforts to customers and society as solutions, leverage its own business activities as a way to mitigate and adapt to climate change.

Note) Paris Agreement: New framework adopted by the 21st Session of the Conference of the Parties to the UN Framework Convention on Climate Change for measures to combat climate change starting in 2020.

Vision1 Achieving Zero CO_2 Emissions in the Fujitsu Group

The Fujitsu Group established a roadmap for reducing CO_2 emissions where it would gradually reduce them to zero in three phases by 2050, with its intention to take the initiative as a global ICT company to strive to create a decarbonized society. The roadmap has been certified at 1.5 °C by the Science Based Targets initiative (SBTi) *1 that recommend setting scientifically consistent targets.

*1   An initiative jointly established by the United Nations Global Compact, the World Resources Institute (WRI: World Resources Institute), and other organizations in 2015. It encourages companies to set GHG emission reduction targets consistent with science-based evidence to the level required by the Paris Agreement, validating targets that comply with criteria including indirect emissions not only within the company but also in the supply chain.
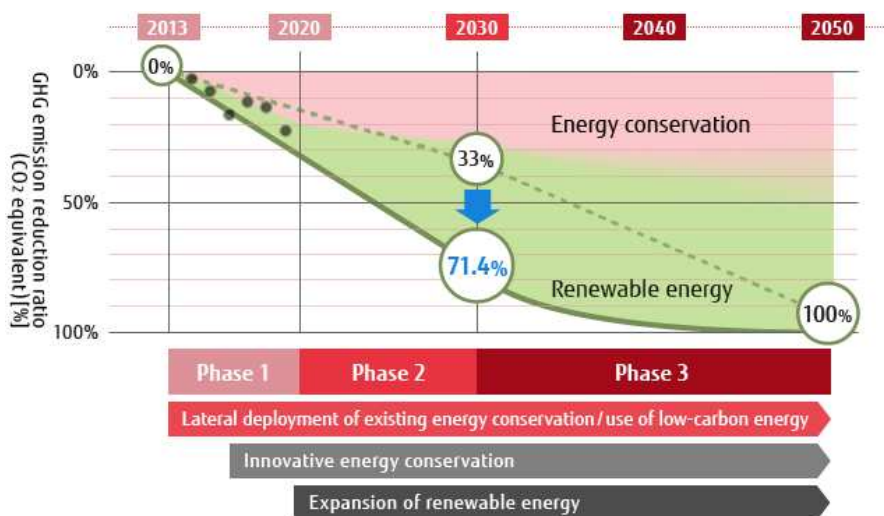
The Roadmap to reduce the Fujitsu Group's CO_2 Emissions to Zero by 2050

Phase I

In Phase I (until 2020), from the perspective of usability and economic efficiency of the technology, in Japan, we will horizontally deploy energy conservation technologies that already exist, verify new energy conservation technologies that use AI, etc. and move forward with the use of low-carbon energy. Overseas, we will proactively implement renewable energy, focusing on the EU.

Phase II

In Phase II (until 2030), the Fujitsu Group will work to establish and spread a transition to AI and ZEB*2, etc. to accelerate the reduction of emissions. Further, we will expand strategic implementation of renewable energy, which is expected to be easier to use in Japan as well, with consideration given to local characteristic and economic efficiency.

*2   ZEB: Zero Energy Building. A building with significantly reduced yearly energy consumption achieved through conservation of energy in its structure and facilities, and thorough creation of energy by using solar power generation, etc.

Phase Ⅲ

In PhaseⅢ (2030 and after), we will accelerate implementation of increasingly easy-to-use renewable energy, while supplementing with offsets from carbon credits, with an eye towards deploying and deepening innovative energy conservation technologies and shifting away from carbon.
The Fujitsu Group intends to increase the use of renewable energy in the electricity consumed at Fujitsu Group locations to at least 40% by 2030 and to 100% by 2050 with the membership gained in July 2018 to RE100.

Vision 2 and 3 "Contributing to a Decarbonized Society" and "Contributing to Measures in Society to Adapt to Climate Change"

The Fujitsu Group believes that ICT has the potential to contribute to the mitigation of and adaptation to climate change. To that end, we have established "Mitigation: Contribute to a Decarbonized Society" and "Adaptation: Contribute to Measures in Society to Adapt to Climate Change" as pillars of Fujitsu's medium/long-term environmental vision, and are utilizing advanced ICT to create social innovation that contributes to resolving global environmental issues.

Vision 2 Contributing to a Decarbonized Society

The Fujitsu Group contributes to the decarbonization of society by creating ecosystems with customers in a variety of industries and business types. The key point of mitigation measures is the utilization of AI and other advanced digital technologies to maximize energy efficiency. We will achieve optimal usage of energy for the overall societal system by incorporating those technologies into a mechanism that crosses the boundaries between businesses, industries, and regions.

Vision 3 Contributing to Measures in Society to Adapt to Climate Change

The key point of measures to adapt to the impact of climate change is advanced measuring technology using AI, big data, and simulations through sensing technology and high-performance computing (HPC), etc. Fujitsu will utilize these to create solutions to enable creation of a resilient societal infrastructure and stable supply of agricultural products, as well as solutions to minimize food product loss, thereby contributing to the minimization of damage to our customers and society caused by climate change.

Medium- to Long-Term Visions and Targets Focused on Climate Change Issues

Medium- to Long-Term Targets

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

Approval by Science Based Targets (SBT) Initiative

In August 2017, the reduction targets of greenhouse gas (GHG) emissions from its business facilities and a part of value chain, set by Fujitsu Group, was approved by Science Based Targets (SBT) initiative as being at science based level. The SBT initiative was established in 2015 jointly by a number of organizations, including the World Resources Institute (WRI) and UN Global Compact. It encourages companies to set GHG emission reduction targets consistent with science-based evidence to the level required by the Paris Agreement, validating targets that comply with criteria including indirect emissions not only within the company but also in the supply chain.

Targets
- To reduce GHG emissions from our business facilities by 71.4% by FY 2030 and 80% by FY 2050 in comparison to FY 2013.
- To reduce GHG emissions from our business value chain (purchased goods and services, and the use of sold products) by 30% by FY 2030 in comparison to FY 2013.

Joining RE100 as Japan's First Gold Member

In July 2018, Fujitsu joined RE100, which strives to significantly expand the adoption of renewable energy at a global scale, as Japan's first Gold Member. RE100 is an international initiative led by The Climate Group in partnership with CDP and consists of companies committed to source 100% of the electricity they use from renewable sources.
The Fujitsu Group will consider the appropriate steps for each region and expand its procurement of electricity from renewable sources at locations in Japan and around the world, starting with data centers outside Japan. The Group will concurrently continue its work on R&D and technology trials for energy management and storage, and contribute to the spread of renewable energy in society as a whole.

Renewable Energy Electricity Usage Goals at Fujitsu Group Locations
- Goal   : 100% by 2050
- Intermediate Goal   : 40% by 2030

Medium- to Long-Term Visions and Targets Focused on Climate Change Issues

TCFD-Based Information Disclosure

The Task Force on Climate-Related Financial Disclosures (TCFD) was established by the Financial Stability Board at the request of G20 with the objective to reduce the risk of instability in the financial market due to climate change. The task force announced its recommendations in June 2017 asking companies and organizations to gain understanding of and disclose the risks and opportunities arising from climate change. The Fujitsu Group announced its support for the TCFD recommendations in April 2019 and strives to disclose information in line with the recommendations, including responding to CDP (*1).

*1 CDP:
    An international nonprofit organization which offers the only global system for measuring, disclosing, managing and sharing important environmental information of companies and cities. CDP is working together with the world's leading institutional investors to encourage companies to disclose their impact on the environment and natural resources, and to take steps to mitigate that impact.

Item	Response Status	Reference
Governance	Under our system for promoting environmental management, we have established the Sustainability Management Committee chaired by the Representative Director. This committee deliberates on medium- and long-term issues, makes policies, shares the risks and opportunities arising from climate change, determines measures to tackle them and manages the progress of these activities. It also reports the results of these activities to the Board of Directors at the meetings of the Management Council. Furthermore, under the supervision of the Board of Directors, the Risk Management and Compliance Committee, chaired by the Representative Director, analyzes and responds to risks throughout the Group, including those related to climate change, in the company-wide risk management system. The Committee is the highest decision-making body for risk management, and regularly reports to the Board of Directors on important risks that have been identified, analyzed, and evaluated. The Representative Director, who serves as committee chairperson, and other officers in charge, serve as members on these committees. In addition, the Fujitsu Group has established an environmental management system (EMS) based on ISO 14001, and the results of EMS activities are reported to the Board of Directors through the Management Committee.	• Sustainability Management in the Fujitsu Group • Environmental Management System • Risk Management • Corporate Governance
Strategy	The Fujitsu Group has conducted scenario analyses using the 2℃ scenario, considering the period up to the year 2050. The results show risks and opportunities, as shown in the table below. ICT products and services which can contribute to the mitigation of and adaptation to climate change will provide sales growth opportunities, while physical and regulatory risks will affect our operating expenses and supply chain costs. For more details on how to deal with risks and other issues, please refer to "Handling Environmental Risks" on the right. Based on these analyses of risks and opportunities arising from climate change in the medium to long term (2030-2050), we have formulated the FUJITSU Climate and Energy Vision, a medium- to long-term environmental vision through 2050. As the world strives for decarbonization, we recognize that any delay in action can lead to risks. Therefore, this vision aims to promote zero CO_2 emissions from our company using ICT and contribute technology services that support digital innovation to build a decarbonized society and cope with climate change, including turning know-how gained into services. By responding to our medium- and long-term environmental vision, we assessed that we are resilient in our strategy.	• Response to Environmental Risks • Medium- to long-term environmental vision

Risks/opportunities	Content
Policy and regulatory risks	The risk of increased costs which are associated with stricter laws and regulations (such as a carbon tax) related to greenhouse gas emissions and energy use, as well as decreased corporate value in the event of non-compliance
Technology risks	The risk of unrecovered investments and loss of market share if we are outperformed in the fierce competition to develop technologies for a decarbonized society (such as energy-saving performance and low-carbon services)
Market risks	The risk of losing business opportunities if we do not meet the energy-saving performance needs for products and services
Reputation risks	The risk of a decline in corporate value or an increase in response costs due to a negative assessment by stakeholders regarding the status of climate change measures (such as the percentage of renewable energy adoption)
Opportunities for products and services	Increased sales through the provision of low-power consumption products (e.g., high-performance computers) and services that contribute to climate change mitigation and adaptation (such as Efficiency improvement using mathematical optimization technology and AI-based river level predictions)
Marketplace opportunities	The acquisition of new market opportunities for climate change countermeasures created through the use of ICT (such as improved energy efficiency using AI and various simulations using supercomputers, as well as energy supply and demand adjustment using blockchain technology)

Risk Management	As part of our company-wide risk management system, we have established the Risk Management and Compliance Committee to identify, assess and manage risks across the Group, including those related to climate change. In order to conduct company-wide risk assessments on a regular basis, the committee prepares tools, distributes them to each employee responsible for risk management and compliance, and gathers responses. The departments in charge of each risk across the entire company utilize these tools to conduct assessments on items such as the impact and likelihood of occurrence related to risk threats and the status of countermeasures, and provide answers to risk threats. Climate change-related risk assessments are conducted by all relevant departments, using information collected from across the company, based on the expertise of each department in areas such as policy, reputation, natural disasters, the supply chain, and products and services. The Risk Management and Compliance Committee conducts a centralized matrix analysis of the results of the assessments answered by each department in terms of impact and likelihood of occurrence, then identifies high-priority risks at the company-wide level. The results of this analysis are reported to the Board of Directors. The Sustainable Management Committee shares business risks, opportunities and countermeasures which are due to climate change, and manages progress. In addition, the Fujitsu Group has established an environmental management system based on ISO 14001. Under this system, we monitor compliance and other risks.	• Response to Environmental Risks • Environmental Management System • Risk Management
Indicators & Targets	The Fujitsu Group recognizes the importance of reducing GHG emissions and adopting renewable energy sources in addressing climate-related risks. We also believe that the deployment of innovative energy-saving technologies implemented by our company will lead to the acquisition of climate-related opportunities. We therefore use GHG emissions and the percentage of renewable energy adoption as indicators. We have set SBTi certification targets and RE100	• Medium- to long-term environmental vision • Fujitsu Group Environmental Action Plan

targets as medium- and long-term goals, and established the "Environmental Action Plan" for short-term goals, and we are monitoring those indicators, managing the progress of our strategies, and conducting risk management.
The table below shows the Fujitsu Group's targets for reducing GHG emissions and our actual results, while the figure below shows our roadmap and measures for achieving our own zero CO_2 emissions, which is one of the items in our medium- to long-term environmental vision.

Item	GHG Emissions Performance（FY 2020）
Scope 1	75 ktons-CO_2
Scope 2 （Location-based）	583 ktons-CO_2
Scope 2 （Market-based）	540 ktons-CO_2
Scope 3 （Category 1）	1,104 ktons-CO_2
Scope 3 （Category 11）	3,094 ktons-CO_2

Items		Targets		Achievements （FY 2020）
Reducing the volume of our own GHG emissions*1	Short-term	Reduction of 14% by 2020*2	Environmental Action Plan	32.7% reduction
	Medium-term	Reduction of 71.4% by 2030*2	SBT1.5℃ certification	
	Long-term	Reduction of 80% by 2050*2*3	SBT2.0℃ certification	
Reducing the volume of the value chains' GHG emissions*1	Medium-term	Reduction of 30% by 2030*4	SBT 2.0℃ certification	48.7% reduction
Percentage of renewable energy adoption	Medium-term	40% adoption by 2030	RE100 membership	10.1% adoption
	Long-term	100% adoption by 2050	RE100 membership	

*1 vs. 2013, *2 Scope 1 + Scope 2, *3 Excluding carbon credits, *4 Scope3 Category 1 + Category 11

The Roadmap to Reduce the Fujitsu Group's CO_2 Emissions to Zero by 2050
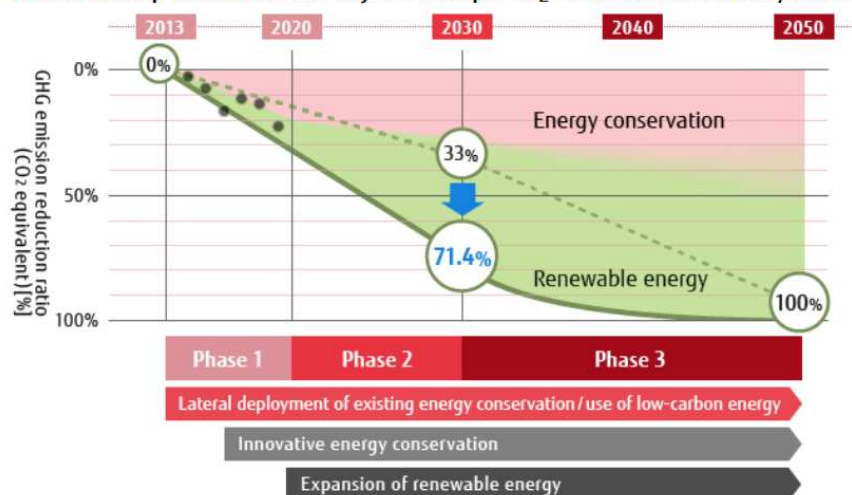
Environmental Action Plan

Fujitsu Group Environmental Action Plan

Operating Environment and Growth Strategy

Changing Environmental Activities in Line with Our Business Model Transformation

Originally a manufacturer of telecommunications equipment, Fujitsu developed into a global ICT enterprise with vertically integrated operations in three sectors: Technology Solutions offers a range of IT-based services and solutions, Ubiquitous Solutions designs and manufactures products such as PCs and mobile phones, and Device Solutions is responsible for developing the semiconductor business. Structural reforms undertaken since FY 2015 have channeled most management resources into the core sector of Technology Solutions. In FY 2019, Fujitsu repositioned itself as a Digital Transformation (DX) enterprise that aims to make full use of digital technologies in the creation of innovative services and business processes.

The nature of the Fujitsu Group's environmental impact has changed as a result of this modified business model. As an example, most energy consumption in the past was linked to the manufacture of PCs and our semiconductor and electronic component operations, but that requirement is declining significantly. Conversely, the expansion of cloud computing and the Internet of Things (IoT) is driving increased power consumption in data centers, and this growing trend is expected to continue. We are therefore focusing at present on energy conservation, efficiency enhancements and the use of renewable energy in our data centers. In this way, the Fujitsu Group implements environmental activities that respond to the demands of society while also supporting the corporate growth strategy.

Operating as a Responsible Global Corporate Citizen

Recent years have seen a further ramping up of demand for initiatives aimed at building sustainable communities on a global scale, including the adoption of the Sustainable Development Goals (SDGs) by the United Nations and the coming into effect of the COP 21 Paris Agreement. The Fujitsu Group employed a materiality analysis in a Groupwide review designed to enhance the effectiveness of activities that aim to contribute to sustainable development. This analysis identified seven priority issues including the environment; human rights, diversity and inclusion; wellbeing; and supply chain. The result is a unified framework under the banner of Global Responsible Business (GRB), which will oversee activities that strengthen initiatives in non-financial areas while striving for 'sustainability management' worthy of a responsible global corporate citizen.

History of the Environmental Action Plan

Environmental Awareness Contributes to Sustainability for Our Customers and Society

The Fujitsu Group has formulated an Environmental Action Plan since 1993 and continues to broaden the scope of its environmental activities. Between stages I and V (FY 1993-2009) the objective was to significantly reduce the environmental impact of the Fujitsu Group itself. Far-reaching measures were implemented throughout our factories and offices to cut CO_2 emissions and chemical pollutants, to reduce waste, and so on. In stage VI (FY 2010-2012), we expanded the focus of our activities to three important initiatives. In addition to strengthening measures to lessen our own impact on the environment, we supported similar efforts by customers and society as a whole and also took on the challenge of conserving biodiversity. During stages VII and VIII (FY 2013-2018), we clearly demonstrated our intention of using technology to contribute to the resolution of environmental challenges for our customers and society. To further reduce our own environmental footprint, we extended activities to include key partners and the whole supply chain. The Fujitsu Group will continue responding to the

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

Fujitsu Group Environmental Action Plan (Stage X)

Strengthening Our Response to Global Societal Challenges

The Global Risks Report 2021 (*1) ranks as major risks, by likelihood of occurrence and by impact, climate-related matters including climate change, resource circulation and biodiversity loss. Regarding climate change, the IPCC's special report Global Warming of 1.5℃ (*2) recommends a more rapid transition to a decarbonized society. The global initiative Science Based Targets set a goal for reductions in greenhouse gas (GHG) emissions to limit global warming to 1.5℃ and called on companies to set their own ambitious targets.

In terms of resource circulation, the issue of waste plastics is a global concern and the use of plastics is being questioned in Japan and elsewhere. As for biodiversity, when considering a post-2020 biodiversity target, we are discussing ways of reducing negative impacts on biodiversity throughout our supply chain.

Given this background, the Fujitsu Group has specified targets that address the three global societal challenges of climate change, resource circulation and living in harmony with nature (conservation of biodiversity). As we undertake workstyle reforms and restructure our business operations, we will focus on these targets over the two-year period from FY 2021 to FY 2022 by working to minimize negative environmental impacts in the supply chain.

*1   An annual report issued by the World Economic Forum that lists, by likelihood and by impact, the major risks facing the world.
*2   A special report issued by the Intergovernmental Panel on Climate Change (IPCC). This report was submitted to the 48th Session of the IPCC in October 2018.

- **Key Topics :**
  As we enter the era of a 'new normal', we have set targets in line with the societal challenges of climate change, resource circulation and living in harmony with nature.
  - Climate Change : Strengthening our commitment to meet the target of limiting global warming to 1.5℃
  - Resource Circulation : Maintaining and enhancing efforts in the areas of resource-saving product design (with an emphasis on reducing the use of plastics) and water risk assessments throughout the supply chain
  - Living in harmony with nature : Based on global trends, a new target to visualize impacts on biodiversity
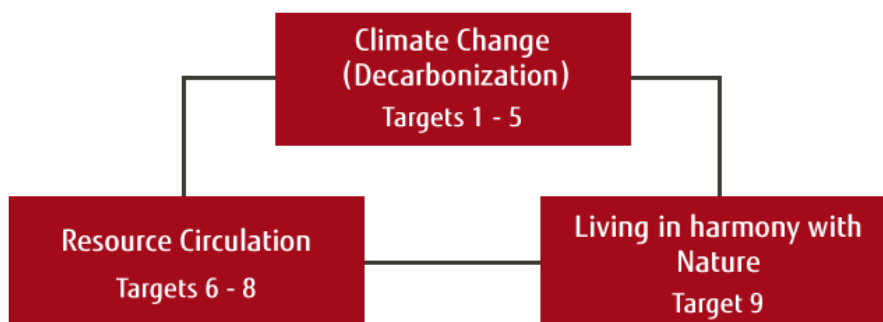
- **Target Period**
  The two-year period from FY 2021 to FY 2022

Environmental Action Plan

Climate Change

1. Reduce greenhouse gas (GHG) emissions from business sites each year by 4.2% or more, compared with the base year of FY2013
2. Improve PUE (*3) (Power Usage Effectiveness) of our data centers by 3%, compared with FY 2017
3. Increase renewable energy usage to 16% of total electricity
4. Reduce CO_2 emissions due to power consumption during product usage by 17% or more, compared with FY2013
5. Drive activities to reduce CO_2 emissions in the upstream supply chain.

*3   PUE (Power Usage Effectiveness): An indicator of the efficiency of electric power usage by the data center. This value is calculated by dividing the data center's total electric power consumption by the electric power consumption of servers and other ICT devices. The closer the value is to 1.0, the higher is the efficiency.

Resource Circulation

6. Promote eco design for resource saving and circulation and increase resource efficiency of newly developed products by 10% or more, compared with FY 2019
7. Reduce water usage by 30,000 kiloliters or more by implementing water resource conservation measures
8. Reinforce awareness of the need to conserve water resources in the upstream supply chain

Living in harmony with nature (Conservation of Biodiversity)

9. Visualize and reduce the impact of corporate activities on ecosystems and on biodiversity

For details on the Fujitsu Group Environmental Action Plan Stage IX (FY 2019 and FY 2020), please click here.
https://www.fujitsu.com/global/about/environment/approach/plan/stage9/

Environmental Action Plan

Fujitsu Group Environmental Action Plan (Stage IX)

The Fujitsu Group formulated Stage IX of its Environmental Action Plan (FY 2019-2020) based on a structure of four critically important categories. To address issues in the supply chain and in three areas of societal challenge, namely climate change, resource circulation and the SDGs, a total of 11 targets were set. The results for each target are shown in the table below, and we were able to achieve all the targets. Please refer to the following pages for a detailed approach to them.

Targets (till the end of FY 2020)	Results for FY 2020
Climate Change	
1. Reduce greenhouse gas (GHG) emission from business sites by more than 14% (compared to FY2013). Reduce GHG emission by 2.1% year-on-year through voluntary efforts.	32.7% reduction and 2.4% reduction through voluntary efforts
2. Improve PUE (Power Usage Effectiveness) of our data centers by 2% or more compared to FY 2017.	2.0% improvement
3. Increase renewable energy usage by more than 20% compared to FY2017.	22.2% increase
Resource Circulation	
4. Promote eco design for resource saving and circulation and increase resource efficiency of newly developed products by 25% or more (compared to FY 2014).	27.5% increase
5. Reduce amounts of waste generated by an average of more than 5% compared to FY 2012-2014 (14,226 t/year).	34% reduction
6. Maintain over 90% resource reuse rate of business ICT equipment.	91.6% achievement
7. Reduce total water usage by 1% compared to FY2017.	2.2% reduction
8. Limit the release of chemical pollutants (PRTR) to less than the average of FY 2012-2014 (Target 17.4t/year or less).	6.1 tons
Supply Chain	
9. Reduce CO_2 emission due to power consumption during product usage by more than 14% (compared to FY2013).	37% reduction
10. Drive activities to reduce CO_2 emissions and conserve water resources in the upstream supply chain.	· Reducing CO_2 emissions: Requests to implement reduction activities were relayed via the Fujitsu Group's key partners (approximately 700 companies) to secondary partners (more than 60,000 companies). · Conserving water resources: Completed requests to the Fujitsu Group's key partners (approximately 700 companies) to undertake activities.
SDGs	
11. Contribute to the achievement of SDGs through ICT services.	Shifted to online presentations and education etc. both internal staff initiatives and external business promotion initiatives, and implemented 39 measures.

Environmental Action Plan

Climate Change

External Trends

Cutting GHG Emissions to Ensure a Global Temperature Rise of Less than 2℃

The Paris Agreement, adopted in December 2015, set out a long-term, shared worldwide goal of limiting the average global temperature increase to less than 2℃ over pre-Industrial Revolution temperatures (hereafter referred to as the 2℃ target), as well as the goal of carbon neutrality (zero real emissions) by the second half of this century. Correspondingly, moves aimed at achieving a decarbonized society have been accelerating on a global scale.

The Task Force on Climate-related Financial Disclosures (TCFD) was established in December 2015 by the Financial Stability Board, which includes participants representing central banks, financial regulatory authorities and finance ministries from major countries. The TCFD requests companies to use climate scenarios such as the 2℃ target to evaluate the climate-related risks and opportunities to their business and to assess and disclose the financial impact. Various international initiatives have also been launched, such as Science Based Targets (SBT), which calls for corporate emissions reduction goals designed to meet the 2℃ target, and RE100, which calls for companies to source 100% of the electricity they use from renewable energy. Furthermore, CDP(*1), which runs the global disclosure system for investment that takes into account Environmental, Social and Governance (ESG) factors, requests that companies reduce GHG emissions by at least 2.1% year-on-year through voluntary efforts.

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

Fujitsu's Position

GHG Reductions are a Critical Issue for the Fujitsu Group

The Fujitsu Group, as an entity with global operations, is fully aware that climate change is a serious worldwide issue that spans national and regional boundaries. For example, disasters triggered by climate change can disrupt procurement, logistics and energy supply networks, which in turn interrupts the process of supplying materials and energy to business sites. Regulations governing GHG emissions have an impact on the development and production of products and services, and any delays in responding to requirements can lead to lost business opportunities.

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

Most of the GHG emissions generated by the Fujitsu Group derive from purchased electricity, not from the combustion of oil or gas. Advances in 5G technology will lead to the expansion of cloud computing, IoT and mobile communications, thereby spurring increased power consumption in data centers, and this growing trend is expected to continue. We are therefore focusing on reducing power consumption by conducting energy conservation audits and regular power usage checks in our data centers, as well as in our factories and production lines in Japan and elsewhere.

Approach under the Fujitsu Group Environmental Action Plan (Stage IX)

Focusing on Enhancing Data Center Efficiency and Expanding the Use of Renewable Energy

Fujitsu joined and registered for SBT and RE 100 relatively early compared to other companies in Japan. We specified our medium- to long-term targets with SBT as "to reduce GHG emissions from our business sites by 33% by FY 2030 and 80% by FY 2050 in comparison to FY 2013(*2)", and with RE100 as "to set a target to source 100% renewable electricity by 2050, with an interim target of 40% by 2030. In the Fujitsu Group Environmental Action Plan (Stage IX), we have set targets and measures based on these medium- to long-term targets.

The Fujitsu Group Environmental Action Plan (Stage IX) stipulates that we will "reduce greenhouse gas (GHG) emission from business sites by more than 14% (compared to FY2013) and reduce GHG emission by 2.1% year-on-year through voluntary efforts". During the past two years, our voluntary efforts have led to GHG emission reductions in excess of 2.1% over the previous year. However, this improvement is primarily due to gains at specific facilities. To continue this positive trend it is crucial to enhance the power usage effectiveness (PUE) at data centers and to expand the use of renewable energy. In addition to conventional approaches for local cooling using aisle capping, we plan to further reduce power consumption in our data centers by boosting the efficiency of air conditioning equipment through the AI-controlled introduction of external air. Furthermore, we will deploy real-time visualization of the biased heat distribution in our data centers, not only in Japan but also elsewhere, and ensure appropriate heat distribution by optimizing the temperature of air supplied from the air conditioners and by adjusting fan speeds. In terms of renewable energy, Fujitsu intends to boost purchases of renewable energy certificates, after considering relevant regional characteristics and the economic feasibility, and to implement more on-site renewable energy capacity. Use of the Fujitsu Group's leading-edge technological expertise in areas such as blockchain technology will also contribute to the spread and expansion of renewable energy.

*2　These were SBT certification for 2°C-aligned emissions reduction targets in May 2017. In April 2021, we revised the targets for its business sites in FY 2030 from 33% to 71.4% below FY 2013 levels, and these were successfully validated as 1.5 °C-aligned targets.

Environmental Action Plan

Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites

Our Approach

The Fujitsu Group considers the prevention of global warming an important issue. We have, therefore, formulated our medium-to long-term environmental vision, the FUJITSU Climate and Energy Vision, and aim to eliminate all CO_2 emissions from our business activities by 2050.

Among GHGs, our business sites (plants and offices, as well as datacenters) primarily emit CO_2 when energy (electricity, fuel oil, gas) is used, and perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulfur hexafluoride (SF_6) and nitrogen trifluoride (NF_3) during the semiconductor manufacturing processes. We will set reduction targets in addition to complying with the relevant laws, and we are striving to reduce and control the volume of use and emission of these gases.

Reducing CO_2 Emitted During Energy Consumption

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

- Appropriate operation of equipment, improvement in management, and energy-saving measures focused on motive-power facilities (introduction of free cooling, inverters and energy saving equipment, fuel conversion, etc.)
- Increasing efficiency by reviewing the manufacturing process (innovations in production, development of green production technology)
- Maintaining appropriate room temperature for office air conditioning, saving electricity used in lighting and office automation equipment
- Measuring energy consumption for visualization and promoting use of the data so collected

Reducing Emission of GHGs Other Than CO_2

As for GHGs other than CO_2, the Fujitsu Group mainly uses perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulfur hexafluoride (SF_6) and nitrogen trifluoride (NF_3) at the semiconductor divisions. We are taking continuous steps to switch to gases with lower global warming potential (GWP) and install equipment to remove harmful gases in our new and existing production lines.

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Reduce GHG emissions of our business sites by 14% or more (compared to FY 2013) (*1)	Reduction by 32.7% (*2)
Through our own efforts, reduce GHG emissions by 2.1% or more compared to last FY	Reduction by 2.4%

*1   Target organizations: Business sites owned by Fujitsu and the Fujitsu Group. Includes major data centers.
*2   Reduction rate based on market standards

Promoting Reduction in CO_2 Emitted During Energy Consumption

We continue to invest in energy-saving equipment (introduction and upgrade of BAT (*3) equipment, mainly for air conditioning and lighting) and ensure their appropriate operation at the facilities at all business sites. We are also streamlining our production processes, saving electricity used for air conditioning, lighting and automation in offices, making energy consumption visible, and leveraging measurement data.

Environmental Action Plan (Stage IX) GHG Emissions Reductions

(10,000 tons)
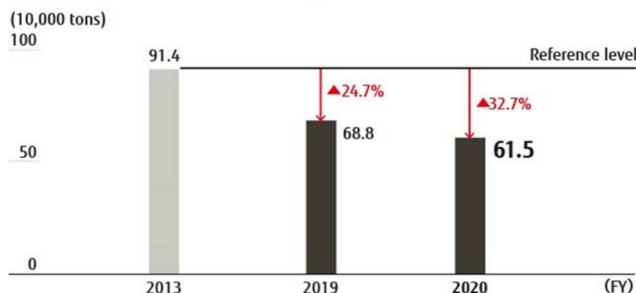
For instance, regarding our investment in air conditioners for server room expansions at the Yokohama System Center, by adopting equipment that is highly efficient, we contributed to reducing emissions by 1,548 tons-CO_2 in comparison to conventional air conditioners. We also improved facility operations at the Tatebayashi System Center (1,261 tons-CO_2) by controlling the number of air conditioners, reviewing their operation, suspending operation of pumps and air conditioning devices, and taking other measures. Through our own efforts, we carried out measures to reduce our emissions by roughly 19,000 tons-CO_2 (2.4% in comparison to last fiscal year).

As a result of these initiatives, we reduced our GHG emissions according to market standards in keeping with SBT, which is an objective in the Environmental Action Plan (Stage IX), by 32.7% in comparison to our emissions in FY 2013.

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

*4 Environmental Action Plan (Stage IX) performance values for the reference year (FY 2013) and FY 2020 are the total values for business sites targeted by the Environmental Action Plan (Stage IX).

*5 CO_2 conversion factors of purchased electricity are market standards in keeping with SBT for both the reference year (FY 2013) and FY 2020 performance values.

Total Emissions of 658 thousand Tons in FY 2020

Trends in Total Greenhouse Gas Emissions

(10,000 tons)
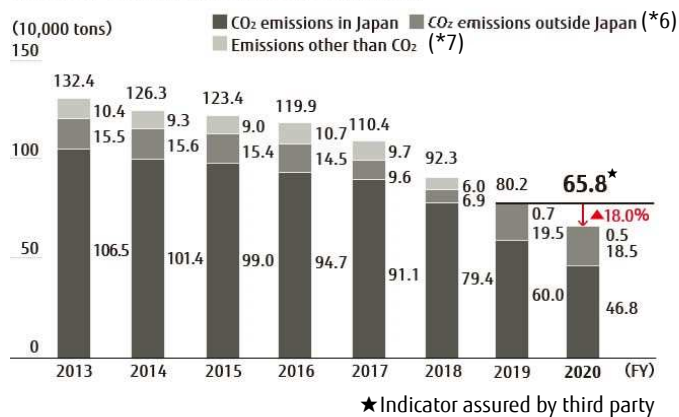
Our total GHG emissions in FY 2020 were 658 thousand tons-CO_2★ (output level per sales amount: 18.2 tons-CO_2/100 million yen). They increased overseas due to boundary changes (additions of DC with management authority), but decreased by 18.0% in comparison to FY 2019 for reasons such as the business transfer of our semiconductor division.

★Indicator assured by third party

*6 CO_2 emissions in Japan and overseas: The CO_2 conversion factor for purchased electric power in performance reports has been calculated with a fixed value of:
In Japan - 0.570 tons-CO_2/MWh from FY 2013 to FY 2015, 0.534 tons-CO_2/MWh for FY 2016, 0.518 tons-CO_2/MWh for FY 2017, 0.497 tons-CO_2/MWh for FY 2018, 0.461 tons-CO_2/MWh for 2019, and 0.444 tons-CO_2/MWh for FY 2020
Overseas – Same coefficients as those used in Japan from FY 2013 to FY 2018, and the latest IEA values (by country) for the relevant FY from FY 2019 onwards

*7 Emissions other than CO_2: These are converted to equivalent amounts of CO_2 using the global warming potential (GWP) for each gas.

- Case Studies
  https://www.fujitsu.com/global/about/environment/ghg/case-studies/

Environmental Action Plan

Improve Power Usage Effectiveness (PUE) at Our Data Centers

Our Approach

Energy consumption in data centers is on the rise, due to factors such as the spread of cloud computing, and society is paying greater attention to the environmental performance of data centers.

Data centers account for approximately 40% of the CO_2 emissions (FY 2020) for each business in the Fujitsu Group. Since data center CO_2 emissions are expected to continue increasing along with the expansion of digitalization, the Fujitsu Group has a social responsibility to promote environmentally friendly data centers. At the same time, in terms of enhancing our business infrastructure, it has also become an important topic that we should work on from a long-term perspective.

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Improve PUE (*1) at data centers by 2% or more. (Compared to FY 2017)	PUE 1.56 - Improvement of 2.0%

*1   PUE(Power Usage Effectiveness):
An index for power usage effectiveness at data centers. Expresses overall power consumption at data centers as a value divided by the power consumption of servers and other ICT devices. The closer the number is to 1.0, the greater the efficiency.

Promoting Activities to Achieve Our Goals

We are moving forward with activities to improve PUE at data centers in Japan and around the world, based on the Fujitsu Group Environmental Action Plan.

Continuing from last year, some of our activities were restricted in FY 2020 due to the impact of the global spread of COVID-19, but overall, we carried out updates to air conditioning equipment and implemented extensive energy saving, and we were able to achieve our goals for FY 2020. Mainly, we are attempting to reduce air conditioning power usage by striking a proper balance between the amount of heat generated by IT equipment and cooling capacity. In terms of cooling capacity, we check and evaluate whether the air conditioning equipment is performing according to its specifications, review the air conditioning controls, and improve the coolant functions. In FY 2019, we achieved a 90% implementation rate for nine operational improvement measures in total (measures to prevent hot spots and improved airflow, among others), and the impact of that maintenance also contributed greatly to achieving our goals. Furthermore, we are also working to expand our use of renewable energy, with the aim of achieving RE100 (*2) in tandem with our energy conservation activities, and we announced in February 2020 that we would operate 100% of the "FJcloud" with renewable energy by FY 2022.

*2   RE100:
An international initiative which aims for 100% of power usage to be derived from renewable energy. The Climate Group, an NGO, operates the RE100 in partnership with the CDP.

PUE values and calculation methods

PUE Value	PUE calculation method, other
Range: 1.35 to 2.10 No. of data centers: 25	• Apply the Green Grid • Work to implement improvements using DCMM DCMM: Data Center Maturity Model

Examples of Initiatives in FY 2020

Making Energy Use for Cooling More Efficient Through AI-Controlled Air Conditioning

We began full-scale operations in the first half of FY 2019 at one major data center in Japan, and have covered approximately 60% of all server rooms by AI controls. We reduced the overall energy used for air conditioning by 15-20%, and we plan to continue the rollout to include other data centers in FY 2021.
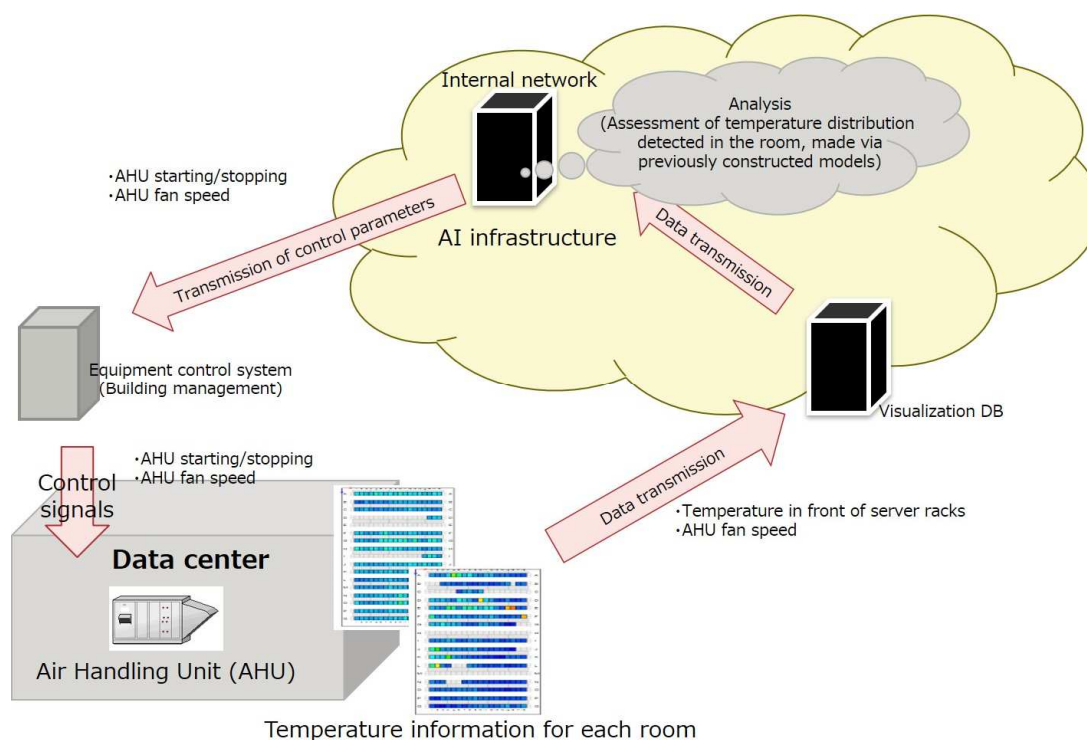
Promoting Improvements through Better Information Sharing with Overseas Data Centers

In order to coordinate our PUE improvement activities with overseas data centers and further enhance our activities, we are striving to share information via the company intranet and conducting regular meetings remotely. We are planning to take the methods for assessing improvement effects and the knowledge gained at each location, and share that information with data centers across the entire Fujitsu Group, so that improvement activities will progress more smoothly in the future.

- Case studies
  https://www.fujitsu.com/global/about/environment/pue/case-studies/

Environmental Action Plan

Expand the Use of Renewable Energy

Our Approach

The popularization and widespread use of renewable energy is becoming increasingly necessary as a way of addressing global warming, securing stable energy supplies through the diversification of our energy sources, and as an energy-based foundation for economic growth.

The Fujitsu Group has established an environmental vision aimed at realizing a decarbonized society. The main pillars for this vision are a dedication to energy conservation, and the active implementation of renewable energy. To achieve this vision, we have set quantitative targets under the Environmental Action Plan, and are actively promoting the introduction and installation of solar power generation equipment at our business sites, as well as the purchase, use, and expansion of green power (electric power generated through 100% renewable energy).

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Expand the amount of renewable energy used by 20% or more in comparison to FY 2017	Renewable energy use grew by 22.2%

Environmental Action Plan (Stage IX) Initiatives

With the aim of achieving the Fujitsu Group's medium-term environmental goal of "using more than 40% renewable energy in FY 2030), we set a FY 2020 target under the Fujitsu Group Environmental Action Plan (Stage IX) of expanding the amount of renewable energy we use by 20% or more in comparison to FY 2017. In FY 2020, through the purchase of green power and power generation through solar panels, our renewable energy use grew by 22.2% in comparison to FY 2017.

We will continue to work toward the implementation of renewable energy in both our domestic and overseas business offices, in order to further our purchase and usage of renewable energy.

Change in Growth of Renewable Energy Use
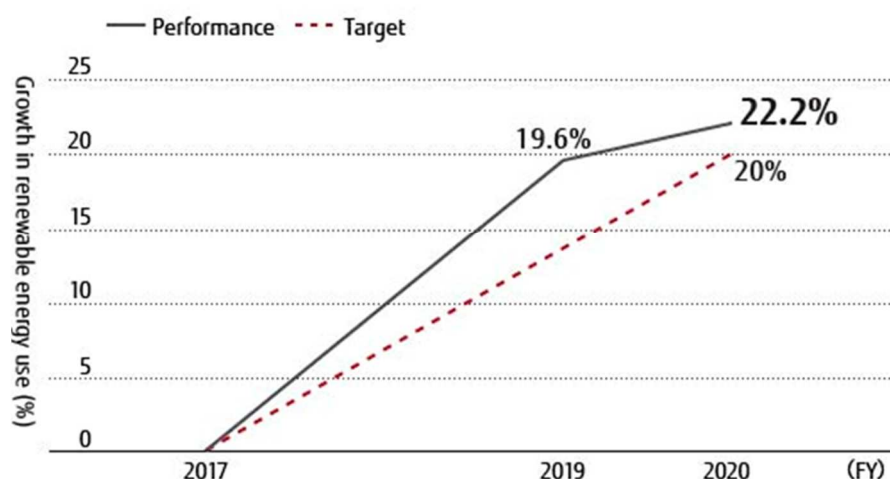
Renewable Energy Procurement Principle

Mandatory Requirement
- Renewable energy that can be reported through RE 100 activities
  - Power sources are Solar、Wind-power、Geothermal、Biogas、Small-hydro etc.
  - Environmental value (renewable attribute) can be pursued and verified
  - No double counting of environmental value
    Ex.）Amortization of environmental value of renewable energy, to be executed through the system of public agency

Recommended Requirement
- The electric power, in which power consumption to be combined with environmental value
  - The electric power, in which grid power and environmental value certification to be one set (The renewable energy to be generated in the same grid)
  - Power balancing to be managed. In time of emergence, minimum gap of power consumption and environmental value to be generated (within one year etc.)
- To select the renewable energy, by which we can contribute to local society
  - For example, by selecting the renewable energy in the same area as grid consumption, we can make "Local generation for local consumption" possible.
    Or to support the power generation company which makes effort to enlarge renewable energy power
- To procure the power from relatively new sites, in order to contribute the enlargement of renewable energy (Additionality)
  - To promote new project conjuncture, then to procure the power from it, we can contribute to increase the capacity of renewable energy of whole society
- To procure from the power generation site which was developed and constructed with the agreement of local society
  - To avoid making significant impact to the environment or society in which the power generation site is located

Examples of Initiatives in FY 2020

Introduction of Green Power

At Fujitsu, from FY 2020, we switched approximately 3 GWh of the electric power used at three system laboratories—in Aomori, Kumamoto, and Oita—to 100% renewable energy.

Aomori system laboratory

- Case Studies
  https://www.fujitsu.com/global/about/environment/renewable-energy/case-studies/

Environmental Action Plan

Resource Circulation

External Trends

Strengthening Global Resource Circulation

Goal 12 of the Sustainable Development Goals (SDGs), adopted by the United Nations in September 2015, is 'Responsible consumption and production'. The actions urged to meet this goal include the efficient use of natural resources, the appropriate management of chemical substances and waste products throughout the entire product life cycle, and a significant reduction in the volume of pollutants emitted into the air, water, and soil. In December 2015, the European Union (EU) adopted its first Circular Economy Package, which included measures to boost the sustainable use of resources and recycling as well as to stimulate job creation. This was the start of an ongoing EU program of specific policies and actions aimed at reducing environmental impact while also achieving economic growth. Given the global shift from a linear economic system to a circular one, there are expectations that companies will accelerate and broaden their efforts in resource circulation.

The Problem of Plastic Waste

According to a 2018 OECD report, the volume of plastic waste generated globally jumped six-fold between 1980 and 2015 – from about 50 million tons to about 300 million tons – and the increase in plastic use and improper disposal were highlighted as having a serious impact on the environment. It has become widely recognized in recent years that a global response is needed to deal with the problem of marine pollution caused by plastic waste dumped at sea, and countermeasures are being taken. China and various other countries previously accepted plastic waste as a resource but are now imposing import bans or restrictions. These moves have triggered business risks, such as rising treatment costs and difficulties in securing partners to process plastic waste.

Fujitsu's Position

Aiming for Resource Circulation

The Fujitsu Group has a long-standing commitment to the "three R's" (reduce, reuse, recycle) relating to plastics and other resources. We are continuing to promote the use of recycled plastics in our ICT products, switch from plastic to cardboard packaging materials, and reduce the number of components used in our products while making them smaller, thinner, and lighter. Another focus for Fujitsu is the recycling of resources from used ICT products and from waste generated at business sites. Changes in our business model are resulting in reduced volumes of waste, but we will bolster our efforts to further limit waste and recycle resources in order to make a stronger contribution to a society oriented toward resource circulation.

Approach under the Fujitsu Group Environmental Action Plan (Stage IX)

Focusing on Plastic Waste and Contributing to Resource Circulation

Reducing the volume of plastic waste, which accounts for approximately 20% of the total waste generated by the Fujitsu Group, is a key focus in the Fujitsu Group Environmental Action Plan (Stage IX). We plan to promote material recycling and reuse activities involving our suppliers, primarily by targeting plastic packaging materials used with purchased components.
We will further reduce the amount of non-plastic waste that is generated and continue to conserve and recycle the resources used in products. To ensure continuing improvements, the Fujitsu Group will also strictly control the volumes of water and chemical substances both used and emitted, which are environmental issues that companies must address on an ongoing basis.

Environmental Action Plan

Improving the Resource Efficiency and Resource Circulation of Products

Our Approach

As risks that threaten the sustainability of society and companies continue to rise, such as environmental destruction due to resource depletion and excessive mining, major fluctuations in resource costs around the world, and concerns about the supply of rare metals, the European Commission (EC) has established a new Circular Economy Action Plan (2.0) as a growth strategic pillar of the European Green Deal, and is moving forward with measures to accelerate further implementation of resource efficiency into society. For example, the EC has proposed the Circular Electronics Initiative as a priority area, as well as maintenance for the eco design directive, and is promoting a circular economy through the entire life cycle of products. This is a growing trend all over the world. We believe that from the perspective of recycling resources, it is important for us to make efficient use of the resources in the ICT products that we provide to customers. We have engaged in a 3R design that draws on the principles of reduce, reuse, and recycle, and have developed our products with technology that is effective in reducing the amount of resources we use. We are also making efforts to improve resource efficiency and reduce our environmental burden by designing products to be lighter and smaller, using recycled plastics, reducing the number of parts, enhancing ease of disassembly, and improving recyclability. Our goal is to offer such products so that they provide even the customer with benefits, whether it be by making these products smaller, more lightweight, or designing them so they take up less space.

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Promote eco design for resource saving and circulation, and increase resource efficiency of newly developed products by 20% or more (compared to FY 2014).	Improved by 27.5%

Improving the Resource Efficiency of New Products

In FY 2012, the Fujitsu Group created its own definition of resource efficiency, as the Group had previously not had a system that could comprehensively and quantitatively evaluate improvements in resource efficiency, and due to the fact that there were as of yet no public indices that could measure resource efficiency.
In FY 2020, we continued to use our indicators to evaluate products newly developed by Fujitsu, and worked to reduce product part quantities and reduce product size through smaller, thinner, and lighter parts and higher-density mountings.

Achieved 27.5% Improvement in Resource Efficiency

By reducing the size and weight of our servers, PCs, network devices, and imaging devices, we were able to achieve an improvement in resource efficiency of 27.5%, against the 25% target value we set for FY 2020 in the Fujitsu Environmental Action Plan.

Working Toward Our Targets

To achieve the targets set in the Fujitsu Group Environmental Action Plan, Fujitsu will continue current initiatives, while expanding development of new lightweight, rigid materials and the use of recycled materials. We will also widely publicize the eco-friendliness of our products in order to expand sales.

Reference Information   **Definition and Calculation of Resource Efficiency**

Resource efficiency is evaluated by dividing the value of a production, by the environmental burden (in terms of use and disposal) of the elements (resources) comprising the products.

$$\text{Resource efficiency} = \frac{\text{Product value}}{\left(\begin{array}{c}\text{Environmental burden from resource usage} \\ = \\ \Sigma\,(\text{Resource burden coefficient} \times \text{Resource usage volume})\end{array}\right) + \left(\begin{array}{c}\text{Environmental burden from resource disposal} \\ = \\ \Sigma\,(\text{Resource burden coefficient} \times \text{Resource disposal volume})\end{array}\right)}$$

Definition of Each Item

Product value	To place emphasis on the valuation of reduction in environmental burden due to resource usage and disposal, product value is limited to those that related to resource usage and is set on a per-product basis. (Example of factor not considered: CPU performance improvements)
Resource burden coefficient	Environmental burden weighting coefficient that is specific to a particular resource and considers factors like exhaustibility, scarcity, and environmental impact from mining and disposal. Activities will begin with this figure set to a value of "1" for all resources.
Resource usage volume	Mass of each resource used in the product (excluding the mass of recycled plastic used).
Resource disposal volume	Mass of each resource disposed of (not reused) in connection with a post-use product (design value). Activities will begin with this figure set to a value of "0".

Examples of Initiatives in FY 2020

The LIFEBOOK U7511/G Laptop, Which Strikes a Balance between Convenience for Mobile Workers and Resource Efficiency

The LIFEBOOK U7511/G is a laptop aimed at mobile workers. Weighing in at a light 1.32 kg(*1), and its 15.6-inch liquid crystal display is easy to work with. This makes it possible for the laptop to have the lightness needed by mobile workers, while also improving work productivity. Furthermore, to go along with the implementation of a BIOS tampering check and self-recovery functions, a fingerprint sensor, palm vein sensor, and smart card slot can be installed to provide optimal security measures in response to the usage environment and the kind of work. In terms of environmental friendliness, the installation of an Intel® Core™ i5 processor (Tiger Lake), a narrow-frame design that reduces the size of the case, and the use of recycled plastic for some parts of the case have achieved resource efficiency of 26.1%, while improving the laptop's functions in comparison to conventional models. Additionally, by designing the model with energy conservation in mind, we have achieved compliance with the International Energy Star Program, as well as "AA" energy consumption efficiency (FY2022 standard) based on the Energy Conservation Act.

LIFEBOOK U7511/G

In addition to this, ScanSnap iX1600/1400, the personal document scanner targeted at individuals, has adopted recycled plastic materials made from recovered PET bottles for product parts. Thus, we have been contributing to lessening our environmental impact also in terms of parts.

*1   Product weight is the weight (average value) with a standard battery installed.

- Case studies
  https://www.fujitsu.com/global/about/environment/energy-efficiency/case-studies/

Environmental Action Plan

Limiting the Amount of Waste Generated

Our Approach

The Fujitsu Group considers wastes as valuable resources and has continued to work toward recovering resources from its waste or using the waste as a source of energy. In Japan, our volume of final waste disposal has been decreasing every year. However, the environment surrounding waste disposal remains challenging as building new disposal sites is difficult and the existing ones have limited lifespans.

We are actively working to install new equipment and reuse waste with the objective to reduce the amounts of waste acid, waste alkali and sludge generated in the production of semiconductors and printed circuit boards. These efforts are in line with Japan's Fundamental Law for Establishing a Sound Material-Cycle Society to (1) reduce waste generated, (2) reuse it, (3) recycle it and (4) recover heat from it.

We have also established the company-wide Standards for Consignment of Waste Disposal to properly dispose of waste, based on the Waste Management and Public Cleansing Law.

On-site Audits for Outsourcing Contractors

We conclude contracts with waste processing companies. These contracts are common for the whole Fujitsu Group. We conduct on-site audits of the waste processing companies with which we have contracts to periodically confirm that waste is being appropriately processed. If multiple business sites have contracts with the same processing company, then a representative business site conducts on-site audits based on the representative auditing regulations. In other cases, each business site individually conducts audits to confirm that waste processing is appropriate.

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Reduce the amount of waste generated by 5% or more of the average amount generated from FY 2012 to FY 2014 (Target 14,226 t/year or less)(*1)	34% reduction

*1   Target organizations: Fujitsu and Fujitsu Group manufacturing sites

Promoting Measures to Reduce Waste Generation and Plastic Waste

Starting in January 2020, Fujitsu I-Network Systems Ltd. has taken parts reels, which had previously been waste material, and converted them into valuable resources. By doing so, it was able to reduce the amount of waste it generated by 7.6 tons in FY 2020. In addition, as a new measure to reduce the amount of waste plastic we generate at our Oyama Plant, starting in FY 2020, we began collaborating with external reuse companies to partially reuse the IC trays that are used when procured parts are delivered, and were able to reduce the amount generated by 10.7 tons. As a result of these initiatives, we could achieve our target by reducing the amount of waste we generate to 9,867 tons (basic unit per sales amount: 0.27 tons/100 million yen).

Changes to the Amount of Waste Generated and Percentage of Effective Utilization
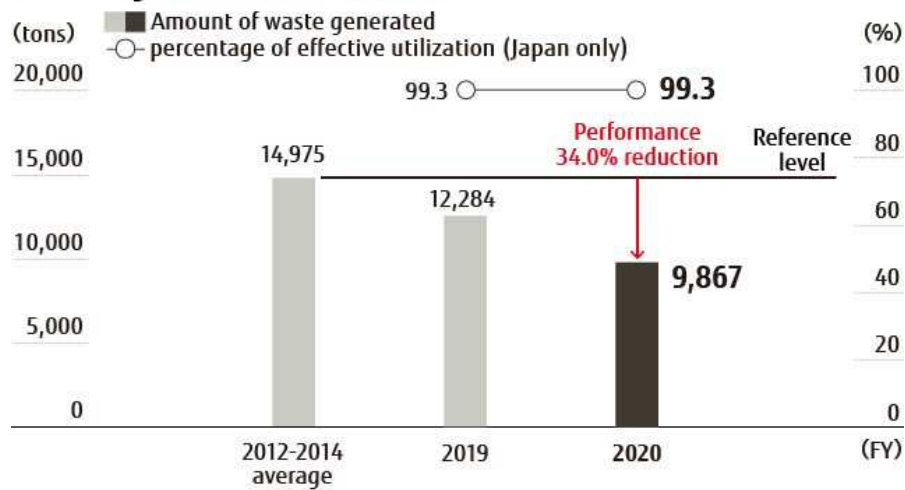
Breakdown of Waste Generated, Effective Use, and Final Disposal (in tons)

Type of Waste	Waste Generated	Effective Use	Final Disposal
Sludge	1,275	1,185	90
Waste oil	1,021	1,010	12
Waste acid	1,055	1,052	3
Waste alkali	1,653	1,576	77
Waste plastic	2,177	2,130	47
Waste wood	463	429	35
Waste metal	628	628	0
Glass/ceramic waste	228	225	3
Other(*2)	1,367	1,234	133
Total	9,867	9,467	399

*2 Other includes general waste, wastepaper, septic tank sludge, cinders, rubble, textile waste, animal and plant residue, and infectious waste.

Environmental Action Plan

Product Recycling

Our Approach

The Fujitsu Group's product recycling programs are based on Extended Producer Responsibility (EPR) and Individual Producer Responsibility (IPR). EPR holds that producers bear responsibility for products, from design and manufacturing to disposal and recycling. IPR holds that producers bear responsibility for their own products. IPR in particular has been a major challenge for the Fujitsu Group as we expand our business globally. However, we believe that responding to this challenge, and that of EPR, in collaboration with industry associations and governments, will allow us to help create a recycling-minded society that meets the requirements and demands of all stakeholders.
The Fujitsu Group thus carries out recycling programs that comply with the laws and regulations of the various countries in which it operates.
In Japan, Fujitsu is certified under the Industrial Waste National Permit System, which is based on the Act on the Promotion of Effective Utilization of Resources, and as such, accepts industrial waste and puts them through appropriate processing at Fujitsu recycling centers across Japan. We also try to do as much collection, reuse, and recycling as we can, even in countries where recycling is not obligatory.

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Maintain over 90% resource reuse rate for business ICT equipment at Fujitsu recycling centers.	Achieved a 91.6% resource reuse rate.

Promoting Recycling of ICT Products

The Fujitsu Group has built a recycling system that covers the entire country of Japan. We have worked steadily to implement Extended Producer Responsibility, providing safe and secure services with high resource reuse rates in order to promote the recycling of ICT products. We have, at the same time, also ensured thorough traceability and security of these processes.

Achieved a 90% or Higher Reuse Rate

We processed 2,991 tons of recycled ICT products (used ICT products for business applications) from corporate customers in Japan, and achieved a resource reuse rate of 91.6%. We have now also collected a total of 67,185 end-of-life PCs from individual customers.

Changes in Resource Reuse Rates of End-of-Life Business ICT Products (Japan)

FY	2017	2018	2019	2020
Resource reuse rate(*1)(%)	91.5	91.7	91.1	91.6
Amount processed (tons)	3,844	3,436	3,210	2,991

*1   Weight percent ratio of recycled parts and materials to end-of-life products.

Changes in Numbers of End-of-Life PCs Collected from Individual Customers (Japan)

FY	2017	2018	2019	2020
End-of-life PCs collected (units)	59,144	53,481	58,560	67,185

Examples of Initiatives in FY 2020

Helping build a sustainable future in the UK: Collaborative recycling projects with Heathrow Airport

Fujitsu UK worked collaboratively with Heathrow Airport on two significant projects to help build a more sustainable future and help update Heathrow's environmental standards. Together Fujitsu and Heathrow removed and recycled 24,250kg of fiber cabling. By updating the existing fiber standards to new Glass Reinforced Polymer (GRP) fiber cabling, this decreased the environmental impact of manufacturing Steel Wired Armoured (SWA) Cable, and also reduced chemical impact deployed at Heathrow. Supporting the Development and drive of sustainable water treatment, the Eastern Balancing Reservoir Project installed the longest single runs of new sustainable and non-toxic fiber cable across the airfield. The non-stop fiber replaced 10km of legacy copper cabling, of which all 11,354kg was then recycled.

The circular nature of these collaborations generated a sum for the Heathrow Community Fund of £15,318. This gave enough funding for 6 community projects. As an example, the 'Digital Inclusion' project trained adults with learning disabilities in how to use computers and provided work experience within their community shop. This project also refurbished unwanted computers, taught the clients how to sell them online to make a profit, which then helps the scheme to continue.

Other community projects included The Older people's festival which funded 9 new raised beds for elderly gardeners, The good company Café, Change R&R and Feltham in Bloom were all assisted from the money generated from recycling the fiber and copper cables.

Computer training through the 'Digital Inclusion' project

Presentation of the Heathrow Community fund by CEO John Holland-Kaye(far left) and Stuart Birrell CIO (far right)

"I also love the 'circular' nature of the collaboration – replacing old, unwanted IT infrastructure generates income to fund training for adults with learning disabilities in skills which enables them to recycle and sell old unwanted computers, and hence get into employment . The project really demonstrates the huge improvement in local communities that can be made by just pausing at

the start of a piece of work and thinking 'right, how can I maximize the benefit of this project."
Quote from HCT Director Dr Rebecca Bowden

Refurbishment(*2) and Remarketing of old IT equipment in Germany

With 20-years of recycling experience Fujitsu Technology Solutions (FTS) in Germany has a recovery rate of more than 90% with its take-back products, considerably more than the 75% in the legal direction. FTS have set ambitious KPIs for Refurbishment and Remarketing of old IT equipment inline with Fujitsu's Global environment. Our commitments looks further to collaborate with diverse companies that positively impact society. FTS have an agreement with a refurbishment and recycling partner "AfB – Arbeit für Behinderte – Work for disabled people". AFB is a large non-profit IT company, specialised in the extension of product lifecycles of used IT and mobile devices through high-quality refurbishment and remarketing. They offer multi-faceted jobs for people with and without disabilities. All of their work steps are designed barrier-free, promoting people's potential and helping them realize their professional and personal goals with an optimum work-life balance. Throughout our partnership with AFB, Fujitsu have sponsored 63 jobs for people with disabilities over 2019 have contributed to saving 4,856,647 kg of iron equivalent resources and 3,413,304 kg of CO_2 equivalents. 82 % of the devices collected from Fujitsu could be remarketed following data destruction, hardware testing and refurbishment.

*2 Refurbishment means that the manufacturer replaces deteriorated parts such as initial defects and used products and refurbishes them to make them look like new products. This is recommended as a resource utilization model in the circular economy.

- Case studies
  https://www.fujitsu.com/global/about/environment/recycle/case-studies/
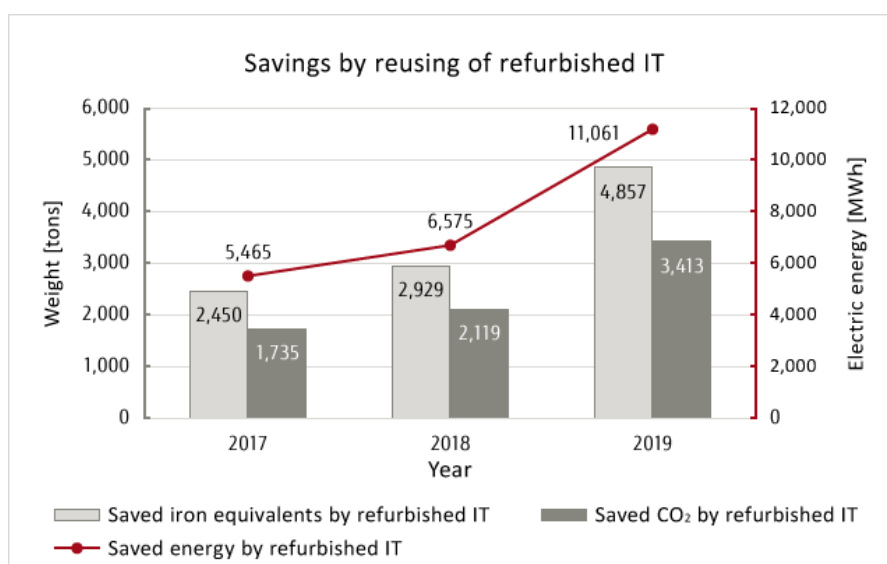
Environmental Action Plan

Reducing the Amount of Water Used

Our Approach

The risk of a global water shortage is on the rise, due to such factors as climate change, the destruction of forests, and the economic growth and population boom in emerging and developing countries. Such a water shortage is a risk for companies as well, since it may very well affect the survival of their businesses. As such, it is important for us to recycle and reduce the amount of water we use.

Since the Fujitsu Group uses particularly large amounts of water in the manufacture of semiconductors and printed circuit boards, we believe it is necessary to reduce our water consumption in these areas especially. In addition to our general water conservation efforts, we have also worked to reuse and recirculate water, through methods such as pure water recycling and the reuse of rainwater. We are continuing our efforts to effectively use water resources in the Environmental Action Plan (Stage IX).

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Reduce water consumption by 1% in total, compared to FY 2017 (83,000 m^3).(*1)	2.2% reduction compared to FY 2017 (180,000 m^3 reduction)

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

The policies we established in FY 2020 to reduce water usage include reducing the amount of water used in coating and cleaning processes, reviewing our water supply and wastewater through actions such as optimizing the water supply for our scrubbers, and reducing the amount of water supplied by introducing high-efficiency compressors, were implemented at each business site, plant, etc., so that we could make more efficient use of our water resources. As a result, we reduced our water use by 180,000 m^3 for the last year, and achieved 217% of the target value of 83,000 m^3 which was set in the Fujitsu Group Environmental Action Plan (Stage IX).

6.77 million m^3 of Water Used in FY 2020 (A 31.7% Reduction Compared to the Previous Fiscal Year)

Trends in Water Usage and Amounts of Recycled Water

(10,000 m^3)
■ Water usage ■ Amount of recycled water
★Indicator assured by third party

	2017	2018	2019	2020
Amount of recycled water	771	688	468	369
Water usage	1,554	1,383	991	677★
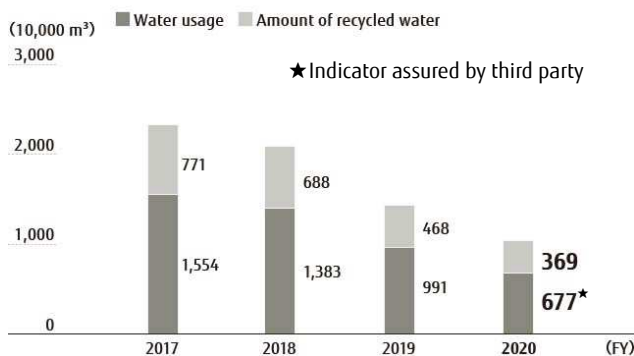
The total amount of water we used in FY 2020 was 6.77 million m^3★ (output level per sales amount: 188.6 m^3/100 million yen), a 31.7% reduction compared to FY 2019. 3.69 million m^3 of that usage was recycled water, which was a reduction of 21.2% in comparison to FY 2019. Since there was a decrease in the total amount of water we used, recycled water comprised 54.5% of our total water usage a 7.2%pt increase from FY 2019.
★Indicator assured by third party

- Case Studies
  https://www.fujitsu.com/global/about/environment/water-use/case-studies/

Environmental Action Plan

Limiting Chemical Substances Emissions

Our Approach

Here at the Fujitsu Group, we manage approximately 1,300 types of chemical substances, in order to prevent the risks associated with the use of toxic chemical substances (health issues, pollution of the natural environment, etc.).
We operate a chemical information system called "FACE," which we use to register and monitor chemicals at every site, manage Safety Data Sheet (SDS), control income and expenditures using purchasing data and inventory data, and boost our level of management and efficiency with respect to chemical usage.

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Reduce chemical pollutant (PRTR) release to less than the average level of FY 2012-2014 (17.4 t/year or less). (*1)	PRTR: 6.1 tons

*1   Target organizations: Fujitsu and Fujitsu Group manufacturing sites
     *The sites that handle less than 100 kg of chemical substances per year are excluded.

Achieved Ongoing PRTR Substance Emission Target

Trends in PRTR Substance Emissions
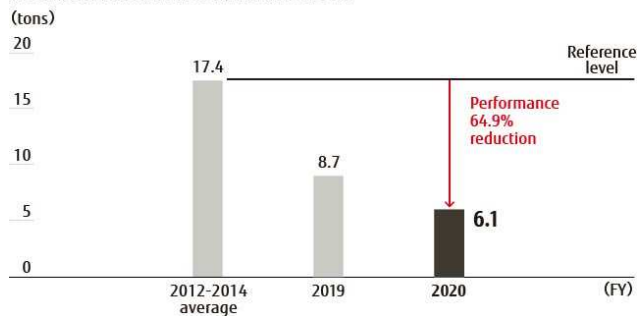
In FY 2020, we were able to limit our Group-wide chemical substance (PRTR) emissions to 6.1 tons, which is under the reference value set in the Environmental Action Plan (Stage IX).

Environmental Action Plan

Supply Chain

External Trends

Growing Calls for Activities and Reporting across the Entire Supply Chain

Traditionally, companies have been held responsible for measuring and reducing their greenhouse gas (GHG) emissions in two broad areas: Scope 1 (direct emissions: from company factories, offices, etc.) and Scope 2 (indirect emissions at energy sources: from energy consumed by the company, such as electricity). Following the establishment of these standards, the basis of measurement expanded to include Scope 3 (other indirect emissions). This category encompasses all upstream and downstream business activities, such as the procurement, transportation, and usage of products and services. As a result, GHG emission reductions are now expected across the entire supply chain. It is becoming an increasingly common requirement to identify and disclose GHG emissions throughout the supply chain when conducting ESG evaluations for companies and when processing procurement orders for governments and public agencies.

In addition, the TCFD recommendations(*1) call for measures to be taken against risks such as torrential rain and floods triggered by extreme and abnormal weather related to climate change. There are also growing calls to respond to and disclose potential risks faced not only by companies themselves but also by partners in their upstream supply chains.

*1   The Task Force on Climate-related Financial Disclosures (TCFD) issued a Recommendations Report in June 2017. The Financial Stability Board established the TCFD at the request of the Group of Twenty (G20) to reduce the risk of financial market instability linked to climate change. The report includes recommendations for companies and organizations to voluntarily identify and disclose information related to risks and opportunities posed by climate change.

Fujitsu's Position

Management of the Upstream and Downstream Supply Chain is Critical

When considering the lifecycle of Fujitsu's business activities, approximately 90% of the Fujitsu Group's total GHG emissions are accounted for under Scope 3. Within Scope 3, the major sources of emissions are "purchased goods and services" and "use of sold products". These two categories make up around 90% of our Scope 3 emissions, so we set medium- to long-term SBT targets to focus on reductions in these two key areas. In dealing with upstream supply chains, Fujitsu is not only concerned with reducing CO_2 emissions but also investigates the implementation status of water risk assessments by partners, from the viewpoint of business continuity planning. If floods or water shortages impact a partner who manufactures materials or components, it is possible that costs could increase while replacements are sourced, sales opportunities could be lost, and so on.

In terms of downstream supply chains, global data traffic is continuing to increase, with the volume forecast to roughly double from 2018 to 2021, according to the 2019 edition of an annual information and communications white paper published by Japan's Ministry of Internal Affairs and Communications (MIC). In the face of growing demand for data communications, we believe it is critical to develop products with even higher levels of energy efficiency.

Approach under the Fujitsu Group Environmental Action Plan (Stage IX)

Promoting Reduction of CO_2 Emissions and Conservation of Water Resources in the Supply Chain

In the Fujitsu Group Environmental Action Plan (Stage IX), we set a target to drive activities to reduce CO_2 emissions and conserve water resources in the upstream supply chain. Regarding reductions in CO_2 emissions, we have boosted our efforts to encourage not only our primary partners, but also our secondary partners through those primary partners, to undertake activities to cut their emissions. Furthermore, we intend to support our partners' emission reduction activities by providing advice on energy conservation and direct assistance based on our own experience in this field. As for challenges regarding water, we believe that appropriate measures are necessary to respond to the specific water risk situations of our partners, and we will work with them to assess and analyze water-related risks. In addition to our in-house initiatives, in FY 2018 we started collecting information and encouraging our partners to reduce CO_2 emissions, mitigate water-related risks, and cut water usage volumes through the internationally standardized methodology of the CDP Supply Chain Program(*2). To address issues in the downstream supply chain, we will pursue the development of advanced energy-saving technologies to create products with lower power consumption requirements than in the past.

*2   CDP Supply Chain Program: One element of CDP's services, this program requests companies and government-designated suppliers to respond to a questionnaire on environmental impacts in three areas – climate change countermeasures, water resource conservation, and forest preservation – and feedback is provided on the results.

Fujitsu Group received the "A" in the "Supplier Engagement Rating" from the CDP

The Fujitsu Group received the highest grade of A in the " Supplier Engagement Rating (SER) " from the CDP, an international NGO that conducts environmental information surveys and discloses information, and was certified as a "Supplier Engagement Leader Board". The assessment will be conducted with more than 5,640 companies and organizations worldwide that have responded to the CDP's Climate Change Questionnaire from the perspectives of "supply chain engagement" "Calculation of scope 3 emissions" and "Governance". In 2020, only 396 companies (top 7% of companies) received an A rating.

Environmental Action Plan

Reduction of CO_2 Emissions by Reducing Power Consumption When Using Products

Our Approach

As ICT grows more and more common, we expect there to be an increase in energy demand in proportion to the higher performance and higher-density integration of servers and other ICT products. Various countries and regions are also expanding their energy-related regulations for ICT products, and energy efficiency is taking on increasing social importance as a factor in energy label conformance and green procurement requirements.

Here at the Fujitsu Group, we believe that we should work to improve the energy performance of our products during their use, in order to reduce GHG emissions. As such, we will actively implement energy-saving technologies and continue working to further improve the energy efficiency of products. Through these efforts, we will work to promote the development of products that contribute to reduced power consumption when in use.

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Reduce CO_2 emissions due to product power consumption by 14% or more in comparison to FY 2013.	Reduced by 37%

Change in CO_2 Emissions Due to Product Power Consumption

★Indicator assured by third party
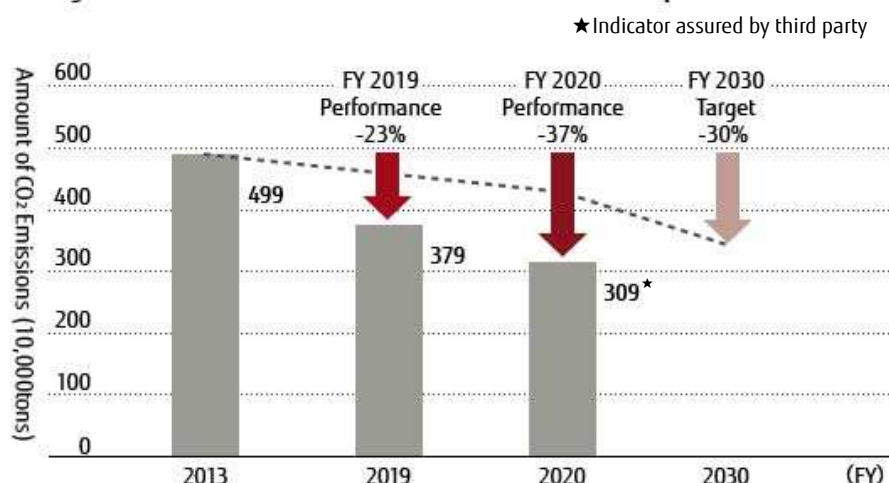
Fujitsu Group Environmental Action Plan (Stage IX) Initiatives

Based on the Fujitsu Group's medium-term environmental goal of "reducing CO_2 emissions due to product power consumption in FY 2030 by 30% or more in comparison to FY 2013," we set a target in the Fujitsu Group Environmental Action Plan (Stage IX) to reduce CO_2 emissions due to product power consumption by 14% or more in comparison to FY 2013 in FY 2020, as a transitional year. To achieve this target, each business unit goals to improve the energy efficiency of products that were expected to be developed in FY 2019 and FY 2020, then worked to meet them. Applications of energy-saving technologies include new, high-

efficiency microprocessors and power supplies, energy-saving displays, optimized energy-saving controls, and the strengthening of power management features. In addition to these, we are actively pushing for the aggregation of LSIs, reductions in the numbers of components, and the implementation of eco-friendly devices.

Attained a 37% Reduction in CO_2 Emissions in Comparison to FY 2013

In FY 2020, as a result of applying and expanding energy-saving technologies in our servers, PCs, network devices, and imaging devices, we were able to attain a 37% reduction in CO_2 emissions in comparison to FY 2013.

Working Toward Our Targets

In order to achieve the targets set in the Fujitsu Group Environmental Action Plan (Stage IX), each unit will work to further develop products with improved energy efficiency. We will also implement advanced energy-saving technologies and expand their application to our products, as part of our cross-Group policy to improve energy efficiency.
Looking toward the future, we aim to push the development of advanced eco-friendly devices, which will contribute to revolutionary improvements in energy efficiency, and aim for the products to be applied at an early stage.

Examples of Initiatives in FY 2020

Development of FRAM That Makes Maximum Memory Capacity and Industry-Leading Level of Energy Efficiency

FRAM(Ferroelectric Random Access Memory) is non-volatile memory which excels in terms of its guaranteed rewrite count, writing speed, and power consumption. In recent years, FRAM has also been used in wearable devices, industrial robots, and drones.
In addition to having the largest memory capacity of any FRAM product guaranteed to operate at 125℃, the 4 Mbit FRAM MB85RS4MTY we developed is also guaranteed to have 10 trillion data write cycles. It is suitable for in-vehicle applications, such as advanced driver assistance systems (ADAS), and for use in industrial robots.
From an environmental standpoint, by adopting commands that shift integrated circuits into a low power consumption mode called "deep power down mode," as well as design techniques that take energy

MB85RS4MTY

efficiency into account, we have achieved a maximum operating current of up to 4 mA (at 50 MHz operation), even in high-temperature environments of 125℃, and a power-down current of up to 30 μA, for an industry-leading level of energy efficiency. Installing MB85RS4MTY will lead to reduced systemwide power consumption.

- Case studies
  https://www.fujitsu.com/global/about/environment/energy-efficiency/case-studies/

Environmental Action Plan

Activities to Reduce CO$_2$ Emissions and Conserve Water Resources in the Upstream Portion of the Supply Chain

Our Approach

In addition to reducing our own emissions, as a green procurement initiative, the Fujitsu Group has also been requesting its suppliers to act toward reducing their own CO$_2$ emissions in order to help contain global warming. As a result, all of our primary suppliers have undertaken efforts to reduce their CO$_2$ emissions.

Starting in FY 2016, we have also been expanding these efforts further upstream in the supply chain by including efforts by the suppliers of those companies (secondary suppliers from the perspective of the Fujitsu Group) in our requests.

From FY 2019, in addition to the reduction of CO$_2$ emissions, we have also situated the conservation of water resources as a priority issue which we need to ask our suppliers to address. We reviewed the questions we posed on our environmental survey forms so that we would be able to understand the status of our suppliers' activities and their actual circumstances, and are promoting the implementation of water risk assessments as the initial step for our water resource conservation activities.

We have participated in the CDP Supply Chain program since FY 2018, in parallel with the above-mentioned activities. Based on our international environmental research activities, we are taking a more in-depth look at the activities of our primary suppliers to reduce CO$_2$ emissions and conserve water resources, and considering the issues and our policies.

We expect that having the supply chain as a whole work toward reducing emissions can produce even greater reduction effects (synergies), while also expanding the network of these activities through the supply chain to cover an even wider area spreading beyond national boundaries. Through efforts such as these, the Fujitsu Group hopes to help create a carbon-free future society and a sustainable water environment.

FY 2020 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Reduction of CO$_2$ Emissions: Drive Activities to Reduce CO$_2$ Emissions in the Supply Chain	Made requests for secondary suppliers (over 60,000 companies) to take action on reducing emissions through primary suppliers of the Fujitsu Group (approximately 700 companies)
Conservation of Water Resources: Issue Requests for Primary Suppliers to Take Action	Completed making requests to take action to approximately 700 of the Fujitsu Group's primary suppliers

Reduction of CO$_2$ Emissions: Requesting and Supporting the Expansion of Activities to Secondary Suppliers

The Fujitsu Group communicated requests to its primary suppliers who account for the top 80% of the Group's procurement volume to engage in activities to reduce their CO$_2$ emissions, and to expand these efforts to also include their own suppliers (the Fujitsu Group's secondary suppliers). We also conducted our own environmental survey to ascertain the activity status of these suppliers. As a reference for their future activities, we then provided suppliers who responded to the survey with feedback in the form of a report that analyzed survey responses to show trends in emissions reduction activities, while also requesting further activities and expansion to the activities of their own suppliers.

As of the end of FY 2020, approximately 140 suppliers (roughly 20%) responded that they had requested their own suppliers to engage in emissions reduction activities, but this still amounted to a total of at least 60,000 secondary suppliers receiving such requests, giving reason to believe these efforts can have a tremendous awareness effect.

Status of Implementation Requests from Primary Suppliers for Secondary Suppliers to Take Action to Reduce Their CO_2 Emissions

We have made requests
21.5%

We have not made requests
78.5%

(Multiple answers are possible)

Reason	Percentage
Future plans to make requests	5.6%
Unable to make requests	45.1%
Do not know how to make requests	11.4%
No need	8.8%
Lack of resources	10.2%
Other	13.2%
No reason given	16.4%
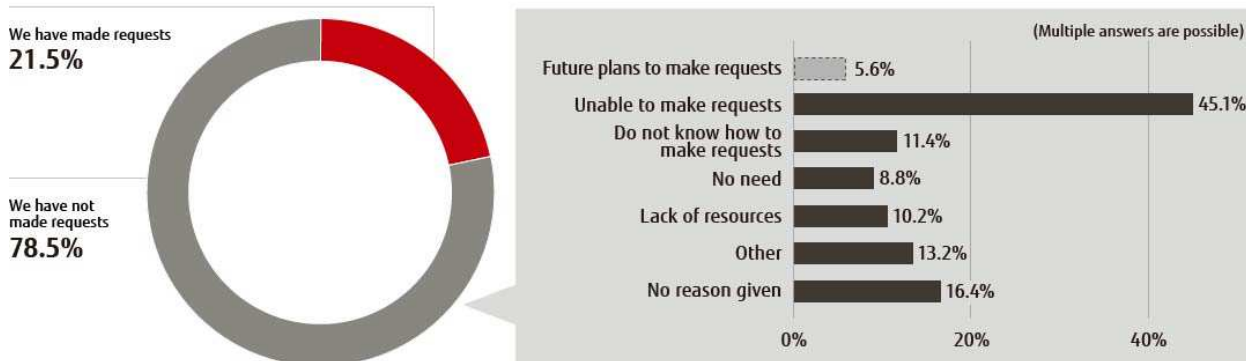
*Excluding non-responses and responses that the supplier does not have secondary suppliers

Offering Guidelines for Activities for Reducing CO_2 Emissions

The Fujitsu Group created original explanatory materials to facilitate the spread of activities for reducing CO_2 emissions throughout the entire supply chain, and since the end of November 2017, we have made the materials available on the company website and started providing them to suppliers. The purpose of these materials was not only to give suppliers a greater understanding of the importance of these activities taking place in the supply chain, but also to serve as something they could use to request and assist such activities amongst their own suppliers. To fulfill our responsibilities as a global enterprise, the Fujitsu Group will continue to think about what must be done to contain global warming and will continue to take action.

"Guideline for activities for reducing CO_2 emissions" can be downloaded from the following sites.
- Japan:
  https://www.fujitsu.com/jp/about/procurement/material/green/index.html
- Global:
  https://www.fujitsu.com/global/about/procurement/green/

Informational materials for business partners

2. Practical activities: Procedure for target setting

1. Setting of Activity contents
1) Extract feasible activities in-house.
2) Decide more suitable activities from the extractions.

2. Selection of Progress Indexes (Numerical data)
Select CO_2 emissions data, or data leading to CO_2 emissions directly.
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* If it is
(e.g. (

3. Settin
Set nu
* If it is

2. Practical activities: Examples for activity contents and progress indexes

Select activities to be conducted and progress indexes to be controlled.

Activity items	Activity contents	Progress indexes
Saving energy (reducing lighting power consumption)	Switch off unnecessary lighting/ install LED	Implementation rate/Installation rate /Energy-saving rate
	Light off during break times	Time for lights off/Implementation rate
	Stop of servers on holidays	Stopping time/Stopping rate
Saving energy (reducing common-use facility power consumption)	Reduce overtime hours/ specify days on which all employees leave work at the same time	Implementation rate per department
	Utility time limits on reception/ conference room	Utility time/Energy-saving rate
Saving energy (reducing air-conditioning power consumption)	Appropriate temperature setting of air-conditioning systems	Implementation rate/Implementation period
	Installation of rooftop greening/ wall greening	Implementation rate/Greening area per building
Saving energy (promoting of renewable energy)	Installation of green electricity systems	Installation rate
Saving energy (innovative changes of lifestyles)	Encouragement of bicycle commuting of employees	Number of employees taking part in the initiative/Implementation rate
	Promotion of eco-driving	Implementation rate/ELV installation rate
Preserving biodiversity (preservation of CO_2-absorbing resources)	Implementation of forest-preservation activities	Number of activities/Number of participants/Forestation land area/Number of trees planted
Conservation of paper resources	Promotion of paperless	Reduction volume/Implementation rate
Promotion of environmental awareness	Raise awareness by in-house education	Number of attendance/Attendance rate/ Test pass rate

2

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Conservation of Water Resources: Conducting Initiatives to Conserve Water Resources as a Key Theme for Taking Action

Against the backdrop of worsening water resource problems and growing international concern, in addition to continuing our work to reduce CO_2 emissions as pursued under the Fujitsu Group Environmental Action Plan (Stage VIII) from FY 2016 to FY2018, we situated the conservation of water resources as a priority issue which we need to ask our suppliers to address, starting in FY 2019. We reviewed the questions we posed on our environmental survey forms so that we would be able to understand the status of our suppliers' activities and their actual circumstances, and identified the challenges we will face in expanding our activities in the future.

Status of Water Risk Assessments Conducted by Suppliers

We have conducted assessments
22.8%

We have not conducted assessments
77.2%

*Excluding non-responses

(Multiple answers are possible)

Future plans to make requests	1.9%
Unable to make requests	24.1%
Do not know how to make requests	20.8%
No need	17.4%
Lack of resources	11.5%
Other	13.2%
No reason given	18.0%

0%   20%   40%
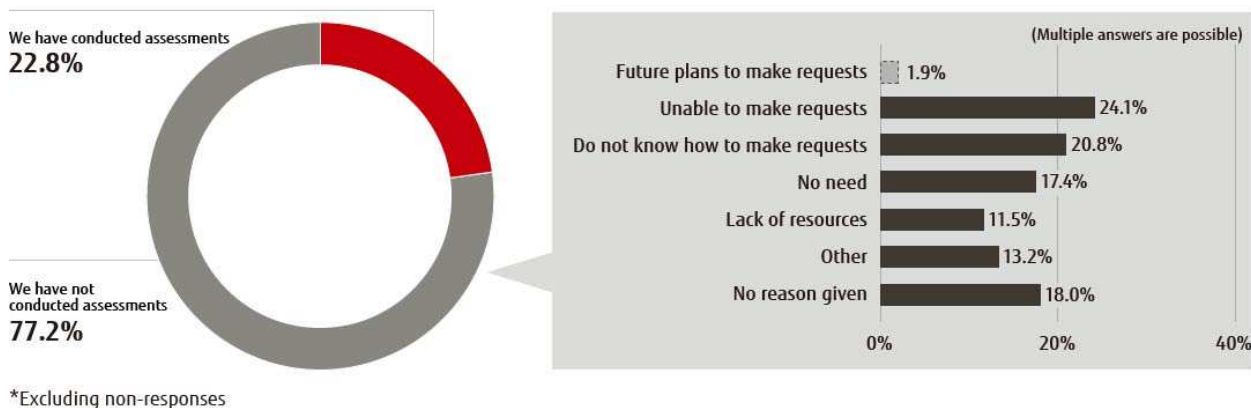
As many businesses are connected in the global supply chain, conservation of water resources is a relevant issue for any company. The first step in working to conserve water resources is to comprehend exactly what water risks are associated with one's own company. However, in our environmental survey, just slightly more than 20% of suppliers said that they were conducting water risk assessments. We received many responses from suppliers who are not conducting water risk assessments who said that conservation of water resources was not relevant to their companies—answering that they had "no water risks" or had "no need to conduct assessments" —as well as responses from companies that did not know how to assess water risks. In order to have suppliers think about conservation of water resources as a more familiar issue, we are offering the "Water Risk Assessment for Companies" document, which compiles materials on topics such as the importance of risk assessments, and introduces publicly available assessment tools. In the future, we will engage in activities to encourage even more suppliers to conduct water risk assessments and endeavor to conserve water resources.

"Water Risk Assessment for Companies" can be downloaded from the following sites.
- Japan:
  https://www.fujitsu.com/jp/about/procurement/material/green/index.html
- Global:
  https://www.fujitsu.com/global/about/procurement/green/

Contents of "Water Risk Assessment for Companies"

Environmental Action Plan

Contributing to the Fulfillment of the SDGs through ICT Services

Our Approach

The Fujitsu Group lists "contributing to the fulfillment of the SDGs through ICT services" as one of the targets under the Fujitsu Group Environmental Action Plan (Stage IX). In 2015, the Sustainable Development Goals (SDGs) were adopted by the United Nations. Taking the clear articulation of the SDGs as international goals as an opportunity, our objective is to contribute more than ever to the sustainability of our customers and society.

In order to make a sustainable society a reality, not only do we need to combat global warming by reducing greenhouse gas (GHG) emissions, we also need to address various social and environmental issues, such as conservation of resources, preservation of biodiversity, stabilization of food supplies, urbanization measures, and disaster prevention. Information and communication technology (ICT), which brings about improvements such as optimization, efficiency, and automation in a wide range of fields, has the potential to significantly contribute to solving societal and environmental problems. We aim to make contributions to the SDGs on a global scale, together with our customers, by offering our ICT services.

FY2020 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage IX)	Last fiscal year (FY2020 result)
Contributing to the fulfillment of SDGs through ICT services	39 items

Activities

In FY2020, we carried out the following activities as measures to achieve our goals.
- Incorporated elements of the SDGs into various promotions and publicized them
- Held SDG seminars, training programs, and workshops

The key point is to link our corporate purpose with our contribution to the SDGs, while also highlighting internally and externally the importance of striving for sustainable management and of overcoming societal challenges through our business operations.

1. Internal-focused activities
   - Online learning material to enhance understanding of SDGs among employees
   - Activities to boost awareness among executives and in group companies (such as by holding workshops)
2. External-focused activities
   - Senior management conveying important messages (such as at the Nikkei SDGs Festival)
   - Approaches to executives in customer organizations (such as via presentations)
   - Dissemination of information through materials and events

Examples of Initiatives in FY 2020

Online Learning Material to Enhance Understanding of SDGs among Employees

Fujitsu conducts a range of activities designed to enhance ownership of the SDGs among all employees, thereby encouraging the promotion of businesses designed to overcome challenges in society.
We released a video, on the internal Fujitsu Learning EXperience on-demand learning platform, that describes the relationship between our corporate purpose and the SDGs. The aim is for each employee to fully appreciate societal challenges and how they are linked to their own day-to-day work, so that the SDGs can be leveraged as a co-creation tool to generate greater value for customers.

Senior Management Conveying Important Messages

At Fujitsu, representatives of senior management are actively involved in messaging related to contributing to the attainment of the SDGs. For example, Fujitsu's CEO gave a presentation titled "Toward the Creation of a Resilient and Sustainable Society". This was part of the program titled "Promoting the SDGs with the Power of Digital Technology: Creating the Future with DX Innovation" at the Nikkei SDGs Festival, sponsored by Nikkei, Inc. and Nikkei Business Publications. The presentation covered the role Fujitsu should play in society and the potential for technology to help attain the SDGs, while also highlighting case studies of some recent initiatives.

> RELATED LINK：SDG-related Activities in Fujitsu
> https://www.fujitsu.com/global/about/csr/sdgs/

Environmental Data

Global Warming Prevention

GHG Emissions Report Based on GHG Protocol Standards

★Indicators assured by third party

Indicator	FY2017 (*1)	FY2018	FY2019	FY2020
Upstream (Scope 3) [ktons-CO_2]				
Purchased goods and services	2,169	1,840	1,436	1,104★
Capital goods	13	6	9	15
Fuel and energy-related activities not included in Scopes 1 and 2	72	71	133	99
Transportation and distribution (Upstream)	80	69	64	53
Waste generated in operations	7	5	N/A	N/A
Business travel	86	93	155	27
Employee commuting	69	68	52	89
Leased assets (Upstream)	288	281	115	88
Reporting company (Scope 1, 2) [ktons-CO_2]				
Direct emissions (Scope1)	198	147	87	75★
Indirect emissions from energy sources (Scope2)	939 (*2) 912 (*3)	808 (*2) 771 (*3)	715 (*2) 663 (*3)	583★ (*2) 540★ (*3)
Downstream (Scope 3) [ktons-CO_2]				
Transportation and distribution (Downstream)	N/A (*4)	N/A	N/A	N/A
Processing of sold products	27	23	14	12
Use of sold products	3,460	3,649	3,791	3,094★
End-of-life treatment of sold products	N/A	N/A	N/A	N/A
Leased assets (Downstream)	N/A	N/A	N/A	N/A
Franchises	N/A	N/A	N/A	N/A
Investment	N/A	N/A	N/A	N/A

*1   Estimate on not applicable and other items
- Transportation and distribution (downstream): 6 ktons-CO_2.
- Disposal of products sold: 1 ktons-CO_2.

*2   Location-based
*3   Market-based
*4   N/A : Not Applicable

Environmental Data

Material Balance

INPUT

Stage		Unit	FY2017	FY2018	FY2019	FY2020
Development / Design Planning / Design	Raw Materials					
	Metal	ktons	16	15	19	12
	Plastic	ktons	9	7	7	5
	Others	ktons	13	12	13	9
	Chemical Substances *1					
	VOC	ktons	1.3	1.1	0.6	0.3
	PRTR	ktons	9.5	10.4	9.6	9.8
	Water					
	Water usage	Mm^3	15.54	13.83	9.91	6.67★
	Energy					
	Total	PJ	19.25	17.35	16.30	13.78★
	Purchased electricity	GWh	1,800	1,614	1,477	1,240
	Heavy oil, kerosene, etc.	kL	10,100	6,822	3,570	2,898
	LPG、LNG	tons	2,954	2,222	2,115	2,078
	Natural gas, city gas	Mm^3	29.76	28.01	28.93	25.24
	District heating and cooling	TJ	43	41	37	52
Distribution / Sales	Energy					
	Fuel (light oil, gasoline, etc.)	PJ	1.18	1.02	0.95	0.77
Use of sold Products	Energy					
	Electricity	GWh (PJ)	6,680 (66.60)	7,356 (73.34)	8,224 (81.99)	6,970 (69.49)
Collection / Reuse / Recycling	Resources recycling rate	%	91.5	91.7	91.1	91.6
	Amount processed	tons	3,844	3,436	3,210	2,991

OUTPUT

Stage		Unit	FY2017	FY2018	FY2019	FY2020
Development / Design Planning / Design	Raw Materials					
	CO_2 emissions	ktons-CO_2	520	410	450	310
	Chemical Substances (*1)					
	VOC	tons	228	178	161	135★
	PRTR	tons	10	9	8	6★
	Atmospheric Release					
	Total GHG emissions	ktons-CO_2	1,137	955	802	658★
	CO_2	ktons-CO_2	1,040	895	795	653★
	GHG other than CO_2 (PFCs, HFCs, SF_6, others)	ktons-CO_2	97	60	7	5★
	NOx	tons	63	32	47	26
	SOx	tons	11	4	1	1
	Water Discharge					
	Total	Million m^3	14.61	12.65	9.06	6.48
	BOD	tons	290	270	274	303
	COD	tons	94	55	35	9
	Waste					
	Amount of Waste Generated	ktons	21.9	19.0	15.7	11.0★
	Thermal recycling volume	Ktons	4.8	4.0	3.0	1.7★
	Material recycling volume	ktons	16.0	14.3	12.0	8.8★
	Disposal volume	ktons	1.1	0.7	0.6	0.5★
Distribution / Sales	Atmospheric Release					
	CO_2	ktons-CO_2	76	69	64	53
Use of sold Products	Atmospheric Release					
	CO_2	Million tons-CO_2	3.46	3.65	3.79	3.09★

★Indicators assured by third party

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

Environmental Data

Environmental Performance Data Calculation Standards

- Applicable Period: April 1, 2020 – March 31, 2021

Fujitsu Group Environmental Action Plan (Stage IX)

Boundary : Refer to 5 -3 -3 in this Book

Target Item	Indicator	Unit	Calculation Method
Reduce greenhouse gas (GHG) emissions from business sites by 14% or more (compared to FY 2013), and reduce GHG emissions by 2.1% or more, year-on-year, through voluntary efforts.	GHG emissions	tons-CO_2	• Amount of CO_2 emissions: Σ [(fuel oil, gas annual usage) x CO_2 conversion factor for each type of energy*] 　* CO_2 conversion factor: Conversion factor based on the Act on Promotion of Global Warming Countermeasures • Location-based: 　• Japan: Usage of 0.444 tons-CO_2/MWh in FY 2020 (Source: Adjusted emission factors from the Electric Power Council for a Low Carbon Society) 　• Overseas: Latest IEA value (by country) • Market-based: 　• Japan: FY 2019 emission factors for each power producer are used (adjusted emission factors) (Source: GHG Emissions Accounting, Reporting, and Disclosure System List of Emission Factors by Power Producer) 　• Overseas: Value of the power company or the latest IEA value (by country)
			• Amount of non-CO_2 GHG emissions: Annual emissions of HFCs, PFCs, SF_6 and NF_3 at semiconductor plants (Aizu Fujitsu Semiconductor Wafer Solution Limited). Σ[Annual emissions for each type of gas[*1] x Global warming potential for each gas[*2]] 　*1 Based on the calculation method used by the appliances and electronics industries: Amount of each gas used (or purchased) x Reactant consumption rate x Removal efficiency, etc. 　*2 Global Warming Potential (GWP): IPCC (Intergovernmental Panel on Climate Change) Fourth Assessment Report "Climate Change 2007"
	Rate of reduction of GHG due to voluntary efforts	%	(Total amount of GHG reductions due to voluntary efforts / total amount of GHG emissions in the previous fiscal year) × 100
Improve PUE (Power Usage Effectiveness) of our data centers (DC) by 2% or more compared to FY 2017.	Rate of PUE improvements	%	• PUE = Σ (Total DC energy consumption) ÷ Σ (Total IT device energy consumption) 　Σ: Combined total energy of the 25 main DCs • Rate of improvement (%) = (Base fiscal year PUE - PUE for the current fiscal year) ÷ Base fiscal year PUE x 100 　Base fiscal year: FY 2017
Increase renewable energy usage by 20% or more compared to FY 2017.	Rate of increase in the use of renewable energy	%	The percentage of increase in the amount of power generated in-house or purchased from external sources using renewable energy (solar power, wind power, hydro power, biomass, geothermal, etc.) from FY 2017 (base fiscal year) to the relevant fiscal year

Promote eco design for resource saving and circulation and increase resource efficiency of newly developed products by 25% or more (compared to FY 2014).	Rate of improvement of resource efficiency of new products	%	• The average rate of improvement of resource efficiency (versus FY 2014) of products*. * Hardware products under the Fujitsu Brand, newly developed between FY 2016 and FY 2020. Excludes products not designed by Fujitsu (OEM products) and products designed under customer specifications. * Refer to "Improving resource efficiency of products" for the resource efficiency calculation method.
Reduce amounts of waste generated by 5% or more of the average waste generated from FY 2012-2014 (14,226 t/1 year).	Amount of waste generated	Tons	Total amount of industrial waste and general waste generated at plants and business sites (Thermal recycling volume + Material recycling volume + Disposal volume)
	Effective utilization rate (Japan only)	%	(Amount of effective use (thermal recycling & material recycling) / Amount of waste generated) x 100
Maintain 90% or more resource reuse rate of business ICT products.	Resource reuse rate of business ICT products	%	Based on the calculation method provided by JEITA, recycled components and resources as a percentage of the weight of used products processed in Japan. Excludes collected waste other than used electronic products
Reduce total water usage by 1% compared to FY2017 (83,000 m[3]).	Amount of water usage reduction	m^3	Take the accumulated impact (actual or estimated) of water use reduction measures implemented at each business site, and calculate the amount of reduction for the relevant fiscal year
Limit the release of chemical pollutants (PRTR) to an amount below the average amount released from FY 2012-2014 (17.4t/1 year).	Volume of PRTR-targeted substances released	Tons	Total emissions of substances subject to the PRTR Law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof) that are handled in quantities of 100 kg or more per year per substance at each business site, including overseas sites
Reduce CO_2 emissions due to power consumption during product usage by 14% or more (compared to FY 2013).	Rate of reduction in CO_2 emissions when products are used	%	Rate of reduction in GHG emissions based on FY 2013 emissions, as calculated under Scope 3: Use of sold products through downstream

GHG Emissions Amount Report based on GHG Protocol Standards

	Indicator	Unit	Calculation Method
Upstream (Scope 3)	Purchased goods and services	tons-CO_2	Components purchased during the fiscal year x Emissions per unit of purchase (Source: Embodied Energy and Emissions Intensity Data (3EID) published by the National Institute for Environmental Studies Center for Global Environmental Research)
	Capital goods	tons-CO_2	Total amount of acceptance inspection of construction objects in the fiscal year × emission intensity (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.1 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry)
	Fuel and energy-related items not included in Scope 1 or 2)	tons-CO_2	Annual amounts of fuel oil and gas, electricity and heat purchased (consumed) mainly at business sites owned by Fujitsu x Emissions per unit (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.1 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Based on the Japanese emissions intensity database, IDEA v2.3 (For calculating greenhouse gas emissions in the supply chain)

	Transportation and distribution (upstream)	tons-CO_2	Transportation of goods within Japan: CO_2 emissions related to the transportation of goods within Japan by the Fujitsu Group * CO_2 emissions related to domestic transportation by the Fujitsu Group, based on the Act on the Rational Use of Energy as a source. The fuel economy method (for some vehicles) or the improved ton-kilometer method (vehicle, rail, air)
		tons-CO_2	International transport/overseas local transport: transportation ton-kilometer x Emission per unit (Source: GHG protocol emissions coefficient database)
	Waste generated in operations	tons-CO_2	Annual amounts of waste (discharged mainly by business sites owned by Fujitsu) processed or recycled, by type and processing method x Emissions per unit of annual amount of waste processed or recycled (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.1 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Based on the Japanese emissions intensity database, IDEA v2.3 (For calculating greenhouse gas emissions in the supply chain)
	Business travel	tons-CO_2	(By means of transport) Σ(Transportation expense payment x Emissions per unit) (Source: Basic Guidelines for Calculating Greenhouse Gas Emissions Via Supply Chains Ver. 2.3 and Emissions per Unit Database Ver. 3.1 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry)
	Employee commuting	tons-CO_2	For portions of commute by public transportation: (By means of transport) Σ(Transportation expense payment x Emissions per unit) (Source: Same as above) For portions of commute by private automobile: Σ(Transported persons-kilometer x Emissions per unit) (Source: Same as above) Transported persons-kilometer : calculated from transportation expense payment, price of gasoline, and fuel efficiency
	Leased assets (Upstream)	tons-CO_2	Annual amounts of fuel oil, gas, electricity, and heat consumed mainly at leased business sites x Emissions per unit of fuel oil, gas, electricity, and heat consumed (Sources – Japan: Act on Promotion of Global Warning Countermeasures – GHG Emissions Accounting, Reporting, and Disclosure System; Overseas: IEA CO_2 Emissions from Fuel Combustion Highlights 2020)
Reporting company (Scope 1, 2)	Direct emissions	tons-CO_2	Amount of CO_2 emissions from the consumption of fuel oil and gas (burning of fuel) and GHG emissions other than CO_2, mainly at business sites owned by Fujitsu * For the calculation method, see "Greenhouse gas emission (CO_2 emissions, greenhouse gas emissions other than CO_2) from business sites" in the Environmental Action Plan (Stage IX)
	Indirect emissions from energy sources	tons-CO_2	CO_2 emissions from the consumption (purchase) of electricity and heat mainly at business sites owned by Fujitsu * For the calculation method, see "Greenhouse gas emission (CO_2 emissions) at business sites" in the Environmental Action Plan (Stage IX).
Downstream (Scope 3)	Processing of sold products	tons-CO_2	Intermediate product sales volume[1] x Emissions per unit of processing volume[2] [1] Intermediate product sales volume refers to Fujitsu's device solution sales [2] Emissions per unit of processing volume is calculated from Fujitsu's FY 2015 assembly plant data
	Use of sold products	tons-CO_2	Electricity consumption during product use* x Emissions per unit electricity (Source: CO_2 emission coefficient of The Electric Power Council for a Low Carbon Society (FY2019 results)) * Electricity consumption during product use: Calculated as electricity usage for the anticipated usage time per product unit x Units shipped for the subject fiscal year.

			Electricity usage for the anticipated usage time per product unit is calculated as electricity consumed (kW) x Time used (h / Days) x Number of days used / Year x Number of years used. Time used (h), number of days used per year, and number of years used are set according to Fujitsu's internal scenarios
	End-of-life treatment of sold products	tons-CO_2	(Weight of all sold products / Weight of products processed at Fujitsu's recycling centers during the year) x Electricity used at Fujitsu's recycling centers during the year x Emissions per unit of electricity (Source: Emission coefficient per electricity provider (FY2019 results) for general power transmission and distribution business operators)

Response to Environmental Risks: Environmental Liabilities

Indicator	Unit	Calculation Method
Cost of environmental liabilities	Yen	1. Asset retirement obligation (Only asbestos removal cost related to facility disposal) 2. Cost for soil contamination countermeasures 3. Disposal processing cost for waste with high concentration of PCB (polychlorinated biphenyl)

Response to Environmental Risks: Preventing Soil and Groundwater Pollution

Indicator	Unit	Calculation Method
Measured value of groundwater pollution	mg/L	The highest value in the fiscal year for substances detected at levels exceeding regulated levels set in the Soil Contamination Countermeasures Act, etc., at monitoring wells at the boundaries of sites where past business activities have resulted in soil contamination

Material Balance

Boundary : Refer to the "List of Organizations Covered by the Report on Environmental Activities" or 5-3-4-10 in this book.

Indicator		Unit	Calculation Method
INPUT			
Design/ Procurement/ Manufacturing/ Development	Raw Materials	tons	Material inputs to our major products[1] shipped in the fiscal year (raw materials per unit for each product x The number of units shipped in the fiscal year)
	Chemical Substances — Volume of substances subject to VOC emissions restrictions	tons	Of the 20 VOCs (Volatile Organic Compounds) specified in the environmental voluntary action plans of the four electrical and electronic industry associations[2], total amounts handled are provided for those substances handled in quantities exceeding 100 kg annually per substance at individual business sites, including overseas sites Substances subject to VOC emissions controls that are also covered by the PRTR law are included in the section on substances subject to VOC emissions controls

		Volume of PRTR-targeted substances	tons	Of the substances covered by the PRTR law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environmental and Promotion of Improvements to the Management Thereof), totals are provided for those substances handled in quantities exceeding 100 kg annually per substance per business site, including overseas sites
		Amount of water used	m^3	Annual use of clean water, industrial water and groundwater (not including groundwater used for melting snow or extracted for purification.)
		Amount of Recycled water	m^3	Annual amount of water used for manufacturing and other purposes once, then recovered, processed, and used again for manufacturing and other processes.
		Energy consumption (calorie basis)	GJ	Σ[(Electricity, fuel oil and gas, and district heating and cooling annual usage) x Thermal conversion factor for each type of energy*] * Thermal conversion factor (Heating value unit): According to the "Act on the Rational Use, etc., of Energy," conversion factors from each supplier or 44.8 GJ/1000m^3 were used for town gas.
			Purchased electricity	MWh	Annual electricity usage
			Bunker A, fuel oil, light oil, benzine, gasoline	kL	Annual fuel oil usage (or purchases)
			Natural gas	m^3	Annual natural gas usage (or purchases)
			Town gas	m^3	Annual town gas usage (or purchases)
			LPG	tons	Annual LPG usage (or purchases)
			LNG	tons	Annual LNG usage (or purchases)
			District heating and cooling	GJ	Annual district heating and cooling (cold and hot water for cooling and heating) usage (or purchases)
Distribution / Sales	Energy consumed for transport			GJ	Total value of transport energy consumption for Fujitsu[1] and Fujitsu Group companies[2] [1] Fujitsu (domestic transport): Energy consumption related to domestic transport by the Fujitsu Group, based on the Act on the Rational Use of Energy "Logistics." [2] Fujitsu Group Companies: Calculated from the transport CO$_2$ emissions from OUTPUT (distribution and sales) using the ratio of Fujitsu (domestic transport) transport energy consumption to transport CO$_2$ emissions.
Use of sold Products	Energy	Electricity		GWh	Electricity consumed in connection with major products ** shipped during the fiscal year (Amount of electricity used for time estimated per product unit x Units shipped in the fiscal year)
				GJ	
Recycling of resources	Resource recycling rate			%	Based on the calculation method provided by JEITA, recycled components and resources are calculated as a percentage of the weight of used products processed in Japan. Excludes collected waste other than used electronic products.
	Processed volume			tons	

OUTPUT				
Design/ Procurement/ Manufacturing/ Development	Raw Materials	CO_2 emissions	tons -CO_2	CO_2 emissions related to all stages from resource extraction through processing into raw materials (CO_2 emissions equivalent for raw materials used per product unit x Units shipped in the fiscal year) for the raw materials used in major products[1] shipped in the fiscal year
	Chemical Substances	Volume of substances subject to VOC emissions restrictions	tons	Of the 20 VOCs (Volatile Organic Compounds) specified in the environmental voluntary action plans of the four electrical and electronic industry associations[2], total amounts released are provided for those substances handled in quantities exceeding 100 kg annually per substance at individual business sites, including overseas sites. Substances subject to VOC emissions controls that are also covered by the PRTR law are included in the section on substances subject to VOC emissions controls.
		Volume of PRTR-targeted substances released	tons	Of the substances covered by the PRTR law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof), released totals are provided for those substances handled in quantities exceeding 100 kg annually per substance per business site, including overseas sites.
	Atmospheric pollution	CO_2 emissions	tons-CO_2	* For the calculation method, see "Greenhouse gas emissions (CO_2 emissions) from business sites" in the Environmental Action Plan (Stage IX).
		GHG emissions other than CO_2	tons-CO_2	* For the calculation method, see "Greenhouse gas emissions (GHG emissions other than CO_2) from business sites" in the Environmental Action Plan (Stage IX).
		NOx emissions	tons	NOx concentration (ppm) x 10^{-6} x Dry gas emissions (m^3N/hr) x Operating time (hr/yr) x 46/22.4 x 10^{-3}
		Sox emissions	tons	SOx concentration (ppm) x 10^{-6} x Dry gas emissions (m^3N/hr) x Operating time (hr/yr) x 64/22.4 x 10^{-3}
	Water Discharge	Wastewater discharges	m^3	Annual water discharge into public waterways and sewers (not including groundwater used for melting snow, but including groundwater extracted for purification when the amount of water is known)
		BOD emissions	tons	BOD concentration (mg/l) x Water discharges (m^3/yr) x 10^{-6}
		COD emissions	tons	COD concentration (mg/l) x Water discharges (m^3/yr) x 10^{-6}
	Waste	Amount of waste generated	tons	* For the calculation method, see "Waste generated" in the Environmental Action Plan (Stage IX).
		Thermal recycling volume	tons	Among all types of waste put to effective use, the total volume used in thermal recycling * Thermal recycling: Recovery and use of the heat energy generated by incinerating waste
		Material recycling volume	tons	Among all types of waste put to effective use, the total volume used in material recycling * Material recycling: Processing of waste to facilitate its reuse, and re-use of processed waste as material or raw materials for new products

		Disposal volume	tons	Volume of industrial and general waste processed by, for example, landfilling or simple incineration
Distribution / Sales	Atmospheric Release		tons-CO_2	* For the calculation method, see "Transportation and distribution (upstream)" in the GHG Emissions Report based on GHG Protocol Standards.
Use of sold Products	Atmospheric Release		tons-CO_2	For the calculation method, see "Use of sold products" in the GHG Emissions Report based on GHG Protocol Standards.

*1   Major products:
Personal computers, mobile phones, servers, workstations, storage systems, printers, scanners, financial terminals, retail terminals, routers, LAN access equipment, access network products, mobile phone base stations and electronic devices

*2   Four electrical and electronic industry associations:
The Japan Electrical Manufactures' Association (JEMA), Japan Electronics and Information Technology Industries Association (JEITA), Communications and Information Network Association of Japan (CIAJ), and Japan Business Machine and Information System Industries Association (JBMIA).

Environmental Data

List of Organizations Covered by the Report on Environmental Activities in FY2020

Organizations covered by the report

The coverage is of Fujitsu itself plus a total of 132 companies centering on consolidated subsidiaries that have built environmental management systems. The table below shows the organizations*1 for which individual performance data is gathered.

*1 The following company names are as of March 31, 2021.

Organizations covered by each Indicators

- Scope1,2,3 : Organizations that are the subject of calculations used in the GHG Emissions Report based on GHG Protocol Standards
- Water : Japan; Fujitsu and Fujitsu Group offices excluded datacenters.
  Overseas; Fujitsu and Fujitsu Group manufacturing sites
- Waste : Japan; Fujitsu offices excluded datacenters and Fujitsu Group manufacturing sites
  Overseas; Fujitsu and Fujitsu Group manufacturing sites
- Chemical : Fujitsu and Fujitsu Group manufacturing sites.
  *The sites that handle less than 100 kg of chemical substances per year are excluded.
- EMS : Organizations with Environmental Management Systems (EMS). Including organizations with voluntary EMS.

Headquarters

No.	Company name	Scope1,2,3	Water	Waste	Chemical	EMS
1	Fujitsu Limited	✔	✔	✔	✔	✔

Fujitsu Group companies in Japan (91companies)

No.	Company name	Scope1,2,3	Water	Waste	Chemical	EMS
1	FUJITSU HOME & OFFICE SERVICES LIMITED	✔				✔
2	Kawasaki Frontale Limited	✔				✔
3	Fujitsu Techno Research Limited	✔				✔
4	Toyama Fujitsu Limited	✔	✔			✔
5	Fujitsu Facilities Limited	✔				✔
6	OKINAWA FUJITSU SYSTEMS ENGINEERING LIMITED	✔				✔
7	DIGITAL PROCESS LTD.	✔				✔
8	PFU LIMITED	✔	✔	✔	✔	✔
9	FUJITSU BANKING SOLUTIONS LIMITED	✔				✔

10	SHIGA FUJITSU SOFTWARE LIMITED	✔				✔
11	FUJITSU BROAD SOLUTION & CONSULTING Inc.	✔				✔
12	FUJITSU SOCIAL SCIENCE LABORATORY LIMITED	✔				✔
13	FUJITSU YFC LIMITED	✔				✔
14	FUJITSU NIIGATA SYSTEMS LIMITED	✔				✔
15	FUJITSU HOKURIKU SYSTEMS LIMITED	✔				✔
16	FUJITSU KYUSHU SYSTEMS LIMITED	✔				✔
17	FUJITSU KAGOSHIMA INFORNET LIMITED	✔				✔
18	FUJITSU FIP CORPORATION	✔				✔
19	FUJITSU CLOUD TECHNOLOGIES LIMITED	✔				✔
20	G-Search Limited	✔				✔
21	FUJITSU FSAS INC.	✔				✔
22	FUJITSU COMMUNICATION SERVICES LIMITED	✔				✔
23	FUJITSU NETWORK SOLUTIONS LIMITED	✔				✔
24	Fujitsu Frontech Limited	✔	✔	✔	✔	✔
25	Fujitsu Japan Limited	✔				✔
26	FUJITSU SYSTEM INTEGRATION LABORATORIES LIMITED	✔				✔
27	FUJITSU TOKKI SYSTEMS LIMITED	✔				✔
28	FUJITSU DEFENSE SYSTEMS ENGINEERING LIMITED	✔				✔
29	Fujitsu Applications, Ltd.	✔				✔
30	FUJITSU LEARNING MEDIA LIMITED	✔				✔
31	FUJITSU RESEARCH INSTITUTE	✔				✔
32	Fujitsu Marketing Limited	✔				✔
33	FUJITSU FOM LIMITED	✔				✔
34	FUJITSU CoWorCo LIMITED	✔				✔
35	TWO-ONE LIMITED	✔				✔
36	FUJITSU I-NETWORK SYSTEMS LIMITED	✔	✔	✔	✔	✔
37	ECOLITY SERVICE LIMITED	✔				✔
38	FUJITSU ADVANCED ENGINEERING LIMITED	✔				✔
39	Fujitsu Software Technologies Limited	✔				✔
40	FUJITSU MIDDLEWARE LIMITED	✔				✔
41	Fujitsu Kyushu Network Technologies Limited	✔				✔
42	Fujitsu Telecom Networks Limited	✔	✔	✔	✔	✔
43	FUJITSU COMPUTER TECHNOLOGIES LIMITED	✔				✔
44	FUJITSU IT PRODUCTS LIMITED	✔	✔	✔	✔	✔

45	Fujitsu Isotec Limited	✔	✔	✔	✔	✔
46	FUJITSU PERIPHERALS LIMITED	✔	✔	✔	✔	✔
47	FUJITSU PERSONAL SYSTEM LIMITED	✔				✔
48	FUJITSU KASEI RECYCLE LIMITED	✔				✔
49	FUJITSU QUALITY LABORATORY LIMITED	✔	✔			✔
50	Fujitsu Optical Components Limited	✔	✔	✔	✔	✔
51	FUJITSU KANSAI-CHUBU NET-TECH LIMITED	✔				✔
52	Fujitsu Mission Critical Software LTD.	✔				✔
53	FDK CORPORATION	✔	✔	✔	✔	✔
54	Transtron Inc.	✔	✔	✔		✔
55	SHINKO ELECTRIC INDUSTRIES CO. LTD.	✔	✔	✔	✔	✔
56	FUJITSU LABORATORIES LTD	✔	✔	✔	✔	✔
57	FUJITSU SEMICONDUCTOR LIMITED	✔				✔
58	Fujitsu Design Limited	✔				✔
59	Fujitsu Advanced Technologies Limited	✔				✔
60	FUJITSU CAPITAL LIMITED	✔				✔
61	AIZU FUJITSU SEMICONDUCTOR LIMITED	✔	✔	✔	✔	✔
62	AIZU FUJITSU SEMICONDUCTOR WAFER SOLUTION LIMITED	✔	✔	✔	✔	✔
63	FUJITSU SEMICONDUCTOR MEMORY SOLUTION LIMITED	✔				✔
64	Fujitsu IT Management Partner Co. Ltd.	✔				✔
65	Fujitsu IS Service Limited	✔				✔
66	FUJITSU PUBLIC SOLUTIONS LIMITED	✔				✔
67	FUJITSU ADVANCED SYSTEMS LIMITED	✔				✔
68	Fujitsu Systems Applications & Support Limited	✔				✔
69	FUJITSU YAMAGUCHI INFORMATION CO.,LTD	✔	✔			✔
70	FUJITSU SHIKOKU INFOTEC LIMITED	✔				✔
71	FUJITSU SYSTEMS WEB TECHNOLOGY LIMITED	✔				✔
72	Ridgelinez Limited	✔				
73	FUJITSU NETWORK SERVICE ENGINEERING LIMITED	✔				✔
74	FUJITSU SOCIAL LIFE SYSTEMS LIMITED	✔				✔
75	Mobile Techno Corp.	✔				✔
76	Care Net Ltd.	✔				✔
77	Fujitsu Advance Accounting service Limited	✔				✔
78	Fujitsu Harmony Limited	✔				✔
79	UCOT Infotechno co., Ltd	✔				✔

80	AB System Solutions Limited	✔				✔
81	ZIS INFORMATION TECHNOLOGY CORPORATION	✔				✔
82	Fujitsu Yamagata Information Technology Limited.	✔				✔
83	BANKING CHANNEL SOLUTIONS Limited	✔				✔
84	IT MANAGEMENT PARTNERS LIMITED	✔				✔
85	YJK Solutions Co., Ltd.	✔				✔
86	Best Life Promotion Ltd.	✔				✔
87	Fujitsu Traffic & Road Data Service Limited	✔				✔
88	Fujitsu Engineering Technologies Limited	✔				✔
89	Smart Agriculture IWATA Co., Ltd.	✔				✔
90	Grand Bouquet Otaki, K.K.	✔				✔
91	FITEC	✔				✔

Fujitsu Group companies worldwide (40 companies)

No.	Company name	Scope1,2,3	Water	Waste	Chemical	EMS
1	Jiangsu Fujitsu Telecommunications Technology Co., Ltd.	✔	✔	✔		✔
2	Fujitsu Electronics Pacific Asia Limited	✔				✔
3	Fujitsu Electronics (Shanghai) Co., Ltd.	✔				✔
4	FUJITSU HONG KONG LIMITED	✔				✔
5	FUJITSU DO BRASIL LIMITADA	✔				✔
6	FUJITSU ASIA PTE LTD	✔				✔
7	FUJITSU NETWORK COMMUNICATIONS INC.	✔	✔	✔	✔	✔
8	Fujitsu America, Inc.	✔				✔
9	Fujitsu (Thailand) Co., Ltd.	✔				✔
10	FUJITSU BUSINESS TECHNOLOGIES ASIA PACIFIC LIMITED	✔				✔
11	FUJITSU AUSTRALIA LTD.	✔				✔
12	Fujitsu Technology Solutions GmbH	✔				✔
13	Fujitsu Electronics Europe GmbH	✔				
14	Fujitsu Nanda Software Technology Co., Ltd	✔				✔
15	FUJITSU SERVICES HOLDINGS PLC	✔				✔
16	FUJITSU KOREA LTD.	✔				✔
17	FUJITSU TAIWAN LIMITED	✔				✔
18	Fujitsu Telecommunication Asia Sdn. Bhd.	✔				✔
19	Fujitsu (China) Holdings Co., Ltd.	✔				✔
20	Fujitsu Technology and Business of America, Inc.	✔				✔

21	FUJITSU (XI'AN) SYSTEM ENGINEERING Co., Ltd.	✔				✔
22	Beijing Fujitsu System Engineering Co., LTD.	✔				✔
23	Fujitsu Glovia, Inc.	✔				✔
24	FUJITSU AUSTRALIA SOFTWARE TECHNOLOGY PTY. LTD.	✔				✔
25	FUJITSU Enabling Software Technology GmbH	✔				✔
26	Fujitsu Electronics America, Inc	✔				
27	Fujitsu Electronics Korea Ltd.	✔				
28	Fujitsu Research and Development Center Co., LTD.	✔				✔
29	Fujitsu Computer Products of America	✔				✔
30	Fujitsu Consulting India	✔				
31	FUJITSU (CHINA) Co., Ltd.	✔				✔
32	Fujitsu Finance America, Inc.	✔				✔
33	FUJITSU EMEA PLC	✔				✔
34	Fujitsu RunMyProcess SAS	✔				✔
35	UShareSoft, SAS	✔				✔
36	Fujitsu Finland Oy	✔				✔
37	Fujitsu Greenhouse Technology Finland Oy	✔				✔
38	Fujitsu Systems Global Solutions Management Sdn. Bhd.	✔				✔
39	Fujitsu Sweden AB	✔				
40	Fujitsu New Zealand Limited	✔				

5-4

Global Responsible Business

-   Compliance   -

The Fujitsu Group recognizes the operation and maintenance of internal control systems, including compliance, is one of the most important management issues from the perspective of maintaining and improving corporate value. Therefore, we will ensure to keep all organizations in the group informed about the Code of Conduct guidelines in the Fujitsu Way. Furthermore, in all our business activities, we shall be aware of and act with integrity at a high level of corporate ethics that respect international and local standards.

Compliance

Goals

WHAT FUJITSU ASPIRES TO BE

Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness and through those activities, the Fujitsu Group fulfils our social responsibilities and earns the trust of our stakeholders.

GOALS FOR FY2022

To further disseminate compliance-related part of the Fujitsu Way Code of Conduct throughout the entire organization, the Global Compliance Program is rolled out for the entire Fujitsu Group, thereby instilling a high level of compliance awareness in the organization, and the management is to take the lead in fostering a corporate culture where each employee does not tolerate any wrongdoings (Zero Tolerance).

KPI: Deliver messages from the President or the Heads of each Business Group/Region on the importance of compliance (at least once a year)

Policies and Structure for Implementation

At the Fujitsu Group, the Risk Management & Compliance Committee, which reports directly to the Board of Directors and is chaired by the President, is responsible for overseeing group-wide compliance at the global level based on the "Policy on the Internal Control System"(*1). The Risk Management & Compliance Committee nominates the executives who shall be responsible for compliance and risk, and the said executives, together with the relevant departments shall carry out measures based on direction from the Risk Management & Compliance Committee and the Global Compliance Program. The Risk Management & Compliance Committee collaborates with the Regional Risk Management and Compliance Committees, which have been formed as subcommittees, and raise group-wide awareness of the Fujitsu Way Code of Conduct and achieve compliance with it.

The Risk Management & Compliance Committee and the Regional Risk Management & Compliance Committees verify the Global Compliance Program's current operational status on a regular basis and file reports with the Board of Directors. Under the initiative and supervision of top management, these committees implement and operate the internal company rules, training activities, and monitoring systems required for compliance with the laws and regulations governing the Fujitsu Group's business activities.

*1   Policy on the Internal Control System (p.5-p.10)
https://www.fujitsu.com/global/imagesgig5/notice121b.pdf

Fujitsu Way Code of Conduct

The Fujitsu Way contains a Code of Conduct, which outlines the fundamental principles that all Fujitsu Group employees should abide by, as shown on the right.

Fujitsu has also refined its Fujitsu Way Code of Conduct, by developing the Global Business Standards (GBS) (*2) in 20 languages to serve as a guide on legally compliant behavior for all Fujitsu Group-affiliated employees worldwide, and applies the GBS uniformly across the Fujitsu Group.

*2   Global Business Standards (p.22)
https://www.fujitsu.com/global/about/philosophy/codeofconduct/gbs/

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.

Fujitsu Way Code of Conduct

Top Management Initiatives

Top Management expresses its intentions to strive for compliance proactively and continuously through measures such as sending messages to employees, and in doing so, Fujitsu puts the Fujitsu Way Code of Conduct and the GBS into practice and spread them throughout the entire Fujitsu Group.

The President has repeatedly sent out messages to all employees, both in Japan and overseas, declaring that Fujitsu will put an end to compliance violations such as collusion and the formation of cartels. Even overseas, regional heads and Group company top managers continuously send out messages emphasizing the importance of compliance and a corporate culture that has zero tolerance for wrongdoing.

Furthermore, Fujitsu established the Fujitsu Compliance Week, which begins on December 9th, the United Nation's designated International Anti-Corruption Day, and employs measures such as sending out simultaneous messages across the Fujitsu Group to encourage employees to focus on compliance and promote compliance discussions.

Global Compliance Program

Fujitsu has developed the Fujitsu Global Compliance Program (GCP) to implement and disseminate the Fujitsu Way Code of Conduct and the GBS, and is working to maintain and improve the Fujitsu Group's global legal compliance structure. The GCP organizes our various compliance-related activities into five pillars in a systematic manner. The GCP promotes external understanding of Fujitsu's compliance structure and its compliance activities, in addition to clarifying what items Fujitsu needs to address on a continual basis. Based on this GCP, we implement various policies and initiatives in each region, taking into account factors such as each country/region's the legal systems and government institutions guidelines.

When implementing the GCP, we establish internal Group rules and assign a compliance officer in each region to be responsible for compliance activities and ensure the structure's implementation. We also continuously provide employees with various forms of training, with the goal of embedding the Fujitsu Way Code of Conduct and the GBS. In addition, we have established an internal whistleblower system(*3) in the event of compliance issues, and employees are required to immediately report compliance violations to the Risk Management & Compliance division if they are discovered. We periodically verify the effectiveness of the GCP through measures such as risk assessment, audit, and reviews by external specialists, and continuously work towards improving the GCP. Refer to the PDF below for information about promotion of the Global Compliance Program.

- Promoting the Global Compliance Program
  https://www.fujitsu.com/global/documents/about/csr/compliance/2021_Promoting_GCP_en.pdf

Fujitsu Global Compliance Program

*3   Internal Whistleblower System:
       The Fujitsu Group has established an internal and external point of contact, known as the Compliance Line/Fujitsu Alert, to receive reports
       from all Group employees (including retirees, temporary transfers, contracted employees, part-time employees and dispatch workers) and
       to provide consultations (including anonymous reports).

       We have established a Compliance Line and Fujitsu Alert for Suppliers in Japan to receive reports from the suppliers of Fujitsu and its
       Japanese Group companies, to whom we directly supply products, services, software and other goods. Fujitsu Alert is also available in 20
       languages outside of Japan, and it accepts reports from customers, suppliers and other third parties 24 hours a day, 365 days a year.

       • Fujitsu Alert
         https://secure.ethicspoint.eu/domain/media/en/gui/102834/index.html
       • Compliance Line for Suppliers in Japan
         https://www.fujitsu.com/jp/about/csr/management/compliance/complianceline/

Initiatives for Security Export Controls

The export of goods and the transfer of technology that could be used for the development or production of weapons of mass
destruction or conventional weaponry is controlled by an international framework for security export controls, with the objective
of maintaining global peace and security. In Japan, regulations for security export controls are implemented under the Foreign
Exchange and Foreign Trade Act (the Foreign Exchange Act).
In line with the Fujitsu Way Code of Conduct's stipulation that employees should comply with all laws and regulations, Fujitsu has
enacted "Internal Compliance Program" on Security Export Control Regulations whose fundamental objective is the promotion of
security export controls that are not only in accordance with the Foreign Exchange Act, but with the Export Administration
Regulations (EAR) of the United States, which are applied extraterritorially.
Fujitsu has established a system in which the President serves as the designated Chief Security Export Control Officer, while the
Security Export Control Office in the Legal, IP and Internal Control Unit serves as the organization that promotes security export
control activities. The Security Export Control Office carries out all classification and transaction screening (verifying the
country/region receiving the goods/technology, the intended application for it, and the identity of the client) for export of goods
and the transfer of technology to overseas locations, where all necessary licenses are adequately obtained before shipment. In
addition, in the "Internal Compliance Program" such process is established that legal violations shall be reported immediately.
When conducting business, in order to prevent legal violations by misinterpretation of and/or overlook of related regulations, we
coordinate closely with the Ministry of Economy, Trade and Industry, which has jurisdiction over export administration
regulations.
In order to maintain this internal system for security export controls and keep it going, we continue to conduct regular audits and
provide export controls training to all executives and employees.
With regard to all domestic and overseas Group companies, Fujitsu headquarters offer guidance about how to develop rules and
establish frameworks for proper security export controls, provides educational support and audit support, and organizes
gatherings within the Group for the purpose of information exchange, among other activities. In addition, since FY 2013, Fujitsu
has been developing an e-Learning course that covers security export controls and is available in 20 languages for Group
companies around the world.

System to Ensure Proper Financial Reporting

In the "Policy on the Internal Control System", which was resolved by the Board of Directors, Fujitsu stipulates the following
points.

1. The Company has, apart from the organization that prepares financial reports, an organization under the Chief Financial
   Officer responsible for establishing, operating, and evaluating internal control over Fujitsu Group financial reporting, to
   ensure the effectiveness and reliability of financial reports.
2. These organizations create rules for establishing, operating, and evaluating internal control over the unified accounting

policies shared throughout the Fujitsu Group and financial reporting.

Status of operations

Under the direction of the Risk Management & Compliance Committee, the organization responsible for internal control and internal audits has established the system, and in accordance with the rules established by the Company based on the principles of the "Practice Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting" published by the Business Accounting Council, internal control over financial reporting throughout the Fujitsu Group is assessed. The activity status and assessment results are reported to the Chief Financial Officer and the Risk Management & Compliance Committee.

Our Approach to Tax Matters

Tax compliance at the Fujitsu Group is carried out according to the Fujitsu Way Code of Conduct.

- We understand the purpose and spirit of each country's tax laws and treaties, as well as other guidelines such as those laid out in the BEPS (Business Erosion and Profit Shifting) Project led by the OECD, and abide by them. We strive to file tax returns and pay taxes appropriately.
- We strive to respect the general rule of an arm's length price in transactions between related companies. We will thereby not engage in profit shifting to countries where we do not conduct business activities–countries which are tax havens or have low tax rates–in an intentional attempt to avoid taxation.

We will act in good faith in our relationships with tax authorities, and behave in an ethical and transparent manner, in accordance with the values that are cherished by the Fujitsu Way.
Based on the above, we aim to achieve proper tax management, in order to continuously improve corporate value.

FY 2020 Performance

Compliance Training

- Compliance e-Learning for all officers and employees at the Fujitsu Group (Conducted in 16 languages for approximately 130,000 people)
- Other e-Learning and on-demand training for different regions, companies, positions and/or functions(For example, training conducted for newly appointed executives, managers and overseas assignees, newly hired employees or sales employees)

Security Export Controls

- Regular internal audits: 30 divisions within Fujitsu
- Seminars for employees responsible for export controls at Group companies: 53 domestic Group companies
- Audits, training and structural enhancement and support: 38 domestic Group companies and 5 overseas Group companies

5-5

Global Responsible Business

- Supply Chain -

The Fujitsu Group specifies Co-existence with Suppliers; Fair and Proper Evaluation and Selection of Suppliers; and Promotion of CSR-Conscious Procurement Activities as the procurement guidelines for its global procurement activities, and aims to achieve CSR risk-free procurement to fulfill its corporate social responsibility.

Supply Chain

Goals

WHAT FUJITSU ASPIRES TO BE

In its supply chain, the Fujitsu Group will achieve responsible procurement that embraces diversity and gives full consideration to human rights, the environment and health & safety.

GOALS FOR FY2022

- The Fujitsu Group will achieve responsible procurement in its supply chain.
  To ensure that its major suppliers comply with the international standards for responsible procurement, the Fujitsu Group will obtain one of the following documents from its major manufacturing subcontractors and parts suppliers for its core products: (Target KPI =100%)
  - KPI: ·A platinum or gold level of site recognition under the RBA Audit Recognition program
    ·Written consent with the Fujitsu Group CSR Procurement Guideline (equivalent to the RBA Code of Conduct)
- Promotion of supply chain diversity
  We set supply chain diversity as our goal of Responsible Business and promote it globally.

Policy

The Fujitsu Group holds "Co-existence with Suppliers", "Fair and Proper Evaluation and Selection of Suppliers" and "Promotion of CSR-Conscious Procurement Activities" as the tenets of its Corporate Social Responsibility (CSR) procurement policy, and conducts its global procurement activities accordingly.
In 2005, we formulated the "CSR Procurement Guideline" for CSR procurement and requested our suppliers in Japan and overseas to comply with that guideline. In 2018, we adopted the RBA(*1) Code of Conduct as the "Fujitsu Group CSR Procurement Guideline".

*1   [PRESS RELEASE] Fujitsu Joins EICC, a Global Corporate Social Responsibility Coalition (renamed as the Responsible Business Alliance (RBA) in October 2017)
      https://www.fujitsu.com/global/about/resources/news/press-releases/2017/0329-01.html

- Fujitsu Group Procurement Policy
  https://www.fujitsu.com/global/about/procurement/policy/

- Fujitsu Group CSR Procurement Guideline (RBA Code of Conduct)
  https://www.responsiblebusiness.org/code-of-conduct/

Structures for Promoting CSR Procurement & Periodic Reviews

Under the group-wide policy, the relevant departments in the Fujitsu Group collaborate regarding the promotion of CSR activities. In the area of procurement, the Global Supply Chain Unit works with the relevant departments in promoting socially responsible procurement activities by suppliers. The CSR promotion activities are targeted at our major suppliers, that is, the largest suppliers on a monetary basis and those who have ongoing dealings with Fujitsu.
We initially clarify the compliance items through its CSR Procurement Guideline and then require our suppliers to undertake CSR activities. To confirm that these CSR activities are being fully implemented by suppliers, they are asked to respond to a range of surveys on topics such as green procurement, information security and Business Continuity Management (BCM).
The survey responses are analyzed and the results are returned to the suppliers as feedback. Where a supplier fails to meet Fujitsu's standards, they undertake to make improvements. Where there is a particular need to check whether CSR activities are

being fully implemented by a supplier, a CSR audit is conducted. Such suppliers are required to submit a remediation plan for any matters identified by the audit and Fujitsu works with the suppliers to make the necessary improvements. Fujitsu is continually improving its processes and promoting CSR procurement with the goal that ultimately CSR activities will be properly undertaken by suppliers and will become firmly entrenched.

Processes for Promoting and Improving CSR Procurement
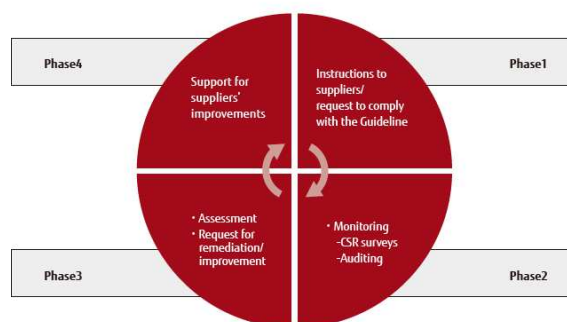
Promoting Activities and Participation in Industry-standard Initiatives (RBA Membership)

The Fujitsu Group is a member of the Responsible Business Alliance (RBA), a global CSR alliance. As such, we give serious consideration to the RBA's Code of Conduct and engage in socially responsible procurement with our suppliers and throughout our supply chain.
The Fujitsu Group also takes an active role in the programs and initiatives of organizations such as the Japan Electronics and Information Technology Industries Association (JEITA) and works to promote socially responsible procurement in the industry.

Addressing High-Risk Minerals

The policy of the Fujitsu Group is to exclude from its products, components and supply chain any minerals that give rise to conflicts ("conflict minerals"), or minerals that are at high risk of being associated with forced labor or human rights violations. (The Fujitsu Group identifies tantalum, tin, gold, tungsten and cobalt as high-risk minerals.) Fujitsu has also established a structure to ensure the transparency of procurement activities in the supply chain and the responsible procurement of minerals. This structure includes the relevant internal departments and operates under the jurisdiction of the Sustainability Management Committee (chaired by Fujitsu's President).

Structure for Responsible Minerals Procurement

- Fujitsu Group Policy on Responsible Minerals Procurement
  https://www.fujitsu.com/global/documents/about/csr/procurement/Fujitsu_Group_Policy_on_Responsible_Minerals_Sourcing_v01.pdf

Surveys on High-Risk Minerals

As part of its due diligence, the Fujitsu Group conducts high-risk minerals surveys with reference to the "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas". These surveys use the Conflict Minerals Reporting Template (CMRT) and Cobalt Reporting Template (CRT) developed by the Responsible Minerals Initiative (RMI).

- List of smelters checked in the surveys
  https://www.fujitsu.com/global/documents/about/csr/procurement/CF_SOR List_2021.pdf

Reminders are sent to those suppliers who failed to respond to our survey by the due date. If survey responses reveal insufficient answers, suppliers are asked to resubmit their responses. Where customers indicate that a smelter is considered to be "risky", we ask suppliers using that smelter to re-examine the nature of their dealings with the smelter.

While there have been no confirmed reports yet of smelters having any involvement with armed groups, we will continue to conduct programs aimed at identifying smelters and further increasing transparency in our supply chain.

Promoting Green Procurement

The Fujitsu Group has set out its basic approach to the environmentally sound procurement of components, materials and products in the Fujitsu Group Green Procurement Direction, and we are working with our suppliers to promote green procurement activities. One target for such activities is the reduction of CO_2 emissions, and the Fujitsu Group is requesting that all of its suppliers, and their suppliers in turn, reduce their CO_2 emissions. In addition, we are asking our suppliers to conduct water risk assessments as a first step toward water resource conservation. We will continue to promote activities that reduce environmental impacts throughout our supply chain.

- Fujitsu Group Green Procurement
  https://www.fujitsu.com/global/about/procurement/green/

Promoting Information Security Measures

Based on the "Cybersecurity Management Guidelines" issued in December 2015 by Japan's Ministry of Economy, Trade and Industry (METI) and the Information-technology Promotion Agency (IPA), the Fujitsu Group, along with its suppliers, has adopted the goal of "eliminating information security incidents", and is continually implementing measures to prevent such incidents or recurrences. These measures include education, raising awareness, auditing and sharing information.
In recent years, there has been a significant increase in the commercial use of external services such as cloud computing and social media. There has also been a rapid increase in opportunities for the use of smart devices such as smartphones and tablet PCs. During 2020, there were major changes to workplace arrangements to mitigate the spread of the COVID-19 pandemic, notably a rapid rise in teleworking (working from home). Regarding the risk of information leaks, it is necessary to prevent not only incorrectly addressed emails being sent by mistake and the theft or loss of PCs and smart devices, but also new kinds of risks such as in-house crimes and cyber terrorism. In this context, when the Fujitsu Group consigns work to suppliers, including those outside Japan, it promotes education and awareness by requiring the same standards of information security management and handling of personal information as it applies to its own operations. If any serious problem regarding information security is discovered at a supplier, or if the supplier fails to immediately implement corrective measures and no improvement is observed, Fujitsu will take steps such as reviewing its business relationship with the supplier.

Enhancing Supply Chain BCM

The Fujitsu Group sees the enhancement of Business Continuity Management (BCM) throughout its supply chain as essential to ensuring a stable supply of products and services in the event of major disasters or other unexpected contingencies. Accordingly, since FY2007 we have provided our suppliers with ongoing support to improve their BCM capabilities.

Fujitsu conducts an annual questionnaire-based survey of its suppliers on how they address BCM. This survey also covers some group companies that conduct their own procurement. We analyze the responses to the survey and then provide feedback to the suppliers and group companies. Since FY2014, we have been using a standard survey form developed by JEITA's Materials Committee.
Fujitsu also conducts annual surveys of major solutions-related suppliers, analyzing the responses and providing feedback.

Communication with Suppliers

Business Meetings

Under the Suppliers' Performance Review (SPR(*2)) system, the Fujitsu Group holds management-level business meetings targeting around 42 of its major suppliers. These meetings provide both direct feedback on the assessment results in an interactive format as well as explanations of Fujitsu's business outlook and procurement strategy. The feedback provided at these meetings also addresses CSR topics, and suppliers whose efforts do not meet Fujitsu's standards are asked to make improvements. Fujitsu also carries out assessments of solutions-related suppliers and provides the results of those assessments as feedback to the major suppliers.

*2   Suppliers' Performance Review: A program developed by Fujitsu that assesses the performance of procured goods and the basic profile of enterprises in terms of quality, technology, price, supply and CSR.

Fujitsu ActivateNow Partner Summit

The Fujitsu Group has held events for its suppliers since 1997. We held our global flagship event, Fujitsu ActivateNow Partner Summit(*3), in an online format in FY2020. Senior executives and the heads of business groups gave an overview of Fujitsu's business direction, and the Executive Vice President responsible for purchasing explained Fujitsu's procurement strategy. This event was also an opportunity to present certificates of appreciation to partners who had made exceptional contributions to our business and to further strengthen our partnerships with suppliers.

*3   Fujitsu ActivateNow Partner Summit: A reorganized event that replaced the previous Fujitsu Suppliers' Reception and the Fujitsu Group Core Partner Forum.

Strengthening Procurement Compliance

Education by Procurement Divisions

The procurement divisions of the Fujitsu Group conduct training programs for their suppliers to disseminate awareness of CSR and ensure that procurement is socially responsible. In addition to CSR procurement and green procurement, training aimed at increasing awareness among procurement staff is also offered in the areas of risk management (BCM activities) and compliance with legislation such as the Subcontracting Law and the Worker Dispatching Business Law.

Supplier Compliance Line

The Fujitsu Group uses the Supplier Compliance Line as a channel to receive reports from suppliers regarding any actions that are potential or actual instances of non-compliance in our purchasing activities. Channels have been set up both internally and externally through which we can verify and investigate the facts of each report and respond quickly.
Fujitsu's internal reporting standards prohibit any adverse treatment of its own staff making such reports or of staff from suppliers making the reports.
Our agreements with suppliers also include explicit provisions on the elimination of anti-social forces and other such groups with the aim of preventing harmful actions by such anti-social forces (and avoiding any encouragement of their activities). The Fujitsu Group, including its suppliers, will have no relationship whatsoever with anti-social forces.

- Supplier Compliance Line (Japanese only)
  https://www.fujitsu.com/jp/about/csr/management/compliance/complianceline/

FY2020 Performance

CSR Surveys

- CSR surveys of major suppliers in Japan and overseas: 119 companies★   ★Indicator assured by third party
- Five suppliers had CSR-related processes that were judged in need of enhancement, and they were requested to implement remediation measures in accordance with Fujitsu's procurement policies and guidebook.

High-Risk Mineral Survey Results

- Fujitsu received responses from 81% of the suppliers surveyed.
- Smelters operated by 373 companies were checked, of which 257 were compliant with the RMI-certified Responsible Minerals Assurance Process (RMAP).

Promoting Information Security Measures

- Web surveys on the state of information security measures (Aug.-Nov. 2020): 2,124 companies
- Audits on the state of information security measures (self-administered) (Nov. 2020-Mar. 2021): 277 companies

Enhancing Supply Chain BCM

Products:
- Surveys conducted (July-Oct. 2020): Approximately 780 companies / 2,500 locations
- Feedback provided (Nov. 2020): Approximately 780 companies / 2,500 locations

Solutions:
- Assessment feedback provided: Approximately 270 companies

Communication with Suppliers

Products:
- Business meetings held: 42
- Feedback provided (Nov. 2020): Approximately 780 companies / 2,500 locations

Solutions:
- Assessment feedback provided: Approximately 270 companies

Global Responsible Business

-   Occupational Health and Safety   -

According to our corporate policy "to ensure a safe and comfortable working environment", the Fujitsu Group gives top priority in all business activities to protecting the health and safety of our employees, both in mind and body. This is done by providing healthy and safe work environments tailored to the different cultures in which we operate.

Occupational Health and Safety

Goals

WHAT FUJITSU ASPIRES TO BE

The Fujitsu Group's first priority in all business activities is to protect the health and safety of our employees both in mind and body by providing a safe and healthy work environment tailored to the different cultures in which we operate.

- We will foster a culture that does not tolerate accidents, incidents and poor safety performance.
- We will ensure safety is a core business value, and make safety important and personal in order to influence people's decisions and behavior.
- We will completely eliminate the loss of business opportunities due to preventable illnesses, injuries, and unexpected work-related accidents

GOALS FOR FY2022

The Fujitsu Group will maintain a safe and comfortable working environment, and promote employees' mental and physical health in every work place.

KPI:　・Zero occurrences of serious accidents
　　　・Implementing health and safety-related management reviews at the global level, conducted once a year

Policy

The Fujitsu Group has established a Health and Safety Policy, and we promote group-wide efforts to set up safe, pleasant working environments and create a workplace culture that will ensure the health and safety of our employees.

> 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.

Promotion Framework and Regular Reviews

The Fujitsu Group has established a system to promote health and safety in each region, and we are moving forward to ensure compliance and preventive measures for occupational health and safety in accordance with the laws of each country through a comprehensive, region-led approach. We have set up the Central Health and Safety Committee, which is comprised of the executives in charge of the Human Resources Unit and Health Promotion Unit, and representatives and others from the Labor Union, to function as an overseer for the Health and Safety Committees at each business site in Japan. It meets once per year to share information and report to management and those in charge at each location about the confirmed status of disasters that have occurred at business sites, and about preventative measures, while also formulating Group-wide health and safety related policies.

In addition, the health and safety management organizations at individual business sites hold monthly Health and Safety Committee meetings. These committees establish policies suited to the unique characteristics of each site and work to create healthier, safer workplaces in accordance with policies related to the Occupational Health and Safety Management System. These health and safety management organizations also survey the worksites to check and improve anything that is potentially dangerous or could lead to occupational accidents, and they conduct risk assessments.

In the Europe, Global Delivery, United States and Oceania , since FY 2018, we have focused on collecting and utilizing data on the occurrence of occupational accidents with the aim of promoting the prevention of occupational accidents. In FY 2019, we established a cross-sectional system for incident management. We have set medium- and long-term goals that we aim to achieve in the Europe, Global Delivery and United States and United States regions which include these specific measures, and

we are working diligently to strengthen governance, establish management systems, and develop human resources and skills in order to foster a culture that does not tolerate occupational accidents.

Structure for Promoting Health and Safety
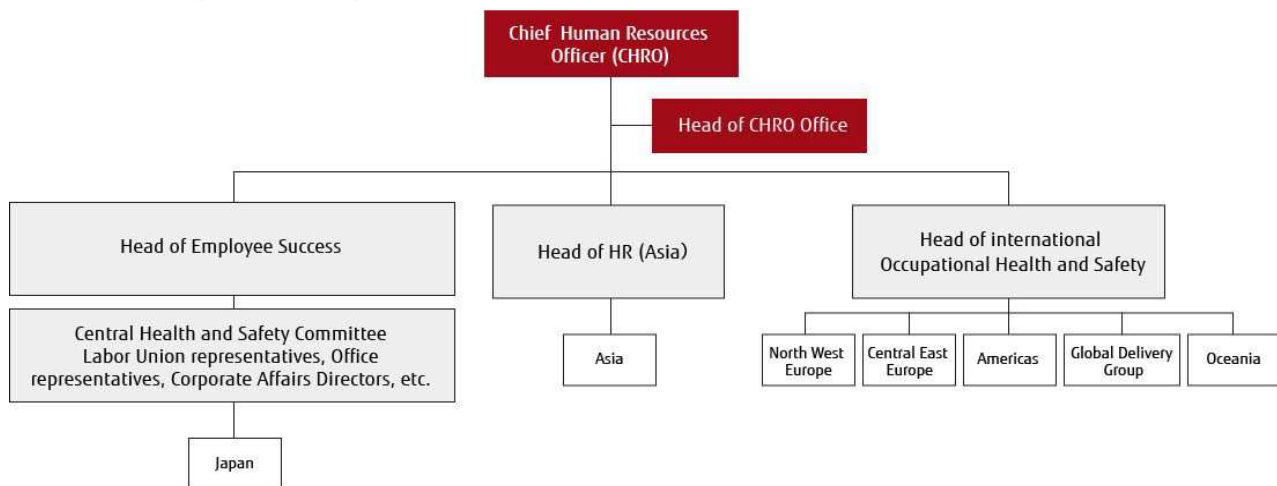
Efforts to Improve Occupational Health and Safety

The Fujitsu Group works toward health and safety with the goal of having zero occupational accidents. Our efforts to boost awareness for the prevention of occupational accidents include health and safety training at each division, and encouraging exercise habits that help prevent falls.

Occupational Health and Safety Training

Fujitsu and Group companies provide health and safety training, as well as health education that raises health awareness. Training is also conducted on-site for the particular work environments present at each individual business site.

Infectious Disease Countermeasures

In response to the novel coronavirus, we have thoroughly adopted a working style based on working from home, so that our employees around the world can work safely and with peace of mind. We have also switched from face-to-face meetings to online meetings and conference calls, and as a general rule, we have banned overseas business trips and long-distance business trips within Japan. In addition, we have developed and disseminated guidelines for working from home, and taken measures to review our internal operations and fulfill our social responsibilities, so that we can carry out operations smoothly, regardless of environment.
As office environments, we are implementing measures such as appropriately controlling the percentage of employees in the office, having seat layouts which take social distancing into account, making alcohol-based disinfectant available, and managing records of where people sit in non-fixed seating, in order to provide workplace environments where employees can work safely and with peace of mind.
We have also set up a consultation service for infectious disease countermeasures, and disseminated information to our employees on how to prevent and combat the spread of infectious diseases to our employees.

Initiatives for Obtaining International Health and Safety Certifications

Some domestic Group companies have received the ISO 45001 certification, which is an international standard, and we have maintained our certifications in the UK and France, and obtained new certifications in Spain and Australia. We have maintained other health and safety certifications, awards, and memberships, including the RoSPA Gold Award, Risk Excellence Award, OHRIS,

and ILO.

Other Efforts

We are conducting a wide range of educational activities on occupational safety and health for employees across the globe, in support of the objectives of the World Day for Safety and Health at Work, which is organized by the International Labour Organization (ILO).

FY 2020 Performance

Occupational Accident Occurrences (Fujitsu and Group companies)

Fujitsu and Group companies provide health and safety training and health education in order to raise health awareness. We also provide training at each of our offices that is tailored to the workplace environment.

Frequency Rate Transition

★Indicator assured by third party

Japan (Fujitsu Ltd) 0.11★

○ Japan (Fujitsu Ltd) △ North West Europe □ Central East Europe ● Americas
▲ Global Delivery Group ■ Oceania

Frequency rate: Number of accidents requiring off-time from work ÷ Total Working hours × 1,000,000

*Number of accidents requiring off-time from work: Occupational accidents that result in loss of one or more days off and any part or function of the body are counted

Transition of Severity Rate

○ Japan (Fujitsu Ltd) △ North West Europe □ Central East Europe ● Americas
▲ Global Delivery Group ■ Oceania

Severity rate: Last Labor days ÷ Total Working hours × 1,000
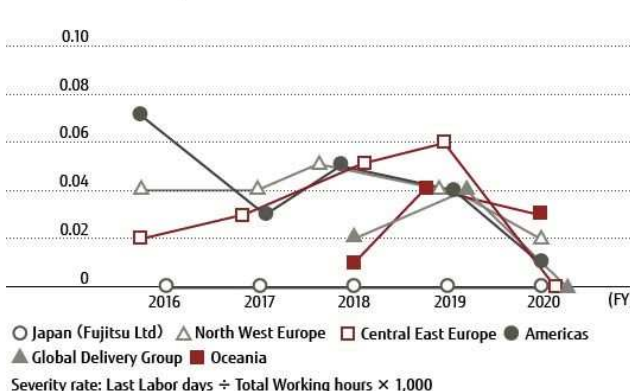
ISO45001-Certified Group Companies

FDK Corporation (Takasaki Plant, Tottori Plant)
Fujitsu Australia Limited
Fujitsu Services Ltd
Fujitsu Technology Solutions SA
PFU Techno Wise Limited

Educational Achievements

We are leveraging the Fujitsu Learning Experience to develop an environment where employees can undergo training at any time at the global level. In addition, we provide health and safety training for new employees so that they will acquire fundamental knowledge for preventing occupational accidents, as well as the basics that will be useful in their own health management (approximately 1,200 employees/year) (Fujitsu and its domestic Group companies).
In the Europe and United States regions, we also conduct annual GSA compliance training to ensure that employees acquire basic health and safety skills.

Global Responsible Business

- Community -

The Fujitsu Group will build collaborative partnerships to engage and empower communities. We will contribute to the prosperity of the communities in which we work globally through collaboration with our business activities, and encourage our employees to develop their skills, have confidence, and be proud to work for Fujitsu through giving back to society.

Community Activities

Goals

WHAT FUJITSU ASPIRES TO BE

Our employees, who possess an awareness that they belong to a global society, will have a positive impact not just on society, but on the economy and on business, by increasing their empathy for social issues and engaging in the co-creation of activities.

We will evaluate, analyze and communicate the impact that our employees have made, and offer greater value to society.

GOALS FOR FY2022

Contributing to the transformation of both our corporate culture and mindset of employees

KPI: Rate of increase in the number of employees participating in social contribution activities related to social issues:
A 10% increase compared to FY 2019 under the new normal

Our Approach to Community Activities

The Fujitsu Group has cooperated with regional communities—who are important stakeholders for us—to pursue unique activities in each region in Japan and around the world. From now on, in order to achieve our purpose which was newly established in 2020, we will promote our activities in Japan and overseas in a more integrated manner, and take the trust we have built in regions up to this point and elevate it to a global level. In order to solve the challenges facing society, we will create greater value by focusing on areas where we can maximize our business strengths. Furthermore, we will continue to create significant value by developing and enhancing systems for quantitatively assessing the impact of our activities in Japan and overseas, and by implementing a cycle to review and improve our activities.

FY 2020 Performance

Total Amount of Investments for Social Contribution Activities

The following chart describes the investments for community activities at Fujitsu in FY 2020.

Community Activities Expenditure

Events, sponsorships, etc.
406 million yen

Management Expenses
40 million yen

Free Provision of Products
and Services, etc.
1 million yen

Monetary Value of Paid
Volunteer Activities by Employees
2 million yen

Cash Donations
685 million yen

Community Activities
Expenditure
Total Amount
1,133 million yen
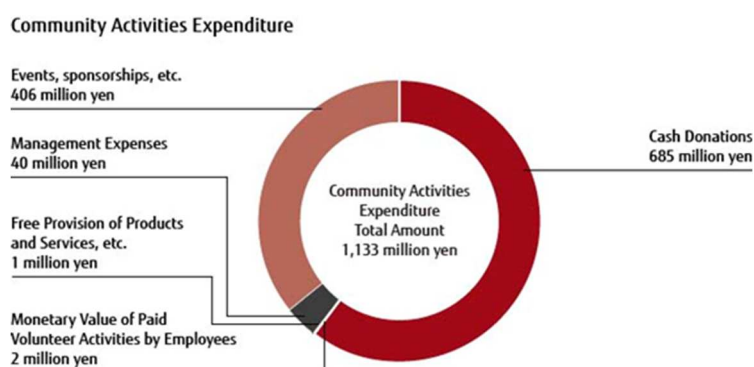
Employee Volunteer Activity Support System

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.

Fujitsu has set up a leave of absence system for employees to participate in the Japan Overseas Cooperation Volunteers or the Senior Japan Overseas Cooperation Volunteers (for up to three years), as well as a system that allots five vacation days a year for volunteer activities, which can be accumulated for a maximum of 20 vacation days. In FY 2020, two employees took their accumulated vacation days (eight days in total) to conduct volunteer activities.

Activities Aimed at Resolving Societal Challenges

Partnering with Centrica to Provide Homeschooling Support (UK)

Many children have had to shift to remote learning from home because of the COVID-19 pandemic. Fujitsu UK has partnered with Centrica to create a system for refurbishing old business laptops and PCs and distributing them free of charge to families whose home environment prevents them from accessing a suitable level of distance learning. Approximately 350 devices have been distributed to date. PCs undergo a condition assessment and cleaning, data is securely erased, the latest operating system is installed, a final test is conducted, and each device is ready for delivery to a family the next day. These PCs also contribute to the psychological care of children while they are unable to leave the home, because a computer allows a child to communicate with friends and teachers in the outside world.

Using a donated laptop for remote learning

Supporting the Employment of People with Disability by Partnering with an NPO to Purchase Vocational Products (Japan)

Fujitsu's office and other Fujitsu Group companies in the Kansai region have partnered with an accredited NPO that sells vocational products assembled by people with disability. Together, the companies organized the in-house sale of the eye-catching products made at disability workshops throughout Japan. An unattended sales cart called "Petit Marché" was designed as a permanent fixture to display the goods available, allowing work-from-home employees to make purchases whenever they visit the office. Fujitsu's partnership with the NPO led to flourishing sales, as together they planned and selected products, replacing and restocking the goods on a regular basis. This not only served as a chance for Fujitsu employees to better understand the importance of social contribution, but also provided an opportunity for the NPO to improve its sales know-how. The initiative is also contributing to the revitalization of local communities by connecting Fujitsu employees, who may find it hard to otherwise make a social contribution, with the issues commonly encountered by disability centers and NPOs that are not accustomed to marketing their products.

The unattended sales cart "Petit Marché" in a Fujitsu office

Supporting Entrepreneurs through the Programs of U.S. NPO Kiva Microfunds

Fujitsu Group company, Ridgelinez Limited, is a transformation design firm that creatively integrates strategy, design and technology, acting as a pacesetter for leaders who aspire to a people-centric approach to transformation. Fujitsu believes that it is important for all employees to be personally aware of the SDGs and the need to contribute to sustainability. The company is therefore participating in programs established by Kiva Microfunds(*1), a U.S. NPO that supports the provision of microfinance(*2) to entrepreneurs in developing countries. Through the sustainable microcredit activity enabled by the Kiva crowdfunding platform, Ridgelinez is providing new business opportunities for entrepreneurs to purchase farm equipment for greater yields, to improve the communication

Entrepreneurs who have received funding

environment for children's mobile learning, and to launch pharmacies to support the health of local communities. By discovering what drives leaders who aspire to change and by supporting their activities, the company is fostering a culture of 'acting to change the world and society'. As a transformation design firm, Ridgelinez will continue to provide sustainable support so that people around the world can enrich their lives and proactively take on new business challenges.

*1   The world's first person-to-person microfinance organization, founded in 2005. A system for lending money via the Internet to sole proprietors in developing countries.

*2   Financial services such as small loans and deposits designed to help needy people operate businesses, become self-reliant, and lift themselves out of poverty.

Social Contribution Activities Related to the Environment

The Fujitsu Group has set out Our Purpose as being to make the world more sustainable by building trust in society through innovation. To achieve this purpose, each employee works to make a positive impact on society through our businesses and life.

- Activities in Japan
  https://www.fujitsu.com/global/about/environment/activities/japan/
- Activities in Overseas
  https://www.fujitsu.com/global/about/environment/activities/global/

Support for Damage from Natural Disasters

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.
For examples of overseas cases where we donated and contributed to support natural disaster recovery, please see below (cases in Japan are available on our Japanese-language website)

- FY2020
  - Donation to the Australian bushfire appeal (A$47,491 donated by Fujitsu Australia Limited).
- FY2019
  - Fujitsu donated food, and hygienic materials to families affected by the fires that occurred in the Philippines where at least 1,000 families were impacted.
- FY2018
  - Fujitsu responded to Hurricane Florence, which caused extensive damage in the southern part of the U.S., by raising

money to donate to the Red Cross.
- Fujitsu fundraised and matched employee donations for victims of the devastating California wildfires. Fujitsu also worked with Australia Post to quickly restore essential services after flooding in Townsville, Queensland
- FY2017
  - Fujitsu promoted initiatives to collect and deliver goods for firefighters combatting the wildfires in Portugal
  - Fujitsu donated food and personal care products to victims of Costa Rica's Hurricane
- FY2016
  - Fujitsu fundraised and matched employee contributions in support of Italy's earthquake victims

- See here for the Great East Japan earthquake disaster recovery and reconstruction support activities. (Japanese language only)
  https://www.fujitsu.com/jp/about/csr/recovery/

Contributing to Society through Sports

The Fujitsu Group promotes sports as a building block of a strong society. Company sports encompass the track and field team, the Frontiers American football team, and the RedWave women's basketball team. These organizations share the thrill of sports while building a more prosperous society and contributing to promoting the mental and physical health of people.
We also cosponsor sports and promote initiatives to promote barrier-free minds through sports.

- See here for our sponsorship and contributions to sports. (Japanese language only)
  https://sports-topics.jp.fujitsu.com/activity/
- See here for the barrier-free activities of the mind through sports. (Japanese language only)
  https://sports-topics.jp.fujitsu.com/accessibility/

Cultural and Sponsorship Activities

- See here for information on Fujitsu's cultural and sponsorship activities. (Japanese language only)
  https://www.fujitsu.com/jp/about/resources/advertising/event/

Activities Utilizing ICT

SDG Communities｜絆 (Fujitsu Global)

SDG Communities｜絆 is a project that aims to bring Fujitsu employees together to form global virtual communities focused on implementation of the Sustainable Development Goals (SDGs) set by the United Nations. When the outbreak of COVID-19 in 2020 impeded traditional forms of communication and resulted in the switch to teleworking, Fujitsu created new communities to promote the Fujitsu Way through SDGs. Employees can use the company's internal social media services to choose their own SDGs and start collaborating with other Fujitsu employees around the world who share the same objectives, thereby boosting their sense of organizational identity. The aim of participation and activity in SDG Communities|絆 is to embed the core values of the SDGs into the Fujitsu culture, as we work to make the world more sustainable and deliver on Fujitsu's corporate purpose.

An overview of community activities around the world

Industry-Academia Collaboration to Foster the Development of Female IT Talent:
Launch of an ICT Consortium Targeting Female University Students (Japan)

With the aim of fostering female talent to lead the Society 5.0 era, the Fujitsu Group and other member organizations have launched the Women's University Students ICT-driven Social Innovation Consortium (WUSIC). This is an industry-academia collaboration comprising two universities and three companies (Tsuda University, Japan Women's University, FJCT, Fujitsu, and Asia). Coding classes for cloud-based smartphone app development are being held along with networking events, and opportunities are being provided to promote the use of the apps and match businesses with university talent. A total of 143 female university students have participated in this program, with approximately 40 sessions being held so far. Fujitsu will continue to support the training of IT talent, fostering the study of coding to enhance ICT literacy and contributing to the development of planning and presentation skills essential for success in business.

Students participating in a coding class

Training Environment for Ontenna Programming Provided Free of Charge (Japan)

Fujitsu is working on the development and deployment of Ontenna, a product that enables the hearing impaired to feel sound through vibration and light. Ontenna is a user-interface device that can be worn on the hair, earlobe, collar, cuff, etc., and allows the wearer to pick up tonal characteristics through vibration and light. Ontenna is now provided free of charge to around 80% of schools for the deaf, where it is used in speech and rhythm practice. Fujitsu has also developed a user-programmable application for use in schools for the deaf and other educational institutions around Japan, allowing children to easily customize the intensity of Ontenna's vibration and the color of the light according to the volume of the sound for the desired reaction. Fujitsu was able to create a high-quality educational solution that could not be achieved simply with conventional ICT education, making it possible for the hearing impaired to experience a new world of sound. Fujitsu is also helping to facilitate an understanding of diversity in society by making it possible for more people to experience Ontenna through free lending and program rental at schools and educational institutions interested in programming training using this device.

Ontenna in use

The vibration intensity and light color can be customized

The application in use at a school for the deaf

Fujitsu-JAIMS Foundation

Transcending borders to create a better future

Fujitsu-JAIMS was established as a non-profit educational foundation in 1972 (the Japan-America Institute of Management Science) , based on the then-President's mission to "develop talent capable of building a better future". In the half century since its establishment, JAIMS has been working to develop leaders capable of creating the value required throughout that period.
Since 2012, JAIMS has been a pioneer in fostering leaders capable of pursuing "the betterment of society (the common good)" by offering a training program in the Asia-Pacific region for those with a clear commitment to contributing to the advancement of their own country and their own community. We aim to realize the vision of developing talented people who can create new value for society. In addition to providing full support for operations, funding, etc. at

Program participants

JAIMS, Fujitsu incorporates its practical knowledge, technologies, and expertise into the program activities to further generate beneficial outcomes for society.

- See here for information on JAIMS.
  https://www.jaims.org/

Fujitsu Scholarship Program

The Fujitsu Scholarship Program was established in 1985 to prepare future business leaders for the task of connecting Japan with the rest of the world.

The scholarship currently offers business people in the Asia-Pacific region the opportunity to participate in Fujitsu-JAIMS Foundation educational programs, with the intention of developing leaders who will have a valuable impact on their own local communities.

Fujitsu contributes to society by providing education rooted in the global community and offering scholarships to those aiming to helping their own country or local community, thereby developing business leaders and promoting cultural exchange and mutual understanding.

Fujitsu Scholarship recipients

- See here for information on the Fujitsu Scholarship Program.
  https://www.fujitsu.com/global/about/csr/activities/community/scholarship/

Collaboration with External Parties

During these times, the challenges facing society and the environment have grown in number. The principle that companies have a responsibility to all of their stakeholders is becoming more common internationally, to include not just customers and investors, but employees, suppliers, and communities of all sizes.
Fujitsu supports this principle and is working towards the realization of a sustainable society, acting in conjunction with international organizations and a variety of like-minded companies.

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

The World Business Council for Sustainable Development (WBCSD) is an organization headed by the CEOs of around 200 global corporations that aims to make sustainable communities a reality through business activities. The WBCSD advocates for economic system reforms under six programs: people, circular economy, redefining value, cities and mobility, food and nature, and climate and energy. Fujitsu has been involved with the WBCSD since 2013, and has continued to conduct activities working within several of these programs. Since 2018, CEO Tokita has been serving as part of the WBCSD executive committee.

Fujitsu also participated in the WBCSD's formulation of "Vision 2050: Time to Transform" in March 2021, its long-term vision for the period up to 2050. "Vision 2050: Time to Transform" compiles international challenges, roadmaps, and other information with the aim of bringing about a society in which more than 9 billion people are able to live well, within planetary boundaries, by 2050. It was developed over the course of more than 18 months, with input from more than 200 companies and stakeholders in 20 countries.

In "Vision 2050: Time to Transform," the WBCSD identifies nine areas of transformation that companies need to achieve, including energy, manufacturing and resources, and health and wellbeing, and outlines specific actions for the next ten years. Fujitsu's purpose is aligned with "Vision 2050: Time to Transform," and we will continue to work toward the realization of a sustainable society.

- WBCSD
  http://www.wbcsd.org/

- Vision2050 Special website
  https://timetotransform.biz/

Involvement with the World Economic Forum (WEF)

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

In January each year, the WEF holds its annual meeting in Davos, Switzerland. The Davos meetings bring together in one venue more than 3,000 leaders in their fields from around the globe, including company executives, political leaders, intellectuals, and journalists, to discuss the major problems confronting the world.

In 2021, due to the impact of COVID-19, the "Davos Agenda" was held as an online event for five days, starting January 25. Under the theme of "A Crucial Year to Rebuild Trust," leaders from various fields engaged in lively virtual discussions with a view to partnering to rebuild the world's economic and social systems in the post-COVID era. From Fujitsu, CEO Tokita and COO Furuta participated in various sessions and gained more in-depth insights about the role that companies should play in bringing about a sustainable society.

- World Economic Forum
  https://www.weforum.org/

Governance

Corporate Governance

Basic Approach to Corporate Governance

Through a decision by the Board of Directors in December 2015, Fujitsu formulated a basic policy that sets out its approach to corporate governance (the "Corporate Governance Policy"). This Policy has been deliberated and established to best fit the present company conditions. However, considering the objective of corporate governance—that is, to conduct a better management—the company is working to continuously review the Policy so that it does not become too rigid or lose substance, as well as holding periodic discussions on the Policy in the Board of Directors Meeting to maintain the best corporate governance structure.

The company recognizes that corporate governance is an indispensable mechanism to manage the company under our Purpose (from the Fujitsu Way). This is not merely to pursue short-term profits, but to ensure the trust of customers and business partners, to encourage employees to engage in activities vibrantly and proudly, and to contribute to society. For these reasons, the company designed a governance structure based on the following approach.

- Basic Approach
  https://www.fujitsu.com/global/documents/about/csr/governance/approach-e/pdf/approach_e.pdf

The latest version, revised in June 2020, can be downloaded from the URL below.

- Corporate Governance Policy
  https://www.fujitsu.com/global/about/ir/library/governance/governancereport-b-en.pdf

Corporate Governance Structure (as of June 28, 2021)

In accordance with its Corporate Governance Policy, the company outlines the following rules to ensure effective oversight and advice, given from the diverse perspectives of Non-Executive Directors (hereinafter, the term used for a combination of Independent Directors and Non-Executive Directors appointed from within the company), to Executive Directors on their business execution as part of the Board of Directors function while taking advantage of the company through the Audit & Supervisory Board system.

<Board of Directors>
The Company has a Board of Directors to serve as a body for making important decisions and overseeing management. The Board of Directors mainly acts in an oversight and advisory role and delegates the decision-making authority over business execution to the Representative Directors and subordinate Corporate Executive Officers to the broadest extent that is permitted by law and the Articles of Incorporation of the company and is considered to be reasonable. Moreover, the oversight function of the Board of Directors has been strengthened by actively appointing External Directors with a high degree of independence and diverse perspectives. Furthermore, in order to better define the management responsibility of the Directors, their terms were reduced from two years to one year in accordance with a resolution at the June 23, 2006 Annual Shareholders' Meeting.

As of June 28, 2021, the Board of Directors consists of nine members in total, comprising three Executive Directors and six Non-Executive Directors (including five External Directors).

The Company held 14 meetings of the Board of Directors in FY2020 (including two extraordinary Board of Directors meetings) to discuss the formulation of the Management Direction and measures for its implementation as well as to decide a new management system based on reports from the Executive Nomination Committee.

<Audit & Supervisory Board>
The Company has an Audit & Supervisory Board that performs the auditing and oversight functions. The auditing and oversight

functions are carried out by Audit & Supervisory Board Members, who review the Board of Directors as well as business execution functions and attend important meetings, including meetings of the Board of Directors. As of June 28, 2021, the Audit & Supervisory Board has four members, comprising two full-time Audit & Supervisory Board Members and two External Audit & Supervisory Board Members. The Audit & Supervisory Board held eight meetings in FY2020, mainly to discuss audit policy and plans, the audit method of the Accounting Auditors and the appropriateness of the audit results, and the key audit matters. Internal Audit Departments made reports and full-time members of the Audit & Supervisory Board reported matters of importance to External Audit & Supervisory Board Members, which were discussed at Audit & Supervisory Board meetings.
The activities of Audit & Supervisory Board Members during FY 2020 included attending, and expressing opinions at, meetings of the Board of Directors, meetings of Independent Directors and other important meetings, inspecting important approval documents, exchanging opinions with Representative Directors, auditing operations of the head office and subsidiaries, exchanging information with auditors of subsidiaries, hearing reports from Accounting Auditors, hearing the status and results of an audit from the Internal Audit Department, and hearing the status of whistle-blowing activities from the Compliance Department.
In addition, with respect to the key audit matters that were adopted in FY 2019, we continued to hold a suitable number of discussions and deliberations with Accounting Auditors in FY 2020. The discussion topics were potential risks of material misstatements in the consolidated financial statements and impacts of, and developments in, material events, etc. that occurred in FY 2020.

<Independent Directors & Auditors Council>
In response to the requirements of Japan's Corporate Governance Code, which facilitates the activities of Independent Directors and Auditors, and in order to invigorate discussions on the medium- to long-term direction of the Company at its Board of Directors Meetings, the Company believes it essential to establish a system that enables Independent Directors and Auditors, who maintain a certain degree of separation from the execution of business activities, to consistently gain a deeper understanding of the Company's business. Based on this recognition, the Company established the Independent Directors and Auditors Council, which consists of all Independent Directors (five Independent Directors and two Independent Auditors). The members of the Council discuss the medium- to long-term direction of the Company, share information, and exchange views so that each can formulate their own opinions.
In FY2020, the Independent Directors and Auditors Council met nine times. The members shared information and exchanged views on the Company's management direction, the scope of business of the Company and of the Fujitsu Group, etc. Based on the knowledge gained through the Council, each Independent Director and Auditor provided advice to the Board of Directors.

<Executive Nomination Committee & Compensation Committee>
The Company has established the Executive Nomination Committee and the Compensation Committee as advisory bodies for its Board of Directors to ensure the transparency and objectivity of its process for nominating Directors and Audit & Supervisory Board Members and its process for determining executive compensation as well as to ensure the fairness of the method and the level of executive compensation.
The Executive Nomination Committee deliberates on candidates for Director and Audit & Supervisory Board Member positions in accordance with the Framework of Corporate Governance Structure and the Procedures and Policy for nomination/dismissal of Directors and Auditors stipulated in the Company's Corporate Governance Policy and provides its recommendations to the Board of Directors. In addition, the Compensation Committee provides its recommendations about the level of base compensation and the method for calculating performance-based compensation to the Board of Directors in accordance with the Procedures and Policy for Determining Directors and Auditors Compensation stipulated in the Company's Corporate Governance Policy.
The members of each committee appointed in July 2021 are as follows. Additionally, the secretariats of both committees are operated by the Company's HR and legal departments.

- Executive Nomination Committee
  Chairperson: Atsushi Abe (Independent Director and Chairman of the Board of Directors)
  Members: Yoshiko Kojo, Scott Callon (Independent Directors), Masami Yamamoto (Director and Senior Advisor)
- Compensation Committee
  Chairperson: Chiaki Mukai (Independent Director)
  Members: Yoshiko Kojo, Scott Callon, Kenichiro Sasae (Independent Directors)

Fujitsu Group Sustainability Data Book 2021

Following the July 2020 appointment of members to the two committees, up to the end of FY2020 the Executive Nomination Committee met three times to discuss the election of Representative Directors (including the CEO) and the nomination of candidates for Director, etc. The Compensation Committee met twice to discuss the level of compensation for Directors and Auditors, the composition ratio, etc. Both committees provided recommendations to the Board of Directors.

- Corporate Governance Report
  Matters on Functions such as Business Execution, Auditing, Oversight, Nomination and Compensation Decisions (Overview of Current Corporate Governance System)
  https://www.fujitsu.com/global/about/ir/library/governance/governancereport-en.pdf

The diagram below illustrates the Company's corporate governance structure. (As of June 28, 2021)
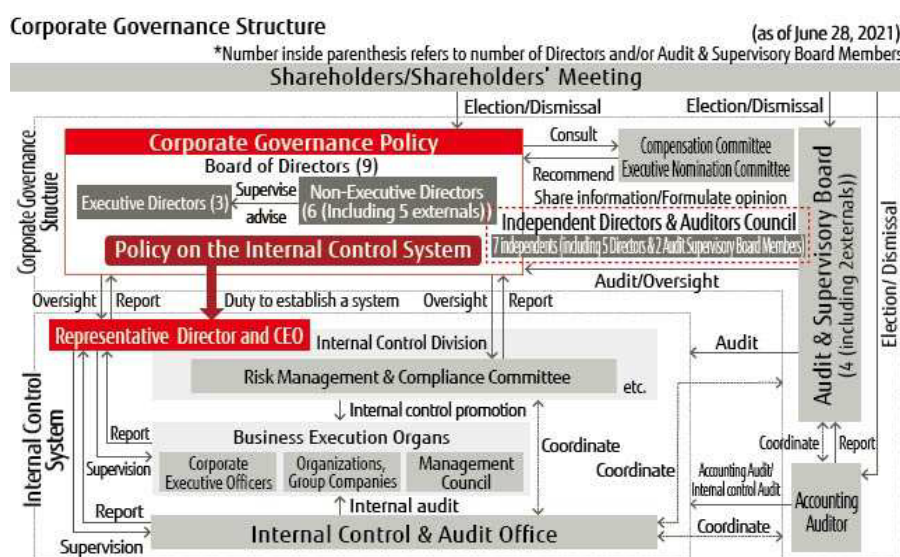
Reasons for Adoption of Current Corporate Governance System

We believe that both direct oversight of business execution by Non-Executive Directors and oversight by Audit & Supervisory Board Members who remain distant from the decision making and operation of business execution should work jointly to ensure highly effective oversight performance. The company has adopted the "company with Audit & Supervisory Board" model where an Audit & Supervisory Board, composed of the Audit & Supervisory Board Members, is established and appointed as an independent agent.
The Board of Directors is composed of at least as many Non-Executive Directors as Executive Directors to ensure its capacity to correct faulty, insufficient, or excessive business executions. While External Directors should be the core of Non-Executive Directors on account of their high degree of independence, at least one Non-Executive Director is appointed from within the company to complement the External Directors' knowledge in business fields and the corporate culture of the company so that the efficiency of oversight performance by the Non-Executive Directors is enhanced.

Policy for Determining Executive Compensation

Compensation paid to Directors and members of the Audit & Supervisory Board is determined based on the policy on the determination of the details of compensation, etc. for individual Directors established by the Board of Directors, subject to approval by the Compensation Committee.

- The policy on the determination of the details of compensation, etc. for individual Directors (page A-17)
  https://www.fujitsu.com/global/documents/about/ir/library/reports/Report121.pdf

Basic Approach to the Internal Control System

To continuously increase the corporate value of the Fujitsu Group, it is necessary to pursue management efficiency and control risks arising from business activities. Recognizing this, the Board of Directors have formulated the "Policy on the Internal Control System", which provides guidelines on: a) how to practice and promote the Fujitsu Way, the principles that underlie the Fujitsu Group's conduct; and b) what systems and rules are used to pursue management efficiency and control the risks arising from the Company's business activities.
See below for the full text of the Policy on the Internal Control System and an overview of the operating status of the systems tasked with ensuring appropriate business practices.

- Internet releases of selected business reports and financial documents
  https://www.fujitsu.com/global/imagesgig5/notice121b.pdf

Disclosures Relating to Corporate Governance

Board of Directors (as of June 28, 2021)

	Name	Position and Responsibilities	Representation Authority	Independent Officer
Business executed	Takahito Tokita	CEO, CDXO, Chairman of the Risk Management & Compliance Committee	○	
	Hidenori Furuta	COO, CTO	○	
	Takeshi Isobe	Corporate Executive Officer, SEVP, CFO		
Non-executive	Masami Yamamoto	Senior Advisor		
	Chiaki Mukai			○
	Atsushi Abe	Chairman of the Board of Directors		○
	Yoshiko Kojo			○
	Scott Callon			○
	Kenichiro Sasae			○

FY2020 Attendance at Meetings of the Board of Directors or Audit & Supervisory Board

Meeting	Times Present	Attendance Rate
Board of Directors	14	99.2%*
Audit & Supervisory Board	8	97.9%**

* Of the nine members of the Board of Directors, eight attended every meeting, with only Yoshiko Kojo missing one of the 14 meetings.

** With the exception of Koji Hatsukawa (who attended seven of the eight meetings), the other members of the Audit & Supervisory Board attended every meeting.

Risk Management

Guidelines & Structure

The Fujitsu Group considers it an important management issue to appropriately identify and respond to risks in the Group's business operations and other activities. Accordingly, the Board of Directors determined a Policy on the Internal Control System. Based on this policy, the Fujitsu Group established a Risk Management & Compliance Committee under the direct control of the Board of Directors, which acts as the highest-level decision-making body on matters involving risk management and compliance. The committee also assigns Risk Management Compliance Officers to each of Fujitsu's divisions and to group companies in Japan and overseas. These organizations collaborate to build a risk management & compliance structure for the entire group, thereby guarding against potential risks and mitigating risks that have already materialized.

Furthermore, we created the Corporate Risk Management Division in November 2020, reporting directly to the CEO. This new body is responsible for risk management across the entire Fujitsu Group and will be better placed to interpret risk-related information and to spearhead rapid, appropriate responses where required.

Risk Management & Compliance Structure

Main Business Risks (*1)	
• Economic and financial market trends • Customers • Competitors and the industry • Investment decisions and business restructuring • Suppliers, alliances, etc. • Public regulations, public policy and tax matters • Natural disasters and unforeseen incidents • Finance	• Deficiencies or flaws in products and services • Compliance issues • Intellectual property • Security • Human resources • Fujitsu Group facilities and systems • Environment

*1   These are just some examples of the risks associated with doing business. More detailed risk-related information can be found in our securities and other reports.
https://www.fujitsu.com/global/about/ir/policy/risks/

Please refer to the web page below for detailed risk information in accordance with our Task Force on Climate-related Financial Disclosures (TCFD) declaration.

"Response to Environmental Risks"
https://www.fujitsu.com/global/about/environment/risk/

Processes

The Risk Management & Compliance Committee, identifies, analyzes and assesses the key risks associated with business activities in all Fujitsu business divisions and group companies in Japan and other countries. (Among the group companies, implementation is focused on 33 risks identified as particularly important.) It also checks the progress of measures designed to avoid, mitigate, transfer and accept such risks, and then formulates new measures or reviews existing measures. The committee reports regularly to the Board of Directors regarding major risks that have been identified, analyzed and assessed, presenting the risks in a visually accessible format by ranking and mapping them.

The committee also prepares processes for dealing with risks that have eventuated despite implementation of the various preventive measures. If a critical risk arises, such as a natural disaster, product fault or defect, system or service problem, compliance violation, information security breach or environmental problem, then the department or group company concerned reports immediately to the Risk Management & Compliance Committee.

This committee then coordinates with the related departments and work sites to quickly resolve the problem by taking appropriate steps, such as establishing a task force. At the same time, the committee works to identify the causes of the problem and proposes and implements measures to prevent any recurrence. For critical risks, the committee also reports as needed to the Board of Directors. The Risk Management & Compliance Committee checks the progress of implementation of these processes on an ongoing basis and formulates improvements.

Risk Management Process
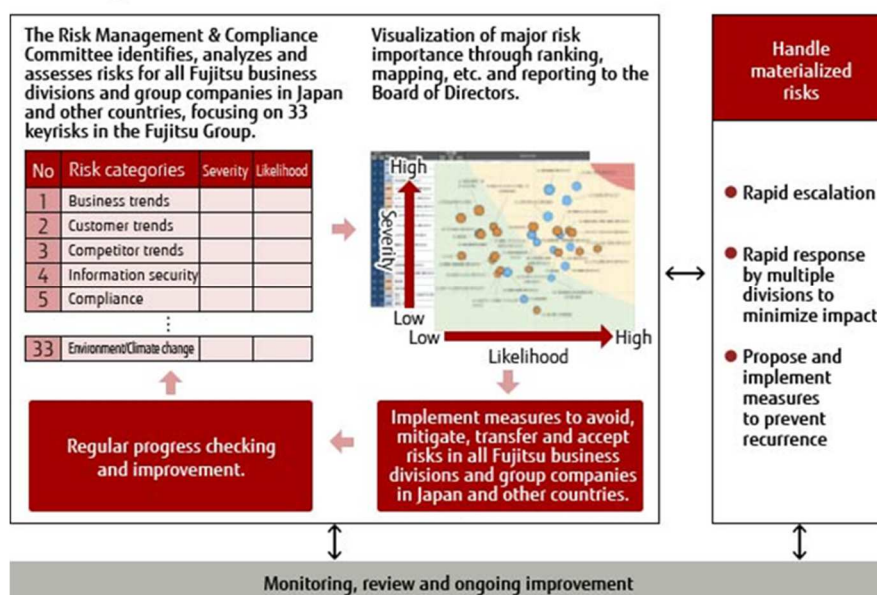
Risk Management Education

To enforce risk management across the entire Fujitsu Group, we conduct education and training at every level.

These programs are targeted at newly appointed executives and managers, as well as Risk Management Compliance Officers, to educate them on our basic approach to risk management and our rules for promptly escalating issues to the Risk Management & Compliance Committee. The programs present specific instances of problems with products, services, and information security, with the aim of continually improving participants' awareness of risk management and enhancing their capacity to respond to risks.

Refer to the "FY2020 Performance" section at the end of this document for information on education outcomes for FY2020.

Group-Wide Disaster Management

The basic policy of Fujitsu and its group companies in Japan is to ensure the safety of staff and facilities when disasters occur, to minimize harm and to prevent secondary disasters. We also aim to ensure that business operations resume quickly, and that we can assist in disaster recovery for our customers and suppliers. To this end, we are building robust collaborative structures in our internal organizations and strengthening our business continuity capabilities.

In particular, we are working to build "area-based disaster management systems" that enable the Group offices in each region to cooperate effectively and to promote responses via the management structures in each business unit and group company.

To verify the efficacy of our disaster management systems and enhance our response capabilities, we conduct drills tailored to every level, from the entire company through to task forces, workplaces and even individuals. We also implement voluntary inspections and verification activities to prevent accidents and minimize the level of harm in each of our facilities. These efforts enable us to accurately identify existing issues, review and implement measures to address those issues, and work toward continually improving our capacity to prepare for disasters and sustain our business operations.

For more information on our Group-wide disaster management, joint disaster response drills and verification activities, refer to the PDF listed below in the activity outcomes for FY2020 in the "FY2020 Performance" section at the end of this document.

- Group-wide disaster management, joint disaster response drills, verification activities
  https://www.fujitsu.com/global/documents/about/csr/riskmanagement/2021_Disaster_Management_en.pdf

Business Continuity Management

Recent years have seen a significant increase in the risk of unforeseen events that threaten continued economic and social activity. Such events include earthquakes, floods and other large-scale natural disasters, disruptive incidents or accidents, and pandemics involving infectious diseases. To ensure that the Fujitsu and its group companies in Japan can continue to provide a stable supply of products and services offering the high levels of performance and quality that customers require, even when such unforeseen circumstances occur, we have formulated a Business Continuity Plan (BCP). We are also promoting Business Continuity Management (BCM) as a way of continually reviewing and improving our BCP.

Since January 2020, COVID-19 has spread throughout the world with devastating consequences. To maintain the safety of its customers, suppliers and employees, and their families, the Fujitsu Group has placed the highest priority on preventing the spread of the infection. It is also promoting initiatives to sustain the supply of products and services to customers and to help resolve the many societal issues that have arisen due to the spread of the infection. Specific initiatives include recommending that employees work from home or stagger their working hours, switching internal company meetings and events to videoconference format or other web-based sessions, and putting in place a set of countermeasures in cooperation with customers and government agencies in Japan and elsewhere. Through such measures, our goal is to maintain key business operations and meet our social responsibilities even while the infection remains uncontained.

For more information on our BCM activities, infectious disease countermeasures and BCM in our supply chain, please refer to the

PDF listed below in the activity outcomes for FY2020 in the "FY2020 Performance" section at the end of this document.

- 🔗 BCM activities, infectious disease countermeasures, supply chain BCM
  https://www.fujitsu.com/global/documents/about/csr/riskmanagement/2021_RiskManagement_BCM_en.pdf

FY2020 Performance

Risk Management Education

- Fujitsu Group new executive training: 66 people
  Uses specific examples to illustrate key points that new executives need to take note of, including internal regulatory systems and issues relating to risk management and compliance.
- Fujitsu Group new manager training: Approx. 950 people
  An e-learning course that covers areas such as the basic approach to risk management and the role of managers regarding risk management.
- Risk Management & Compliance seminars: 644 people
  These seminars aim to share the latest updates from the Risk Management & Compliance Committee with the Risk Management Compliance officers and their assistants. The objective is for the information to be used for education and in other measures implemented by Fujitsu business divisions and group companies.
- Disaster Management Forum: 506 people
  These forums are targeted at Fujitsu Group staff responsible for disaster management and business continuity in Japan. They offer an opportunity for participants to share knowledge with the aim of improving our on-site responses to large-scale disasters.
- Training for Japan-based Fujitsu and group company staff prior to assignment outside Japan: 9 sessions
  Provides employees assigned to roles outside Japan with information and training in advance on Fujitsu's risk management systems, and the key points of overseas-specific risks and how to deal with those risks.

Disaster Management & BCM Training

- Joint disaster response drills: The FY2020 theme for Japan's annual nationwide disaster response drills that incorporate mock disaster exercises was the "Nankai Trough Megathrust Earthquake". These drills are used to ensure and to verify that Fujitsu and its group companies in Japan are fully versed in the essentials of dealing collaboratively with major disasters. (Proposed scenarios include "Tokyo Inland Earthquake" and "Nankai Trough Megathrust Earthquake".)

Information Security

Policy

The Fujitsu Group places ICT as our core business. Our corporate vision is to contribute to creating a safe, pleasant, networked society, we work to ensure and improve the level of information security throughout the Group.
In April 2016, we established the Fujitsu Group Information Security Policy(*1) in order to share this vision and encourage action by each employee. Based on this policy, we are implementing information security measures, along with establishing internal regulations related to information management and ICT security at Group companies in Japan and overseas.

*1   Complete text of the Fujitsu Group Information Security Policy (Global Security Policy)
      https://www.fujitsu.com/global/imagesgig5/InformationSecurityPolicy_en.pdf

KEIDANREN, otherwise known as the Japan Business Federation, announced its Declaration of Cyber Security Management in March 2018. The Fujitsu Group supports KEIDANREN's declaration as being consistent with principles set forth in the Fujitsu Cyber Security Declaration (November 2016).

- KEIDANREN's DECLARATION OF CYBER SECURITY MANAGEMENT
  https://www.keidanren.or.jp/en/policy/2018/018.pdf

- The Fujitsu Declaration on Cybersecurity
  https://www.fujitsu.com/global/documents/about/csr/security/Cybersecurity_declaration.pdf

Management Structure

Given the recent increase in cyberattacks, the Fujitsu Group appointed a Chief Information Security Officer (CISO) under the authority of the Risk Management and Compliance Committee(*2) in order to further strengthen security measures in the Group. Moreover, in aiming to strengthen our global information security governance we have appointed Regional CISOs around the world.

Information Security Management Frameworks   (As of August 1, 2019)

*2   Message from the Fujitsu Group Chief Information Security Officer (CISO) (page 2)
      https://www.fujitsu.com/global/about/resources/reports/securityreport/
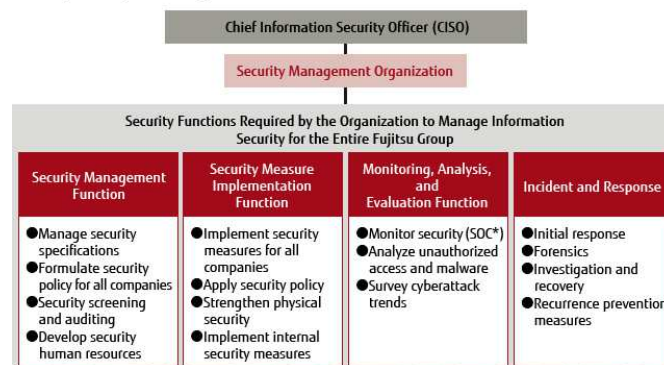
Regional CISOs report to the CISO on information security measures implemented by security teams at each group company. The CISO periodically reports to the Risk Management and Compliance Committee on the status of information security measures, and also makes additional reports whenever necessary.

Security Controls

Functions

In order to strengthen information security measures, the Fujitsu Group has established a Security Management Organization directly controlled by the CISO. The Security Management Organization implements controls by fulfilling the following functions: Security Management, Security Measure Implementation, Monitoring, Analysis, and Evaluation, and Incident and Response.

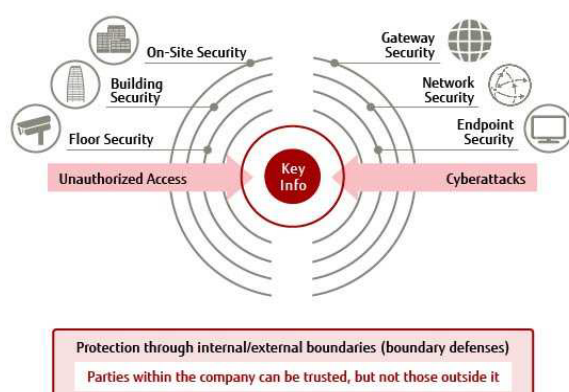**Security Management Organization Functions**

Chief Information Security Officer (CISO)			
Security Management Organization			
Security Functions Required by the Organization to Manage Information Security for the Entire Fujitsu Group			
Security Management Function	**Security Measure Implementation Function**	**Monitoring, Analysis, and Evaluation Function**	**Incident and Response**
●Manage security specifications ●Formulate security policy for all companies ●Security screening and auditing ●Develop security human resources	●Implement security measures for all companies ●Apply security policy ●Strengthen physical security ●Implement internal security measures	●Monitor security (SOC*) ●Analyze unauthorized access and malware ●Survey cyberattack trends	●Initial response ●Forensics ●Investigation and recovery ●Recurrence prevention measures

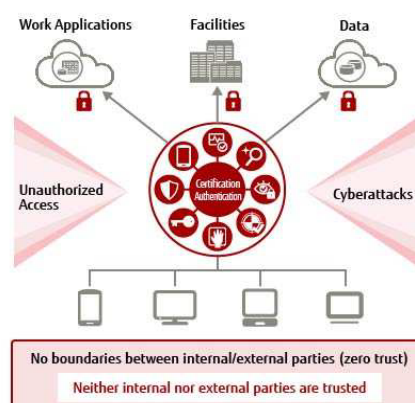*SOC: Security Operations Center

Security Measures

Security Measures Which Incorporate "Zero Trust"

The number of cyberattacks is rapidly increasing, and their methods are becoming more sophisticated and complex. In addition, changes to how people work are also causing security defense initiatives to be revamped to keep up with the times.
The Fujitsu Group has adopted the idea of multi-layered defense as the basic concept of its information security measures, using multiple different measures to defend against cyberattacks, which are typified by targeted attacks that cannot be protected against by a single security measure. As IT environments change from being on-site to being on the cloud, we are making the shift from the concept of multi-layered defense to a "zero trust" concept which trusts nothing, operating under the premise that all networks, devices, users and applications will be attacked. We apply "zero trust" to the three axes of cybersecurity, physical security, and information management, and ensure internal information security by authorizing access to information assets after authenticating the legitimacy of the user.

Concept Illustration of Multi-Layered Defense

On-Site Security / Building Security / Floor Security / Gateway Security / Network Security / Endpoint Security / Key Info / Unauthorized Access / Cyberattacks

Protection through internal/external boundaries (boundary defenses)
Parties within the company can be trusted, but not those outside it

Concept Illustration of Zero Trust

Work Applications / Facilities / Data / Certification Authentication / Unauthorized Access / Cyberattacks

No boundaries between internal/external parties (zero trust)
Neither internal nor external parties are trusted

Cybersecurity

The Fujitsu Group has taken measures according to its IT infrastructure characteristics, in order to achieve zero trust. As a measure against targeted cyberattacks, we have built an authorization and authentication based infrastructure, in addition to taking

measures against unauthorized access and malware, in combination with measures against device management, ID management and data breaches. We are introducing measures to fight ever more sophisticated, varied and complex cyberattacks.

Physical Security

Fujitsu has built a physical security environment which combines manned guarding and mechanical security on three levels: sites, buildings and floors. Furthermore, in order to create an even more advanced physical security environment, we have internally deployed security gates in combination with a vein authentication device that can prevent identity theft. In addition, we are considering linkage for applications other than security gates (such as multifunctional printers) with the vein authentication device to improve the user-friendliness of internal services.

# Information Management

< Safeguarding Information Through Information Protection Management Systems >

Fujitsu and its domestic Group companies implement autonomous activities at work sites to properly safeguard third-party confidential information and our confidential information. Specifically, these include establishing appropriate management, depending on the client, and taking action to protect information. Activities are designed to match circumstances at different customers and clients; for example, we consider rules for different industries and business categories. We also conduct audits by in-house, third-party organizations. In this way, we work to build information protection management systems to confirm the status of initiatives and improve protection of information.

Information Protection Management Systems

The management cycle in which an in-house, third-party organization verifies the information management cycles and initiatives in each department

In addition, we have also unified the classification of information on a global basis, which includes overseas Group companies, to enable the exchange of information that is not affected by regional characteristics, business practices, or culture, and to enhance the security of information management across the entire group.
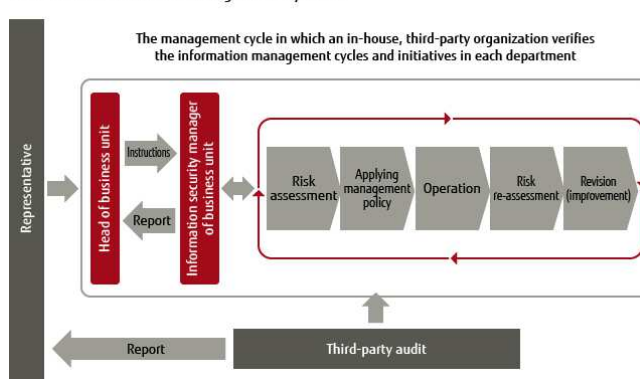
Safeguarding Personal Information

As part of our efforts to protect personal information, Fujitsu acquired the PrivacyMark(*3) from JIPDEC in August 2007. We are also working to continually enhance our personal information protection, including annual training and audits on personal information handling.
Domestic Group companies also acquire the PrivacyMark as needed and implement thorough personal information management. Privacy policies based on the laws and social demands of each country are posted on the websites of overseas Group companies.

*3   The PrivacyMark is granted to business operators that appropriately handle personal information under personal information management systems that conform to JIS Q 15001:2017.

GDPR (*4) Response

Fujitsu has constructed a global personal information protection structure and is working to strengthen protection of personal data. Under the guidance of the CISO organization and legal business units, we have cooperated with entities such as our European subsidiaries to develop guidelines and internal regulations related to protection of individual rights in response to GDPR. We have also designed check sheets for the formulation, design, and initial setting of rules. Furthermore, we have updated the operation process with the rules and held employee training.

In response to restrictions on transfer of personal data outside of the EU, we provide appropriate contractual and technical support in accordance with legal requirements.

In addition, we applied to the Dutch Data Protection Authority (DPA) in December 2017 for our Binding Corporate Rules for Processors (BCR-P), which are common rules established across the Fujitsu Group related to the handling of personal data that customers have entrusted to the Group for processing.

In addition, the European Commission and Japan have mutually recognized each other's data protection laws, which went into effect on January 23, 2019, as providing an adequate level of protection. Based on this recognition, Fujitsu has established internal rules related to the handling of personal information moved between regions, and spread awareness regarding those rules.

*4   General Data Protection Regulation (GDPR): The GDPR (EU regulations requiring companies, organizations, and groups to protect personal information) was enacted on May 25, 2018. It includes regulations on transferring personal data out of the European Economic Area and the obligation to report data leaks within 72 hours.

For details on other security measures, please refer to the Fujitsu Group Information Security Report 2018 (pages 8 to 13).
https://www.fujitsu.com/global/about/resources/reports/securityreport/

Information Management Training

To prevent information leaks, instead of simply informing our employees of the various rules and regulations, it is important to raise the security awareness and skill level of each individual employee. The Fujitsu Group holds information management training for employees. Specifically, we hold e-Learning for all employees (including executives) every year. We also provide information security education during training for new employees and employees being promoted. At overseas Group companies, we hold information security training for employees every year.

In addition, we have made the Fujitsu Learning EXperience, which has seminars on basic skills for Fujitsu employees that can be taken at any time, and teaching materials on information management, entitled "Basic Principles of Information Management," newly available internally. We are also implementing guidance on how to properly handle information so that the employees can adapt to new environments such as teleworking.

Information System Certification

The Fujitsu Group is actively working to acquire third-party evaluations and certifications in its information security initiatives.

•   Third-Party Evaluation and Certification
    https://www.fujitsu.com/global/documents/about/csr/security/InfoSecurity_third_party_certification_en.pdf

FY 2020 Performance

Information management education

•   Company-wide e-learning education for information management (targeted Fujitsu employees: 36,000)
•   E-learning for newly-appointed managers (Fujitsu): 530 managers
•   Introductory education and e-learning for new employees (Fujitsu): 912 new employees

Quality Initiatives

Quality Policy

In addition to establishing a corporate philosophy and charter that applies to all products/services, we have also established regulations and standards to uphold customer requests, various features of our products/services, and laws and restrictions. These are all based on the Fujitsu Way.

The Fujitsu Global Quality Policy represents a way of thinking, shared across the entire Group, for implementing a value system which holds the Fujitsu Way in high regard, "Trust: We contribute to a trusted society using technology."

This quality policy was established in order to continue providing our customers with products/services that they can feel secure using, but also to define quality as a foundational part of our business, and come to a shared understanding of the policy worldwide.

Fujitsu Global Quality Policy
1. We pursue quality from the customer's perspective.
2. We ensure quality to support safety and security.
3. We engage in quality improvements together with our business partners.
4. We have constructed a quality management and quality assurance system and we continuously engage in quality improvement activities.

Fujitsu has established the Fujitsu Group Quality Charter, as well as five quality assurance-related regulations (such as Shipment, Registration, and Release Regulations, as well as Safety Promotion Regulations), in order to implement the Fujitsu Global Quality Policy in Japan.

All of our measures, from planning to design to evaluation, production, sales, and even follow-up support, are based on this charter and these regulations. This is necessary in order to continue providing products/services that stay one step ahead of our customers and any changes in their business landscapes.

System of Quality Policy Rules and Regulations

Implementation Policy for the Safety of Our Products and Services

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

1. Observation of laws and regulations
   We observe laws and regulations concerning product and service safety.
2. Efforts to secure safety
   We try to ensure that products and services are safe in a variety of use situations and take measures as necessary to secure the safety of the products and services. In addition to legally specified safety standards, we develop and observe voluntary safety standards in our endeavors to improve products and services continuously.
3. Prevention of incidents caused by improper use, etc.
   For the safe use of products and services by customers, we properly display notices and warnings in handbooks or on the body of the products in order to prevent incidents caused by improper use or carelessness.
4. Collection of incident information, etc.
   We actively collect safety-related information from customers, including information on product and service incidents and what might lead to such an incident.
5. Handling of incidents
   We immediately check the facts of any occurring incident related to a product or service, investigate the cause, and handle it properly. If the product or service has a safety problem, we provide that information to customers and take proper measures, such as product recall, service recovery, and prevention of further damage and other damage from occurring. We quickly report the occurrence of major product incidents to the proper authorities in accordance with laws.

Our Approach to Promoting Quality Assurance

In addition to working with individual divisions and regions with regards to their quality assurance efforts, we also coordinate across the entire Group to share knowledge and information that transcend organizational boundaries. This helps us make better use of these efforts, and allows us to solve quality assurance issues that are shared across organizations.

Promotion Framework under Quality Management Representative

<Quality Management Representatives>

Global Quality Assurance Unit
Quality Management
Supervising Leader

- Solutions and Services-Related Organizations
- Product-Related Organizations
- Group Companies
- Overseas Regions

This sharing of effective quality assurance efforts increases the overall quality of Fujitsu's products/services, helps to prevent issues from occurring and reoccurring, and allows us to work toward consistent, optimal quality for our customers all over the world.

In order to ensure the promotion of these efforts Group-wide, we have selected Quality Management Representatives from relevant divisions both in Japan and overseas, through official HR announcements. These representatives will act as leaders, always participating in and helping implement Group-wide quality assurance efforts. They are led by the Global Quality Assurance Unit, an organization that operates independently of our divisions.

System for Addressing Major Quality Issues

In the event of major quality issues with our products and services at Fujitsu, our executives and employees act in accordance with risk management regulations and report the issues immediately to the Risk Management and Compliance Committee at the head office. Under the direction of the Committee, the relevant departments work together to consider how to respond to the quality issues, and how to prevent the issues from reoccurring. We are also rolling out the proposed measures for preventing reoccurrences to other departments through our Quality Management Representatives, and striving to prevent quality issues from reoccurring company-wide.

Marking and Labeling of Products and Services Regarding Quality and Safety

Fujitsu is thoroughly dedicated to compliance with relevant laws, regulations, systems, and internal policies related to marking and labeling of products and services regarding quality and safety.

Improving Quality Assurance: Quality Management

In order to provide a level of quality for our products and services which meets the needs and expectations of our customers in a consistent way, it is essential for us to coordinate with various organizations inside and outside Fujitsu—including business units, common business units, and business partners—from planning and design through development, manufacturing, testing, sales, operations, and up until maintenance. Frameworks and mechanisms to integrate these organizations are essential as a foundation for our efforts.

This is why we built our Quality Management System (QMS): to coordinate among these business units as appropriate for the product or service. QMS periodically verifies the progress of the PDCA cycle in light of international certification standards such as the ISO in the aim of achieving process improvements to realize even higher quality.

Our Quality Support Framework
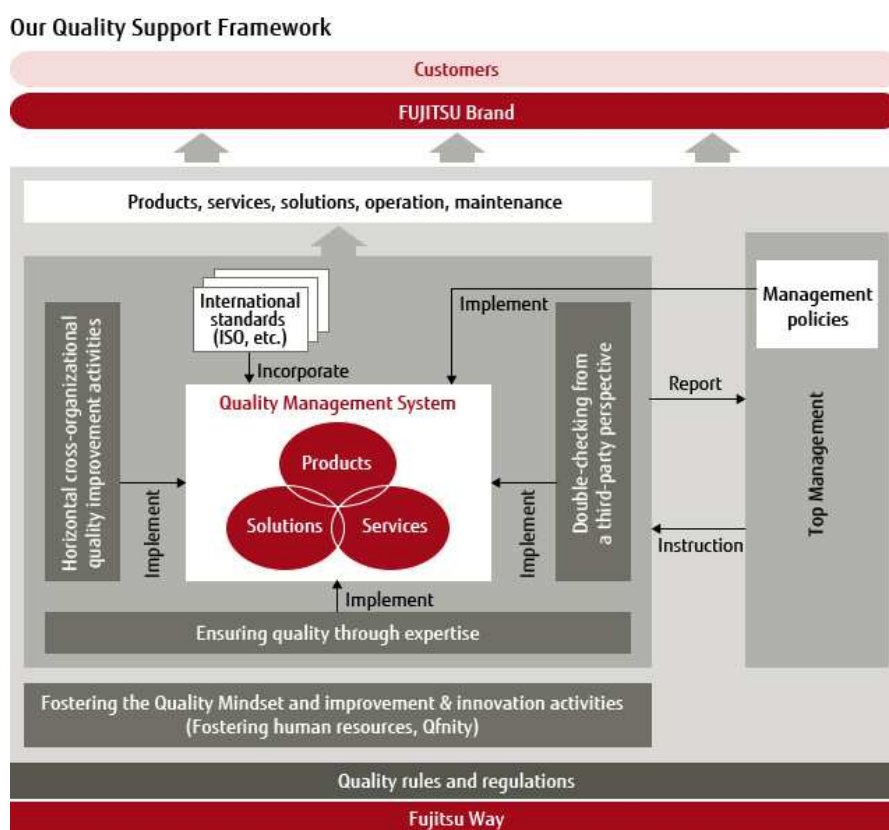
Qfinity

Since FY 2001, the Fujitsu Group has worked on Qfinity(*1), improvement and innovation activities where each employee plays a central role in continuing to improve the quality of our products and services, as well as the quality of every job, in order to achieve greater customer value (CV).

As our business model in recent years has undergone reform, we have made changes towards becoming a digital transformation (DX) company, and the "quality" that our customers demand has expanded to include several factors. On the other hand, in light of the current situation, where we are inconveniencing our customers due to issues relating to the quality of our products and services, starting in FY 2020, we have returned to the starting point of our improvement activities—the quality of our products and services—for Qfinity, and are taking action. As for our initiatives that relate to "the quality of every job," which includes a variety of

quality factors, we will continue with our efforts in each organization so as to be able to respond in a flexible manner.

*1   Qfinity, an internal branding term which combines the words "quality" and "infinity," represents the DNA of the
       Fujitsu Group: the "infinite pursuit of quality by each and every employee."

FY 2020 Performance

Disclosure of Information Related to Product Safety

- Number of disclosed issues: 2 major product incidents (laptop battery ignition)*
    * 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.
- Prevention Measures for Laptop Battery Ignition Incidents
    On three previous occasions, Fujitsu has asked customers to exchange and return battery packs in order to prevent the spread of ignition incidents due to the possibility that foreign matter had contaminated the interior of the battery during the battery pack manufacturing process.
    At the same time, however, although extremely rare, there have been cases of ignition occurring in battery packs outside those covered by the returns and exchanges.
    It has been found that limiting the phenomena that increase the internal pressure of batteries is an effective measure in preventing these types of ignition incidents.
    Since February 9, 2017, Fujitsu has been offering a "Battery Charging Control Update Tool" through its website for its laptop PCs launched between 2010 and 2016. In addition, since November 2018, Fujitsu has been distributing the Battery Charging Control Update Tool via Microsoft's Windows Update service to the laptop PCs of all those affected in order to ensure all customers using the affected laptop PCs apply the update.
    We also established the "Dedicated Consultation Service for FMV Battery Charging Control Updates" to provide support for customers' applications, and continue to maintain it.

Marking and Labeling of Products and Services Regarding Quality and Safety

Marking or labeling violations related to products or safety: 1 violation

ISO9001 / ISO20000 Certification Status

Fujitsu is continuously working to improve processes under the QMS.
- ISO9001: 28 divisions certified
- ISO20000: 9 divisions certified

Working with Our Customers

Improving Customer Satisfaction

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

Working with the Customer to Drive Field Innovation

Field Innovation is using a third-party perspective to uncover issues which customers have become unable to perceive, because they are inured to their conventional methods or routines, and assisting them with operational reform. We stay in contact with our customers workplace, draw closer to them, and leverage the latest digital technologies to observe people, as well as processes, to discover hints for reform.
Field Innovators (Flers), who conduct Field Innovation, possess in-depth knowledge of industries and businesses. They are specialists who are skilled at advancing reform , utilizing visualization technologies, and consensus building.
We support further evolution and innovation for our customers' businesses by offering high-value ICT across the entire Fujitsu Group.

- FY 2020 Field Innovation Performance: 254 cases (of that number, 180 were new cases in FY 2020)
- Field Innovation
  https://www.fujitsu.com/jp/about/businesspolicy/fieldinnovation/en/
- Field Innovation Case Studies
  https://www.fujitsu.com/jp/about/businesspolicy/fieldinnovation/en/case-studies/

The Fujitsu Customer Contact Center and Fujitsu Contact Line

To be able to address roughly 40,000 annual customer inquiries quickly and accurately, the Fujitsu Customer Contact Center and the Fujitsu Contact Line collaborate with multiple departments and utilize AI and chatbots to respond. Furthermore, they also act as a form of surveillance, helping prevent missed and late responses. Not only do they increase customer satisfaction by facilitating quick answers, but they also allow us to analyze information about customer inquiries so that we can improve the development and quality of our products and services.

Operating Framework
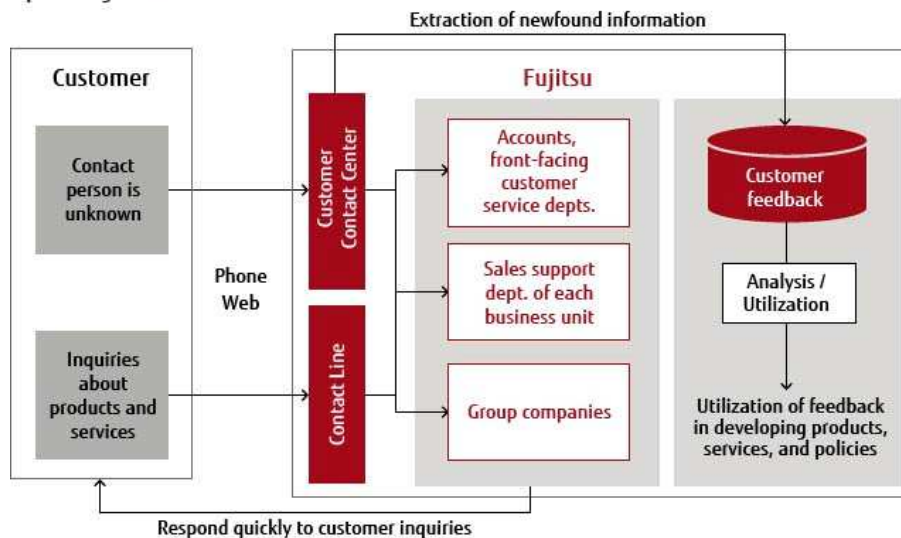
- Customer Contact Center / Fujitsu Contact Line (Japanese only)
  https://www.fujitsu.com/jp/about/resources/contact/others/customer/

Advertising and Promotion Policy

At Fujitsu, we work to make sure that our advertising makes use of fair and appropriate language and symbols, and are in adherence to laws and internal regulations. In FY 2021, we will engender the trust of society through innovation, and promote our initiatives to make the world a more sustainable place, so that those efforts will be more widely recognized. We also set goals (KPIs) and monitor these indices via the PDCA cycle to see if they have been achieved, in order to determine whether our advertising policies have been effective and cost-effective.

Due to changes in the Fujitsu business model, we have also not had products and/or services that would fall under the regulation of the Act Against Unjustifiable Premiums and Misleading Representations.

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

- Advertising and Promotion (Japanese only)
  https://jad.fujitsu.com/

Data and Documents

External Recognition and Awards

Fujitsu Group continues to be highly regarded throughout the world for its social and environmental initiatives, which have won awards from external organizations and led to inclusion in the following stock market indexes.

Inclusion status for major stock market indexes related to Socially Responsible Investment (SRI)

Stock market index	Description	Logo
Dow Jones Sustainability Indices (World, Asia Pacific)	Highly regarded as a global index for SRI, this index evaluates 2,500 companies around the world in terms of corporate governance and economic, environmental, and social performance, and recognizes the top 10% of them as DJSI World. Fujitsu has been included in the index for nine consecutive years, and 21 times overall.	
FTSE4Good Index Series	FTSE is an investment-related organization established by the London Stock Exchange which has created this globally-recognized SRI index that evaluates companies based on their environmental, social and governance practices. Fujitsu has been selected for inclusion in the index for ten consecutive years.	
CDP	International non-profit organization CDP represents a network of institutional investors that control over $96 trillion in assets. CDP scores over 5,000 companies throughout the world on their environmental action and identifies those that it rates highest as the "A List." Fujitsu has earned a spot on the A List for action on climate change for three consecutive years and for water security this year. Fujitsu also received the highest rating, A, in the "Supplier Engagement Rating (SER)" and was certified as a "Supplier Engagement Leader Board".	
MSCI ESG Select Leaders Indexes (World, Japan)	These world-renowned ESG (Environmental, Social, Governmental) indexes were developed by global stock index provider MSCI. Companies with outstanding ESG performance are selected for the indexes, and Fujitsu has been included for ten years running.	
STOXX® Global ESG Leaders	This index compiled by STOXX, a subsidiary of Deutsche Börse, selects companies that meet criteria based on the results of research by ESG research company Sustainalytics from the Netherlands. Fujitsu has been included in the index for five consecutive years.	
ISS-oekom Corporate Rating	Germany-based CSR ratings company ISS-oekom produces these corporate responsibility ratings which rate companies according to environment, social, and governance topics. The ratings have conferred Prime Status on Fujitsu since 2011.	

Major external recognition and awards received from FY 2020 onward

Recognition, Award and Other Index	Scope	Description	Logo
Pride Index Gold Award	Fujitsu	Non-profit group Work with Pride presented Fujitsu with its Gold Award as a company that satisfies all elements of its Pride Index, Japan's first index that measures LGBT-related efforts of companies and organizations.	
eco-first company	Fujitsu Group	In September 2010, the Fujitsu Group was certified as a "eco-first company" by the Ministry of the Environment's "eco-first system". This is the first certification in the IT services industry. "eco-first system" is a system under which each company pledges to the Minister of the Environment that it will take measures to protect the environment, including measures against global warming and the preservation of biodiversity, in order to further promote the environmental conservation activities of the industry's leading companies.	
HRC Equality Index	Fujitsu America	Human Rights Campaign (HRC) Foundation's Corporate Equality Index is the national benchmarking tool on corporate policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and queer employees. Fujitsu scored 100 on the HRC Index for the second year on a row.	
Times top 50 Employer for Women (UK)	Fujitsu	The Times Top 50 Employers for Women are committed to gender equality in the workplace and have each taken action to make this happen. Fujitsu has been listed for outstanding progress and examples of best practice, impact, innovation, and individual achievement.	
Stonewall Top 100 LGBT inclusive employer (UK)	Fujitsu	Fujitsu was listed in the Stonewall Top 100 Employers. This list is compiled from the Workplace Equality Index – the UK's leading benchmarking tool for LGBT inclusion in the workplace.	
ABA100	Fujitsu Australia	Fujitsu Australia has been selected as an ABA100 Winner for Sustainability in The Australian Business Awards 2020. The Australian Business Award for Business Sustainability [BSA] recognizes organizations that execute initiatives that demonstrate leadership and commitment to sustainable business practices.	

PEZA Awards for Community Outreach Programs	Fujitsu Philippines GDC	Fujitsu Philippines GDC scooped the Outstanding Community Projects Award from the Philippine Economic Zone Authority (PEZA). The award was conferred at PEZA's 25th Anniversary and Investors' Day, held on December 10, 2020 at the PEZA Auditorium in Pasay City, Metro Manila.	
Responsible companies, odpowiedzialnych Firm 2020	Fujitsu Poland GDC	Fujitsu Poland GDC was ranked 8th in the "Responsible Companies Ranking" published by Responsible Business Forum. The category was "Services, commerce and transportation".	
EcoVadis Platinum rating	Fujitsu Group	EcoVadis is the world's largest provider of business sustainability ratings, with a global network of more than 75,000 rated companies. With a score of 73/100, Fujitsu is placed on of the top 1% of the world's 45,000 best rated companies and a leader in our sector.	

Social Data

The data marked with ★are assured by the third party.

Employees in Fujitsu group

		FY 2018	FY 2019	FY 2020	GRI
Number of employees by region *1	Total	132,138	129,071	126,371★	G102-7,8
	Japan	85,347	82,232	81,425	
	Asia	10,488	10,794	15,527	
	Oceania	2,926	2,734	2,670	
	The Americas	5,262	4,988	4,205	
	EMEA*2	28,115	28,323	22,544	
Number of Employees by Type of Contract (person)	Full-time	132,138	129,071	126,371	
	Non Full-time *3	12,990	12,750	12,580	

*1 The number of employees as of the end of the fiscal year (March 20)
*2 Beginning in FY 2020, the geographic region was changed from EMEIA (Europe. Middle East, India, Africa) to EMEA (Europe. Middle East, Africa) and India is included in Asia.
*3 Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

Board of Directors (As of June 28, 2021)

		End of June, 2019	End of June, 2020	End of June, 2021	GRI
Directors	Total	10	9	9	G405-1
	Male	8	7	7	
	Female	2	2	2	
External directors		4	5	5	
Non-Japanese directors		0	1	1	

Diversity (Fujitsu Limited)

		FY 2018	FY 2019	FY 2020	GRI
Number of employees *1	Total	31,827	32,568	32,026★	G405-1
Average age *2		43.2	43.6	43.8★	
Number of employees by age group	Under 30	4,432	4,503	4,577★	
	30-49	16,287	15,549	14,713★	
	50 and over	11,108	12,516	12,736★	

		FY 2018	FY 2019	FY 2020	GRI
Number of employees by gender (person)	Male	26,397	26,919	26,202	
	Female	5,430	5,649	5,824	
Ratio of female employees (%)		17.1%	17.3%	18.3%	
Ratio of female executives and managers (%)		6.15%	6.64%	7.37%★	
Ratio of newly appointed female managers (%) (qualified personnel)		11.5%	13.3%	13.9%	
Number of non-Japanese employees (person)		391	436	475	
Employment rate of people with disabilities (%)*3(counted in every June)		2.28%	2.23%	2.36%★	

*1   The number of employees as of the end of the fiscal year (March 20) includes executive officers and does not include non-regular employees.
*2   At the end of the fiscal year (March 31)
*3   The research covers Fujitsu and Fujitsu Harmony in fiscal 2019 and Fujitsu Laboratories, Fujitsu IS Service, Fujitsu Advanced Accounting Service, Fujitsu Home & Office Service, and Fujitsu Techno Research in fiscal 2020.

Employment (Fujitsu Limited)

		FY 2018	FY 2019	FY 2020	GRI
Average year of service *1	Total	19.2	19.5	19.6★	
	Male	19.9	20.3	20.4	
	Female	16.0	16.1	16.1	
Ratio of new hires		83.3%	73.3%	72.2%	

*1   At the end of the fiscal year (March 31)

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

		FY 2018	FY 2019	FY 2020	GRI
Number of employees using child care leave *1 *2	Total	442	541	617★	
	Male	60	110	157	
	Female	382	431	460	
Return to work rate after child care leave (%)	Total	99.5%	97.7%	97.4%	G401-3
	Male	100%	100%	100%	
	Female	99.4%	97.3%	96.7%	
Continuous work rate after child care leave (%)	Total	97.8%	98.3%	98.1%	
	Male	83.3%	95.5%	97.4%	
	Female	98.8%	98.7%	98.3%	

		FY 2018	FY 2019	FY 2020	GRI
Number of employees using family care leave *1	Total	17	12	11★	
	Male	12	9	8	
	Female	5	3	3	
Return to work rate after family care leave (%)		95.0%	100%	100%	
Continuous work rate after family care leave (%)		71.4%	64.7%	100%	
Number of employees using Short working hours (child care) *1	Total	841	883	803★	
	Male	19	26	21	
	Female	822	857	782	
Number of employees using Short working hours (family care) *1	Total	9	13	11★	
	Male	3	4	4	
	Female	6	9	7	
Paternity leave *1		585	554	482★	

*1   Data applies to regular employees enrolled as of the end of the fiscal year (March 20).
*2   Short-term childcare leave taken within 8 weeks after childbirth and subsequent reacquisition (so-called papa vacation) are counted as 1 person each.

Occupational Safety and Health (Fujitsu Limited)

	FY 2018	FY 2019	FY 2020	GRI
Lost time injury frequency rate *1	0.28	0.14	0.11★	G403-2
Severity (rate)	0.000	0.000	0.000	

*1   Number of work-related absences per 1 million working hours

Human Resource Development (Fujitsu and domestic Group companies)

		FY 2018	FY 2019	FY 2020	GRI
Average Hours Dedicated to Training Per Employee (Fujitsu)	Total	49.9	47.6	(To be updated)	G404-1

Fujitsu Group Profile (as of March 31, 2021)

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 Takahito Tokita
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

Capital ¥324.6 billion
Total Assets ¥3,190.2billion (Liabilities: ¥1,643.3billion,
Net assets: ¥1,348.4 billion)
Fiscal Year-end March 31
Employees Consolidated 126,371/
Non-consolidated: 32,026
Directors 9 (incl. 2 female directors and 5 outside
directors, as of June 28, 2021)
Consolidated Subsidiaries 364 companies
Equity-method Affiliates 20 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

Device Solutions 8.0%
Ubiquious Solutions 9.1%
Technology Solutions 82.9%

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.

Ubiquitous Solutions

The Ubiquitous Solutions segment provides corporate PCs.

Global Business System

NWE·CEE·Others
- 91 companies
- 23,000 people
- 659.2 billion
- 31 locations

Asia
- 69 companies
- 16,000 people
- 266.0 billion
- 20 locations

Japan
- 149 companies
- 81,000 people
- 2,417.6 billion
- 76 locations

Oceania
- 8 companies
- 3,000 people
- 73.7 billion
- 7 locations

The Americas
- 47 companies
- 4,000 people
- 172.9 billion
- 12 locations

NWE: Northern & Western Europe
CEE: Central & Eastern Europe
Others: Others include Europe, the Middle East and Africa,
    excluding NWE and CEE

*As of March 31, 2021

Consolidated subsidiaries   Full-time employees   Sales   Datacenters

Financial & Non-Financial Highlights

★Indicators assured by third party

Revenue

(billion yen)

6,000
4,000
2,000
0

2016	2017	2018	2019	2020	(FY)
4,132.9	4,098.3	3,952.4	3,857.7	3,589.7	

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

■Operating Profit ■Profit for the Year Attributable to Owners of the Parent

(billion yen)

200
100
0

	2016	2017	2018	2019	2020	(FY)
Operating Profit	117.4	182.4	130.2	211.4	266.3	
Profit for the Year	88.4	169.3	104.5	160.0	202.7	

R&D Expenses

(billion yen)

300
200
100
0

2016	2017	2018	2019	2020	(FY)
170.0	158.6	134.9	123.3	113.9	

Capital Expenditures

(billion yen)

150
100
50
0

2016	2017	2018	2019	2020	(FY)
120.6	94.0	83.5	96.4	87.5	

The Number of Employees

□Consolidated ■Non-Consolidated

180,000
120,000
60,000
0

	2016	2017	2018	2019	2020	(FY)
Consolidated	155,069	140,365	132,138	129,071	126,371★	
Non-Consolidated	33,095	32,969	31,827	32,568	32,026★	

Total Greenhouse Gas Emissions

(10,000 tons) ■CO$_2$ emissions in Japan ■CO$_2$ emissions outside Japan
□Emissions other than CO$_2$

150
100
50
0

	2016	2017	2018	2019	2020	(FY)
Total	119.9	110.4	92.3	80.2	65.8★	
Emissions other than CO$_2$	10.7	9.7	6.0	0.7	0.5	
CO$_2$ emissions outside Japan	14.5	9.6	6.9	19.5	18.5	
CO$_2$ emissions in Japan	94.7	91.1	79.4	60.0	46.8	

Sustainability Data Book Framework

Our Sustainability Website and Data Book

Fujitsu established a sustainability website in FY 2019 in order to disclose non-financial information from the "Fujitsu Group Integrated Report" in more detail. Through this website, we are able to update our sustainability information in a more timely manner.

We will also begin release of our "Sustainability Data Book," a PDF that contains the information on our website, every October, in order to leave a record of the information that has been disclosed.

See here for an update history of the website.
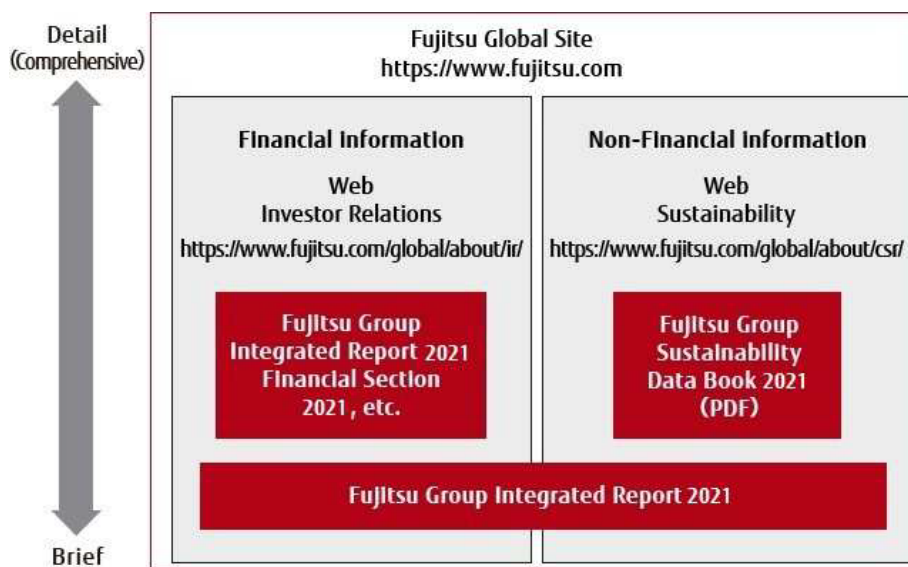
Information Disclosure System at Fujitsu

Guidelines Referenced

- GRI Standards
- Environmental Reporting Guidelines (2012/2018 versions / Ministry of the Environment)
- UN Global Compact
- ISO26000

Comparison Table of Guidelines Referenced (GRI / UN Global Compact)

https://www.fujitsu.com/global/documents/about/resources/reports/sustainabilityreport/2021-report/fujitsudatabook2021e.pdf

("p.12-1" to "p.12-10")

Reporting Period

This website focuses on activities in FY 2020, from April 1, 2020 to March 31, 2021, and the data presented is actual performance data from that period.

Target Readership

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

Organizations Covered

Description of social fields of this data book generally refers to the Fujitsu Group as a whole.
"Fujitsu" in the text refers to Fujitsu, Ltd., "Fujitsu Group" refers to Fujitsu, Ltd. and its consolidated subsidiaries inside and outside of Japan, and "Fujitsu and its domestic Group companies" refers to Fujitsu, Ltd. and its consolidated subsidiaries in Japan. When using descriptors that are not listed above, we will specify the organizations that are covered.

- "Community Involvement" Section
  https://www.fujitsu.com/global/documents/about/csr/editingpolicy/social_e.pdf
- "For Our Environment" Section *Refer to the following Target Organizations table or see Data Book 5 -3 -4 -10 to 5 -3 -4 -14.
  https://www.fujitsu.com/global/about/environment/organization/

About Third Party Assurance

In order to ensure the reliability of the content in the Fujitsu Group Sustainability Data Book 2021, we asked a third party, KPMG AZSA Sustainability Co., to examine and post a review of the report.

- Independent Assurance Report
  https://www.fujitsu.com/global/documents/about/resources/reports/sustainabilityreport/2021-report/fujitsudatabook2021-e.pdf
  (p.11)

Contact

- Responsible Business Division, Sustainability Unit, Fujitsu Ltd.
  Shiodome City Center,1-5,2 Higashi-Shimbashi, Minato-ku,105-7123,Japan
  https://www.fujitsu.com/global/about/csr/contact/

Independent Assurance Report

In order to ensure the reliability of the contents of the Fujitsu Group Sustainability Data Book 2021, we asked a third party, KPMG AZSA Sustainability Co., Ltd. to examine and post a review of the report.

KPMG

Independent Assurance Report

To the Representative Director and President of Fujitsu Limited

We were engaged by Fujitsu Limited (the "Company") to undertake a limited assurance engagement of the environmental and social performance indicators marked with an asterisk ★ (the "Indicators") for the period from April 1, 2020 to March 31, 2021 included in its Sustainability Data Book 2021 Fujitsu Group (the "Report") for the fiscal year ended March 31, 2021.

The Company's Responsibility
The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the "Company's reporting criteria"), as described in the Report.

Our Responsibility
Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the 'International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information' and the 'ISAE 3410, Assurance Engagements on Greenhouse Gas Statements' issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company's responsible personnel to obtain an understanding of its policy for preparing the Report and reviewing the Company's reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company's reporting criteria, and recalculating the Indicators.
- Making inquiries and reviewing materials including documented evidence of FDK Corporation's Takasaki plant selected on the basis of a risk analysis, as alternative procedures to a site visit.
- Evaluating the overall presentation of the Indicators.

Conclusion
Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Report are not prepared, in all material respects, in accordance with the Company's reporting criteria as described in the Report.

Our Independence and Quality Control
We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Control 1, we maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

KPMG AZSA Sustainability Co., Ltd.

KPMG AZSA Sustainability Co., Ltd.
Tokyo, Japan
September 8, 2021

GRI Standards / United Nations Global Compact (UNGC) principles Comparison Table

> Please refer to the following URL for the SASB Standards Comparison Table.
> https://www.fujitsu.com/global/about/csr/sasb/

GRI Standards Indicator（*: Core performance indicator）		References	UNGC principle
GRI 102: General Disclosures			
1. Organizational profile			
102-1*	Report the name of the organization.	◆Fujitsu Group Profile	—
102-2*	Report the primary brands, products, and services	◆Fujitsu Group Profile	—
102-3*	Report the location of the organization's headquarters.	◆Fujitsu Group Profile	—
102-4*	Report the number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	◆Fujitsu Group Profile	—
102-5*	Report the nature of ownership and legal form.	◆Corporate Governance ◆Fujitsu Group Profile [Reference]WEB(Worldwide)	—
102-6*	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	◆Fujitsu Group Profile	—
102-7*	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	◆Fujitsu Group Profile ◆Social Data [Reference]Fujitsu Facts	—
102-8*	a. Report the number of employees by employment contract (permanent and temporary), by gender. b. Report the number of employees by employment contract (permanent and temporary), by region. c. Report the number of employees by employment type (full-time and part-time), by gender. d. Report Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Report any significant variations (such as seasonal variations in the tourism or agricultural industries). f. Report an explanation of how the data have been compiled, including any assumptions made.	◆Fujitsu Group Profile ◆Social Data	—
102-9*	Describe the organization's supply chain.	◆Supply Chain	
102-10*	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	◆Sustainability Data Book Framework ◆Integrated Report Financial Section	—

GRI Standards Indicator（*: Core performance indicator）	References	UNGC principle
- 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.		
102-11* Report whether and how the precautionary approach or principle is addressed by the organization.	◆Fujitsu Way ◆United Nations Global Compact ◆Human Rights ◆Risk Management ◆Environmental Policy ◆Response to Environmental Risks ◆TCFD-Based Information Disclosure	–
102-12* List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	◆United Nations Global Compact ◆Human Rights ◆Collaboration with External Parties	–
102-13* 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.	◆United Nations Global Compact	–
2. Strategy		
102-14* 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	◆Message from the CEO	–
102-15 Provide a description of key impacts, risks, and opportunities.	◆Risk Management ◆Medium/Long-term Environmental Vision ◆Response to Environmental Risks ◆TCFD-Based Information Disclosure	–
3. Ethics and integrity		
102-16* Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	◆Fujitsu Way ◆Sustainability Management in the Fujitsu Group ◆Compliance	–
102-17 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. 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.	◆Compliance ◆Human Rights	–
4. Governance		
102-18* Governance structure.	◆Corporate Governance ◆Environmental Management System	–
102-19 Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	◆Corporate Governance	–
102-20 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.	◆Corporate Governance	–

GRI Standards Indicator（*: Core performance indicator）	References	UNGC principle
102-21	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.	◆Corporate Governance ◆Compliance	–
102-22	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	◆Corporate Governance ◆Corporate Governance Report	–
102-23	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).	◆Corporate Governance ◆Corporate Governance Report	–
102-24	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.	◆Corporate Governance ◆Corporate Governance Report	–
102-25	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	◆Corporate Governance ◆Corporate Governance Report	–
102-26	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.	◆Sustainability Management in the Fujitsu Group	–
102-27	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	◆Sustainability Management in the Fujitsu Group	–
102-28	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.	◆Sustainability Management in the Fujitsu Group ◆Corporate Governance ◆Corporate Governance Report	–
102-29	a. Report the highest governance body's role in the identification and management of economic, environmental and social	◆Corporate Governance ◆Risk Management	–

GRI Standards Indicator （*: Core performance indicator）	References	UNGC principle
	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.		
102-30	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	◆Corporate Governance ◆Risk Management	—
102-31	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	◆Risk Management	
102-32	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	◆Sustainability Management in the Fujitsu Group	—
102-33	Report the process for communicating critical concerns to the highest governance body.	◆Corporate Governance ◆Risk Management	—
102-34	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.	—	—
102-35	a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration: 　- Fixed pay and variable pay: 　　- Performance-based pay 　　- Equity-based pay 　　- Bonuses 　　- Deferred or vested shares 　- Sign-on bonuses or recruitment incentive payments 　- Termination payments 　- Clawbacks 　- Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	◆Corporate Governance ◆Corporate Governance Report	—
102-36	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.	◆Corporate Governance ◆Corporate Governance Report	—
102-37	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	◆Corporate Governance ◆Corporate Governance Report	—
102-38	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.	—	—
102-39	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	—	—

GRI Standards Indicator （*: Core performance indicator）	References	UNGC principle
(excluding the highest-paid individual) in the same country.		
5. Stakeholder engagement		
102-40* Provide a list of stakeholder groups engaged by the organization.	◆Sustainability Management in the Fujitsu Group	－
102-41* Report the percentage of total employees covered by collective bargaining agreements.	◆Performance Evaluation and Compensation / Work Environment	1, 3
102-42* Report the basis for identification and selection of stakeholders with whom to engage.	◆Sustainability Management in the Fujitsu Group ◆Stakeholder Dialogue	－
102-43* 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.	◆Stakeholder Dialogue <Customers, International Society, Local Community> ◆Working with Our Customers ◆Quality Initiatives ◆Community Activities <Suppliers> ◆Supply Chain <Employees> ◆Diversity and Inclusion ◆Human Rights ◆Performance Evaluation and Compensation / Work Environment ◆Occupational Health and Safety ◆Health and Productivity Management ◆Human Resources Development and Career Design	1～10
102-44* 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.	◆Stakeholder Dialogue ◆Working with Our Customers	－
6. Reporting Practice		
102-45* 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.	◆Fujitsu Group Profile ◆Sustainability Data Book Framework ◆Integrated Report Financial Section	－
102-46* 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.	◆Sustainability Management in the Fujitsu Group	－
102-47* List all the material Aspects identified in the process for defining report content.	◆Sustainability Management in the Fujitsu Group ◆Materiality	－
102-48* Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	◆Sustainability Data Book Framework	－
102-49* Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	◆Sustainability Data Book Framework	－
102-50* Reporting period (such as fiscal or calendar year) for information provided.	◆Sustainability Data Book Framework	－
102-51* Date of most recent previous report (if any).	◆Sustainability Data Book Framework	－
102-52* Reporting cycle (such as annual, biennial).	◆Sustainability Data Book Framework	－

GRI Standards Indicator （*: Core performance indicator）	References	UNGC principle
102-53* Provide the contact point for questions regarding the report or its contents.	◆Sustainability Data Book Framework	–
102-54* Report the 'in accordance' option the organization has chosen.	◆GRI Guideline/UNGC Principles Comparison Table ◆Independent Assurance Report	–
102-55* Report the GRI Content Index for the chosen option.	◆GRI Guideline/UNGC Principles Comparison Table ◆Independent Assurance Report	–
102-56* 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.	◆Independent Assurance Report	–
GRI 103: Management Approach		
103-1* For each material Aspect, report the Aspect Boundary within the organization, as follows: Report whether the Aspect is material within the organization	◆Sustainability Management in the Fujitsu Group ◆Sustainability Data Book Framework	–

103-2 Disclosures on Management Approach (DMA)
a. An explanation of how the organization manages the topic.
b. A statement of the purpose of the management approach
c. A description of the following, if the management approach includes that component:
  i. Policies
  ii. Commitments
  iii. Goals and targets
  iv. Responsibilities
  v. Resources
  vi. Grievance mechanisms
  vii. Specific actions, such as processes, projects, programs and initiatives
	◆Human Rights
	◆Diversity and Inclusion
	◆Occupational Health and Safety
	◆Human Resource Development and Career Design
	◆Quality Initiatives
	◆Supply Chain
	◆Community Activities
	◆Environmental Policy
	◆Medium/Long-term Environmental Vision
	◆Environmental Management System
		–

103-3 An explanation of how the organization evaluates the management approach
  i. the mechanisms for evaluating the effectiveness of the management approach;
  ii. the results of the evaluation of the management approach;
  iii. any related adjustments to the management approach.
	◆Human Resource Development and Career Design
	◆Supply Chain
	◆Environmental Management System
		–

GRI 201: Economic Performance		
201-1 Direct economic value generated and distributed.	–	–
201-2 Financial implications and other risks and opportunities for the organization's activities due to climate change.	◆Response to Environmental Risks ◆TCFD-Based Information Disclosure	7, 8, 9
201-3 Coverage of the organization's defined benefit plan obligations.	[Reference]Integrated Report Financial Section	–
201-4 Financial assistance received from government.	–	–
GRI 202: Market Presence		
202-1 Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	–	–
202-2 Proportion of senior management hired from the local community at significant locations of operation.	–	–

GRI Standards Indicator （*: Core performance indicator）	References	UNGC principle
GRI 203: Indirect Economic Impacts		
203-1 Development and impact of infrastructure investments and services supported.	◆Activities Aimed at Resolving Societal Challenges ◆Activities utilizing ICT	8, 9
203-2 Significant indirect economic impacts, including the extent of impacts.	—	—
GRI 204: Procurement Practices		
204-1 Proportion of spending on local suppliers at significant locations of operation.	—	—
GRI 205: Anti-corruption		
205-1 Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	—	10
205-2 Communication and training on anti-corruption policies and procedures.	◆Transforming Our Corporate Culture ◆Compliance	10
205-3 Confirmed incidents of corruption and actions taken.	—	—
GRI 206: Anti-competitive Behavior		
206-1 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	—	—
GRI 207: Tax		
207-1 Approach to tax	◆Compliance	
207-2 Tax governance, control, and risk management	◆Compliance	
207-3 Stakeholder engagement and management of concerns related to tax	◆Compliance	
207-4 Country-by-country reporting	—	
GRI 301: Materials		
301-1 Materials used by weight or volume	◆Material Balance	
301-2 Recycled input materials used	◆Material Balance	
301-3 Reclaimed products and their packaging materials	◆Material Balance	
GRI 302: Energy		
302-1 Energy consumption within the organization	◆Material Balance	
302-2 Energy consumption outside of the organization	◆Material Balance	
302-3 Energy intensity	◆Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites	
302-4 Reduction of energy consumption	◆Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites ◆Environmental Performance Data Calculation Standards	
302-5 Reductions in energy requirements of products and services	◆Reducing CO_2 Emissions Through Products That Consume Less Power When in Use ◆Environmental Performance Data Calculation Standards	9
GRI 303: Water and Effluents		
303-1 Interactions with water as a shared resource	◆Material Balance ◆Reducing the Amount of Water Used	

GRI Standards Indicator （*: Core performance indicator)		References	UNGC principle
303-2	Management of water discharge-related impacts	—	
303-3	Water withdrawal	◆Material Balance ◆Reducing the Amount of Water Used	
303-4	Water discharge	—	
303-5	Water consumption	◆Material Balance	
GRI 304: Biodiversity			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	—	
304-2	Significant impacts of activities, products, and services on biodiversity	—	
304-3	Habitats protected or restored	◆Response to Environmental Risks	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	—	
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions	◆Global Warming Prevention	
305-2	Energy indirect (Scope 2) GHG emissions	◆Global Warming Prevention	
305-3	Other indirect (Scope 3) GHG emissions	◆Global Warming Prevention	
305-4	GHG emissions intensity	◆Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites	
305-5	Reduction of GHG emissions	◆Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites	
305-6	Emissions of ozone-depleting substances (ODS)	—	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	◆Material Balance	
GRI 306: Effluents and Waste			
306-1	Waste generation and significant waste-related impacts	◆Material Balance	
306-2	Management of significant waste-related impacts	◆Limiting the Amount of Waste Generated ◆Material Balance	
306-3	Waste generated	◆Limiting the Amount of Waste Generated	
306-4	Waste diverted from disposal	◆Limiting the Amount of Waste Generated	
306-5	Waste directed to disposal	◆Limiting the Amount of Waste Generated	
GRI 307: Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations	◆Environmental Management Initiatives (Case Studies)	
GRI 308: Supplier Environmental Assessment			
308-1	New suppliers that were screened using environmental criteria	—	
308-2	Negative environmental impacts in the supply chain and actions taken	◆Activities to Reduce CO_2 Emissions and Conserve Water Resources in the Upstream Portion of the Supply Chain	
GRI 401: Employment			
401-1	New employee hires and employee turnover	◆Social Data	—

GRI Standards Indicator （*: Core performance indicator）		References	UNGC principle
		◆Performance Evaluation and Compensation / Work Environment	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	◆Performance Evaluation and Compensation / Work Environment	—
401-3	Parental leave	◆Social Data	6
GRI 402: Labor/Management Relations			
402-1	Minimum notice periods regarding operational changes	—	—
GRI 403: Occupational Health and Safety			
403-1	Occupational health and safety management system	◆Occupational Health and Safety	1
403-2	Hazard identification, risk assessment, and incident investigation	◆Social Data	—
403-3	Occupational health services	◆Occupational Health and Safety ◆Risk Management	1
403-4	Worker participation, consultation, and communication on occupational health and safety	◆Occupational Health and Safety	—
403-5	Worker training on occupational health and safety		
403-6	Promotion of worker health	◆Health and Productivity Managemant	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
403-8	Workers covered by an occupational health and safety management system		
403-9	Work-related injuries	◆Occupational Health and Safety ◆Health and Productivity Managemant ◆Social Data	
403-10	Work-related ill health	◆Occupational Health and Safety ◆Health and Productivity Managemant ◆Social Data	
GRI 404: Training and Education			
404-1	Average hours of training per year per employee	◆Human Resource Development and Career Design	—
404-2	Programs for upgrading employee skills and transition assistance programs	◆Human Resource Development and Career Design	6
404-3	Percentage of employees receiving regular performance and career development reviews	—	—
GRI 405: Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employee.	◆Social Data	1, 6
405-2	Ratio of basic salary and remuneration of women to men	—	—
GRI 406: Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	—	—
GRI 407: Freedom of Association and Collective Bargaining			
407-1	Operations and suppliers in which the freedom of association and collective bargaining may be at risk	◆Supply Chain ◆Compliance	—
GRI 408: Child Labor			
408-1	Operations and suppliers at significant risk for incidents of child labor	◆Supply Chain ◆Compliance	—

GRI Standards Indicator （*: Core performance indicator）	References	UNGC principle
GRI 409: Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	◆Supply Chain ◆Compliance	—
GRI 410: Security Practices		
410-1	Security personnel trained in human rights policies or procedures	—	—
GRI 411: Rights of Indigenous Peoples		
411-1	Incidents of violations involving rights of indigenous peoples	—	—
GRI 412: Human Rights Assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	◆Human Rights	—
412-2	Employee training on human rights policies or procedures	◆Transforming Our Corporate Culture ◆Human Rights	1
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—	—
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	—	8
413-2	Operations with significant actual and potential negative impacts on local communities	—	7, 8
GRI 414: Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	◆Supply Chain	—
414-2	Negative social impacts in the supply chain and actions taken	—	—
GRI 415: Public Policy		
415-1	Political contributions	—	—
GRI 416: Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories.	◆Quality Initiatives ◆Supply Chain	9
416-2	Incidents of non-compliance concerning product and service information and labeling	◆Quality Initiatives	—
GRI 417: Marketing and Labeling		
417-1	Requirements for product and service information and labeling	—	—
417-2	Incidents of non-compliance concerning product and service information and labeling	◆Quality Initiatives	—
417-3	Incidents of non-compliance concerning marketing communications	◆Working with Our Customers	—
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breeches of customer privacy and losses of customer data	◆Information Security	—
GRI 419: Socioeconomic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	◆Compliance	—