

## 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 is implementing 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<sub>2</sub> 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. In stage IX (FY 2019-2020), we broadened the operational efficiency of air conditioning equipment controlled by artificial intelligence (AI) in our data centers with the intake of external air. We also purchased certificates for green power and renewable energy, in line with regional characteristics and economic rationality, and boosted the use of renewable energy at our business sites. Furthermore, we utilized blockchain and other leading-edge ICT technologies unique to the Fujitsu Group to promote and expand the use of renewable energy.

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°C (\*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°C 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 coexisting with nature.



- Climate Change: Strengthening our commitment to meet the target of limiting global warming to 1.5°C
- 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

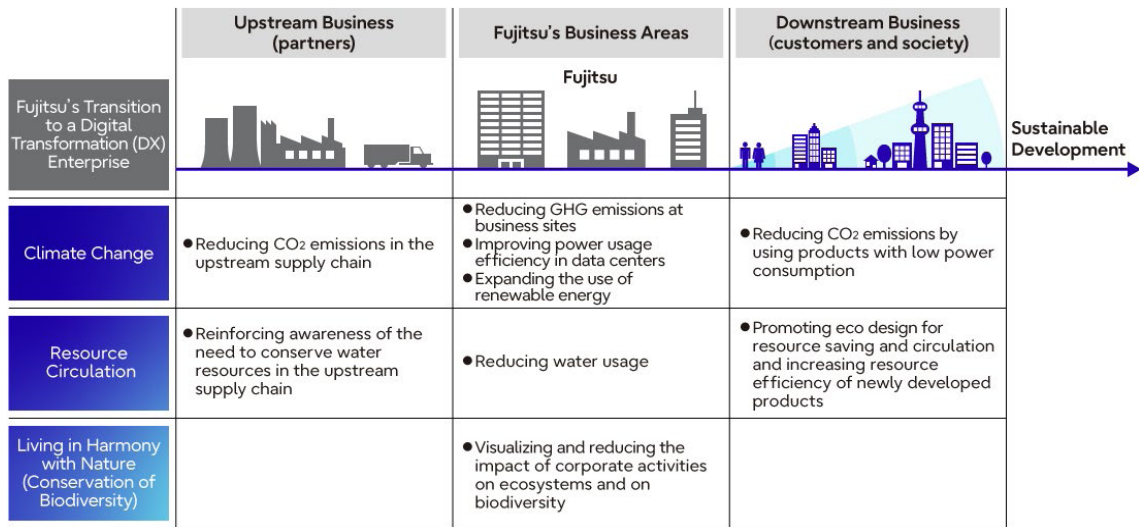


Image of Environmental Action Plan Stage X

Targets (to be achieved by FY2022)		FY2021 Achievements (FY2021 Target)
<b>Climate Change</b>		
1.	Reduce greenhouse gas (GHG) emissions from business sites each year by 4.2% or more, compared with the base year of FY2013	11.7% reduction (37.2% reduction from the base year)
2.	Improve PUE (*3) (Power Usage Effectiveness) of our data centers by 3%, compared with FY2017	1.56 (FY2021 target : 1.57)
3.	Increase renewable energy usage to 16% of total electricity	20% (FY2021 target : 13%)
4.	Reduce CO <sub>2</sub> emissions due to power consumption during product usage by 17% or more, compared with FY2013	37% reduction (FY2021 target : 16% reduction)
5.	Drive activities to reduce CO <sub>2</sub> emissions in the upstream supply chain.	Requests to key partners to undertake reduction activities 100% completed
<b>Resource Circulation</b>		
6.	Promote eco design for resource saving and circulation and increase resource efficiency of newly developed products by 10% or more, compared with FY2019	10.1% improvement (FY2021 target : 5% improvement)
7.	Reduce water usage by 30,000 kiloliters or more by implementing water resource conservation measures	56,671 kiloliters reduction (FY2021 target : 19,000 kiloliters reduction or more)

	8. Reinforce awareness of the need to conserve water resources in the upstream supply chain	Requests to key partners to undertake conservation activities 100% completed
<b>Living in Harmony with Nature (Conservation of Biodiversity)</b>		
	9. Visualize and reduce the impact of corporate activities on ecosystems and on biodiversity	Based on global-level discussions, the evaluation indicator of 'Ecological Footprint' was selected, and activities have commenced to establish the evaluation methodology.

(\*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.

## Environmental Action Plan

# Climate Change

## External Trends

### Accelerated Controls on GHG Emissions are Required for Carbon Neutrality

The Paris Agreement, adopted in December 2015, set out a long-term, shared worldwide goal of limiting the average global temperature increase to considerably less than 2°C and preferably 1.5°C over pre-Industrial Revolution temperatures, as well as the goal of carbon neutrality (net zero emissions) by the second half of this century. Correspondingly, moves aimed at achieving a carbon neutral society have been accelerating on a global scale.

The Task Force on Climate-related Financial Disclosures (TCFD) was established in December 2015 by the Financial Stability Board, which includes participants representing central banks, financial regulatory authorities and finance ministries from major countries. The TCFD requests companies to use multiple climate scenarios 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 1.5°C 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 Emissions Reductions are a Critical Issue for the Fujitsu Group

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

## Focusing on Expanding the Use of Renewable Energy

In May 2017, the Fujitsu Group formulated the FUJITSU Climate and Energy Vision, its medium- to long-term environmental vision. In August of the same year, the company obtained SBT certification for 2°C-aligned GHG emissions reduction targets. The SBT initiative aims to significantly reduce greenhouse gases over the medium to long term by encouraging companies to set voluntary GHG emissions reduction targets based on scientific knowledge compiled by organizations such as the IPCC (\*2). Given the accelerating global trend toward carbon Neutrality, the Fujitsu Group reviewed its position and revised its target to reduce GHG emissions from business sites in FY2030 from 33% to 71.4% below FY2013 levels. On April 15, 2021, this revised figure was successfully validated as a 1.5°C-aligned target by SBT. In April 2021, we revised its reduction targets in fiscal 2030 from 33% to 71.4% below fiscal 2013 levels and were validated as 1.5 °C-aligned targets by the SBT initiatives. In June 2022, we submitted a commitment letter to the SBT Initiative towards the Net-zero targets and received it.

In the Fujitsu Group Environmental Action Plan (Stage X), we are undertaking activities to “reduce GHG emissions at our business sites by at least 4.2% year-on-year”, in accordance with the 1.5°C SBT target.

The use of renewable energy is an important element in achieving carbon neutrality, and Fujitsu joined the global initiative RE100 in 2018. At Fujitsu Group locations in Japan and elsewhere, we are aiming to source 40% of the electricity used from renewable energy by 2030, with a goal of 100% by 2050. In the Fujitsu Group Environmental Action Plan (Stage X), we have set a target of “expanding to 16% the renewable energy usage ratio in terms of power generation”. From April 1, 2021, the largest facility in the Fujitsu Group, the Kawasaki Factory, switched over to 100% renewable energy for power consumed. This initiative accounts for approximately 5% of the electricity used by the Fujitsu Group in Japan. Furthermore, from October 1, 2021, we transitioned to fully renewable sources for the power consumed on the floors leased by Fujitsu at its headquarters in the Shiodome City Center building in Tokyo. This marks the first such attempt for the Fujitsu Group within a leased office facility in Japan.

In addition, Fujitsu intends to continue boosting purchases of green energy and 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) In 2017, Fujitsu obtained SBT certification for 2°C-aligned emissions reduction targets. In April 2021, these targets were revised for business sites in FY2030 from 33% to 71.4% below FY2013 levels, and these were successfully validated as 1.5°C-aligned targets by SBT.

<https://www.fujitsu.com/global/about/resources/news/press-releases/2021/0416-01.html>

### RELATED LINKS

Actions and targets related to climate change initiatives under the Fujitsu Group Environmental Action Plan (Stage X)

- Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites
- Improve Power Usage Effectiveness (PUE) at Our Data Centers
- Expand the Use of Renewable Energy

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<sub>2</sub> emissions from our business activities by 2050.

Among GHGs, our business sites (plants and offices, as well as datacenters) primarily emit CO<sub>2</sub> when energy (electricity, fuel oil, gas) is used, and perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulfur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>) 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<sub>2</sub> Emitted During Energy Consumption

About 99% of the Fujitsu Group's total GHG emissions arise from CO<sub>2</sub> emissions due to energy consumption. Therefore, we continuously promote the following energy-saving measures to reduce CO<sub>2</sub> 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<sub>2</sub>

As for GHGs other than CO<sub>2</sub>, the Fujitsu Group mainly uses perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulfur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>) 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 2021 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	Results for FY2021
Reduce GHG emissions of our business sites by 4.2% or more every year (compared to FY 2013) (*1)	Reduction by 11.7% (*2)

(\*1) Target organizations: Business sites owned by Fujitsu and the Fujitsu Group. Includes major data centers.

(\*2) Reduction rate based on market standards

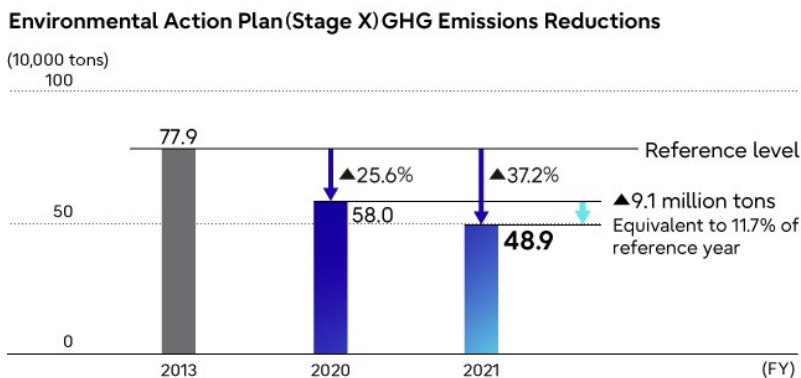


## Promoting Reduction in CO<sub>2</sub> Emitted During Energy Consumption

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

For instance, 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<sub>2</sub> in comparison to conventional air conditioners. We also improved facility operations at the Tatebayashi System Center (1,201 tons-CO<sub>2</sub>) by controlling the number of air conditioners, reviewing their operating conditions, 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 7,000 tons-CO<sub>2</sub> (1.1% 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 X), by 11.7% 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 X) performance values for the reference year (FY 2013) and FY 2021 are the total values for business sites targeted by the Environmental Action Plan (Stage X).
- (\*5) CO<sub>2</sub> conversion factors of purchased electricity are market standards in keeping for both the reference year (FY 2013) and FY 2021 performance values.

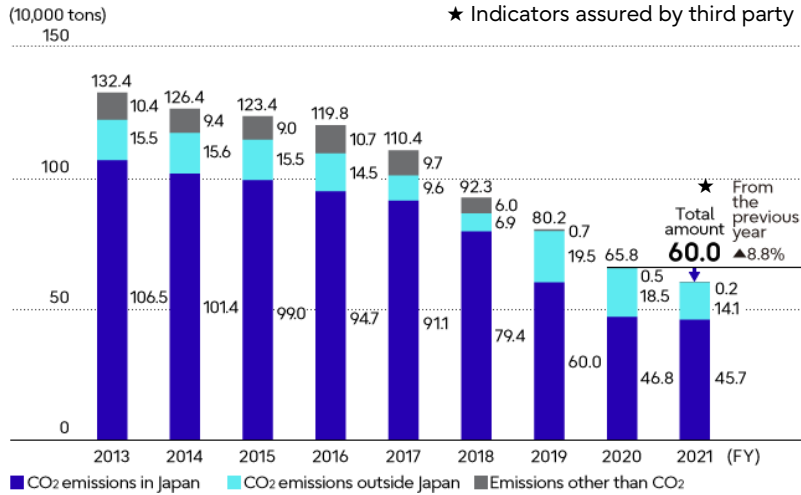
## Total Emissions of 600 ktons-CO<sub>2</sub> ★ in FY 2021

Our total GHG emissions in FY 2021 were 600 ktons-CO<sub>2</sub> (output level per sales amount: 16.7 tons-CO<sub>2</sub>/100 million yen). They increased overseas due to boundary changes (additions of DC with management authority), but decreased by 8.8% in comparison to FY 2020 for reasons such as the business transfer of our semiconductor division.

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).



Trends in Total Greenhouse Gas Emissions



- (\*6) CO<sub>2</sub> emissions in Japan and overseas: The CO<sub>2</sub> conversion factor for purchased electric power in performance reports has been calculated with a fixed value of:
  - In Japan - 0.570 tons-CO<sub>2</sub>/MWh from FY 2013 to FY 2015, 0.534 tons-CO<sub>2</sub>/MWh for FY 2016, 0.518 tons-CO<sub>2</sub>/MWh for FY 2017, 0.497 tons-CO<sub>2</sub>/MWh for FY 2018, 0.461 tons-CO<sub>2</sub>/MWh for 2019, 0.444 tons-CO<sub>2</sub>/MWh for FY 2020, and 0.441 tons-CO<sub>2</sub>/MWh for FY 2021
  - 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<sub>2</sub>: These are converted to equivalent amounts of CO<sub>2</sub> using the global warming potential (GWP) for each gas.

> 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<sub>2</sub> emissions (FY 2021) for each business in the Fujitsu Group. Since data center CO<sub>2</sub> 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 2021 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	Middle fiscal year (FY 2021 result)
Improve PUE (*1) at data centers by 3% or more. (Compared to FY 2017)	PUE 1.56 - Improvement of 1.6%

(\*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. Due to the continued impact of the spread of COVID-19 in FY 2021, some of our activities were restricted by lockdowns in certain cities where our overseas data centers are located. However, overall, we carried out updates to air conditioning equipment and implemented extensive energy saving, and we were able to achieve our goals for FY 2021. We are attempting to reduce air conditioning power usage through expanded operational measures such as extending the operation time for air conditioning using outside air and free cooling in the middle of the plan, and striking a proper balance between the amount of heat generated by IT equipment and cooling capacity.

Continuing from the previous year, we also conduct functional evaluation and performance maintenance to determine whether the air conditioning equipment is performing at its proper capability. In parallel with our energy-saving activities, we are also working to expand the use of renewable energy to achieve carbon neutrality. (We are currently operating toward 100% renewable energy for cloud services in domestic data centers in 2022.)

## PUE values and calculation methods

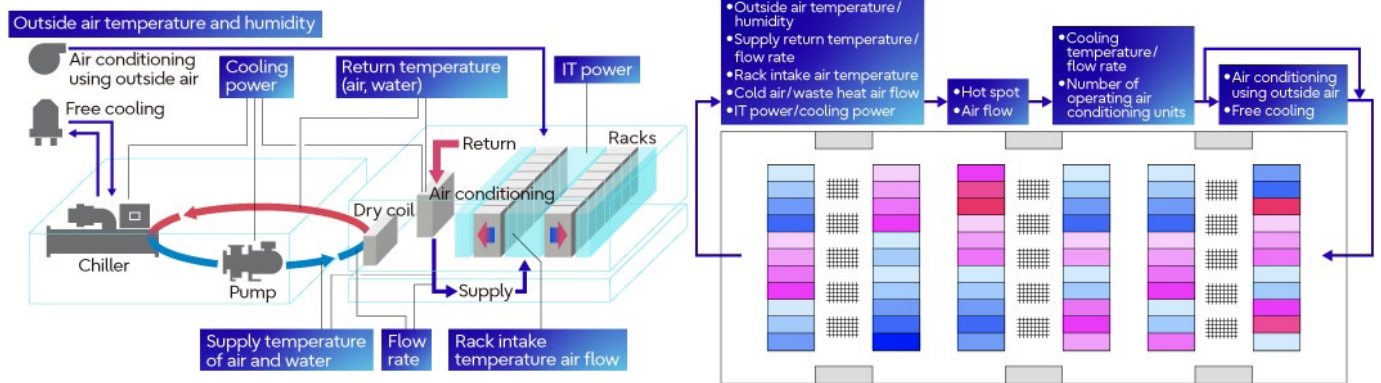
PUE Value	PUE calculation method, other
Range: 1.33 to 2.14 No. of data centers: 23	<ul style="list-style-type: none"> <li>• Apply the Green Grid</li> <li>• Work to implement improvements using DCMM</li> <li>• DCMM: Data Center Maturity Model</li> </ul>

## Examples of Initiatives in FY 2021

### Reducing Air Conditioning Power With a Focus on Improved Operation

Due to the impact of the spread of COVID-19, improvement activities could not be started as planned at some data centers. However, we are implementing overall air conditioning tuning according to IT power consumption (heat generation). We expanded the target floors through measures such as lessening the air conditioning temperature and cold water temperature, and adjusting the number of cooling equipment in operation. Furthermore, at data centers with air conditioning using outside air or free cooling, the outside air temperature was relatively low compared to the previous fiscal year, so we started operating them early in the middle of the plan in an effort to reduce power consumption for air conditioning. We are also expanding the target floors for AI control of air conditioning, which started operation at one domestic data center from FY 2019, and reduced the overall energy used for air conditioning by 15% to 20%. We plan to continue the rollout to include other data centers.

#### Image of Air Conditioning Tuning



### Promoting Improvements through Better Information Sharing with Overseas Data Centers

In an effort to coordinate our PUE improvement activities with overseas data centers and further enhance our activities, we conduct regular meetings remotely in order to share and communicate information such as the progress of improvement and know-how on improvement measures gained at each data center. We are planning to share related information on internal portal sites and to use the sophistication of data to visualize the progress status and improvement points. These measures will enable improvement activities to progress more smoothly in the future.

> 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 2021 Performance

★ Indicators assured by third party

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	Last fiscal year (FY2021 result)
Expand the rate of renewable energy used to 16%	20%★

(\*1) Target organizations: Fujitsu and the Fujitsu Group's own offices and managed rental offices

(\*2) Calculation Standard: 5 -3 -4 -5

Refer to "[Environmental Performance Data Calculation Standards](#)" for details.

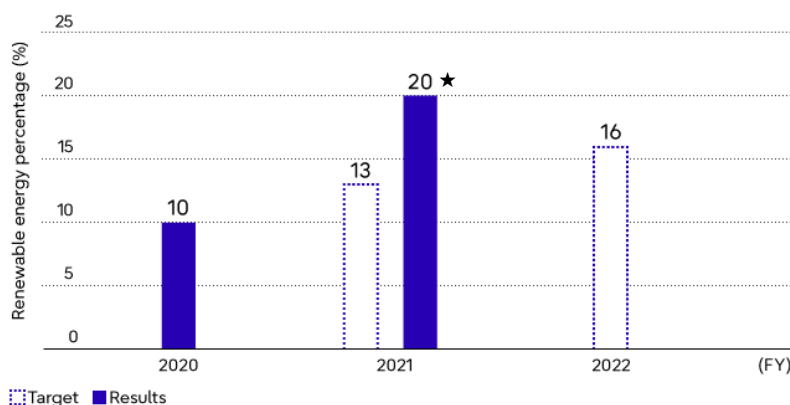
## Environmental Action Plan (Stage X) Initiatives

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 target under the Fujitsu Group Environmental Action Plan (Stage X) of expanding the rate of renewable energy we use to 16%. In FY 2021, through the purchase of green power and power generation through solar panels, the rate of our renewable energy use grew to 20%.

The amount of renewable energy used was 242 GWh★.

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

Environmental Action Plan (Stage X) Renewable energy percentage



## Renewable Energy Procurement Principle

### Mandatory Requirement

- Renewable energy that can be reported through RE 100 activities
  - Power sources are Solar, Wind-power, Geothermal, Biogas, 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 2021

### Introduction of Green Power

At Fujitsu, in addition to switching the Kawasaki Main Office to 100% renewable energy, we procured approximately 115 GWh of renewable energy at domestic plants, business sites and other locations.

> Case Studies



Kawasaki Main Office

Environmental Action Plan

# Reduction of CO<sub>2</sub> Emissions by Reducing Power Consumption When Using Products

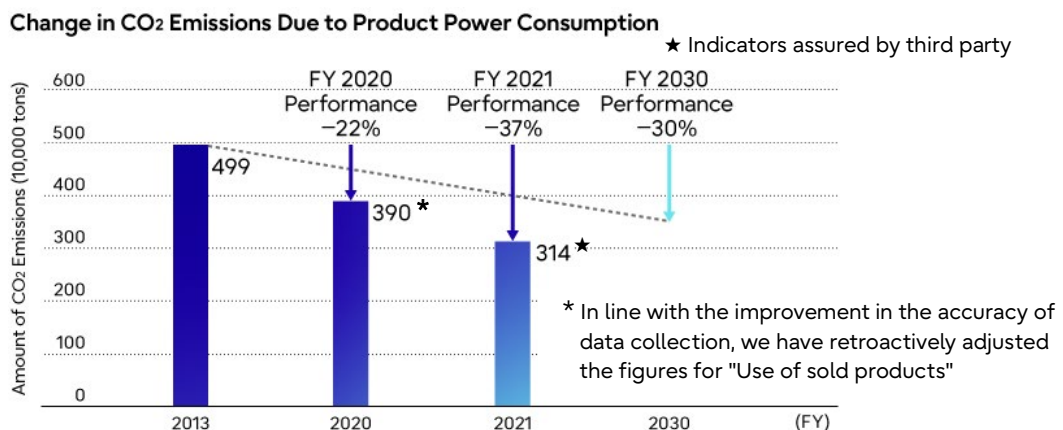
## Our Approach

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 2021 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	Last fiscal year (FY2021 result)
Reduce CO <sub>2</sub> emissions due to product power consumption by 17% or more in comparison to FY 2013.	Reduced by 37%



## Fujitsu Group Environmental Action Plan (Stage X) Initiatives

Based on the Fujitsu Group's medium-term environmental goal of "reducing CO<sub>2</sub> 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 X) to reduce CO<sub>2</sub> emissions due to product power consumption by 17% or more in comparison to FY 2013 in FY 2022, 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 2020 and FY 2021, 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<sub>2</sub> Emissions in Comparison to FY 2013**

In FY 2021, as a result of applying and expanding energy-saving technologies in our servers, storage, PCs, and network devices, we were able to attain a 37% reduction in CO<sub>2</sub> 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 X), 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.

> Case Studies



Environmental Action Plan

# Activities to Reduce CO<sub>2</sub> Emissions in the Upstream Portion of the Supply Chain

## Our Approach

In addition to reducing our own emissions, the Fujitsu Group has also been requesting, as part of green procurement, that its suppliers engage in activities to reduce their own CO<sub>2</sub> emissions in order to help contain global warming. As a result, all of our primary suppliers have undertaken efforts to reduce their CO<sub>2</sub> emissions. Starting in FY 2016, we have also been expanding these efforts further upstream in the supply chain by requesting that our suppliers include their own suppliers (secondary suppliers from the perspective of the Fujitsu Group) in these 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<sub>2</sub> 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 society for the future and a sustainable water environment.

## FY 2021 Performance

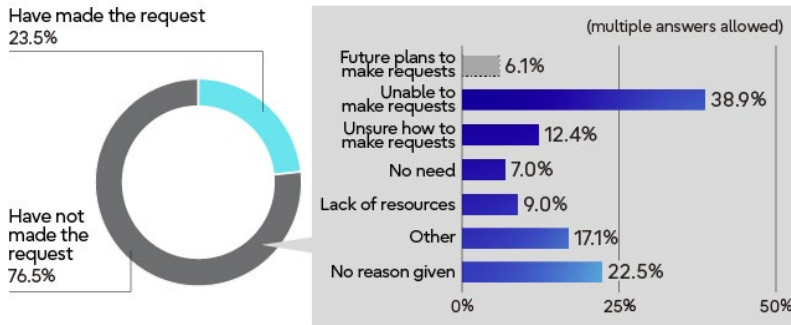
Targets Under the Fujitsu Group Environmental Action Plan (Stage X)	Results for FY2021
Reduction of CO <sub>2</sub> Emissions: Drive Activities to Reduce CO <sub>2</sub> Emissions in the Supply Chain	Requested that secondary suppliers (over 56,000 companies) engaged in activities to reduce emissions through primary suppliers of the Fujitsu Group (approximately 750 companies)

## Reduction of CO<sub>2</sub> Emissions: Requesting and Supporting the Expansion of Activities to Secondary Suppliers

The Fujitsu Group has requested that its primary suppliers, who account for the top 80% of the Group's procurement, to engage in activities to reduce their CO<sub>2</sub> emissions, and to expand these efforts to also include their own suppliers (the Fujitsu Group's secondary suppliers). We also conducted our own environmental survey to ascertain the status of activities by these suppliers. We then provided suppliers who responded to the survey with feedback in the form of a report that analyzed survey responses as a reference for their future activities, and we also requested that they further promote these activities and expand them to include their own suppliers.

As of the end of FY 2021, 23.5% (161 suppliers) responded that they had requested their own suppliers to engage in emissions reduction activities. Over 56,000 secondary suppliers have been asked to engage in emissions reduction activities, and this should substantially impact awareness.

Status of primary suppliers' request that secondary suppliers engage in activities to reduce their CO2 emissions



\*Non-responses and responses from primary suppliers with no secondary suppliers were excluded

## Offering Guidelines for Activities for Reducing CO2 Emissions

The Fujitsu Group created original explanatory materials to facilitate the spread of activities for reducing CO2 emissions throughout the entire supply chain, and since the end of November 2017, we have made the materials available on the company website and we have provided them to suppliers. The purpose of these materials was not only to give suppliers a greater understanding of the importance of these activities taking place in the supply chain, but also to serve as something they could use to request and assist such activities amongst their own suppliers. To fulfill our responsibilities as a global enterprise, the Fujitsu Group will continue to think about what must be done to contain global warming and will continue to take action.

“Guideline for activities for reducing CO2 emissions” can be downloaded from the following sites.

- Japan: <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 CO2 emissions data, or data leading to CO2 emissions directly.  
(e.g. P 2. Practical activities: Examples for activity contents and progress indexes

\* If it is (e.g. C 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 CO2-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

## 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 that organizations are urged to take in order to meet this goal include the efficient use of natural resources, the appropriate management of chemical substances and waste products throughout the entire product life cycle, and significant reductions in the volume of pollutants emitted into the air, water, and soil. In addition, in March 2022, the European Commission announced its Sustainable Products Initiative (SPI), which is pivotal to the new Circular Economy Action Plan formulated in March 2020. The series of sustainable product standardization packages for the EU market in this announcement consists primarily of 5 measures, and companies need to closely monitor future trends.

### The Problem of Plastic Waste

According to a new report by the Organization for Economic Co-operation and Development (OECD), the volume of plastic waste generated globally is forecast to triple by 2060 from its 2019 level of 353 million tons. While the resumed fifth session of the United Nations Environment Assembly (UNEA-5.2) held in February 2022 acknowledged the usefulness of plastics, it also noted that the problem of plastic pollution is global in scale and includes the contamination of our oceans. It was decided that an intergovernmental negotiating committee would be established in the second half of 2022 with the task of formulating a legally binding global agreement to be finalized by the end of 2024. In view of these developments, companies need to implement plastic resource circulation throughout the life cycles of their products.

## 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 conducting ongoing discussions around resource circulation for our products, including reuse, recycling and the use of recycled materials, particularly in view of the acceleration of global action and the abovementioned announcement of Europe's new Circular Economy Action Plan in March 2020. We are continuing to promote the use of recycled plastics in our IT products, switching from plastic to cardboard packaging materials, and reducing 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 IT products and from waste generated at business sites. One of the targets we have been working towards in our Environmental Action Plan is the reuse of resources in used IT products, and having reached a resource reuse rate of over 90% for IT products used in business, we are now continuing our efforts by focusing on our management targets. In March 2022, we also announced proposed framework regulations for eco-design to be used in sustainable products as the first package of measures, promoting initiatives that target plastic waste in light of the urgent need to address the problem of plastic waste, as outlined above. Changes in our business model are also resulting in reduced volumes of waste as we bolster our efforts to further limit waste and recycle resources in order to make a stronger contribution to a society oriented toward resource circulation.

## Responses to the Plastic Resource Circulation Act

In response to environmental changes, both in Japan and overseas, involving the waste from products that use plastic, there is increasing demand for resource circulation of plastic products. This ranges from limiting the use of plastic products through to having local and municipal governments recycle plastics for use in other products, and developing regimes that will promote voluntary plastics collection and recycling by businesses. In line with this trend, Japan promulgated the “Plastic Resource Circulation Act” in June 2021. This Act targets the plastics used in a wide range of products and promotes measures to recycle plastic resources in each stage of a product’s life, from design right through to the treatment of plastic waste (3R + Renewable).

Fujitsu is designated as a “high-volume waste emitter” under the legislation, and as such, has set targets for recycling and limiting the production of plastic waste and is promoting activities in line with those targets.

Target: Promotion of zero-emissions activities for plastic waste and greater use of returnable plastics

FY2021 plastic waste volume: 1,582 tons

### RELATED INFORMATION

- › Improving the Resource Efficiency and Resource Circulation of Products and Product Recycling
- › Reducing the Amount of Water Used

# Improving the Resource Efficiency and Resource Circulation of Products and Product Recycling

## 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 2021 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage X)	Results for FY2021
Promoting improved resource conservation and recycling in our products and increasing resource efficiency in new products by 10% or more (compared to FY 2019).	Improved by 10.1%

### 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.

### We Improved Resource Efficiency by 10.1%

By reducing the size and weight of our servers, PCs, network devices, and imaging devices, in FY 2021 we were able to improve resource efficiency by 10.1% with respect to efficiency in FY 2019.



## Working Toward Targets in the Fujitsu Group Environmental Action Plan (Stage X)

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.

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

#### 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 2021

### Featuring state-of-the-art optical transport technology, the 1FINITY T700 has improved resource efficiency and reduced energy consumption

The 1FINITY series are optical transport systems that support telecommunications carrier systems. Optical transport equipment transmits information and it sends data. The 1FINITY series separates the functionality of conventional optical transport equipment to enable capital investment suitable for the scale of the network, continuous network evolution, minimization of running costs, and flexible operation.



1FINITY T700

We have developed the 1FINITY T700 as part of the 1FINITY series. The 1FINITY T700 Transport Blade is capable of long-distance transport at 400 Gbps\*. The 1FINITY T700 is equipped with state-of-the-art optical transport technology and it allows flexible optical path (line) management.

From an environmental perspective, the 1FINITY T700 reduces the environmental burden in terms of both resource and energy conservation. The components of the 1FINITY T700 are smaller, fewer in number, consolidated, and modular, improving resource efficiency with respect to performance by 40.0% compared to previous models. Moreover, the use of industry-leading reduced power consumption technology has reduced power consumption with respect to transport performance by 45% compared to previous models.

The 1FINITY T700 features state-of-the-art optical transport technology and improved resource efficiency. Through this system, we will help to create an affluent society.

Gbps\* : A unit of data transport speed that indicates how many gigabits of data can be sent per second

> Case Studies

## Product Recycling

### Our Approach

The Fujitsu Group's recycling activities are based on the concept of Extended Producer Responsibility (EPR), which holds producers responsible for product design and manufacturing as well as disposal and recycling, and the concept of Individual Producer Responsibility (IPR), which holds a company responsible for its own products. Fujitsu is certified for area-wide disposal of industrial waste based on the Act to Promote Effective Utilization of Resources in Japan. In accordance with these concepts, Fujitsu Recycling Centers around Japan are entrusted to properly dispose of industrial waste, and one of Fujitsu's voluntary management indicators is "to reuse at least 90% of the resources in its ICT products for businesses."

### Changes in Resource Reuse Rates of End-of-life Business ICT Products

Item	FY 2019	FY 2020	FY 2021
Resource reuse rate (%)	91.1	91.6	92.9

> 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 X).

## FY 2021 Performance

Targets under the Fujitsu Group Environmental Action Plan (Stage X)	Results for FY2021
Adding policies to reduce water consumption and reducing water usage by at least 30,000 m <sup>3</sup> by the end of FY 2022. <a href="#">(*1)</a>	Water consumption was reduced 83,000 m <sup>3</sup> (target for FY 2021: 19,000 m <sup>3</sup> )

(\*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 2021 to reduce water usage include reducing the amount of water used in coating and cleaning processes, reviewing our water supply and wastewater through actions such as optimizing the water supply for our scrubbers, and upgrading air conditioners from water-cooled units to air-cooled units. We implemented these policies at each business site, plant, etc., so that we could make more efficient use of our water resources. As a result, in FY 2021 we reduced our water usage by 83,000 m<sup>3</sup>, which is 277% of the target of 30,000 m<sup>3</sup> as was set in the Fujitsu Group Environmental Action Plan (Stage X).

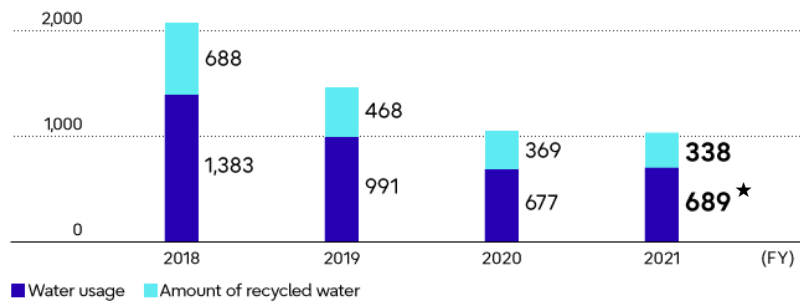
## Water Usage in FY 2021 was 6.89 Million m<sup>3</sup>★ (a 1.8% Increase Compared to the Previous Fiscal Year)

The total amount of water we used in FY 2021 was 6.89 million m<sup>3</sup> (output level per sales amount: 192 m<sup>3</sup>/100 million yen), a slight increase of 1.8% compared to FY 2020. 3.38 million m<sup>3</sup> of that usage was recycled water, which was a reduction of 8.4% in comparison to FY 2020. The total amount of water we used increased slightly, so recycled water comprised 49.0% of our total water usage, a 5.5%pt decrease from FY 2020.

### Trends in Water Usage and Amounts of Recycled Water

(10,000m<sup>3</sup>)  
3,000

★Indicator assured by third party



Environmental Action Plan

# Activities to Conserve Water Resources in the Upstream Portion of the Supply Chain

## Our Approach

We have also situated the conservation of water resources as a priority issue which we need to ask our suppliers to address, as well as the reduction of CO<sub>2</sub> emissions. 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<sub>2</sub> emissions and conserve water resources, and considering the issues and our policies.

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

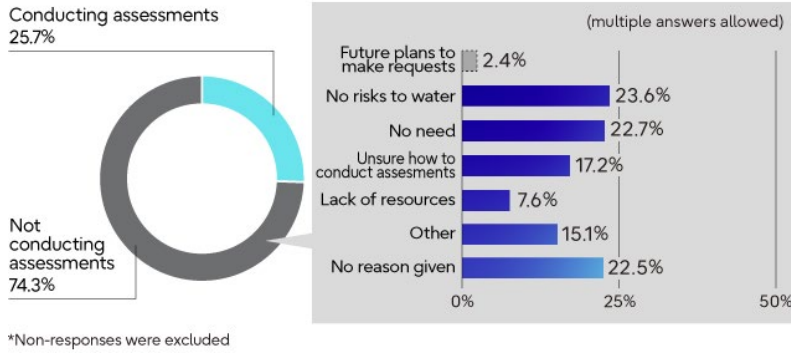
## FY 2021 Performance

Targets Under the Fujitsu Group Environmental Action Plan (Stage X)	Results for FY2021
Conservation of Water Resources: Request that Primary Suppliers Engage in Activities to Conserve Water	Requested that approximately 750 of the Fujitsu Group's primary suppliers engage in activities to conserve water

## Conservation of Water Resources: Requesting that Primary Suppliers Work to Conserve Water Resources as a Key Theme They Should Address

Against the backdrop of worsening water resource problems and growing international concern, in addition to continuing our work to reduce CO<sub>2</sub> 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



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. In our environmental survey, 25.7% of suppliers (about 190 companies) said that they were conducting water risk assessments, which is an increase from 22.8% last year. 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 request that even more suppliers conduct water risk assessments and request that they work to conserve water resources.

“Water Risk Assessment for Companies” can be downloaded from the following sites.

- Japan: <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

# Living in Harmony with Nature (Conservation of Biodiversity)

## Management Approach

### The loss of biodiversity poses an enormous global risk; an integrated response toward a net-zero and nature-positive world is vital

The Global Risks Report 2022 released by the World Economic Forum (WEF) ranks biodiversity loss as the third most severe risk globally, recognizing the loss of nature and biodiversity alongside climate change as a critical long-term threat. Viewing the creation of a nature-positive world as essential to addressing this issue, the G7 Summit held in June 2021 agreed on a G7 2030 Nature Compact, which includes a commitment to “halt and reverse biodiversity loss by 2030”. In Part 2 of the 15th Conference of the Parties to the UN Convention on Biological Diversity (hereinafter CBD-COP15), scheduled to be held in 2022, the Post-2020 Global Biodiversity Framework, which includes international targets for 2030, will also be adopted. Business groups such as the World Business Council for Sustainable Development (WBCSD) and international environmental NGOs such as the World Wide Fund for Nature (WWF) have also announced a joint proposal with a target of achieving a nature-positive world by 2030. It is now considered vital that we not only have net-zero initiatives to counter climate change, but also integrated measures aimed at achieving a nature-positive world.

### Assessing our impact on nature and biodiversity and setting targets to identify Fujitsu's high-impact business activities

In 2009, the Fujitsu Group formulated the Fujitsu Group Biodiversity Action Principles. Those principles state that our approach to doing business will “pursue the conservation of biodiversity and the sustainable use of natural resources in our business activities” and will “contribute to building a society which ensures the conservation of biodiversity and the sustainable use of natural resources”. Not only will we continually reduce the environmental impact of our business activities, but we will also utilize ICT to assist in the protection of endangered species and the conservation of tropical rainforests on an ongoing basis.

To achieve a nature-positive world, the Fujitsu Group also believes that no time should be lost in promoting such initiatives. As one of the targets in Stage X of our Environmental Action Plan, we have set a target for the conservation of nature and biodiversity, and we have initiated actions aimed at assessing and reducing our dependencies and impacts on ecosystems and on biodiversity.

## FY2021 Performance

Target under the Fujitsu Group Environmental Action Plan (Stage X)	Results for FY2021
Visualize and reduce the impact of corporate activities on ecosystems and on biodiversity	Based on global-level discussions, the assessment indicator of 'Ecological Footprint' was selected, and activities have commenced to establish the assessment methodology.

## Selection of 'Ecological Footprint' as the assessment indicator based on global-level discussions

Of the draft international targets for 2030 scheduled to be adopted at CBD-COP15, one very relevant goal for the business sector is target 15: "All businesses (public and private, large, medium and small) assess and report on their dependencies and impacts on biodiversity, from local to global, and progressively reduce negative impacts, by at least half and increase positive impacts, reducing biodiversity-related risks to businesses and moving towards the full sustainability of extraction and production practices, sourcing, and supply chains, and use and disposal (Reference "CBD/WG2020/3/3 FIRST DRAFT OF THE POST-2020 GLOBAL BIODIVERSITY FRAMEWORK" )." Discussions on the assessment indicators for each of the targets were also held at the 24th meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (hereinafter SBSTTA24), with 'Ecological Footprint' being proposed as one of the candidate indicators for target 15.

Following consideration of these and other global-level discussions, the Fujitsu Group selected Ecological Footprint as the assessment indicator for targets in its Environmental Action Plan (Stage X).

## Examples of Initiatives in FY2021

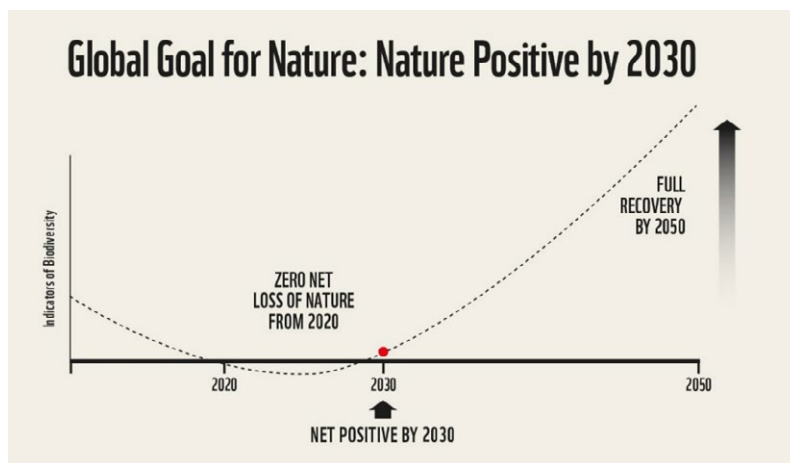
In considering future initiatives, the Fujitsu Group believes that the most important factor is to align its plans with the trends of international initiatives and has accordingly identified the international trends outlined below. We also feel it is crucial that initiatives "work towards achieving a nature-positive world by 2030" and "contribute to attaining the 2030 targets in the post-2020 global biodiversity framework". Therefore, in Stage X of the Fujitsu Group Environmental Action Plan, targets and indicators were selected that aligned with target 15 of the draft international targets for 2030.

We will continue to expand the range of our nature and biodiversity conservation activities in the future as we work toward achieving a nature-positive world by 2030.

## Identifying International Trends – Nature-positive –

At the G7 Summit held in Cornwall, England in June 2021, the G7 nations agreed on the G7 2030 Nature Compact. This agreement included a commitment to "halt and reverse biodiversity loss by 2030", and statements such as: "our world must not only become net zero, but also nature positive, for the benefit of both people and the planet", and: "Nature, and the biodiversity that underpins it, ultimately sustains our economies, livelihoods and well-being."

Fourteen organizations, including the WBCSD and the WWF, released a report titled 'A Nature-Positive World: The Global Goal for Nature', which set out three objectives: 1. Zero Net Loss of Nature from 2020; 2. Net Positive by 2030 (on a baseline of 2020); and 3. Full Recovery by 2050.



Global Goal for Nature : Nature Positive by 2030

Source: A Nature-Positive World : The Global Goal for Nature



## Identifying International Trends – Post-2020 Global Biodiversity Framework –

The Post-2020 Global Biodiversity Framework currently under discussion includes international targets for 2030 that are scheduled to be adopted in Part 2 of CBD-COP15, slated for 2022. The initial draft report from Part 1 of CBD-COP15 was released in July 2021. The target in that initial draft that relates most closely to corporate activities is target 15. Candidate indicators for that target were discussed at SBSTTA24, and one of the proposed indicators was Ecological Footprint.

Goal/Milestone/Target <sup>5</sup>	Headline indicator	Summary of the assessment	Component indicator	Complementary indicators
Target 15. All businesses (public and private, large, medium and small) assess and report on their dependencies and impacts on biodiversity, from local to global, and progressively reduce negative impacts, by at least half and increase positive impacts, reducing biodiversity-related risks to businesses and moving towards the full sustainability of extraction and production practices, sourcing and supply chains, and use and disposal.	15.0.1 [Number of companies assessing and reporting on their][Quantified volumes of ] Dependencies [and] impacts[, risks and opportunities] of businesses on biodiversity [and related human rights]	Relevance: Green Nationally feasible: Yellow Globally feasible with national disaggregation: Yellow Readiness: Red Summary: Relevant, not fully operational Most Parties felt that an indicator on dependencies and impacts was relevant; however, such an indicator would need to be further defined and elaborated. Parties suggested a number of adjustments to the indicator and/or alternative indicators	Tbc (will align with the Task Force for Nature-related Financial Disclosures) 15.4.1 Ecological footprint 15.4.2 Recycling rate	t15.1. CO <sub>2</sub> emission per unit of value added (SDG indicator 9.4.1) t15.2. Change in water-use efficiency over time (SDG indicator 6.4.1)

CO-CHAIRS' SUMMARY AND PROPOSED LIST OF INDICATORS FOR CONSIDERATION IN DEVELOPING THE MONITORING FRAMEWORK FOR THE POST-2020 GLOBAL BIODIVERSITY FRAMEWORK

Source: CBD/SBSTTA/REC/24/2 27 March 2022

### RELATED INFORMATION

#### Conservation of Biodiversity

- > Blakiston's Fish Owl voice recognition project
- > Support for the Harapan tropical rainforest (Forest of Hope)



## Environmental Data

## Global Warming Prevention

GHG Emissions Report Based on GHG Protocol ★ Indicators assured by third party

Indicator		FY2018	FY2019	FY2020	FY2021
<b>Upstream (Scope 3) [ktons-CO<sub>2</sub>]</b>					
	Purchased goods and service	1,840	1,436	1,104	1,207 ★
	Capital goods	6	9	15	13
	Fuel and energy-related activities not included in Scopes 1 and 2	71	133	99	94
	Transportation and distribution (Upstream)	69	64	53	71
	Waste generated in operations	5	N/A	N/A	N/A
	Business travel	93	155	27	23
	Employee commuting	68	52	5	6
	Leased assets (Upstream)	281	115	88	64
<b>Reporting company (Scope 1, 2) [ktons-CO<sub>2</sub>]</b>					
	Direct emissions (Scope1)	147	87	75	70 ★
	Indirect emissions from energy sources (Scope2)	808 *1 771 *2	715 *1 663 *2	583 *1 540 *2	530 (*1) ★ 428 (*2) ★
<b>Downstream (Scope 3) [ktons-CO<sub>2</sub>]</b>					
	Transportation and distribution (Downstream)	N/A (*3)	N/A	N/A	N/A
	Processing of sold products	23	14	12	16
	Use of sold products	3,649	3,791	3,094	3,142 ★
	End-of-life treatment of sold products	N/A	N/A	N/A	8 ★
	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) Location-based

(\*2) Market-based

(\*3) N/A : Not Applicable

## Environmental Data

## Material Balance

## Environmental impact of business activities

★ Indicators assured by third party

## INPUT

	Stage	Unit	FY2018	FY2019	FY2020	FY2021
Design / Procurement / Manufacturing / Development	Raw Materials					
	Metal	ktons	15	19	13 (*2)	11
	Plastic	ktons	7	7	5	5
	Others	ktons	12	13	10 (*2)	9
	Chemical Substances (*1)					
	VOC	ktons	1.1	0.6	0.3	0.3
	PRTR	ktons	10.4	9.6	9.8	9.5
	Water					
	Water usage	Million m <sup>3</sup>	13.83	991	6.77	6.89★
	Energy					
	Total	PJ	17.35	16.30	13.78	13.00★
	Purchased electricity	GWh	1,614	1,477	1,240	1,165
	Heavy oil, kerosene, etc.	kL	6,822	3,570	2,898	2,593
	LPG, LNG	tons	2,222	2,115	2,078	1,982
	Natural gas, city gas	Million m <sup>3</sup>	28.01	28.93	25.24	24.99
District heating and cooling	TJ	41	37	52	42	
Distribution / Sales	Energy					
	Fuel (light oil, gasoline, etc.)	PJ	1.02	0.95	0.77	1.03
Usage	Energy					
	Electricity	GWh (PJ)	7,356 (73.34)	8,224 (81.99)	8,783 (*2) (87.56) (*2)	7,125 (71.04)
Collection / Reuse / Recycling	Resources recycling rate	%	91.7	91.1	91.6	92.9
	Amount processed	tons	3,436	3,210	2,991	2,393

## OUTPUT

Stage		Unit	FY2018	FY2019	FY2020	FY2021
Design / Procurement / Manufacturing / Development	Raw Materials					
	CO <sub>2</sub> emissions	ktons-CO <sub>2</sub>	410	450	340 (*2)	290
	Chemical Substances (*1)					
	VOC	tons	178	161	135	157★
	PRTR	tons	9	8	6	6★
	Atmospheric Release					
	Total GHG emissions	ktons-CO <sub>2</sub>	955	802	658	600★
	CO <sub>2</sub> (*3)	ktons-CO <sub>2</sub>	895	795	653	598★
	GHG other than CO <sub>2</sub> (PFCs, HFCs, SF <sub>6</sub> , NF <sub>3</sub> , others)	ktons-CO <sub>2</sub>	60	7	5	2★
	NO <sub>x</sub>	tons	32	47	26	10
	SO <sub>x</sub>	tons	4	1	1	0.3
	Water Discharge					
	Total	Million m <sup>3</sup>	12.65	9.06	6.48	6.68
	BOD	tons	270	274	303	301
	COD	tons	55	35	9	15
	Waste					
	Amount of Waste Generated	ktons	19.0	15.7	11.0	12.5★
Thermal recycling volume	ktons	4.0	3.0	1.7	2.0★	
Material recycling volume	ktons	14.3	12.0	8.8	9.8★	
Disposal volume	ktons	0.7	0.6	0.5	0.7★	
Distribution / Sales	Atmospheric Release					
	CO <sub>2</sub>	ktons-CO <sub>2</sub>	69	64	53	71
Usage	Atmospheric Release					
	CO <sub>2</sub>	Million tons-CO <sub>2</sub>	3.65	3.79	390 (*2)	314★

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

(\*2) In line with the improvement in the accuracy of data collection, we have retroactively adjusted these figures in FY 2020.

(\*3) Location-based

Environmental Data

# Environmental Performance Data Calculation Standards

- Applicable Period: April 1, 2021 – March 31, 2022

## Fujitsu Group Environmental Action Plan (Stage X)

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

Target Item	Indicator	Unit	Calculation Method
Reduce greenhouse gas (GHG) emissions from business sites each year by 4.2% or more, compared with the base year of FY2013.	GHG emissions	tons-CO <sub>2</sub>	<ul style="list-style-type: none"> <li>• Amount of CO<sub>2</sub> emissions:  <math>\Sigma [(fuel\ oil,\ gas\ annual\ usage) \times CO_2\ conversion\ factor\ for\ each\ type\ of\ energy^*]</math>                      *CO<sub>2</sub> conversion factor: Conversion factor based on the Act on Promotion of Global Warming Countermeasures</li> <li>• Location-based:                             <ul style="list-style-type: none"> <li>• Japan: Usage of 0.441 tons-CO<sub>2</sub>/MWh in FY 2020 (Source: Adjusted emission factors from the Electric Power Council for a Low Carbon Society)</li> <li>• Overseas: Latest IEA value (IEA CO<sub>2</sub> Emissions from Fuel Combustion 2021)</li> </ul> </li> <li>• Market-based:                             <ul style="list-style-type: none"> <li>• Japan: FY 2020 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)</li> <li>• Overseas: Value of the power company or the latest IEA value (IEA CO<sub>2</sub> Emissions from Fuel Combustion 2021)</li> </ul> </li> </ul>
			<ul style="list-style-type: none"> <li>• Amount of non-CO<sub>2</sub> GHG emissions:                      Annual emissions of HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub> at semiconductor plants (AFSW Inc.).  <math>\Sigma [Annual\ emissions\ for\ each\ type\ of\ gas^{*1} \times Global\ warming\ potential\ for\ each\ gas^{*2}]</math>                      *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"</li> </ul>
	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 by 3%, compared with FY 2017.	Rate of PUE improvements	%	<ul style="list-style-type: none"> <li>• <math>PUE = \Sigma (Total\ DC\ energy\ consumption) \div \Sigma (Total\ IT\ device\ energy\ consumption)</math>  <math>\Sigma</math>: Combined total energy of the 23 main DCs</li> <li>• Rate of improvement (%) = (Base fiscal year PUE - PUE for the current fiscal year) ÷ Base fiscal year PUE x 100                      Base fiscal year: FY 2017</li> </ul>
Increase renewable energy usage to 16% of total electricity.	Ratio of renewable energy use	%	Ratio of the total amount of electricity generated by the company and purchased from outside using renewable energy (Solar, wind, hydro, biomass, geothermal, etc.) used in the fiscal year to the amount of electricity used in the fiscal year

Reduce CO <sub>2</sub> emissions due to power consumption during product usage by 17% or more, compared with FY2013.	Rate of reduction in CO <sub>2</sub> 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
Promote eco design for resource saving and circulation and increase resource efficiency of newly developed products by 10% or more, compared with FY 2019.	Rate of improvement of resource efficiency of new products	%	<ul style="list-style-type: none"> <li>The average rate of improvement of resource efficiency (versus FY 2019) of products*</li> <li>* Hardware products under the Fujitsu Brand, newly developed between FY 2021 and FY 2022. Excludes products not designed by Fujitsu (OEM products) and products designed under customer specifications.</li> <li>* Refer to "Improving resource efficiency of products" for the resource efficiency calculation method.</li> </ul>
Reduce water usage by 30,000 kiloliters or more by implementing water resource conservation measures.	Amount of water usage reduction	m <sup>3</sup>	Take the accumulated impact (actual or estimated) of water use reduction measures implemented at each business site, and calculate the amount of reduction for the relevant fiscal year

## GHG Emissions Amount Report based on GHG Protocol

Indicator		Unit	Calculation Method
Upstream (Scope 3)	Purchased goods and services	tons-CO <sub>2</sub>	Components purchased during the fiscal year x Emissions per unit of purchase The procurement volume is for the Fujitsu Group's centralized purchasing and does not include voluntary procurement by each Group company (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 <sub>2</sub>	Total amount of acceptance inspection of construction objects in the fiscal year x emission intensity (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.2 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 <sub>2</sub>	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 <sub>2</sub>	Transportation of goods within Japan: CO <sub>2</sub> emissions related to the transportation of goods within Japan by the Fujitsu Group * CO <sub>2</sub> 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 <sub>2</sub>	International transport/overseas local transport: transportation ton-kilometer x Emission per unit (Source: GHG protocol emissions coefficient database)
Waste generated in operations	tons-CO <sub>2</sub>	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. 3.2 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 <sub>2</sub>	(By means of transport) $\Sigma$ (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 <sub>2</sub>	For portions of commute by public transportation: (By means of transport) $\Sigma$ (Transportation expense payment x Emissions per unit) (Source: Same as above) For portions of commute by private automobile: $\Sigma$ (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 <sub>2</sub>	Annual amounts of fuel oil, gas, electricity, and heat consumed mainly at leased business sites x Emissions per unit of fuel oil, gas, electricity, and heat consumed (Sources – Japan: Act on Promotion of Global Warming Countermeasures – GHG Emissions Accounting, Reporting, and Disclosure System; Overseas: IEA CO <sub>2</sub> Emissions from Fuel Combustion Highlights 2021)
Reporting company (Scope 1, 2)	Direct emissions	tons-CO <sub>2</sub>	Amount of CO <sub>2</sub> emissions from the consumption of fuel oil and gas (burning of fuel) and GHG emissions other than CO <sub>2</sub> , mainly at business sites owned by Fujitsu * For the calculation method, see “Reduce greenhouse gas (GHG) emissions from business sites each year by 4.2% or more” in the Environmental Action Plan (Stage X)
	Indirect emissions from energy sources	tons-CO <sub>2</sub>	CO <sub>2</sub> emissions from the consumption (purchase) of electricity and heat mainly at business sites owned by Fujitsu * For the calculation method, see “Reduce greenhouse gas (GHG) emissions from business sites each year by 4.2% or more” in the Environmental Action Plan (Stage X).
Downstream (Scope 3)	Processing of sold products	tons-CO <sub>2</sub>	Intermediate product sales volume* <sup>1</sup> x Emissions per unit of processing volume* <sup>2</sup> * <sup>1</sup> Intermediate product sales volume refers to Fujitsu's device solution sales * <sup>2</sup> Emissions per unit of processing volume is calculated from Fujitsu's FY 2015 assembly plant data
	Use of sold products	tons-CO <sub>2</sub>	Electricity consumption during product use* x Emissions per unit electricity (Source: CO <sub>2</sub> emission coefficient of The Electric Power Council for a Low Carbon Society (FY2020 results)) * Electricity consumption during product use: Calculated as power consumption per unit of each major product shipped in the fiscal year* <sup>1</sup> during the estimated time of use x Units shipped for the subject fiscal year. Electricity usage for the anticipated usage time per product unit is calculated as electricity consumed (kW) x Time used (h / Days) x Number of days used / Year x Number of years used. Time used (h), number of days used per year, and number of years used are set according to Fujitsu's internal scenarios
	End-of-life treatment of sold products	tons-CO <sub>2</sub>	$\Sigma$ (Weight of major products sold during the fiscal year * <sup>1</sup> by type (t) x Percentage of waste by type and treatment method (%) * <sup>3</sup> x Emissions intensity by type and treatment method (tCO <sub>2</sub> e/t)) (Source: Database for calculating an organization's greenhouse gas emissions through its supply chain ver. 3.2 published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. The emission intensity includes the transportation stage of waste.) * <sup>3</sup> The percentage by type of waste and disposal method is calculated based on the waste disposal results of our company Recycling Center in the previous fiscal year for products sold, and based on the waste disposal results of the PC3R Promotion Association for the current fiscal year for other products collected.

## 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 5-3-4-10~5-3-4-13 in this book.

Indicator	Unit	Calculation Method		
INPUT				
Design/ Procurement/ Manufacturing/ Development	Raw Materials	tons	Material inputs to our major products *1 shipped from plants 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 <sup>3</sup>	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 <sup>3</sup>	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	$\Sigma$ [(Purchased 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/1000 m <sup>3</sup> were used for town gas.	



		Purchased electricity	MWh	Annual electricity purchases
		Bunker A, fuel oil, light oil, benzine, gasoline	kL	Annual fuel oil usage (or purchases)
		Natural gas	m <sup>3</sup>	Annual natural gas usage (or purchases)
		Town gas	m <sup>3</sup>	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	<p>Total value of transport energy consumption for Fujitsu*<sup>1</sup> and Fujitsu Group companies *<sup>2</sup></p> <p>*<sup>1</sup> Fujitsu (domestic transport): Energy consumption related to domestic transport by the Fujitsu Group, based on the Act on the Rational Use of Energy "Logistics."</p> <p>*<sup>2</sup> Fujitsu Group Companies: Calculated from the transport CO<sub>2</sub> emissions from OUTPUT (distribution and sales) using the ratio of Fujitsu (domestic transport) transport energy consumption to transport CO<sub>2</sub> emissions.</p>
Use of sold Products	Energy	Electricity	GWh	<p>Electricity consumed in connection with major products *<sup>1</sup> shipped from plants during the fiscal year (Amount of electricity used for time estimated per product unit x Units shipped in the fiscal year)</p> <p>* Calorific value conversion factor (unit heat generation): in accordance with the "Law Concerning the Rational Use of Energy."</p>
			GJ	
Recycling of resources	Resource recycling rate		%	<p>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.</p>
	Processed volume		tons	
OUTPUT				
Design/ Procurement/ Manufacturing/ Development	Raw Materials	CO <sub>2</sub> emissions	tons -CO <sub>2</sub>	CO <sub>2</sub> emissions related to all stages from resource extraction through processing into raw materials (CO <sub>2</sub> emissions equivalent for raw materials used per product unit x Units shipped in the fiscal year) for the raw materials used in major products* <sup>1</sup> shipped from plants 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* <sup>2</sup> , 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 <sub>2</sub> emissions	tons-CO <sub>2</sub>	* For the calculation method, see "Greenhouse gas emissions (CO <sub>2</sub> emissions) from business sites" in the Environmental Action Plan (Stage X).
		GHG emissions other than CO <sub>2</sub>	tons-CO <sub>2</sub>	* For the calculation method, see "Greenhouse gas emissions (GHG emissions other than CO <sub>2</sub> ) from business sites" in the Environmental Action Plan (Stage X).
		NOx emissions	tons	NOx concentration (ppm) x 10 <sup>-6</sup> x Dry gas emissions (m <sup>3</sup> N/hr) x Operating time (hr/yr) x 46/22.4 x 10 <sup>-3</sup>
		Sox emissions	tons	SOx concentration (ppm) x 10 <sup>-6</sup> x Dry gas emissions (m <sup>3</sup> N/hr) x Operating time (hr/yr) x 64/22.4 x 10 <sup>-3</sup>
	Water Discharge	Wastewater discharges	m <sup>3</sup>	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 <sup>3</sup> /yr) x 10 <sup>-6</sup>
		COD emissions	tons	COD concentration (mg/l) x Water discharges (m <sup>3</sup> /yr) x 10 <sup>-6</sup>
	Waste	Amount of waste generated	tons	Total value obtained by adding the total amount of effective utilization (thermal recycling, material recycling) and the amount of waste processed
		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 <sub>2</sub>	* 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 <sub>2</sub>	For the calculation method, see "Use of sold products" in the GHG Emissions Report based on GHG Protocol Standards.	

\*1 Major products:

Personal computers, 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 Manufacturers' Association (JEMA), Japan Electronics and Information Technology Industries Association (JEITA), Communications and Information Network Association of Japan (CIAJ), and Japan Business Machine and Information System Industries Association (JBMIA).

## Environmental Data

# List of Organizations Covered by the Report on Environmental Activities in FY2021

## Organizations covered by the report

The coverage is of Fujitsu itself plus a total of 99 companies centering on consolidated subsidiaries that have built environmental management systems. The table below shows the organizations\*<sup>1</sup> for which individual performance data is gathered.

\*1 The following company names are as of March 31, 2022.

## Organizations covered by each Indicators

- ①GHG emissions : All Fujitsu Group business sites
- ②Scope 1, 2 : Fujitsu and the Fujitsu Group's own offices and managed rental offices
- ③Energy : Fujitsu and the Fujitsu Group's own offices and managed rental offices
- ④Water : Japan; Fujitsu and Fujitsu Group offices excluded datacenters  
Overseas; Fujitsu and Fujitsu Group manufacturing sites
- ⑤Waste : Japan; Fujitsu offices excluded datacenters and Fujitsu Group manufacturing sites.  
From FY 2021, waste plastics from rental offices are included in the calculation.  
Overseas; Fujitsu and Fujitsu Group manufacturing sites
- ⑥Chemical : Fujitsu and Fujitsu Group manufacturing sites  
\*The sites that handle less than 100 kg per substance per year are excluded.
- ⑦EMS : Organizations with Environmental Management Systems (EMS). Including organizations with voluntary EMS

## Headquarters

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	Fujitsu Limited	✓	✓	✓	✓	✓	✓	✓

## Fujitsu Group companies in Japan (71companies)

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	FUJITSU HOME & OFFICE SERVICES LIMITED	✓						✓
2	Kawasaki Frontale Limited	✓						✓
3	Fujitsu Techno Research Limited	✓						✓
4	Toyama Fujitsu Limited	✓	✓	✓	✓			✓
5	Fujitsu Facilities Limited	✓						✓
6	DIGITAL PROCESS LTD.	✓						✓
7	PFU LIMITED	✓	✓	✓	✓	✓	✓	✓
8	FUJITSU BANKING SOLUTIONS LIMITED	✓						✓

9	SHIGA FUJITSU SOFTWARE LIMITED	✓						✓
10	FUJITSU KAGOSHIMA INFONET LIMITED	✓						✓
11	FUJITSU CLOUD TECHNOLOGIES LIMITED	✓						✓
12	G-Search Limited	✓						✓
13	FUJITSU FSAS INC.	✓						✓
14	FUJITSU COMMUNICATION SERVICES LIMITED	✓						✓
15	FUJITSU NETWORK SOLUTIONS LIMITED	✓						✓
16	Fujitsu Frontech Limited	✓	✓	✓	✓	✓	✓	✓
17	Fujitsu Japan Limited	✓						✓
18	FUJITSU SYSTEM INTEGRATION LABORATORIES LIMITED	✓						✓
19	FUJITSU TOKKI SYSTEMS LIMITED	✓						✓
20	FUJITSU DEFENSE SYSTEMS ENGINEERING LIMITED	✓						✓
21	FUJITSU LEARNING MEDIA LIMITED	✓						✓
22	FUJITSU RESEARCH INSTITUTE	✓						✓
23	FUJITSU CoWorCo LIMITED	✓						✓
24	TWO-ONE LIMITED	✓						✓
25	FUJITSU I-NETWORK SYSTEMS LIMITED	✓	✓	✓	✓	✓	✓	✓
26	FUJITSU MIDDLEWARE LIMITED	✓						✓
27	Fujitsu Kyushu Network Technologies Limited	✓						✓
28	Fujitsu Telecom Networks Limited	✓	✓	✓	✓	✓	✓	✓
29	FUJITSU COMPUTER TECHNOLOGIES LIMITED	✓						✓
30	FUJITSU IT PRODUCTS LIMITED	✓	✓	✓	✓	✓	✓	✓
31	Fujitsu Isotec Limited	✓	✓	✓	✓	✓	✓	✓
32	FUJITSU PERSONAL SYSTEM LIMITED	✓						✓
33	FUJITSU QUALITY LABORATORY LIMITED	✓						✓
34	FUJITSU QUALITY LABORATORY ENVIRONMENT CENTER LTD.	✓						✓
35	Fujitsu Optical Components Limited	✓	✓	✓	✓	✓	✓	✓
36	FUJITSU KANSAI-CHUBU NET-TECH LIMITED	✓						✓
37	Fujitsu Mission Critical Software LTD.	✓						✓
38	FDK CORPORATION	✓	✓	✓	✓	✓	✓	✓
39	Transtron Inc.	✓	✓	✓	✓	✓		✓
40	SHINKO ELECTRIC INDUSTRIES CO. LTD.	✓	✓	✓	✓	✓	✓	✓
41	FUJITSU SEMICONDUCTOR LIMITED	✓						✓
42	Fujitsu Advanced Technologies Limited	✓						✓
43	FUJITSU CAPITAL LIMITED	✓						✓
44	FUJITSU DATA CENTER SERVICE CORPORATION	✓						✓
45	AFSW Inc.	✓	✓	✓	✓	✓	✓	✓
46	FUJITSU SEMICONDUCTOR MEMORY SOLUTION LIMITED	✓						✓

47	Fujitsu IT Management Partner Co. Ltd.	✓						✓
48	Fujitsu IS Service Limited	✓						✓
49	FUJITSU ADVANCED SYSTEMS LIMITED	✓						✓
50	FUJITSU SHIKOKU INFOTEC LIMITED	✓						✓
51	Ridgelinez Limited	✓						✓
52	FUJITSU NETWORK SERVICE ENGINEERING LIMITED	✓						✓
53	FUJITSU SOCIAL LIFE SYSTEMS LIMITED	✓						✓
54	Mobile Techno Corp.	✓						✓
55	Per Te Corporation	✓						✓
56	Care Net Ltd.	✓						✓
57	Fujitsu Advance Accounting service Limited	✓						✓
58	Fujitsu Harmony Limited	✓						✓
59	UCOT Infotechno co., Ltd	✓						✓
60	AB System Solutions Limited	✓						✓
61	ZIS INFORMATION TECHNOLOGY CORPORATION	✓						✓
62	Fujitsu Yamagata Information Technology Limited.	✓						✓
63	BANKING CHANNEL SOLUTIONS Limited	✓						✓
64	IT MANAGEMENT PARTNERS LIMITED	✓						✓
65	YJK Solutions Co., Ltd.	✓						✓
66	Best Life Promotion Ltd.	✓						✓
67	Fujitsu Traffic & Road Data Service Limited	✓						✓
68	Fujitsu Engineering Technologies Limited	✓						✓
69	Smart Agriculture IWATA Co., Ltd.	✓						✓
70	Grand Bouquet Otaki, K.K.	✓						✓
71	FITEC	✓						✓

### Fujitsu Group companies worldwide (27 companies)

No.	Company name	①	②	③	④	⑤	⑥	⑦
1	江蘇富士通通信技術有限公司 (Jiangsu Fujitsu Telecommunications Technology Co., Ltd.)	✓	✓	✓	✓	✓		✓
2	FUJITSU HONG KONG LIMITED	✓						✓
3	FUJITSU DO BRASIL LIMITADA	✓	✓	✓				✓
4	FUJITSU ASIA PTE LTD	✓						✓
5	FUJITSU NETWORK COMMUNICATIONS, INCORPORATED	✓	✓	✓	✓	✓		✓
6	Fujitsu America, Inc.	✓	✓	✓				✓
7	FUJITSU BUSINESS TECHNOLOGIES ASIA PACIFIC LIMITED	✓						✓
8	FUJITSU AUSTRALIA LIMITED	✓	✓	✓				✓
9	Fujitsu Technology Solutions GmbH	✓	✓	✓				✓

10	南京富士通南大軟件技術有限公司 (Nanjing Fujitsu Nanda Software Technology Co., Ltd.)	✓						✓
11	FUJITSU SERVICES LIMITED	✓	✓	✓				✓
12	FUJITSU KOREA LIMITED	✓						✓
13	台灣富士通股分有限公司 (FUJITSU TAIWAN LIMITED)	✓						✓
14	富士通(中國)信息系統有限公司 (Fujitsu (China) Holdings Co., Ltd.)	✓						✓
15	Fujitsu Technology and Business of America, Inc.	✓						✓
16	富士通(西安)系統工程有限公司 (FUJITSU (XI'AN) SYSTEM ENGINEERING Co., Ltd.)	✓						✓
17	北京富士通系統工程有限公司 (Beijing Fujitsu System Engineering Co., LTD.)	✓						✓
18	Fujitsu Glovia, Inc.	✓						✓
19	FUJITSU AUSTRALIA SOFTWARE TECHNOLOGY PTY. LTD.	✓						✓
20	FUJITSU Enabling Software Technology GmbH	✓						✓
21	富士通(中國)有限公司 (FUJITSU (CHINA) Co., Ltd.)	✓						✓
22	Fujitsu Finance America, Inc.	✓						✓
23	FUJITSU EMEA PLC	✓						✓
24	Fujitsu RunMyProcess SAS	✓						✓
25	Fujitsu Systems Global Solutions Management Sdn. Bhd.	✓						✓
26	FUJITSU CONSULTING INDIA PRIVATE LIMITED	✓	✓	✓				
27	FUJITSU CONSULTING COSTA RICA, S.A	✓						



## 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

Compliance

## Goal

### 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 fulfills 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

The Fujitsu Group has a compliance division under the General Counsel and carry out measures based on the Global Compliance Program (GCP) in cooperation with compliance offices in each region. The results of these activities are reported to the Risk Compliance Committee, which was established based on “Policy on the Internal Control System” (\*1), and raising awareness and ensuring of the Fujitsu Way Code of Conduct in Fujitsu Group are implemented in cooperation with the Board of Directors and Audit & Supervisory Board Members.

In each region, raising awareness and ensuring of the Fujitsu Way Code of Conduct are implemented in cooperation with the Region Risk Compliance Committee established as a subcommittee of the Risk Compliance Committee.

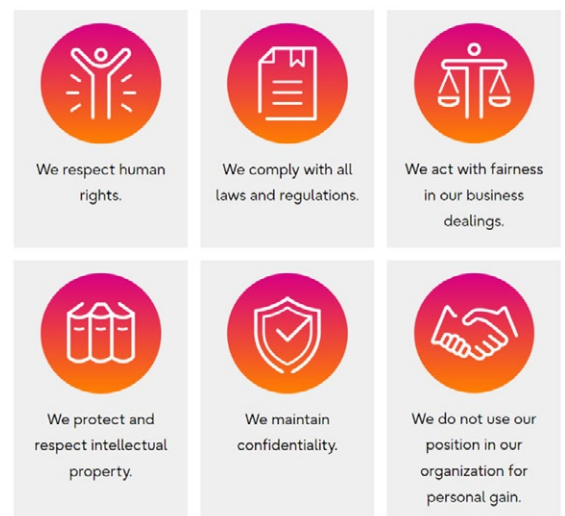
The operational status of the Global Compliance Program is regularly reported to the Risk Compliance Committee, the Region Risk Compliance Committee, and the Board of Directors. The development and operation of internal rules, education, and monitoring systems to comply with various laws and regulations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

\*1 [Policy on the Internal Control System](#) (p.5-p.8)

## 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



Fujitsu Way Code of Conduct

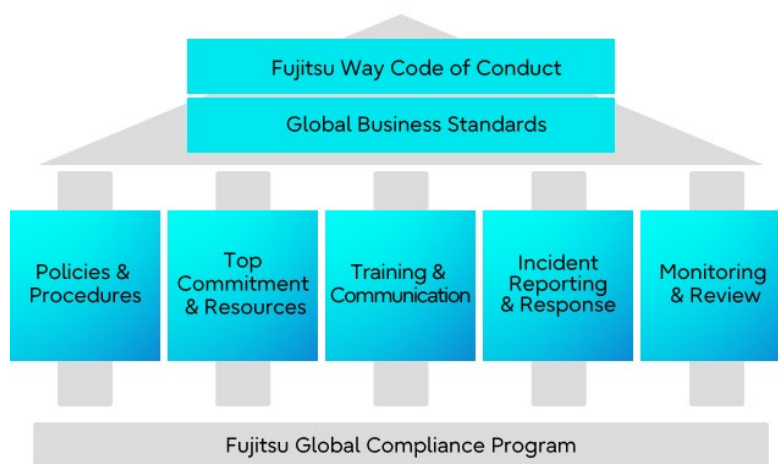
languages to serve as a guide on legally compliant behavior for all Fujitsu Group-affiliated employees worldwide, and applies the GBS uniformly across the Fujitsu Group.

\*2 [Global Business Standards \(GBS\)](#)

## 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 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.



### 1. Establishing Policies and Procedures

Fujitsu Group's minimum requirements for internal rules that must be established by Fujitsu Group companies have been put together as the Fujitsu Group Global Policy. This policy establishes norms, rules, etc., after taking each country’s law, culture, customs and other characteristics into account.

We have instituted the Rules for Compliance with the approval of the Risk Management & Compliance Committee, and expanded the Rules for Compliance into Japanese Group companies with the aim of thoroughly ensuring compliance and sustainably improving corporate value. In particular, under the above rule, we have established more specific, detailed rules and guidelines in the areas with significant impact on business; namely, antitrust law, anti-bribery, and antisocial forces.

For non-Japanese Group companies, in addition to the Fujitsu Group Global Policy, we have formulated global guidelines based on the approval of the Risk Management & Compliance Committee, and have had these guidelines adopted into the internal rules of each non-Japanese Group company. In addition to issuing General Compliance Guidelines which correspond to the above Rules for Compliance, we have also issued global guidelines which relate to competition laws and various guidelines which pertain to bribery prevention.

With regard to bribery, in addition to principles defined in the GBS, we have established internal rules that state the advance application and approval processes required for actions such as providing gifts and hospitality to government officials, giving donations and charitable contributions to political organizations, and making facilitation payments. Furthermore, as one measure for conducting advance surveys and evaluation of transaction risk in regions and fields that are at a high risk for corruption, we perform due diligence at the time of starting new transactions. We screen our suppliers through steps such as requiring suppliers to complete questionnaires according to their risk level. We also require partners to abide by laws and regulations, as well as the GBS, through contracts and other means.

## 2. Top-Level Commitment and Securing of Resources

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

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

Furthermore, Fujitsu established the annual Fujitsu Compliance Week which begins on December 9th runs until December 15th, to coincide with "International Anti-Corruption Day"(December 9th). During that week, compliance messages are simultaneously sent to employees by top management (including the CEO) at Fujitsu headquarters and the Heads of each business region, and Presidents of group companies in each country. We also release annually updated Compliance e-Learning to employees of all Group companies, and provide compliance-related activities planned for each region.

Additionally, we have assigned staff in charge of compliance operations in each region, and have formed a global network composed of staff in charge of risk compliance at each Fujitsu Group company. Based on these steps, we have established a system for operation of our Global Compliance Program.

## 3. Training and Communication

The Fujitsu Group continuously conducts various training and communication activities for executives and employees in order to embed and implement the Fujitsu Way Code of Conduct, the Global Business Standards, and other internal rules.

We provide Compliance e-Learning for all Fujitsu Group executives and employees every year. The contents of this e-learning includes risk areas such as bribery, collusion, fraudulent accounting, and security export control. Moreover, in order to reflect the results of risk assessment and social conditions, the Compliance Division at Fujitsu headquarters and compliance staff from each region conduct an annual review of the e-learning. In 2021, compliance e-learning was conducted in 16 languages for all Fujitsu Group executives and employees (approximately 130,000 people). As of May 2022, 97.1% of all executives and employees have already taken the course.

In addition to the measures listed above, we conduct timely online training and e-learning in accordance with the risk level of each organizational level, region, and division. The training and e-learning is based on laws, customs, and actual business conditions in each country. Every year, Fujitsu and domestic Group companies hold compliance training sessions targeted at newly appointed executives. This training is conducted by lawyers from outside Fujitsu, and the company's legal and compliance divisions. For managers, we periodically conduct internal training where in-house instructors explain the importance of the Code of Conduct and compliance, in addition to discussing typical scenarios and difficult situations. We have also implemented compliance education as part of training for new employees. In addition to ensuring that new employees understand the importance of the Fujitsu Way Code of Conduct and the Global Business Standards, we continually provide education that focuses on specific risks in organizations such as sales divisions and legal division. We also have future plans to further develop compliance training for our partner companies.

Furthermore, as discussed above, Fujitsu Compliance Week is held annually from December 9th to 15th. During that week, compliance messages are issued to employees by top management (including the President) and

regional managers. Other activities during the week include distributing news related to compliance in each region.

## 4. Reporting and Responding to Incidents

### Establishing an Internal Whistleblower System

The Fujitsu Group has established an internally and externally accessible portal, operated as Fujitsu Alert, to receive internal whistleblower reports and consultation (including anonymous reports) from all Group employees (including retirees, temporary transfers, contracted employees, part-time employees, dispatch workers, and others) and offer consultations. Group companies also maintain and operate separate internal whistleblower systems.

Through a web form or telephone hotline, Fujitsu Alert accepts reports on suspected wrongdoing or concern from all Fujitsu Group employees and external parties who have a connection to the Fujitsu Group (anonymously, if applicable). Fujitsu Alert is available in 20 languages 24 hours a day, 365 days a year. Fujitsu Alert is also used to communicate (including submission of additional materials and receipt of comments from the Compliance Division) with the whistleblower regarding the contents of the investigation.

We have established a Compliance Line for Suppliers in Japan in order to receive reports from the suppliers who directly supply products, services, software and other goods to Fujitsu and domestic Group companies. Overseas, Fujitsu Alert also accepts reports from customers, suppliers, and other third parties.

- > Fujitsu Alert
- > Compliance Line for Suppliers in Japan

These internal whistleblower systems are publicized to employees via periodic messages, compliance training sessions, websites, and posters. In addition, Fujitsu periodically confirms trends in the usage of the whistleblower systems in order to ensure increased recognition for and confidence in the systems among employees.

### Protection of Whistleblower

Employees are encouraged to report breaches or potential breaches of compliance of which they become aware. Furthermore, if employees are unsure of the appropriate action to be taken, they can seek advice from a supervisor in their division or a specialized division such as the legal division.

Anonymous reports can be submitted to Fujitsu Alert, and we handle information with the utmost care in order to preserve anonymity. Even in cases where the whistleblower is indirectly identified during investigation process, we strictly prohibit the adverse treatment of whistleblowers due to their reports, and any such adverse treatment will be regarded as an extremely serious breach of internal policies.

### Response to Reports

In the event of a report on breach of compliance, we will conduct an internal investigation under the supervision of responsible managers who are licensed attorneys, and will cooperate with external attorneys when necessary. Fujitsu directly reports the results of its internal investigations to the Board of Directors and the Risk Management & Compliance Committee. These reports are made independent of the division and/or affiliated companies which are involved in the subject matter under investigation. Depending on the content of the report, the Compliance Division may delegate an investigation to other authorized divisions if deemed appropriate.

The Compliance Division will conduct an appropriate internal investigation in order to understand the facts and review possible countermeasures in accordance with applicable laws and professional standards. The internal investigation includes, but is not limited to, consideration of applicable laws, consideration of appropriate investigation steps, evaluation of collected evidence, documentation of investigation results, and reporting or escalation. Depending on the results of the investigation, Fujitsu provides feedback to the whistleblower if necessary based on applicable laws such as the data protection laws and business laws.

In the event that the investigation has verified problems according to the Code of Conduct, Global Business Standards, or other internal rules, we take corrective measures such as disciplinary action and reflect the results in personnel evaluations. In order to prevent similar problems from occurring in the future, we remind all parties of rules, revise systems, strengthen monitoring and supervision, and take other necessary measures.

The investigation process is also reviewed and improved at least once a year, including at the time of establishment of the annual plan under the Global Compliance Program and/or at the time of enactment or amendment of relevant laws.

Fujitsu may be either required by law or decide based on business judgement to provide information about compliance violations to certain government and/or judicial agencies (including, but not limited to, government investigative agencies or courts). When making such decisions, Compliance Division staff work together with managers and other relevant divisions as necessary.

### **Filing Reports with the Risk Management & Compliance Committee**

When executives or employees become aware that compliance violations have occurred, or recognize signs that violations may occur, they are required by the risk management regulations to immediately file a report with the Risk Management & Compliance Committee and in accordance with the reporting system previously established by the head of the division. In addition, we periodically report to the Risk Management & Compliance Committee, the Board of Directors and Audit & Supervisory Board members concerning internal whistleblower reports and consultations, as well as our responses to major compliance issues. Please refer to the Fujitsu Group Integrated Report for the number of meetings of the Risk Management & Compliance Committee and the Board of Directors.

## **5. Monitoring and Reassessment**

The Fujitsu Group conducts annual verification of the effectiveness of the Global Compliance Program through reviews of our risk assessment and internal auditing activities, and through reviews by external experts such as law firms. We are also working to continuously improve our Global Compliance Program based on the results of applicable reviews and audits, as well relevant social conditions. Please refer to the Risk Management page regarding our risk assessment activities.

The Compliance Division of Fujitsu headquarters continually assesses risk that mainly targets Group companies located in overseas countries and regions with a high risk of corruption. Through interviews with executives/employees and verification of internal rules and business processes, the Compliance Division analyzes the compliance risks of local businesses. It then proposes countermeasures in accordance with the actual contents and extent of risks, and supports the implementation of those countermeasures.

The status of risk assessment and implementation of the Global Compliance Program are periodically reported to the Risk Management & Compliance Committee, the Regional Risk Management & Compliance Committees, and the Board of Directors. The discussions and decisions made at these meetings are reflected and implemented in a timely manner to activities in the Global Compliance Program.

## **Initiatives for Security Export Controls**

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 Corporate Governance and Compliance 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.

- 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.
- 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. In transactions between related companies, we will comply with the general rule of an arm’s length price and distribute profits appropriately.
- We do not engage in tax planning that is solely for the purpose of avoiding taxes without business purpose or business substance. Similarly, we will not use tax havens to transfer profits with the intention of avoiding taxes.

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 2021 Performance**

### **Compliance Training**

- Compliance e-Learning for all officers and employees at the Fujitsu Group (Conducted in 16 languages for approximately 130,000 people): 97.1% of executives/employees have taken the course as of May 2022.
- 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: 50 domestic Group companies
- Audits, training and structural enhancement and support: 24 domestic Group companies and 2 overseas Group companies





## Global Responsible Business

### — Supply Chain —

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



# Supply Chain

Supply Chain

## Goal

### 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.
- Reduction of Greenhouse Gas (GHG) Emissions in Supply Chain  
We requested our foremost suppliers to set the quantitative targets complying with an International Standard to reduce GHG emissions.

## 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 <sup>(\*1)</sup> 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\)](#)

- > Fujitsu Group Procurement Policy
- > Fujitsu Group CSR Procurement Guideline (RBA Code of Conduct)

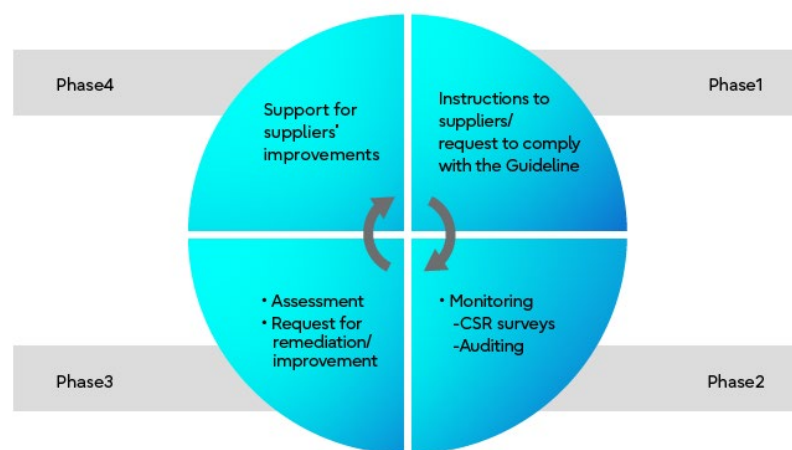
## Structures for Promoting CSR Procurement & Periodic Reviews

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

## 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

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<sub>2</sub> emissions, and the Fujitsu Group is requesting that its suppliers, and their suppliers in turn, set targets and promote activities to reduce their CO<sub>2</sub> emissions. In addition, we are asking our suppliers to conduct water risk assessments as a first step toward water resource conservation. We will continue to promote activities that reduce environmental impacts throughout our supply chain.

> Fujitsu Group Green Procurement

## Promoting 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. Since FY2020, there have been 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 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 FY1997. We have held our global flagship event, Fujitsu ActivateNow Partner Summit [\(\\*3\)](#), in an online format since FY2020. Senior executives and the heads of business groups give overviews of Fujitsu's business direction, and the Executive Vice President responsible for purchasing explains Fujitsu's procurement strategy. This event is also an opportunity to present certificates of appreciation to partners who make 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)

## FY2021 Performance

### CSR Surveys

- CSR surveys for major Japan Domestic/International suppliers (including Fujitsu and its group companies) : 560 companies

### High-Risk Mineral Survey Results

- Fujitsu received responses from 89.2% of the suppliers surveyed.
- Smelters operated by 405 companies were checked, of which 269 were compliant with the RMI-certified Responsible Minerals Assurance Process (RMAP).

### Promoting Information Security Measures

- Web surveys on the state of information security measures (July-Dec. 2021): 2,175 companies
- Audits on the state of information security measures (self-administered) (Nov. 2021-Mar. 2022): 277 companies

### Enhancing Supply Chain BCM

Products:

- Surveys conducted (July-Oct. 2021): Approximately 790 companies / 1,630 locations
- Feedback provided (Nov. 2021): Approximately 790 companies / 1,630 locations

Solutions:

- Assessment feedback provided: Approximately 270 companies

## Communication with Suppliers

Products:

- Business meetings held: 6
- Feedback provided (Nov. 2021): Approximately 790 companies / 1,630 locations
- Surveys conducted relating to SPR: 28 companies

Solutions:

- Partnership meetings held for information sharing, etc.: 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

## Goal

### 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

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

- KPIs :
- 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 for conducting various business activities, and we promote group-wide efforts to set up safe, pleasant working environments and create a workplace culture that will ensure the health and safety of our employees.

### 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

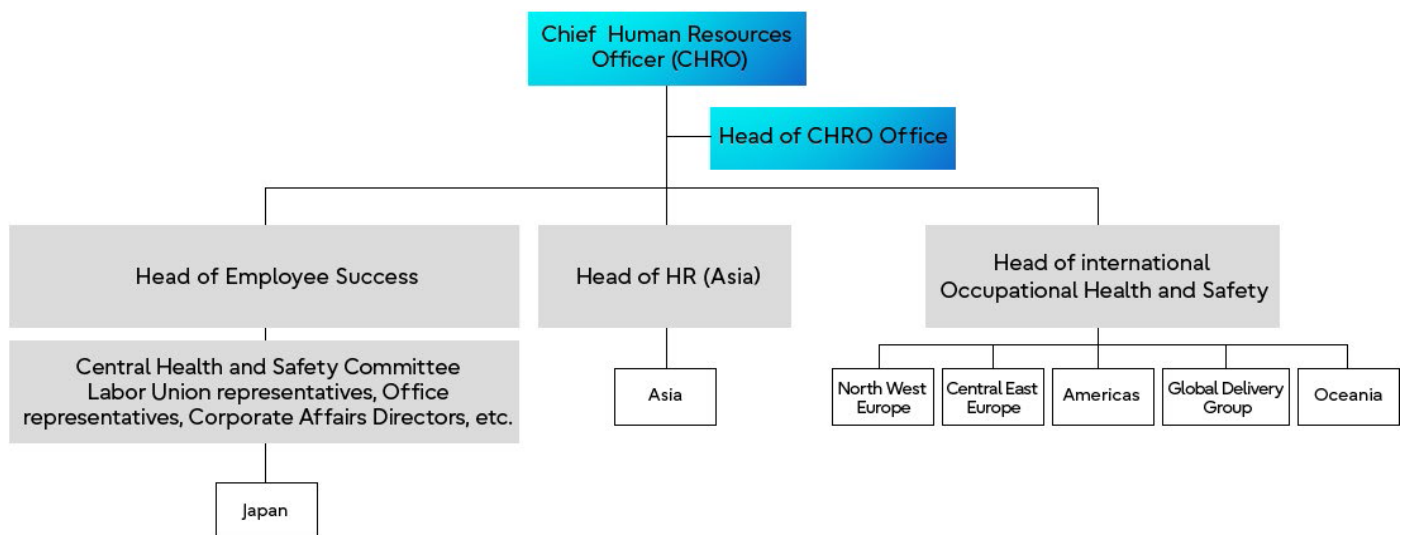
The Fujitsu Group has established a system to promote health and safety in each region, and we are moving forward to ensure compliance and preventive measures for occupational health and safety in accordance with the laws of each country through a comprehensive, region-led approach. We have set up the 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. In order to boost awareness for the prevention of occupational accidents, we conduct health and safety training at each division, and encourage employees to develop exercise habits that help prevent falls.

### Occupational Health and Safety Training

We provide health and safety training, as well as health education that raises health awareness, for the entire Group and for the unique environments at each office. In particular, as information that raises the awareness of employees, industrial physicians and counselors send messages as necessary in regard to topics such as COVID-19 (effects of vaccination, etc.), mental health maintenance, and women's health.

### 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 on how to prevent and combat the spread of infectious diseases through employee-oriented websites that introduce measures in each region and country.

## Initiatives for Obtaining International Health and Safety Certifications

The international standard ISO 45001 certification has been obtained by some domestic Group companies and by Group companies in the UK, France, Spain, Australia, Germany, and Portugal. We have maintained other health and safety certifications, awards, and memberships, including the RoSPA Gold Award, Risk Excellence Award, OHRIS, and ILO.



## Other Efforts

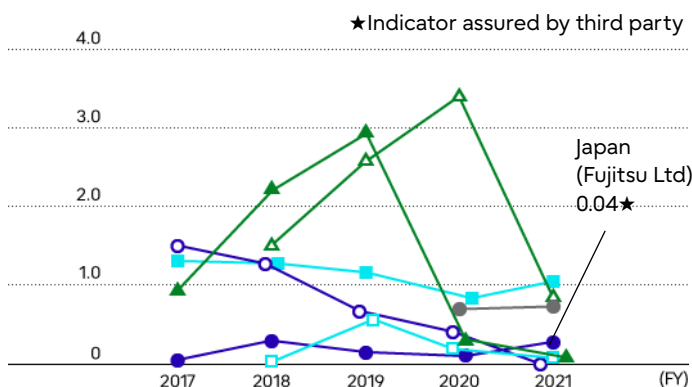
We are conducting a wide range of educational activities on occupational safety and health for employees across the globe, in support of the objectives of the World Day for Safety and Health at Work, which is organized by the International Labour Organization (ILO).

## FY2021 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.

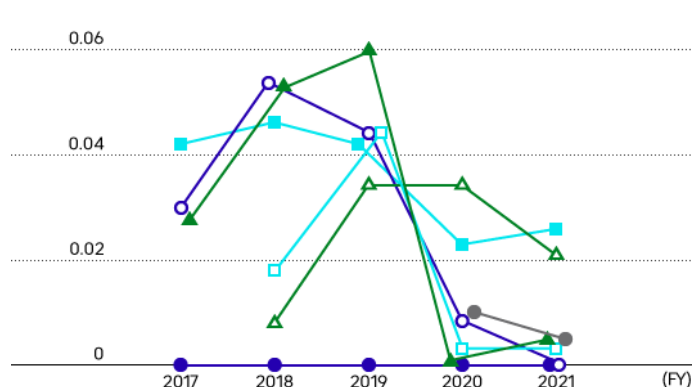
Frequency Rate Transition



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

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 ● Asia

Severity rate ÷ Total Working hours × 1,000

## ISO45001-Certified Group Companies

FDK Corporation (Takasaki Plant, Tottori Plant)

Fujitsu Australia Limited

Fujitsu Services Ltd

Fujitsu Services GmbH

Fujitsu Technology Solutions GmbH

Fujitsu Technology Solutions SA

Fujitsu Technology Solutions SAS

Fujitsu Technology Solutions LDA

## 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 are providing 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 1,300 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. In April 2022, we launched the Fujitsu Safe World and City Challenge as a new e-learning training module. This module has been taken by more than 40,000 employees including each region of Global Delivery.

## Infectious Disease Countermeasures

As countermeasures against the COVID-19 pandemic, we are promoting vaccination in some parts of Asia and Europe such as Japan, India, the Philippines, and Germany. In Japan, we started offering the third inoculation from March 14, 2022. In the Philippines, we are contributing to improving the vaccination rate in local communities by donating surplus vaccines to communities.



## 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

Community

## Goal

### 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 with FY2019 under the "new normal" situation

## 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.

## Key Focus Area



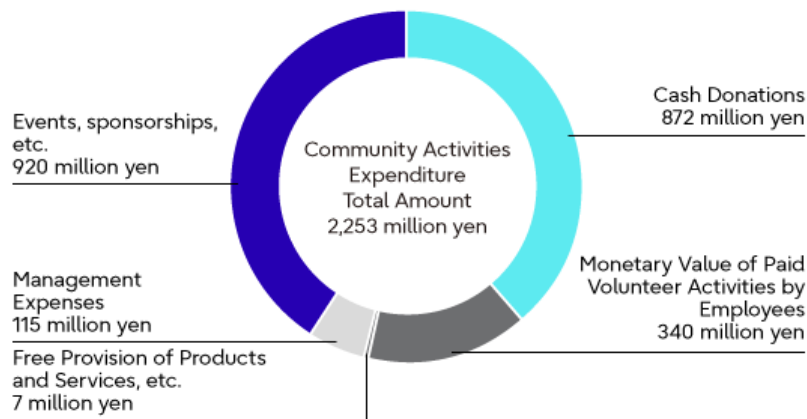
## FY 2021 Performance

### Total Amount of Investments for Community Activities

The following chart describes the investments for community activities at Fujitsu in FY 2021.



### Community Activities Expenditure



\*Calculated based on the activity expenditures of Fujitsu group companies in Japan and overseas.

## 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 that can be used for volunteer activities, which can be accumulated for a maximum of 20 vacation days. In FY 2021, 156 employees took their accumulated vacation days (750 days in total) to conduct volunteer activities.

## Our Approach (Case Studies)



### Our Effort to Help Achieve SDG 3, "To ensure healthy lives and promote well-being for all at all ages"

#### -Creating a World where Everyone Can Continue to Expand their Potential-

Fujitsu is working to expand people's mental and physical abilities, their senses, and their relationships with others and to remove constraints. We hope to create a world where everyone can play an active role and where people can continue to maximize their potential.

### Camp Quality - supporting kids impacted by cancer

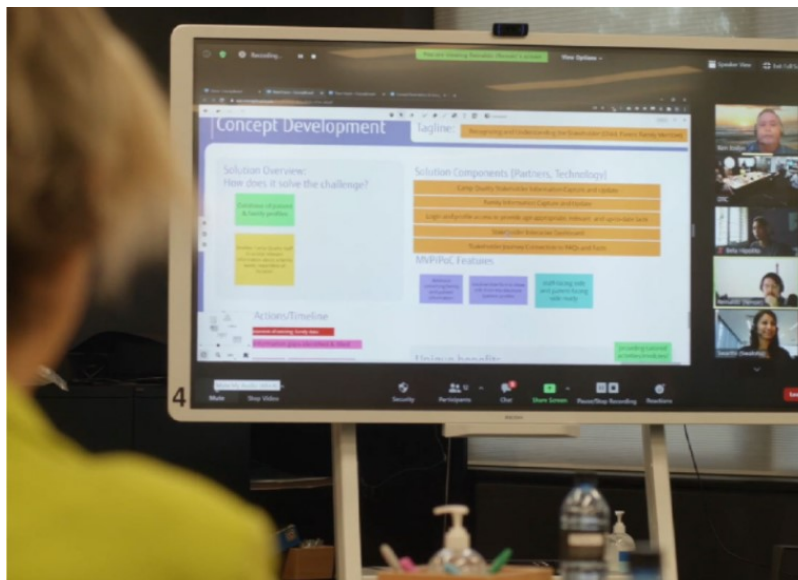
A cancer diagnosis is devastating for everyone involved and is particularly difficult for young children. That's why Camp Quality -one of Australia's most recognized and respected charities-provides services and programs that are specifically designed to support and inform children.

When the COVID-19 pandemic made face-to-face services and programs impossible, thus, Camp Quality turned to its long-time partner Fujitsu Australia and together, they undertook a human-centered design workshop in Fujitsu's DTC where they explored potential solutions and the idea of adding interactive elements and augmented reality to an educational application to engage and empower children facing cancer. The app was then co-designed as part of Fujitsu's Innovation Incubator program and developed by a gender-balanced team in Fujitsu's Global Delivery Centre of Excellence in Poland.

20,000 more children can be reached with essential information.



The interactive and educational Kids' Guide to Cancer app is supplied as a free service to all users, it answers the most common questions children have regarding cancer, and includes audio and text information about cancer, hospitals, medicines, treatments, and people who can help. Animated stories and an augmented reality character bring the app to life. The app also connects adult users with other Camp Quality support services, including phone counselling and the Primary School Cancer Education Programme.



Co-creation Workshop



**Our Effort to Help Achieve SDG 4, “a quality education for all”  
-Creating the Future through Education-**

Children are our future. We will create a place where those children can connect with one another and learn through a focus on ICT, which is our forte.

**Creating a Future that can be Enjoyed by both the Hearing Impaired and the Hearing: Training Environment for Antenna Programming Provided Free of Charge for Elementary School Students, Including Schools for the Deaf Nationwide)**

Fujitsu is working on the development and deployment of Antenna, a product that enables the hearing impaired to feel sound through vibration and light. Antenna 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 (our design for a device worn on the body that senses sound with vibrations and light received the Imperial Invention Prize at the 2022 National Commendation for Invention held by the Japan Institute of Invention and Innovation).

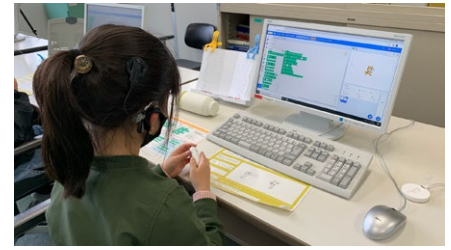
Antenna is now provided free of charge to around 80% of schools for the deaf, where it is used in speech and rhythm practice. Fujitsu has also developed a user-programmable application for use in schools for the deaf and other educational institutions around Japan, allowing children to easily customize the intensity of Antenna’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 Antenna through free lending and program rental at schools and educational institutions interested in programming training using this device.



Antenna in Use



The vibration intensity and light color can be customized



The application in use at a school for the deaf

## Work X – Virtual Work Experience

Offering free, accessible work experience for school students is imperative in supporting talent diversity and social mobility in the tech industry. Work experience provides invaluable practical skills, industry experience, and a head start for students at the end of their school careers. As a large technology corporation operating across the UK, Fujitsu can play a significant part in supporting students' development and promoting careers in science, technology, engineering, and mathematics (STEM).

Our vision is to deliver a fair and democratic work experience program to students throughout the country, regardless of geographical location, to promote diversity in the future generations of tech talent.

To deliver the program, we partnered with Springpod, an established online student work experience platform. Springpod manages the recruitment process on our behalf and helps us to ensure that safeguarding and GDPR requirements are met.

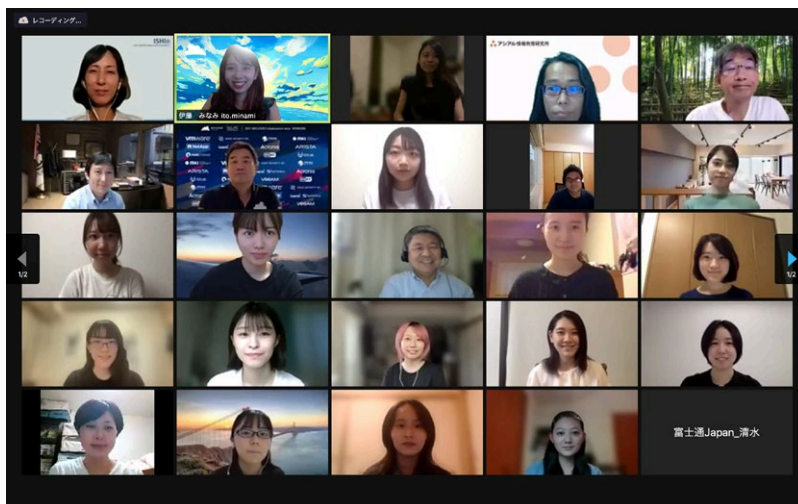
Subject matters experts from across Fujitsu collaborated to ensure that the students had the most engaging introduction to the IT industry possible and gained a practical understanding of how technology impacts society.

Going forward Fujitsu aims to welcome three cohorts of students throughout the year. With the potential of up to 800 students' places in each cohort, this is a great opportunity for us to inspire the next generation of students across the UK and shape the digital workforce of the future.

## Helping to Solve Problems related to the Social Advancement of Women: Operating an ICT Consortium

The ICT-driven Social Innovation Consortium for Female College Students is an initiative of the academy and industry to foster female leaders who are well-versed in advanced IT to usher in Society 5.0. Based on a vision of "a society where all women can initiate social innovation," the Consortium is fostering interactions between promising students in ICT and companies, and it is endeavoring to solve various problems related to female social advancement.

In FY 2021, about 60 sessions of workshops, student exchanges, and events planned by students were held using the services of corporate sponsors, and about 330 female college students participated in those sessions. In addition to providing cloud services for application development and conducting programming classes, the Fujitsu Group held brainstorming sessions, encouraged the development of potential applications for local municipalities, and sponsored job fairs. The Group is engaged in initiatives to facilitate innovation in an advanced information society.



An online event

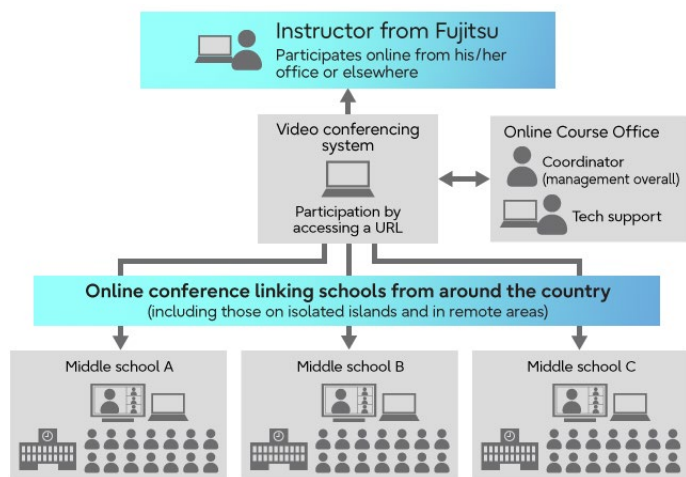
### Middle School Students approaching SDGs through Design Thinking: An Online Course based on a Program created by employees!

Children are our future. To help nurture the ability of children to create the society of the future, Fujitsu conducts online classes featuring design thinking that have been in product development and solving social issues. These classes feature “learning linked to society,” as is required in a school setting.

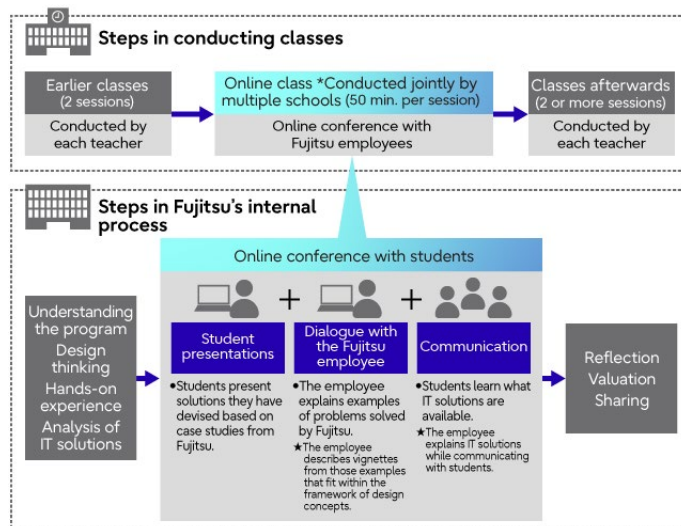
In FY 2021, 207 students from middle schools nationwide participated in the classes. The format for these classes is an online conference between Fujitsu employees and students, and the classes use instructional materials based on case studies of Fujitsu’s solutions to communicate design thinking to middle school students. The students can receive instruction that touches on methods of solving social issues, which is the purpose of the SDGs, and the concepts behind them. On the day of the class, Fujitsu employees and students from each school were divided into three groups to each consider a specific social issue. A student representative presented the solution that students had devised in earlier classes, and Fujitsu employees commented on that solution. The class described examples of solutions implemented by Fujitsu and it facilitated communication between employees and the middle school students.

The class generated many new ideas as students clarified their own positions by thinking about the social issue using design thinking and identifying “ideals.” Moreover, the students learned that many solutions are being used in the world, and this broadened their own awareness that their own ideas might be made a reality.

#### Mechanism for Conducting Online Classes



#### Steps in Conducting Online Classes







## Our Effort to Help Achieve SDG 13, Taking “urgent action on climate change”

### -Creating a Sustainable World-

Fujitsu has created a new business brand, Fujitsu Uvance, to express our commitment to “building new possibilities by connecting people, technology, and ideas, creating a more sustainable world where anyone can advance their dreams,” and we are working to create a sustainable world under that brand.

### Fujitsu We Care #2017- 2021 -Reforestation Program

Fujitsu We Care #2017-2021 is a five-year reforestation program which was achieved in collaboration with 3 organizations: Fujitsu Thailand Co., Ltd., PTT Reforestation and Ecology Institute, and Pa Yup Nai Subdistrict Administrative Organization.

About 500 different trees were planted during this five-year program in the area of 2 rai and 2 ngan (equals to 4000 square meters), next to Sufficiency School, Prasae River Basin, in Rayong Province. These are a mixture of perennial plants, forest trees, seasonal plants and fruit trees such as: red cork wood, mango, acacia pennata, cowa, *Elaeocarpus hygrophilus* Kurz, pineapple and tapioca.

During the last year of the program the impact was measured, and results showed that the forest absorbed 7.2 tons of carbon dioxide and release 5.8 tons of oxygen in the last 12 months only. A great contribution to the ecosystem and environmental sustainability of Rayong Province that will provide benefits to the local community in the long run.



# 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 worldwide, to include not just customers and investors, but employees, suppliers, and communities of all sizes.

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

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

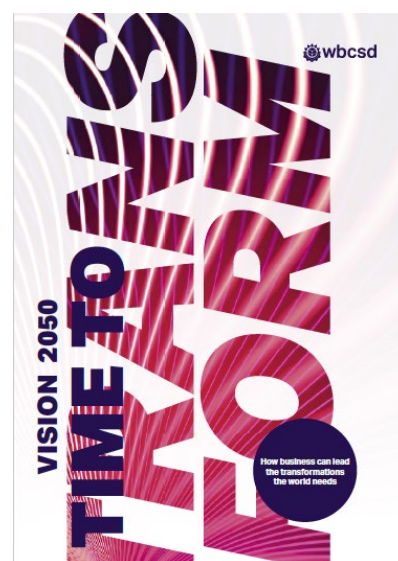
The World Business Council for Sustainable Development (WBCSD) is an organization led by the CEOs of around 200 global corporations that aims to create a sustainable world through business activities.

Fujitsu has been a member of the WBCSD since 2013, and CEO Tokita is currently serving the organization as a member of its Executive Committee.

In 2021, the WBCSD announced its long-term vision, “Vision 2050: Time to Transform,” which Fujitsu was involved in revising and translating into Japanese. This vision clearly defines the role that companies should play in addressing pressing issues facing the global community in order to create “a world in which more than 9 billion people live well, within planetary boundaries by mid-century.”

In November 2021, Peter Bakker, President and CEO of the WBCSD, delivered a speech entitled “Time for Action on Vision 2050” to our top management to help Fujitsu understand and fulfill its role. Video of the speech was broadcast to all of our employees via the company’s internal network to promote broad understanding of sustainability from top management down to frontline employees.

Fujitsu’s purpose is aligned with “Vision 2050: Time to Transform,” and we will continue to work toward the creation of a sustainable world.



- > [WBCSD](#)
- > [Vision2050 Special website](#)

## 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. The WEF's 2022 Annual Meeting, the first face-to-face meeting in two and a half years, began on May 22 and lasted for five days. The theme was "History at a Turning Point: Government Policies and Business Strategies," and participants discussed the global pandemic, the situation in Ukraine, and geopolitical issues. CEO Tokita and COO Furuta represented Fujitsu at the meeting. We will continue to work toward creating a sustainable world through communication between top management and various stakeholders and through feedback within the company.

- World Economic Forum



## 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 latest version, revised in December 2021, can be downloaded from the URL below.

- Corporate Governance Policy  
<https://www.fujitsu.com/global/about/ir/library/governance/governancereport-b-en-20211223.pdf>

## Corporate Governance Structure (as of June 27, 2022)

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

### <Board of Directors>

The Company has a Board of Directors to serve as a body for making important decisions and overseeing management. The Board of Directors delegates the decision-making authority over business execution to the Representative Directors and subordinate Corporate Executive Officers to the broadest extent that is permitted by law and the Articles of Incorporation of the company and is considered to be reasonable and will mainly perform as oversight and advisory function. Moreover, the Board of Directors has been formed with Non-Executive Directors at its core so as to enable correction and remediation of errors, insufficiencies, and recklessness in business execution. And by ensuring that External Directors, who are highly independent and hold diverse perspectives, constitute the majority of the members of the Board of Directors, the oversight and advisory function of the Board of Directors is strengthened. Furthermore, in order to better define the management responsibility of the Directors, their terms were reduced from two years to one year in accordance with a resolution at the June 23, 2006 Annual Shareholders' Meeting.

As of June 27, 2022, 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 Board of Directors meetings in FY2021 (including two extraordinary Board of Directors meetings) to discuss matters including formulation of the Management Direction and measures for implementing them, as well as to decide a new management system based on the recommendation of 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 27, 2022, the Audit & Supervisory Board has five members, comprising two full-time Audit & Supervisory Board Members and three External Audit & Supervisory Board Members. The Company held nine Audit & Supervisory Board meetings in FY2021, mainly to discuss audit policy and plans, the audit method of Accounting Auditors and the properness 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.

### <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 and Auditors (five Independent Directors and three Independent Auditors), and discusses the medium- to long-term direction of the Company, shares information, and exchanges viewpoints so that each can formulate their own opinions.

In FY2021, the Independent Directors and Auditors Council met 12 times. The members shared information and exchanged views on important management matters including 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 for the process of nominating Directors and Audit & Supervisory Board Members, for ensuring the transparency and objectivity of its process for determining executive compensation, to enable efficient and substantial discussions, as well as to ensure the fairness in the structure and level of executive compensation.

The Executive Nomination Committee deliberates on the candidates for Director and Audit & Supervisory Board Member positions in accordance with the Framework of Corporate Governance Structure and the Procedures and Policy for the nomination and dismissal of Directors and Auditors stipulated in the Policy, and it provides its recommendations or proposal to the Board of Directors. In addition, the Compensation Committee provides its recommendations or proposal on the level of base compensation and the method for calculating performance-based compensation to the Board of Directors in accordance with the Procedures and Policy of Determining Directors and Auditors Compensation, as stipulated in the Policy.

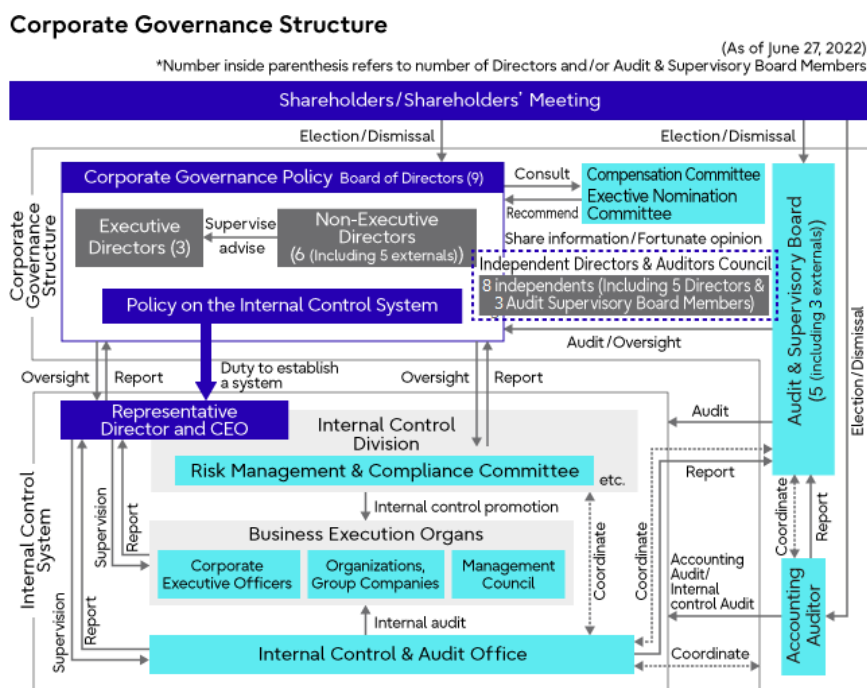
In FY 2022, the Executive Nomination Committee consists of four Non-Executive Directors (including three Independent Directors) and the Compensation Committee consists of four Independent Directors. Members of the two committees are as follows. Additionally, the secretariats of both committees are operated by the Company's HR and legal departments.

- Executive Nomination Committee
  - Chairperson: Atsushi Abe (Independent Director and Chairman of 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)

In FY2021, the Executive Nomination Committee met seven times to discuss the election of Representative Directors including the CEO, the nomination of candidates for Director, and the skill matrix of Directors and Auditors, etc. and provided its recommendations to the Board of Directors. The Compensation Committee met six times to discuss revision of executive compensation details and change in the process for determining individual compensation, and provided its 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-en20220713.pdf>

The diagram below illustrates the Company's corporate governance structure.



## Reasons for Adoption of Current Corporate Governance System

We believe that both direct oversight to business execution by the Non-Executive Directors and the oversight by Audit & Supervisory Board Members that stays distant from the decision making and operation of business execution should work jointly to ensure highly effective oversight performance. The company adopts “the company with Audit & Supervisory Board system” that establishes the Audit & Supervisory Board, which is composed of the Audit & Supervisory Board Members appointed as an independent agent.

Moreover, the Board of Directors has been formed with Non-Executive Directors at its core so as to enable correction and remediation of errors, insufficiencies, and recklessness in business execution. And External Directors constitute the majority of the members of the Board of Directors. The core of Non-Executive Directors shall be External Directors with a high degree of independence and diverse perspectives. Moreover, at least one Non-Executive Director is appointed from within the Company to complement the External Directors' knowledge in the business fields and the culture of the Company, so that the efficiency of oversight 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.

Based on the resolutions of the Board of Directors Meeting on April 28, 2022, and the Annual Shareholders' Meeting on June 27, 2022, the Company revised the compensation for Directors and Audit & Supervisory Board Members for FY2022 and subsequent years.

- Corporate Governance Report  
 Incentive Policies for Directors (page 17); Policy on Determining Remuneration Amounts and Calculation Methods (Page 20)  
<https://www.fujitsu.com/global/about/ir/library/governance/governancereport-en20220713.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/notice122b.pdf>

## Disclosures Relating to Corporate Governance

Board of Directors (as of June 27, 2022)

	Name	Position and Responsibilities	Representation Authority	Independent Officer
Business executed	Takahito Tokita	CEO, CDXO, Chairman of the Risk Management & Compliance Committee	○	
	Hidenori Furuta	COO, CDPO	○	
	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			○

FY2021 Attendance at Meetings of the Board of Directors or Audit & Supervisory Board

Meeting	Number of Meetings	Attendance Rate
Board of Directors	14	99.2%*
Audit & Supervisory Board	9	100%

\* Of the nine members of the Board of Directors, eight attended every meeting, with only Kenichiro Sasae missing one of the 14 meetings.

# Risk Management

## Guidelines & Structure

Risk Management & Compliance 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 the divisions and 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, which reports directly to the CEO and is independent of the business divisions. This body has assumed the secretariat functions of the Risk Management & Compliance Committee and, under the leadership of the Chief Risk Management Officer (CRMO), is responsible for interpreting risk-related information and spearheading rapid, appropriate responses where required. In addition, to strengthen functions related to information management and information security, in October 2021 we appointed a dedicated Chief Information Security Officer (CISO), and we are promoting group-wide information security initiatives by broadening the scope and clarifying the authority of the CISO.

Main Business Risks (*1)	
<ul style="list-style-type: none"> <li>• Economic and financial market trends</li> <li>• Customers</li> <li>• Competitors and the industry</li> <li>• Investment decisions and business restructuring</li> <li>• Suppliers, alliances, etc.</li> <li>• Public regulations, public policy and tax matters</li> <li>• Natural disasters and unforeseen incidents</li> <li>• Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Deficiencies or flaws in products and services</li> <li>• Compliance issues</li> <li>• Intellectual property</li> <li>• Security</li> <li>• Human resources</li> <li>• Fujitsu Group facilities and systems</li> <li>• Environment</li> </ul>

(\*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 business divisions and group companies in Japan and overseas. (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 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 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 others, to educate them on our basic approach to risk management and our rules for promptly escalating issues to the Risk Management & Compliance Committee. The programs present specific instances 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 “FY2021 Performance” section at the end of this document for information on education outcomes for FY2021.

## 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 and review and implement measures to address those issues, thereby allowing us to work toward continually improving our capacity to prepare for disasters and sustain our business operations.

For more information on our Group-wide disaster management, joint disaster response drills and verification activities, refer to the PDF listed below in the activity outcomes for FY2021 in the “FY2021 Performance” section at the end of this document.

- Group-wide disaster management, joint disaster response drills, verification activities

## 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.

Regarding the COVID-19 pandemic, 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.

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 FY2021 in the “FY2021 Performance” section at the end of this document.

- BCM activities, infectious disease countermeasures, supply chain BCM

## FY2021 Performance

### Risk Management Education

- **Fujitsu Group new executive training: 34 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: 841 people**  
An e-learning course that covers areas such as the basic approach to risk management and the role of managers regarding risk management.

- **Disaster Management Forum: Approximately 400 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: 101 people**  
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 FY2021 theme for Japan's annual nationwide disaster response drills that incorporate mock disaster exercises was the "Tokyo Inland 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

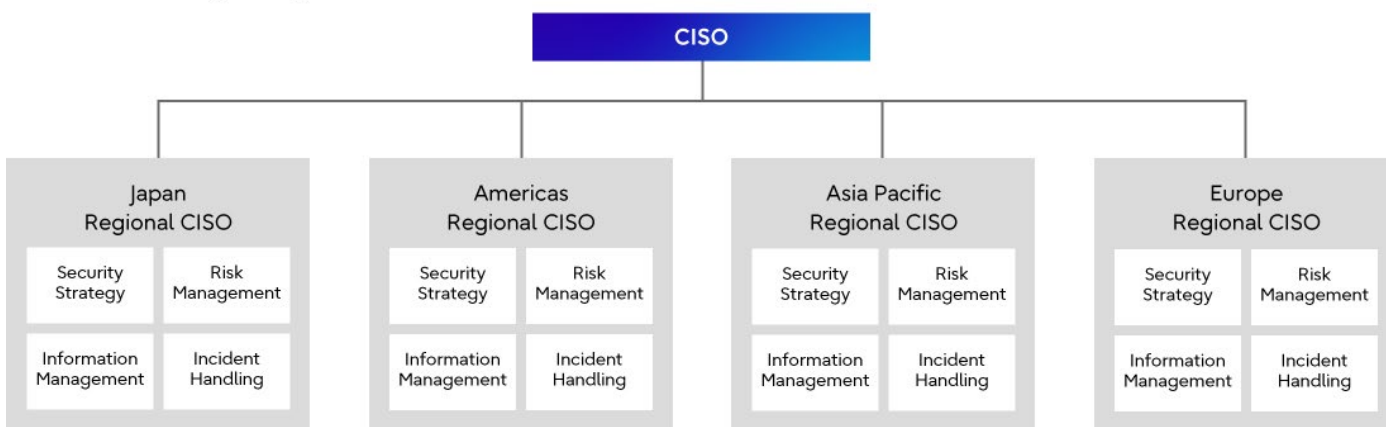
## Policy

Fujitsu Group appointed dedicated Chief Information Security Officer (CISO) in October 2021. Under the new information security regime, we are striving to secure and improve information security for our customers through our products and services, while also ensuring the information security of the entire Fujitsu Group.

## Management Structure

Fujitsu Group is working on strengthening its global information security governance. We appointed Regional CISOs in each 4 Regions (Japan, Americas, Europe, and Asia Pacific) who report to Fujitsu Group CISO. In addition to strengthening the CISO’s governance of internal organization related to the form of information management and reestablishing the overall management structure, we have reallocated the resources for leadership of each unit in regards to information security to an organization under the direct control of the CISO.

### Information Security Management Structure



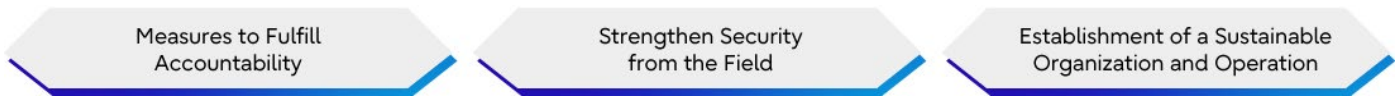
We have four functions to drive information security initiatives; “Security Strategy,” “Information Management,” “Risk Management,” and “Incident Handling.” We reorganized each region to hold these four functions to enable cross-region activities.

Each of the four functions is explained below.

## Security Strategy

Fujitsu supports our customers' businesses by developing and executing security strategies that foster trust with stakeholders and appropriately control security threats that may hinder the business and social activities of our group and each region. Additionally, through a security framework based on global regulation, we foster processes and an organizational culture that continuously creates an organizational structure, measures, and operations that will serve as a reference model in the global market. Moving forward, we will embrace challenges in fields where we are unexperienced or have yet to enter.

### The CISO Principles

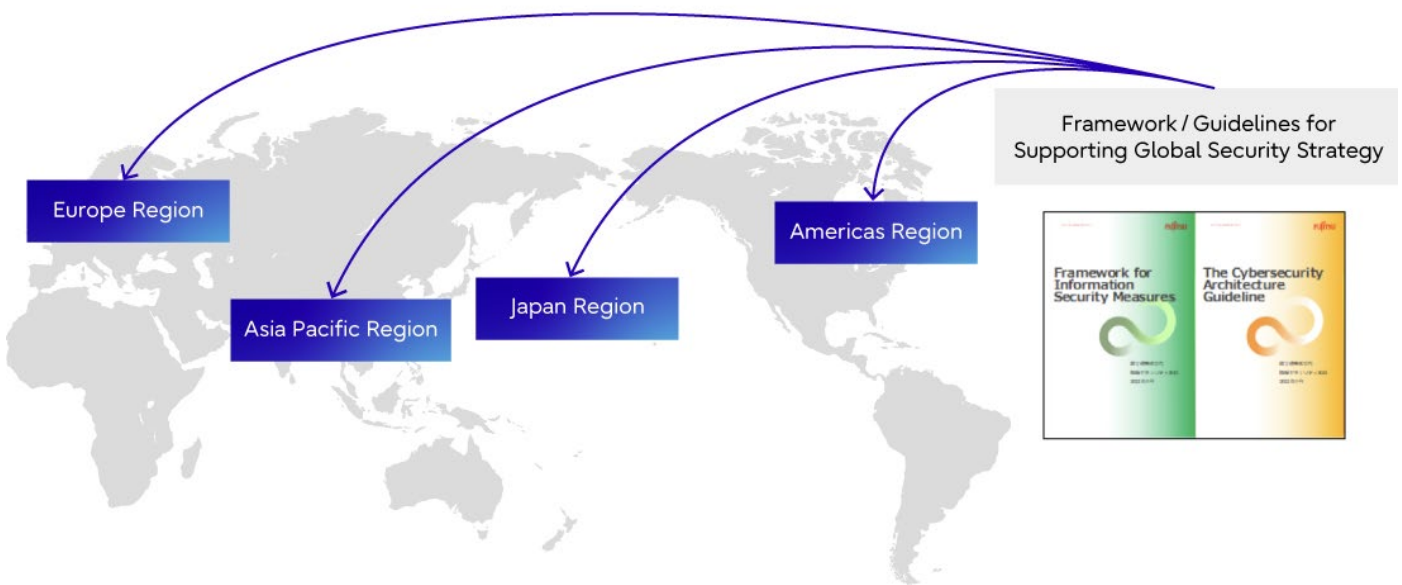


## Security Framework

We will develop series of frameworks & guidelines in 2022 which allow organizations to review their approach to the ideal form starting from the current state of cyber security measures, taking in consideration current business environment, risk tolerance, and available resources. We also strengthen our activities to enhance maturity of our organization.

In addition, by expanding the above documents to each region, we are working to unify information security activity policies, objectives, ways of thinking, and processes for which awareness is required from all members involved in security. We will be also strengthening our sustainable structure on a global scale.

### Global Security Governance

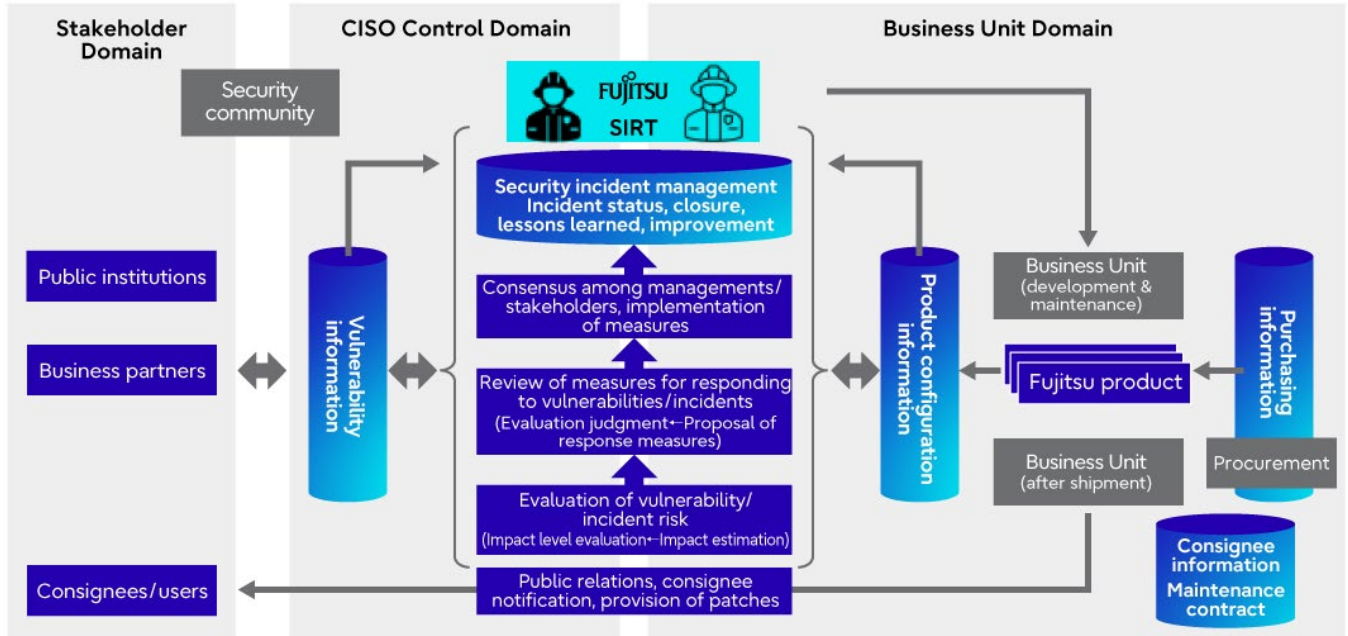


## Initiatives and Structures for Continued Trust from Society

In order to protect customers who use our services and products, we are strengthening the collection and accumulation of information such as vulnerability information, visualization of information assets, and bill of material (BOM) information. We are also utilizing a new technology infrastructure to construct data relations for statistical analysis and decision making by data scientists.

Based on this system, we estimate risks to products/services and examine countermeasures for threats/vulnerabilities to products/services based on those risks. This enables us to respond quickly and proactively, and to minimize the impact on the business continuity of our customers.

Vulnerability Response Framework



## Security Strategy

Fujitsu Group in Japan implemented the Information Protection Management System in order to appropriately protect third-party confidential information (including personal information) and our confidential information. We also apply a PDCA cycle from the "Define Roles" to "Revise." In order to clarify information assets that must be protected, we establish appropriate management according to the status of our customers and suppliers, and take initiatives for protecting information. These steps are taken for the autonomous information protection activities (regulations by industry, business type, etc.) conducted by each division while unifying the classification of information on a global scale.

Furthermore, we provide various automation support tools that utilize information management dashboards to support appropriate information management. We make improvements as necessary to realize operations that are both effective and safe.

The main activities of the Information Protection Management System are described below.

### Information Protection Management Systems (7 Points)



<Information Protection Management System>

**(1) Define Roles**

Under the CEO, we are building a system to manage and protect information through a global network that is centered on the CISO and overseen by the CEO. We appoint management staff for each department, clarify roles, and promote the appropriate handling of information.

**(2) Guidelines/Rules**

In order to handle information correctly, we have formulated necessary rules, procedures, and an annual activity plan. We also periodically review our policies and rules, including responding to legal amendments.

**(3) Educate and Fostering Security Mindset**

In order to improve the awareness and skills of each employee, we provide necessary information according to employees' positions and roles. We also hold various training sessions and disseminate information in response to changes in the work environment (for example, telecommuting, etc.). Every year, we carry out information management education (e-Learning) for all employees including executives, and publish internal information management learning materials that can be studied at any time.

**(4) On-site Inspection**

We identify and classify our information assets, conduct risk analysis, and carry out periodic inventory check.

**(5) Respond to Information Management Incidents**

We have established a system for fast and appropriate response to information management incidents. We have also set up escalation routes, procedures, etc., on a global scale.

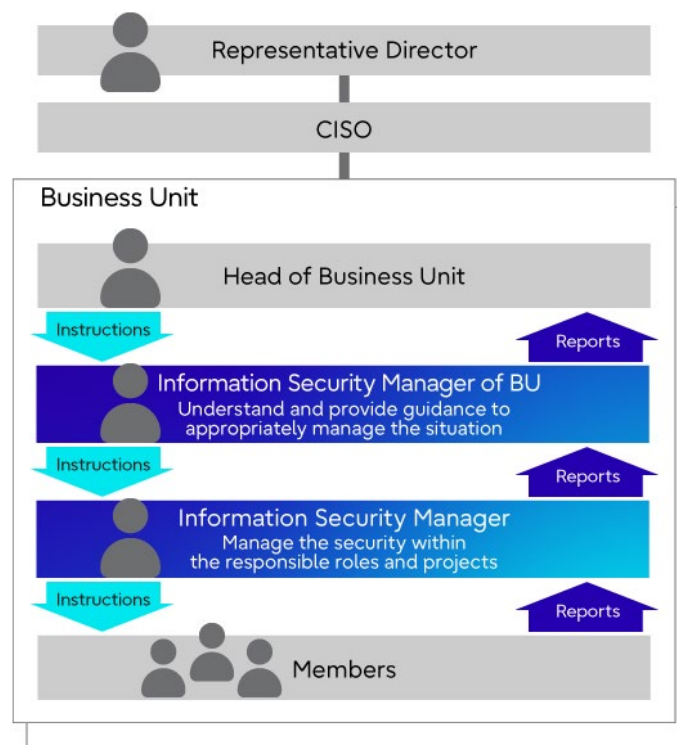
**(6) Audit**

The Information Management Promotion Division confirms the status of information management for each division from a third-party perspective. It also gives instructions and suggestions for corrections and improvements.

**(7) Revise**

We are working to improve and review our Information Protection Management System by considering external opinions (including audit results, incidents, and complaints), law revisions, and changes in the environment.

Information Protection Management System and Roles



Information Management Education for all employees (FY2021 version)

<Protection of Personal Information>

Fujitsu has established a global Personal Information Protection System to strengthen the protection of personal data. Under the leadership of the CISO organization and the Legal Division, we work with each region and Group company to comply with the laws and regulations of each country, including the GDPR (\*1). In



regard to the handling of personal information, we post and announce privacy policies on public sites in each country.

(\*1) Acronym for General Data Protection Regulation. A European regulation that was put into effect on May 25, 2018 and that requires companies, organizations, and groups to protect personal data. Includes rules on the transfer of personal data outside the European Economic Area (EEA), the obligation to report within 72 hours of a data leakage, etc.

In Japan, with the objective of protecting personal information, Fujitsu Group obtained certification for the PrivacyMark (\*2) by the Japan Information Processing and Development Center (JIPDEC) in August 2007. We are continually working to strengthen our Personal Information Protection System. Our domestic Group companies also obtain the PrivacyMark as necessary and work to thoroughly manage personal information.



(\*2) The PrivacyMark is granted to businesses that handle personal information appropriately under a personal information protection management system that is in compliance with JIS Q 15001:2017.

<Acquisition of Information System Certification>

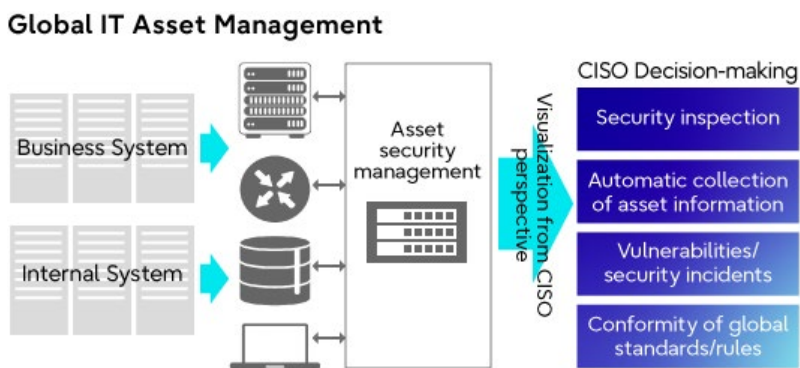
Fujitsu Group is actively promoting the acquisition of third-party evaluation and certification in our information security efforts.

- > Third-party evaluation/certification audit results (link)

## Risk Management

<Centralized Management of IT Assets>

In order to support safe, secure and sustainable business activities by our customers, Fujitsu Group centralizes and visualizes the IT asset management of global customer IT systems and in-house IT systems. By doing so, we quickly identify and correct security risks in the entire Group. In addition to strengthening risk management during normal times, we will visualize the results of risk audits by the CISO organization, to enable appropriate understanding of current conditions and trigger autonomous correction in each project division.



<Security Awareness>

In order to maintain healthy IT systems for our customers, in addition to systematic system management, it is also important to improve the security awareness and skills of each employee. Therefore, in addition to strengthening the company-wide education that Fujitsu Group has periodically conducted, we are working on the following initiatives with the aim of thoroughly raising awareness among employees by periodically disseminating information within the company through methods such as CISO notifications.

**(1) Security Education**

- We raise security awareness among employees by sharing the latest security threat trends and incident cases.

**(2) Security Consultation Portal**

- We provide close-to-site support for various security-related consultation items.
- We support security measures from the system design stage. (security by design)

**(3) Provide Information**

- We will provide security information via our website so that our employees can easily acquire updated vulnerability information and FAQ.

## Cybersecurity Incident Handling

In order to respond promptly to cybersecurity incidents, knowledge in various specialized fields such as log analysis, malware analysis, and forensics is required. Furthermore, as the method of cyberattacks is becoming more sophisticated and complex, it is necessary to enhance various aspects of incident handling measures including improvement of knowledge, periodical training, strengthening of security monitoring, improvement of incident response procedure, accumulating and utilizing know-how from past incident handling records etc.

**Components of Incident Handling**



Fujitsu Group is strengthening the key functions of incident handling such as people, data, processes and systems and continuously improving these functions.

**<People: Case Study and Training>**

Since it is becoming more difficult to completely prevent incidents, we shifted our incident response initiatives from "preventing security incidents" to "preparing for incidents", and we are working to strengthen our capability of incident response in all Fujitsu Group. As one of the initiatives for "preparing for incidents", we conduct incident response training for all employees.

As an example, we are conducting training for system engineers and business producers assigned in the field and involved in internal operations. This training envisions a real incident situation and is carried for our practical reviews. Furthermore, in order to prepare our response to an incident with social impact, we carry out training involving corporate executives and related departments with the aim of responding promptly and minimizing impact.

**<Data: Sophistication of Security Monitoring>**

The environment surrounding cybersecurity is constantly changing, and cyberattack methods are becoming increasingly complex and clever. Fujitsu Group is working to improve security monitoring operations to provide safe and secure business environment for our stakeholders, even under such environment. We improve the quality of data by using advanced technologies to keep up with the latest attacks and continuously optimize and improve our entire security operations, so that we will be able to respond to any changes in the environment.

**<Process: Standardization of Incident Response Process>**

In order to react to the current cybersecurity environment, it is necessary to shift from the traditional passive approach in network protection to an approach based on the assumption that unauthorized access always occurs. In preparation for responding to incidents, it is important that the relevant department should function properly when incidents occur by documenting a series of response procedures such as attack detection, response, recovery, etc. Based on the incident response process, we provide a globally unified response and

will continue to make improvements based on feedback from incident response evaluations in order to promptly respond to incidents and to minimize impact.

**<System: Accumulating and Utilizing Know-how from Incident Handling>**

In addition to storing records of daily incident response activities, we are also taking initiatives to convert those records into database and use them as knowledge. In regard to creating database, we link incident response information together with other information such as internal configuration management and external tools. This enables investigation and deep analysis from various perspectives, as well as the creation of education/training. We are making continuous improvements with the aim of improving our capability to respond to incidents with preparedness.

The information obtained from incident response includes a variety of useful information, such as the tools, processes, and access methods used by the attackers as well as the actions taken by the incident response staff. Therefore, we look back on the information obtained with a multifaceted view of actions in order to derive valuable lessons. These lessons show how experienced incident response staff is conducting analysis and responding when incidents occur, and they would be training material to enhance our incident response capabilities by effectively utilizing such knowledge information.

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We apologize for any inconvenience to our customers and other related parties caused by the unauthorized access to our project information sharing tool "ProjectWEB". Fujitsu will work to prevent the recurrence of similar incidents and strengthen our information security management, based on the recommendations received from the external committee established directly under the Board of Directors.

# Quality Initiatives

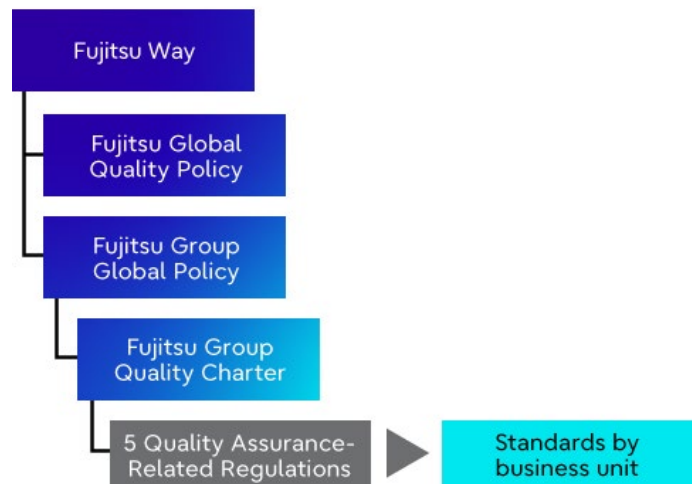
## Quality Policy

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.

System of Quality Policy Rules and Regulations



### 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 under the Fujitsu Group Global Policy, 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 verification, 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.

## 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.

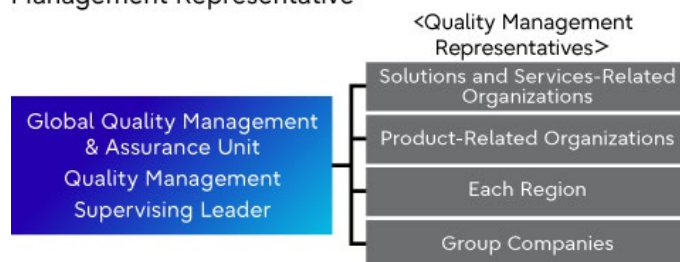
5. Handling of incidents

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. 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.

Promotion Framework under Quality Management Representative



In order to ensure the promotion of these efforts Group-wide, we have selected Quality Management Representatives from relevant divisions, 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 Management & Assurance Unit.

## 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.

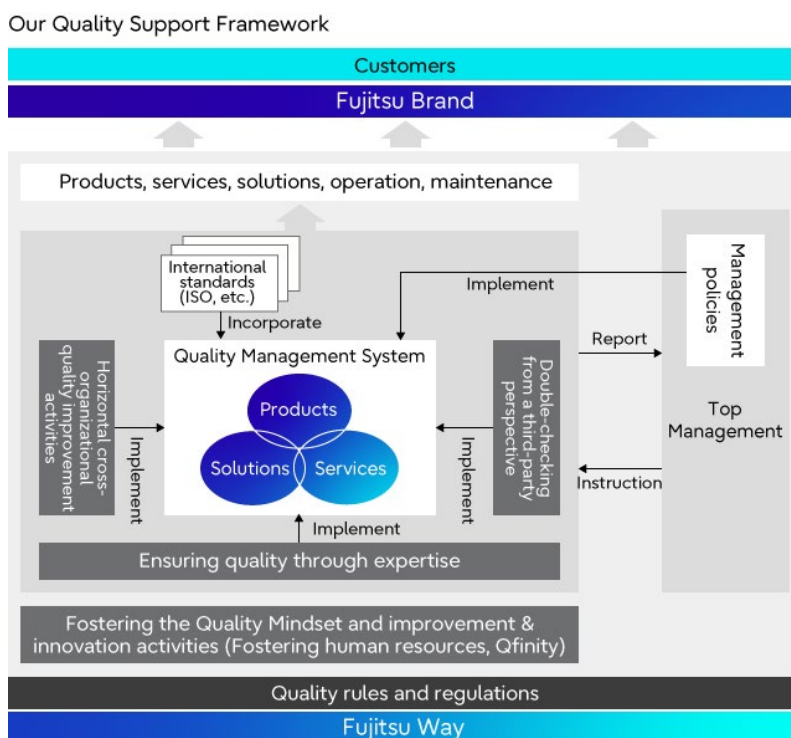
## Product Information and Labeling

Fujitsu is thoroughly dedicated to compliance with relevant laws, regulations, systems, and internal policies related to product information and labeling.

## Improving Quality Processes: 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.



### Qfinity

Qfinity (\*1) is an improvement and innovation activity launched throughout the Fujitsu Group in FY 2001 to continuously improve the quality of products and services, with each and every employee taking a central role. Through Qfinity, we promote quality improvement activities in each workplace and engage in quality management of products and services.

In addition, activities that produce outstanding results are commended and horizontally deployed throughout the company to improve quality throughout the Fujitsu Group.

(\*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 2021 Performance

### Violation of Laws and Regulations Concerning Product Safety

- Violation of laws and regulations concerning product safety: 0

## Disclosure of Information Related to Product Safety

- Number of disclosed issues: 0 major product incidents.
- 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.

## Product Information and Labeling

- Product information and labeling violations: 0.

## ISO9001 / ISO20000 Certification Status

Fujitsu is continuously working to improve processes under the QMS.

- ISO9001: 34 divisions certified
- ISO20000: 9 divisions certified

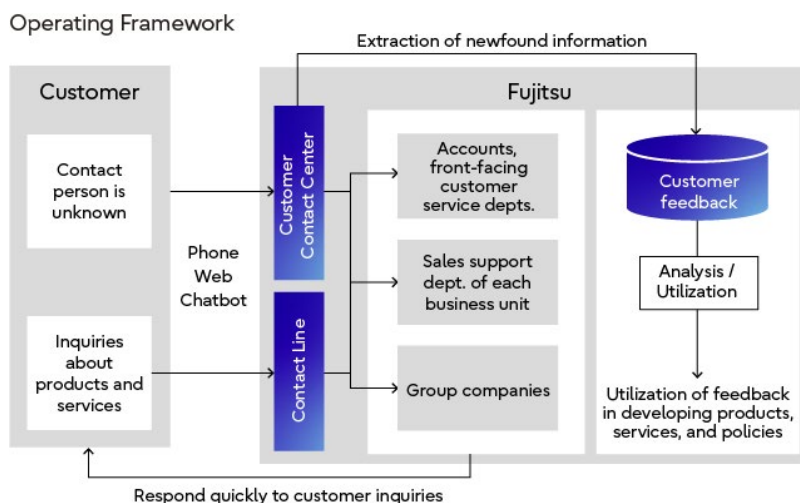
# Working With Our Customers

## Improving Customer Satisfaction

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

## The Fujitsu Customer Contact Center and Fujitsu Contact Line

To be able to address 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.



> Customer Contact Center / Fujitsu Contact Line (Japanese only)

## Advertising and Promotion Policy

At Fujitsu, we work to make sure that our advertising makes use of fair and appropriate language and symbols, and are in adherence to laws and internal regulations. In FY 2022, 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)

# Social Data

The data marked with ★ are assured by the third party.

## Employees in Fujitsu group

		FY2019	FY2020	FY2021	GRI
Number of employees by region *1	Total	129,071	126,371	124,216★	G102-7,8
	Japan	82,232	81,425	76,845	
	Asia	10,794	15,527	18,842	
	Oceania	2,734	2,670	2,575	
	The Americas	4,988	4,205	3,942	
	EMEA *2	28,323	22,544	22,012	
Number of Employees by Type of Contract (person)	Full-time	129,071	126,371	124,216	
	Non Full-time *3	12,750	12,580	12,324	

\*1 The number of employees as of 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 27, 2022)

		End of June, 2020	End of June, 2021	End of June, 2022	GRI
Directors	Total	9	9	9	G405-1
	Male	7	7	7	
	Female	2	2	2	
External directors		5	5	5	
Non-Japanese directors		1	1	1	

## Diversity (Fujitsu Limited)

		FY2019	FY2020	FY2021	GRI
Number of employees *4 Total		32,568	32,026	34,430★	G405-1
Average age *5		43.6	43.8	43.6★	
Number of employees by age group	Under 30	4,503	4,577	5,063★	
	30-49	15,549	14,713	16,240★	
	50 and over	12,516	12,736	13,127★	
Number of employees by gender (person)	Male	26,919	26,202	27,995	
	Female	5,649	5,824	6,435	
Ratio of female employees (%)		17.3%	18.2%	18.7%	
Ratio of female executives and managers (%)		6.64%	7.37%	8.03%★	
Ratio of newly appointed female managers (%) (qualified personnel)		13.3%	13.9%	18.2%	
Number of non-Japanese employees (person)		436	475	585	
Employment rate of people with disabilities (%) *6 (counted in every June)		2.23%	2.36%	2.38%★	

\*4 The number of employees as of the end of the fiscal year (March 20) includes executive officers and does not include non-regular employees.

\*5 At the end of the fiscal year (March 31)

\*6 Fujitsu and Fujitsu Harmony are covered until FY 2019 ; Fujitsu , Fujitsu Harmony , Fujitsu Laboratories , Fujitsu IS Services , Fujitsu Advanced Accounting Services , Fujitsu Home & Office Services , Fujitsu Techno Research for FY 2020 ; Fujitsu , Fujitsu Harmony , Fujitsu IS Services , Fujitsu Advanced Accounting Services , Fujitsu Home & Office Services , Fujitsu Techno Research , Fujitsu SSL Powered Services , Fujitsu SSL Harmony for FY 2021.

## Employment (Fujitsu Limited)

		FY2019	FY2020	FY2021	GRI
Average year of service *7	Total	19.5	19.6	19.2★	
	Male	20.3	20.4	20.0	
	Female	16.1	16.1	15.8	
Ratio of new hires		72.3%	72.2%	67.0%	

\*7 At the end of the fiscal year (March 31)



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

		FY2019	FY2020	FY2021	GRI
Number of employees using child care leave *8 *9 *10	Total	541	617	300★	G401-3
	Male	110	157	139	
	Female	431	460	161	
Return to work rate after child care leave (%)	Total	97.7%	97.4%	100%	
	Male	100%	100%	100%	
	Female	97.3%	96.7%	100%	
Continuous work rate after child care leave (%)	Total	98.3%	98.1%	99.2%	
	Male	95.5%	97.4%	95.9%	
	Female	98.7%	98.3%	100%	
Number of employees using family care leave *8	Total	12	11	7★	
	Male	9	8	7	
	Female	3	3	0	
Return to work rate after family care leave (%)		100%	100%	100%	
Continuous work rate after family care leave (%)		64.7%	100%	90.0%	
Number of employees using Short working hours (child care) *8	Total	883	803	703★	
	Male	26	21	20	
	Female	857	782	683	
Number of employees using Short working hours (family care) *8	Total	13	11	10★	
	Male	4	4	5	
	Female	9	7	5	
Paternity leave *8, *10		554	458	380★	

\*8 Data applies to regular employees enrolled as of the end of the fiscal year (March 20).

\*9 Short-term childcare leave taken within 8 weeks after childbirth and subsequent reacquisition (so-called papa vacation) are counted as 1 person each.

\*10 Number of employees who took leave during the fiscal year up to fiscal 2020, and number of employees who had children during the fiscal year starting in fiscal 2021 and who took the leave during the fiscal year.

## Occupational Safety and Health (Fujitsu Limited)

	FY2019	FY2020	FY2021	GRI
Lost time injury frequency rate *11	0.14	0.11	0.04★	G403-2
Severity (rate)	0.000	0.000	0.000	

\*11 Number of work-related absences per 1 million working hours

## Human Resource Development

	FY2019	FY2020	FY2021 *12	GRI
Average Annual Hours Spent Learning [hour /year /person] *13	47.6	39.0	42.0	G404-1
Annual Cost of Learning [1000 yen /year /person] *14	114.8	118.4	81.7	

\*12 Average Annual Hours Spent Learning 67%, Annual Cost of Learning 100% (including Non Full-time employees)

\*13 Average Annual Hours Spent Learning are calculated using "Fujitsu and domestic group companies"

\*14 Annual Cost of Learning were calculated using Fujitsu and domestic group companies up to FY 2020 and Fujitsu Group companies in FY 2021.

# Fujitsu Group Profile (as of March 31, 2022)

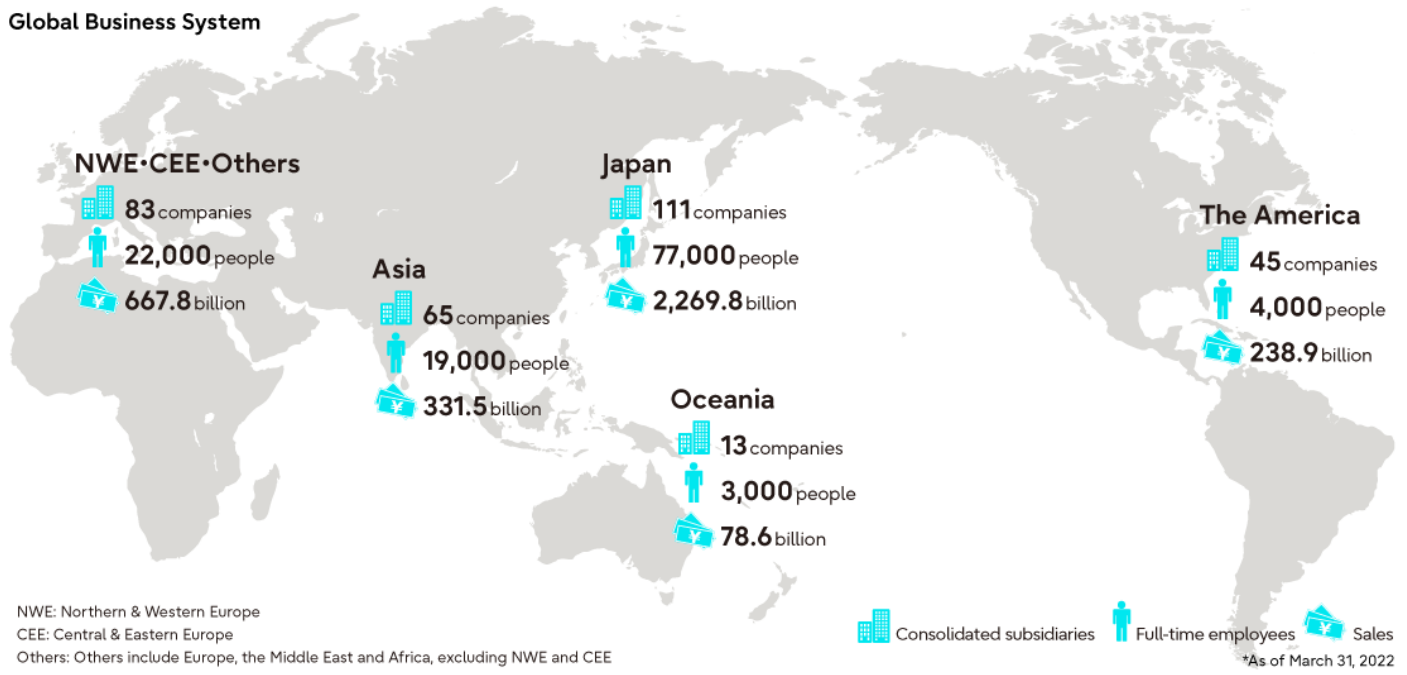
<p><b>Company Name</b> Fujitsu Limited</p> <p><b>Address</b></p> <ul style="list-style-type: none"> <li>• Kawasaki Main Office 4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa 211-8588, Japan</li> <li>• Headquarters Shiodome City Center 1-5-2 Higashi-Shimbashi, Minato-ku, Tokyo 105-7123, Japan</li> </ul> <p><b>Representative Director President</b> Takahito Tokita</p> <p><b>Established</b> June 20, 1935</p> <p><b>Main Business Activities</b></p> <ul style="list-style-type: none"> <li>• Manufacture and sale of communications systems, information processing systems, and electronic devices, and the provision of services related to those products</li> </ul>	<p><b>Capital</b> ¥324.6 billion</p> <p><b>Total Assets</b> ¥3,331.8 billion (Liabilities: ¥1,616.0 billion, Net assets: ¥1,715.7 billion)</p> <p><b>Fiscal Year-end</b> March 31</p> <p><b>Employees Consolidated</b> 124,216/ <b>Non-consolidated:</b> 34,430</p> <p><b>Directors</b> 9 (incl. 2 female directors and 5 outside directors, as of June 27, 2022)</p> <p><b>Consolidated Subsidiaries</b> 317 companies</p> <p><b>Equity-method Affiliates</b> 19 companies</p> <p><b>Stock Exchange Listings</b> Tokyo, Nagoya</p>
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## 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.

<p>Break down of Revenue by Business Segment Note: Revenue include intersegment sales</p> <p>Ubiquitous Solutions</p> <p>Ubiquitous Solutions The Ubiquitous Solutions segment provides corporate PCs.</p>	<p>Technology Solutions</p> <p>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.</p> <p>Data center (Tatebayashi)</p> <p>Device Solutions</p> <p>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.</p>
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Global Business System

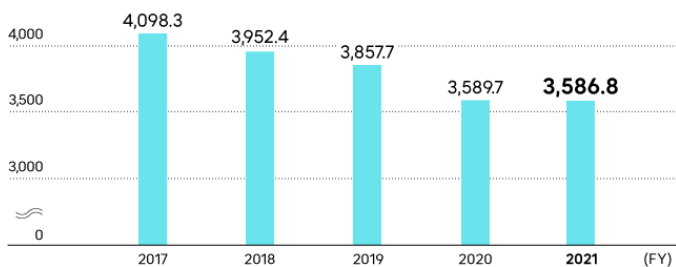


# Financial & Non-Financial Highlights

★ Indicators assured by third party

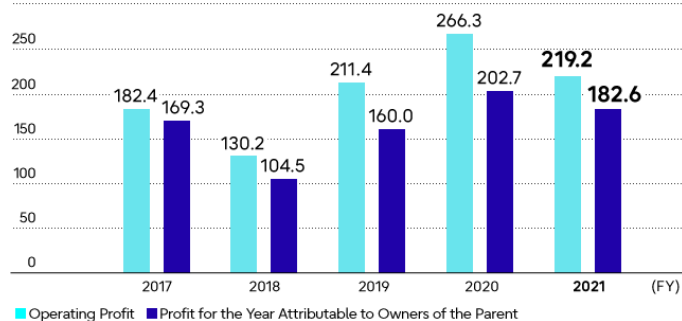
### Revenue

(billion yen)  
4,500



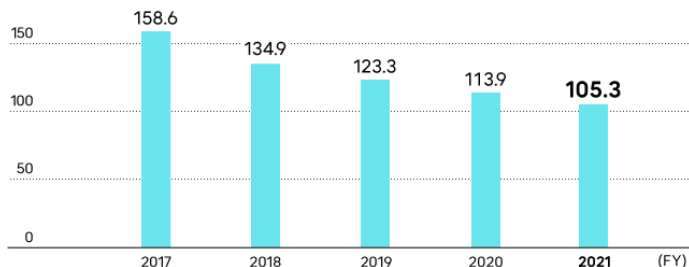
### Operating Profit / Profit for the Year Attributable to Owners of the Parent

(billion yen)  
300



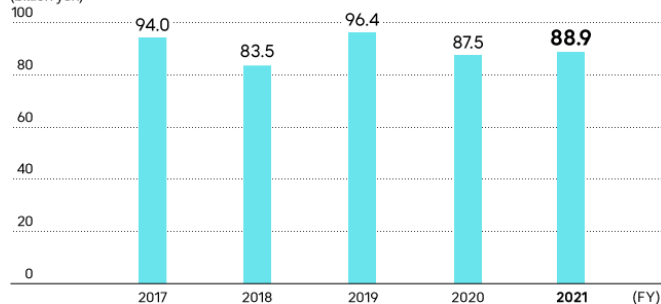
### R&D Expenses

(billion yen)  
200



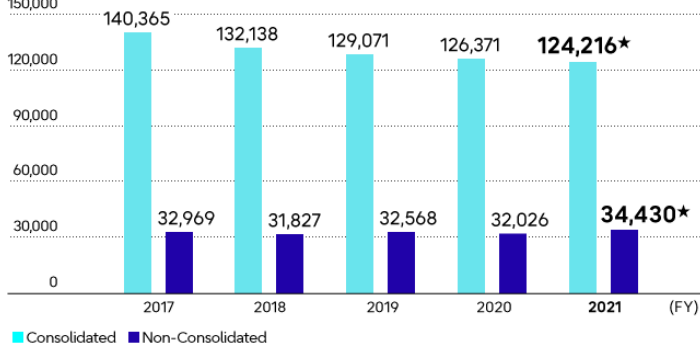
### Capital Expenditures

(billion yen)  
100



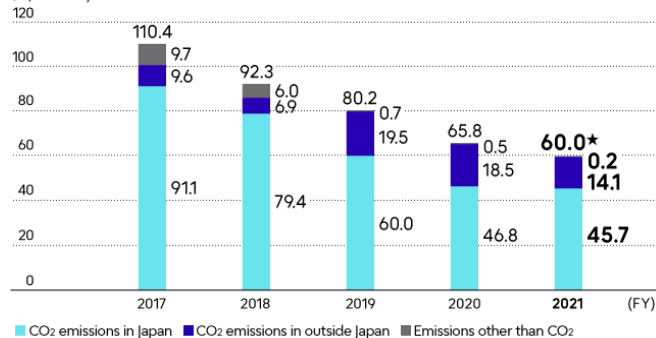
### The Number of Employees

(Number of Employees)  
150,000



### Total Greenhouse Gas Emissions

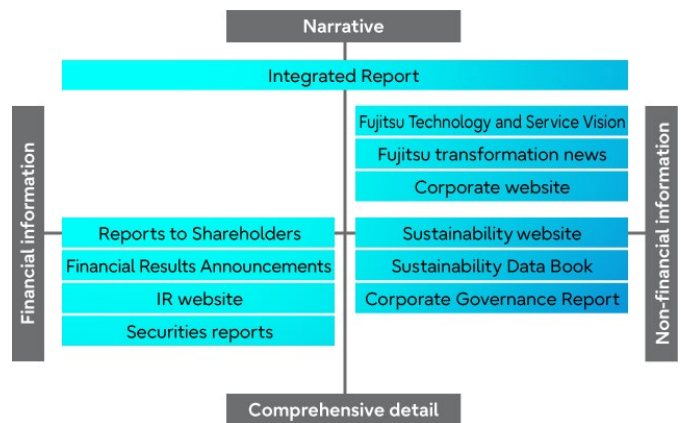
(10,000 tons)  
120



# 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.



Information Disclosure System at Fujitsu

## Guidelines Referenced

- GRI Standards
- SASB Standards
- Environmental Reporting Guidelines (2012/2018 versions / Ministry of the Environment)
- UN Global Compact
- ISO26000

### Comparison Table of Guidelines Referenced

- > [GRI Standards / United Nations Global Compact \(UNGC\) principles Comparison Table](#)
- > [SASB](#)

## Reporting Period

This website focuses on activities in FY 2021, from April 1, 2021 to March 31, 2022, 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
- > “For Our Environment” Section \*Refer to the following Target Organizations table or see Data Book 5 -3 -4 -4 -1 to 5 -3 -4 -4 -4 .

## About Third Party Assurance

In order to ensure the reliability of the content in the Fujitsu Group Sustainability Data Book 2022, we asked a third party, KPMG AZSA Sustainability Co., to examine and post a review of the report.

- > Independent Assurance Report

## 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 2022, we asked a third party, KPMG AZSA Sustainability Co., Ltd to examine and post a review of the report.



## Independent Assurance Report

To the Representative Director CEO, CDXO 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 ★ (the “Indicators”) for the period from April 1, 2021 to March 31, 2022 included in its Sustainability Data Book 2022 (the “Report”) for the fiscal year ended March 31, 2022.

### 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 the Wakaho Plant of Shinko Electric Industries Co., Ltd. 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.

Kazuhiko Saito, Partner, Representative Director  
KPMG AZSA Sustainability Co., Ltd.  
Tokyo, Japan  
September 16, 2022

# 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
G102 : General Disclosures			
1. Organizational profile			
102-1*	Report the name of the organization.	◆ <a href="#">Fujitsu Group Profile</a>	—
102-2*	Report the primary brands, products, and services	◆ <a href="#">Fujitsu Group Profile</a>	—
102-3*	Report the location of the organization's headquarters.	◆ <a href="#">Fujitsu Group Profile</a>	—
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.	◆ <a href="#">Fujitsu Group Profile</a>	—
102-5*	Report the nature of ownership and legal form.	◆ <a href="#">Corporate Governance</a> ◆ <a href="#">Fujitsu Group Profile [Reference] WEB (Worldwide)</a>	—
102-6*	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	◆ <a href="#">Fujitsu Group Profile</a>	—
102-7*	Report the scale of the organization, including: <ul style="list-style-type: none"> <li>● Total number of employees</li> <li>● Total number of operations</li> <li>● Net sales (for private sector organizations) or net revenues (for public sector organizations)</li> <li>● Total capitalization broken down in terms of debt and equity (for private sector organizations)</li> <li>● Quantity of products or services provided</li> </ul>	◆ <a href="#">Fujitsu Group Profile</a> ◆ <a href="#">Social Data [Reference] Fujitsu Facts</a>	—

<p>102-8*</p>	<p>Information on employees and other workers:</p> <ol style="list-style-type: none"> <li>Report the number of employees by employment contract (permanent and temporary), by gender.</li> <li>Report the number of employees by employment contract (permanent and temporary), by region.</li> <li>Report the number of employees by employment type (full-time and part-time), by gender.</li> <li>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.</li> <li>Report any significant variations (such as seasonal variations in the tourism or agricultural industries).</li> <li>Report an explanation of how the data have been compiled, including any assumptions made.</li> </ol>	<ul style="list-style-type: none"> <li>◆ <a href="#">Fujitsu Group Profile</a></li> <li>◆ <a href="#">Social Data</a></li> </ul>	<p>—</p>
<p>102-9*</p>	<p>Describe the organization's supply chain.</p>	<ul style="list-style-type: none"> <li>◆ <a href="#">Supply Chain</a></li> </ul>	<p>—</p>
<p>102-10*</p>	<p>Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> <li>● Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</li> <li>● Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations)</li> <li>● Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination.</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">Sustainability Data Book Framework</a></li> <li>◆ <a href="#">Integrated Report Financial Section</a></li> </ul>	<p>—</p>
<p>102-11*</p>	<p>Precautionary Principle or approach</p> <ul style="list-style-type: none"> <li>● Whether and how the organization applies the Precautionary Principle or approach</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">Fujitsu Way</a></li> <li>◆ <a href="#">United Nations Global Compact</a></li> <li>◆ <a href="#">Human Rights</a></li> <li>◆ <a href="#">Risk Management</a></li> <li>◆ <a href="#">Environmental Policy</a></li> <li>◆ <a href="#">Response to Environmental Risks</a></li> <li>◆ <a href="#">TCFD-Based Information Disclosure</a></li> </ul>	<p>—</p>
<p>102-12*</p>	<p>External initiatives</p> <ul style="list-style-type: none"> <li>● A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses..</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">United Nations Global Compact</a></li> <li>◆ <a href="#">Human Rights</a></li> <li>◆ <a href="#">Collaboration with External Parties</a></li> </ul>	<p>—</p>
<p>102-13*</p>	<p>Membership of associations:</p> <ul style="list-style-type: none"> <li>● A list of the main memberships of industry or other associations, and national or international advocacy organizations.</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">United Nations Global Compact</a></li> </ul>	<p>—</p>

2. Strategy			
102-14*	Statement from senior decision-maker	◆ <a href="#">Message from the CEO</a>	—
102-15	Key impacts, risks, and opportunities	◆ <a href="#">Risk Management</a> ◆ <a href="#">Medium/Long-term Environmental Vision</a> ◆ <a href="#">Response to Environmental Risks</a> ◆ <a href="#">TCFD-Based Information Disclosure</a>	—
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.	◆ <a href="#">Fujitsu Way</a> ◆ <a href="#">Sustainability Management in the Fujitsu Group</a> ◆ <a href="#">Compliance</a>	—
102-17	Mechanisms for advice and concerns about ethics A description of internal and external mechanisms for: i. seeking advice about ethical and lawful behavior, and organizational integrity; ii. reporting concerns about unethical or unlawful behavior, and organizational integrity.	◆ <a href="#">Compliance</a> ◆ <a href="#">Human Rights</a>	—
4. Governance			
102-18*	Governance structure.	◆ <a href="#">Corporate Governance</a> ◆ <a href="#">Environmental Management System</a>	—
102-19*	Delegating authority ● Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	◆ <a href="#">Corporate Governance</a>	—
102-20	Executive-level responsibility for economic, environmental, and social topics a. Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics. b. Whether post holders report directly to the highest governance body.	◆ <a href="#">Corporate Governance</a>	—
102-21	Consulting stakeholders on economic, environmental, and social topics a. Processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics b. If consultation is delegated, describe to whom it is delegated and how the resulting feedback is provided to the highest governance body.	◆ <a href="#">Corporate Governance</a> ◆ <a href="#">Compliance</a>	—

<p>102-22</p>	<p>Composition of the highest governance body and its committees by:</p> <ul style="list-style-type: none"> <li>● executive or non-executive</li> <li>● independence</li> <li>● tenure on the governance body</li> <li>● number of each individual's other significant positions and commitments, and the nature of the commitments</li> <li>● gender</li> <li>● membership of under-represented social groups</li> <li>● competencies relating to economic, environmental, and social topics</li> <li>● stakeholder representation</li> </ul>	<p>◆ <a href="#">Corporate Governance Report</a>                  ◆ <a href="#">Corporate Governance Report</a></p>	<p>—</p>
<p>102-23</p>	<p>Chair of the highest governance body</p> <ol style="list-style-type: none"> <li>a. Whether the chair of the highest governance body is also an executive officer in the organization.</li> <li>b. If the chair is also an executive officer, describe his or her function within the organization's management and the reasons for this arrangement.</li> <li>c.</li> </ol>	<p>◆ <a href="#">Corporate Governance Report</a>                  ◆ <a href="#">Corporate Governance Report</a></p>	<p>—</p>
<p>102-24</p>	<p>Nominating and selecting the highest governance body</p> <ol style="list-style-type: none"> <li>a. Nomination and selection processes for the highest governance body and its committees.</li> <li>b. Criteria used for nominating and selecting highest governance body members, including whether and how:                         <ol style="list-style-type: none"> <li>i. stakeholders (including shareholders) are involved;</li> <li>ii. diversity is considered;</li> <li>iii. independence is considered;</li> <li>iv. expertise and experience relating to economic, environmental, and social topics are considered.</li> </ol> </li> </ol>	<p>◆ <a href="#">Corporate Governance Report</a>                  ◆ <a href="#">Corporate Governance Report</a></p>	<p>—</p>
<p>102-25</p>	<p>Conflicts of interest</p> <ul style="list-style-type: none"> <li>● Processes for the highest governance body to ensure conflicts of interest are avoided and managed.</li> <li>● Whether conflicts of interest are disclosed to stakeholders, including, as a minimum:                         <ol style="list-style-type: none"> <li>i. Cross-board membership;</li> <li>ii. Cross-shareholding with suppliers and other stakeholders;</li> <li>iii. Existence of controlling shareholder;</li> <li>iv. Related party disclosures.</li> </ol> </li> </ul>	<p>◆ <a href="#">Corporate Governance Report</a>                  ◆ <a href="#">Corporate Governance Report</a></p>	<p>—</p>

102-26	<p>Role of highest governance body in setting purpose, values, and strategy</p> <ul style="list-style-type: none"> <li>● 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 topics.</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></li> </ul>	—
102-27	<p>Collective knowledge of highest governance body</p> <ul style="list-style-type: none"> <li>● Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></li> </ul>	—
102-28	<p>Evaluating the highest governance body's performance</p> <ol style="list-style-type: none"> <li>Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics.)</li> <li>Whether such evaluation is independent or not, and its frequency.</li> <li>Whether such evaluation is a self-assessment.</li> <li>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.</li> </ol>	<ul style="list-style-type: none"> <li>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></li> <li>◆ <a href="#">Corporate Governance Report</a></li> </ul>	—
102-29	<p>Identifying and managing economic, environmental, and social impacts</p> <ol style="list-style-type: none"> <li>Highest governance body's role in identifying and managing economic, environmental, and social topics and their impacts, risks, and opportunities – including its role in the implementation of due diligence processes.</li> <li>Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental, and social topics and their impacts, risks, and opportunities.</li> </ol>	<ul style="list-style-type: none"> <li>◆ <a href="#">Corporate Governance</a></li> <li>◆ <a href="#">Risk Management</a></li> </ul>	—
102-30	<p>Effectiveness of risk management processes</p> <ul style="list-style-type: none"> <li>● Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics.</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">Corporate Governance</a></li> <li>◆ <a href="#">Risk Management</a></li> </ul>	—
102-31	<p>Review of economic, environmental, and social topics</p> <ul style="list-style-type: none"> <li>● Frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">Risk Management</a></li> </ul>	—
102-32	<p>Highest governance body's role in sustainability reporting</p> <ul style="list-style-type: none"> <li>● The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></li> </ul>	—



102-33	Process for communicating critical concerns to the highest governance body.	◆ <a href="#">Corporate Governance</a> ◆ <a href="#">Risk Management</a>	—
102-34	Total number and nature of critical concerns that were communicated to the highest governance body. Mechanism (s) used to address and resolve critical concerns.	—	—
102-35	Remuneration policies a. Remuneration policies for the highest governance body and senior executives for the following types of remuneration: <ul style="list-style-type: none"> <li>• Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses, and deferred or vested shares;)</li> <li>• Sign-on bonuses or recruitment incentive payments;</li> <li>• Termination payments;</li> <li>• Clawbacks</li> <li>• Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees.</li> </ul> b. How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental, and social topics.	◆ <a href="#">Corporate Governance</a> ◆ <a href="#">Corporate Governance Report</a>	—
102-36	Process for determining remuneration <ul style="list-style-type: none"> <li>● Process for determining remuneration. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Any other relationships that the remuneration consultants have with the organization.</li> </ul>	◆ <a href="#">Corporate Governance</a> ◆ <a href="#">Corporate Governance Report</a>	—
102-37	Stakeholders' involvement in remuneration <ul style="list-style-type: none"> <li>● How stakeholders' views are sought and taken into account regarding remuneration. If applicable, the results of votes on remuneration policies and proposals.</li> </ul>	◆ <a href="#">Corporate Governance</a> ◆ <a href="#">Corporate Governance Report</a>	—
102-38	Annual total compensation ratio <ul style="list-style-type: none"> <li>● 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.</li> </ul>	—	—
102-39	Percentage increase in annual total compensation ratio <ul style="list-style-type: none"> <li>● Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.</li> </ul>	—	—



5. Stakeholder engagement			
102-40*	A list of stakeholder groups engaged by the organization	◆ <a href="#">Sustainability Management in the Fujitsu Group</a>	—
102-41*	Percentage of total employees covered by collective bargaining agreements.	◆ <a href="#">Social Wellbeing</a>	1, 3
102-42*	The basis for identifying and selecting stakeholders with whom to engage.	◆ <a href="#">Sustainability Management in the Fujitsu Group</a> ◆ <a href="#">Stakeholder Engagement</a>	—
102-43*	<p>Approach to stakeholder engagement</p> <ul style="list-style-type: none"> <li>● 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.</li> </ul>	<p>◆ <a href="#">Stakeholder Engagement</a></p> <p>&lt;Customers, International Society, Local Community&gt;</p> <p>◆ <a href="#">Working With Our Customers</a></p> <p>◆ <a href="#">Quality Initiatives</a></p> <p>◆ <a href="#">Community Activities</a></p> <p>&lt;Suppliers&gt;</p> <p>◆ <a href="#">Supply Chain</a></p> <p>&lt;Employees&gt;</p> <p>◆ <a href="#">Diversity, Equity &amp; Inclusion</a></p> <p>◆ <a href="#">Human Rights</a></p> <p>◆ <a href="#">Social Wellbeing</a></p> <p>◆ <a href="#">Occupational Health and Safety</a></p> <p>◆ <a href="#">Health Wellbeing</a></p> <p>◆ <a href="#">Career &amp; Growth Well-being</a></p>	1~10
102-44*	<p>Key topics and concerns raised</p> <ul style="list-style-type: none"> <li>● Key topics and concerns that have been raised through stakeholder engagement, including :                             <ol style="list-style-type: none"> <li>how the organization has responded to those key topics and concerns, including through its reporting;</li> <li>the stakeholder groups that raised each of the key topics and concerns.</li> </ol> </li> </ul>	<p>◆ <a href="#">Stakeholder Engagement</a></p> <p>◆ <a href="#">Working With Our Customers</a></p>	—
6. Reporting Practice			
102-45*	<ol style="list-style-type: none"> <li>List all entities included in the organization's consolidated financial statements or equivalent documents.</li> <li>Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.</li> </ol>	<p>◆ <a href="#">Fujitsu Group Profile</a></p> <p>◆ <a href="#">Sustainability Data Book Framework</a></p> <p>◆ <a href="#">Integrated Report Financial Section</a></p>	—

102-46*	<p>a. Explain the process for defining the report content and the Aspect Boundaries.</p> <p>b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.</p>	<p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p>	—
102-47*	List all the material Aspects identified in the process for defining report content.	<p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p> <p>◆ <a href="#">Materiality</a></p>	—
102-48*	The effect of any restatements of information given in previous reports, and the reasons for such restatements.	◆ <a href="#">Sustainability Data Book Framework</a>	—
102-49*	Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	◆ <a href="#">Sustainability Data Book Framework</a>	—
102-50*	Reporting period for the information provided.	◆ <a href="#">Sustainability Data Book Framework</a>	—
102-51*	If applicable, the date of the most recent previous report.	◆ <a href="#">Sustainability Data Book Framework</a>	—
102-52*	Reporting cycle	◆ <a href="#">Sustainability Data Book Framework</a>	—
102-53*	The contact point for questions regarding the report or its contents.	◆ <a href="#">Sustainability Data Book Framework</a>	—
102-54*	Claims of reporting in accordance with the GRI Standards	<p>◆ <a href="#">GRI Guideline/UNGC Principles Comparison Table</a></p> <p>◆ <a href="#">Independent Assurance Report</a></p>	—
102-55*	<p>GRI content index</p> <ul style="list-style-type: none"> <li>● The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report</li> </ul>	<p>◆ <a href="#">GRI Guideline/UNGC Principles Comparison Table</a></p> <p>◆ <a href="#">Independent Assurance Report</a></p>	—

102-56*	<p>External assurance</p> <ol style="list-style-type: none"> <li>a. A description of the organization's policy and current practice with regard to seeking external assurance for the report.</li> <li>b. If the report has been externally assured:             <ol style="list-style-type: none"> <li>i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;</li> <li>ii. The relationship between the organization and the assurance provider;</li> <li>iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.</li> </ol> </li> </ol>	<p>◆ <a href="#">Independent Assurance Report</a></p>	—
GRI 103: Management Approach			
103-1*	Explanation of the material topic and its Boundary	<p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p> <p>◆ <a href="#">Sustainability Data Book Framework</a></p>	—
103-2*	<p>The management approach and its components</p> <ol style="list-style-type: none"> <li>a. An explanation of how the organization manages the topic.</li> <li>b. A statement of the purpose of the management approach.</li> <li>c. A description of the following, if the management approach includes that component:             <ol style="list-style-type: none"> <li>i. Policies</li> <li>ii. Commitments</li> <li>iii. Goals and targets</li> <li>iv. Responsibilities</li> <li>v. Resources</li> <li>vi. Grievance mechanisms</li> <li>vii. Specific actions, such as processes, projects, programs and initiatives</li> </ol> </li> </ol>	<p>◆ <a href="#">Human Rights</a></p> <p>◆ <a href="#">Diversity, Equity &amp; Inclusion</a></p> <p>◆ <a href="#">Career &amp; Growth Wellbeing</a></p> <p>◆ <a href="#">Occupational Health and Safety</a></p> <p>◆ <a href="#">Community Activities</a></p> <p>◆ <a href="#">Supply Chain</a></p> <p>◆ <a href="#">Quality Initiatives</a></p> <p>◆ <a href="#">Environmental Policy</a></p> <p>◆ <a href="#">Medium/Long-term Environmental Vision</a></p> <p>◆ <a href="#">Environmental Management System</a></p>	—
103-3	<p>An explanation of how the organization evaluates the management approach, including:</p> <ul style="list-style-type: none"> <li>● the mechanisms for evaluating the effectiveness of the management approach</li> <li>● the results of the evaluation of the management approach</li> <li>● any related adjustments to the management approach.</li> </ul>	<p>◆ <a href="#">Career &amp; Growth Wellbeing</a></p> <p>◆ <a href="#">Supply Chain</a></p> <p>◆ <a href="#">Environmental Management System</a></p>	—

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.	◆ <a href="#">Response to Environmental Risks</a> ◆ <a href="#">TCFD-Based Information Disclosure</a>	7, 8, 9
201-3	Coverage of the organization's defined benefit plan obligations.	<a href="#">[Reference] Integrated Report Financial Section</a>	—
201-4	Financial assistance received from government.	—	—
GRI 202 : Market Presence			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	—	—
202-2	Proportion of senior management hired from the local community at significant locations of operation.	—	—
GRI 203 : Indirect Economic Impacts			
203-1	Development and impact of infrastructure investments and services supported.	◆ <a href="#">SDG-related Activities in Fujitsu Community</a>	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.	◆ <a href="#">Transforming Our Corporate Culture Compliance</a>	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	◆ <a href="#">Compliance</a>	—
207-2	Tax governance, control, and risk management	◆ <a href="#">Compliance</a>	—
207-3	Stakeholder engagement and management of concerns related to tax	◆ <a href="#">Compliance</a>	—
207-4	Country-by-country reporting	—	—
GRI 301 : Materials			
301-1	Materials used by weight or volume	◆ <a href="#">Material Balance</a>	—
301-2	Recycled input materials used	◆ <a href="#">Material Balance</a>	—
301-3	reclaimed products and their packaging materials	◆ <a href="#">Material Balance</a>	—
GRI 302 : Energy			
302-1	Energy consumption within the organization	◆ <a href="#">Material Balance</a>	—

302-2	Energy consumption outside of the organization	◆ <a href="#">Material Balance</a>	—
302-3	Energy intensity	◆ <a href="#">Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites</a>	—
302-4	Reduction of energy consumption	◆ <a href="#">Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites</a> ◆ <a href="#">Environmental Performance Data Calculation Standards</a>	—
302-5	Reductions in energy requirements of products and services	◆ <a href="#">Reduction of CO<sub>2</sub> Emissions by Reducing Power Consumption When Using Products</a> ◆ <a href="#">Environmental Performance Data Calculation Standards</a>	9
GRI 303 : Water AND Effluents			
303-1	Interactions with water as a shared resource	◆ <a href="#">Material Balance</a> ◆ <a href="#">Reducing the Amount of Water Used</a>	—
303-2	Management of water discharge-related impacts	—	—
303-3	Water withdrawal	◆ <a href="#">Material Balance</a> ◆ <a href="#">Reducing the Amount of Water Used</a>	—
303-4	Water discharge	—	—
303-5	Water consumption	◆ <a href="#">Material Balance</a>	—
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	◆ <a href="#">Response to Environmental Risks</a>	—
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	◆ <a href="#">Global Warming Prevention</a>	—
305-2	Energy indirect (Scope 2) GHG emissions	◆ <a href="#">Global Warming Prevention</a>	—
305-3	Other indirect (Scope 3) GHG emissions	◆ <a href="#">Global Warming Prevention</a>	—
305-4	GHG emissions intensity	◆ <a href="#">Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites</a>	—

305-5	Reduction of GHG emissions	◆ <a href="#">Reducing Greenhouse Gas (GHG) Emissions at Our Business Sites</a>	—
305-6	Emissions of ozone-depleting substances (ODS)	—	—
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	◆ <a href="#">Material Balance</a>	—
GRI 306 : Effluents and Waste			
306-1	Waste generation and significant waste-related impacts	◆ <a href="#">Material Balance</a>	—
306-2	Management of significant waste-related impacts	◆ <a href="#">Waste</a> ◆ <a href="#">Material Balance</a>	—
306-3	Waste generated	◆ <a href="#">Waste</a>	—
306-4	Waste diverted from disposal	◆ <a href="#">Waste</a>	—
306-5	Waste directed to disposal	◆ <a href="#">Waste</a>	—
GRI 307 : Environmental Compliance			
307-1	Non-compliance with environmental laws and regulations	◆ <a href="#">Environmental Management Initiatives (Case Studies)</a>	—
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	◆ <a href="#">Activities to Reduce CO<sub>2</sub> Emissions in the Upstream Portion of the Supply Chain</a>	—
GRI 401 : Employment			
401-1	New employee hires and employee turnover	◆ <a href="#">Social Data</a> ◆ <a href="#">Social Wellbeing</a>	—
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	◆ <a href="#">Financial Wellbeing</a>	—
401-3	Parental leave.	◆ <a href="#">Social Data</a>	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	◆ <a href="#">Occupational Health and Safety</a>	1
403-2	Hazard identification, risk assessment, and incident investigation	◆ <a href="#">Social Data</a>	—
403-3	Occupational health services	◆ <a href="#">Occupational Health and Safety</a> ◆ <a href="#">Risk Management</a>	1
403-4	Worker participation, consultation, and communication on occupational health and safety	◆ <a href="#">Occupational Health and Safety</a>	—
403-5	Worker training on occupational health and safety		—
403-6	Promotion of worker health	◆ <a href="#">Health Wellbeing</a>	—
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	◆ <a href="#">Occupational Health and Safety</a> ◆ <a href="#">Health Wellbeing</a> ◆ <a href="#">Social Data</a>	—
403-10	Work-related ill health	◆ <a href="#">Occupational Health and Safety</a> ◆ <a href="#">Health Wellbeing</a> ◆ <a href="#">Social Data</a>	—
GRI 404 : Training and Education			
404-1	Average hours of training per year per employee	◆ <a href="#">Career &amp; Growth Wellbeing</a>	—
404-2	Programs for upgrading employee skills and transition assistance programs	◆ <a href="#">Career &amp; Growth Wellbeing</a>	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.	◆ <a href="#">Social Data</a>	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	◆ <a href="#">Supply Chain</a> ◆ <a href="#">Compliance</a>	—
GRI 408 : Child Labor			
408-1	Operations and suppliers at significant risk for incidents of child labor	◆ <a href="#">Supply Chain</a> ◆ <a href="#">Compliance</a>	—
GRI 409 : Forced or Compulsory Labor			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	◆ <a href="#">Supply Chain</a> ◆ <a href="#">Compliance</a>	—
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	◆ <a href="#">Human Rights</a>	—
412-2	Employee training on human rights policies or procedures	◆ <a href="#">Transforming Our Corporate Culture</a> ◆ <a href="#">Human Rights</a>	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	◆ <a href="#">Supply Chain</a>	—
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.	◆ <a href="#">Quality Initiatives</a> ◆ <a href="#">Supply Chain</a>	9
416-2	Incidents of non-compliance concerning product and service information and labeling	◆ <a href="#">Quality Initiatives</a>	—
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	◆ <a href="#">Quality Initiatives</a>	—
417-3	Incidents of non-compliance concerning marketing communications	◆ <a href="#">Working With Our Customers</a>	—
GRI 418 : Customer Privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	◆ <a href="#">Information Security</a>	—
GRI 419 : Socioeconomic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	◆ <a href="#">Compliance</a>	—

# SASB Standards Comparison Table

## Sustainability Disclosure Topics and Accounting Metrics

Topic	Code	Accounting Metric	Reference
Environmental Footprint of Hardware Infrastructure			
	TC-SI-130 a.1	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	<a href="#">Material Balance Global Warming Prevention</a>
	TC-SI-130 a.2	(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	<a href="#">Material Balance Water</a>
	TC-SI-130 a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	<a href="#">Climate Change Improve Power Usage Effectiveness (PUE) at Our Data Centers</a>
Data Privacy & Freedom of Expression			
	TC-SI-220 a.1	Description of policies and practices relating to behavioral advertising and user privacy	<a href="#">Privacy Policy Information Security</a>
	TC-SI-220 a.2	Number of users whose information is used for secondary purposes	—
	TC-SI-220 a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	—
	TC-SI-220 a.4	(1) Number of law enforcement requests for user information, (2) Number of users whose information was requested, (3) Percentage resulting in disclosure	—
	TC-SI-220 a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	—
Data Security			
	TC-SI-230 a.1	(1) Number of data breaches, (2) Percentage involving personally identifiable information (PII), (3) Number of users affected	<a href="#">Update Regarding Unauthorized Access to Project Information Sharing Tool</a>
	TC-SI-230 a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<a href="#">Fujitsu Group Information Security Report</a>
Recruiting & Managing a Global, Diverse & Skilled Workforce			
	TC-SI-330 a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	<a href="#">Social Data</a>
	TC-SI-330 a.2	Employee engagement as a percentage	<a href="#">Social Wellbeing</a>

	TC-SI-330 a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	<a href="#">Social Data</a>
Intellectual Property Protection & Competitive Behavior			
	TC-SI-520 a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	—
Managing System Risks from Technology Disruption			
	TC-SI-550 a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	—
	TC-SI-550 a.2	Description of business continuity risks related to disruptions of operations	<a href="#">Risk Management</a>

## Activity Metrics

Activity Metric	Reference
(1) Number of licenses or subscriptions, (2) Percentage cloud based	—
(1) Data processing capacity, (2) Percentage outsourced	—
(1) Amount of data storage, (2) Percentage outsourced	—



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