



## Governance

# Corporate Governance

## Basic Approach to Corporate Governance

Through a decision by the Board of Directors in December 2015, Fujitsu formulated a basic policy that sets out its approach to corporate governance (the "Corporate Governance Policy").

We updated the policy in September 2023 and, adopting the stance that the aim of corporate governance is to ensure better management, we constantly review the policy to ensure that it does not become rigid or lose its relevance. We also discuss it with the Board of Directors as appropriate, and strive to maintain the best corporate governance system at all times.

➤ [Corporate Governance Policy](#)

## Corporate Governance Structure (as of June 26, 2023)

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 26, 2023, 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 13 Board of Directors meetings in FY2022 (including one extraordinary Board of Directors meeting) to discuss matters including formulation of the Management Direction and measures for its implementation, as well as to decide a new management system based on the recommendations 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 26, 2023, 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 ten Audit & Supervisory Board meetings in FY2022 (including one extraordinary Audit & Supervisory Board meeting), mainly to discuss audit policy and plans, the audit method of Accounting Auditors and the appropriateness of the audit results, and the Key Audit Matters. Internal Audit Departments made reports and full-time members of the Audit & Supervisory Board reported matters of importance to External Audit & Supervisory Board Members, which were discussed at Audit & Supervisory Board meetings.

All meetings were attended by the full Audit & Supervisory Board.

## 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 FY2022, the Independent Directors and Auditors Council met 12 times. The members shared information and exchanged views on important management matters arising from business restructuring in Fujitsu and the Fujitsu Group, including the Company's management direction and mergers and acquisitions.

## 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.

The Executive Nomination Committee consists of three Non-Executive Directors (including two Independent Directors) and the Compensation Committee consists of three Independent Directors. The members appointed to the two committees in June, 2023 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)  
 Members: Yoshiko Kojo (Independent Director), Masami Yamamoto (Director and Senior Advisor)
- Compensation Committee  
 Chairperson: Chiaki Mukai (Independent Director)  
 Members: Kenichiro Sasae (Independent Directors), Byron Gill (Independent Directors)

In FY2022, the Executive Nomination Committee met eight 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 the revision of executive compensation details and changes to the process for determining individual compensation, and provided its recommendations to the Board of Directors.

The Executive Nomination Committee discussed CEO succession and mutual evaluations of Non-Executive Directors, and the Compensation Committee discussed the introduction of the stock compensation plan for External Directors.

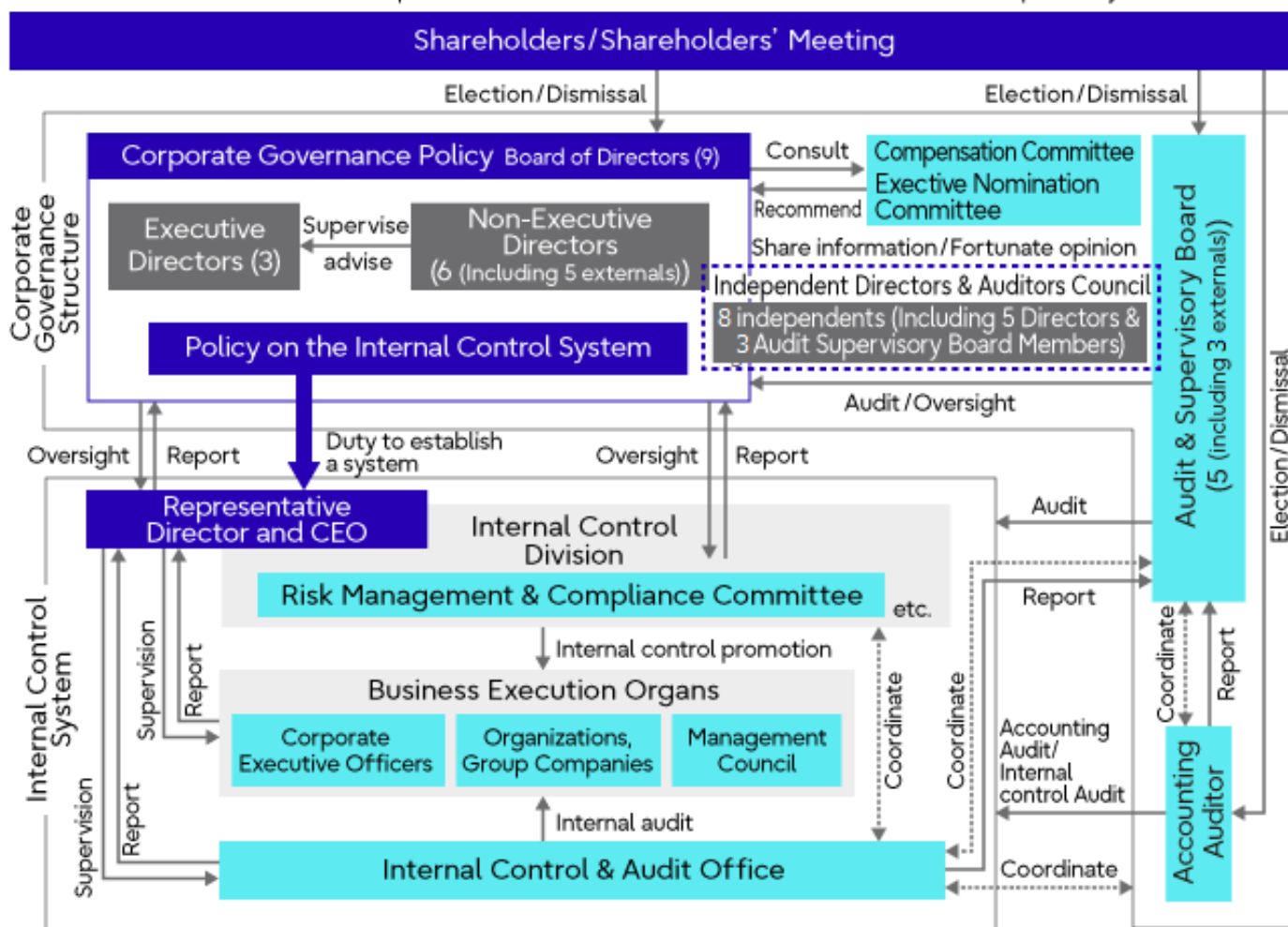
### ➤ [Corporate Governance Report](#)

Matters on Functions such as Business Execution, Auditing, Oversight, Nomination and Compensation Decisions (Overview of Current Corporate Governance System)

The diagram below illustrates the Company's corporate governance structure.(As of June 26, 2023)

## Corporate Governance Structure

\*Number inside parenthesis refers to number of Directors and/or Audit & Supervisory Board Members



## Reasons for Adoption of Current Corporate Governance System

We believe that both direct oversight of business execution by the Non-Executive Directors and 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”, which establishes an Audit & Supervisory Board composed of Audit & Supervisory Board Members appointed as independent agents.

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. External Directors also 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.

➤ [Corporate Governance Report](#)

Incentive Policies for Directors (page 19); Policy on Determining Remuneration Amounts and Calculation Methods (Page 21)

## 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.

➤ [Matters Subject to Measures for Electronic Provision \(Matters Excluded from Paper-based Documents Delivered Upon Request\) at the Time of Notice of the 123rd Annual Shareholders' Meeting](#)

## Disclosures Relating to Corporate Governance

### Board of Directors (as of June 26, 2023)

	Name	Position and Responsibilities	Representation Authority	Independent Director
Business executed	Takahito Tokita	CEO, Chairman of the Risk Management & Compliance Committee	✓	
	Hidenori Furuta	COO	✓	
	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			✓
	Kenichiro Sasae			✓
	Byron Gill			✓

### FY2022 Attendance at Meetings of the Board of Directors or Audit & Supervisory Board

Meeting	Number of Meetings	Attendance Rate
Board of Directors	13	99.1%*
Audit & Supervisory Board	10	100%

\* Of the nine members of the Board of Directors, eight attended every meeting, with only Kenichiro Sasae missing one of the 13 meetings.

## Skills of directors and auditors

As a global company that brings trust to society through innovation and makes the world more sustainable, our company identifies the diversity and skills required for directors and corporate auditors to effectively exercise their advisory and supervisory functions and discloses them in a Skills Matrix.

### Directors (as of June 26, 2023)

	Name	External	Diversity		Skills Matrix				
			Gender	Nationality	Corporate management	Finance and investment	Global	Technology	ESG, academia, and policy
CEO	Takahito Tokita		Male	JP	✓		✓	✓	
COO	Hidenori Furuta		Male	JP	✓		✓	✓	
CFO	Takeshi Isobe		Male	JP	✓	✓	✓		
Senior Advisor	Masami Yamamoto		Male	JP	✓		✓	✓	
Independent Director	Chiaki Mukai	✓	Female	JP			✓	✓	✓
Independent Director	Atsushi Abe	✓	Male	JP		✓	✓	✓	
Independent Director	Yoshiko Kojo	✓	Female	JP			✓		✓
Independent Director	Kenichiro Sasae	✓	Male	JP			✓		✓
Independent Director	Byron Gill	✓	Male	US		✓	✓		

### Auditors (as of June 26, 2023)

	Name	External	Diversity		Skills Matrix		
			Gender	Nationality	Legal affairs and compliance	Finance and accounting	Operating process
Full-time Independent Audit & Supervisory Board Member	Youichi Hirose		Male	JP		✓	✓
Full-time Independent Audit & Supervisory Board Member	Megumi Yamamuro		Male	JP	✓	✓	
Independent Audit & Supervisory Board Member	Koji Hatsukawa	✓	Male	JP		✓	✓
Independent Audit & Supervisory Board Member	Hideo Makuta	✓	Male	JP	✓	✓	
Independent Audit & Supervisory Board Member	Catherine O'Connell	✓	Female	NZ	✓		

Among the non-executive directors, Senior Advisor Yamamoto and Director Abe, who have business experience at companies, have expertise in risk management.

# Risk Management

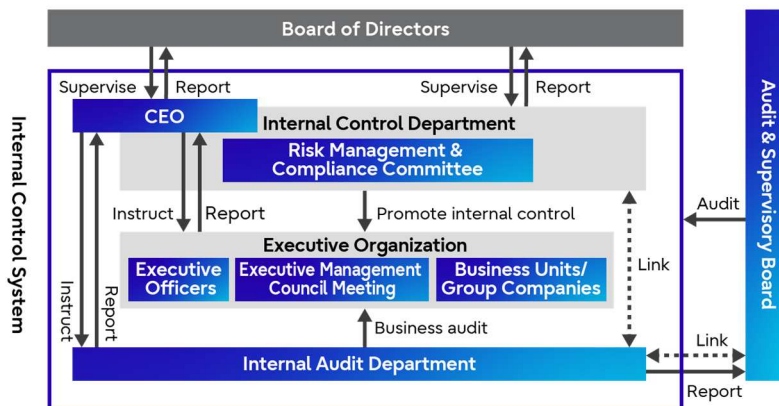
## Guidelines & Structure

The Fujitsu Group aims to achieve business continuity, enhanced corporate value, and the sustainable development of corporate activities. Uncertainties that might affect the achievement of these objectives are considered to be risks. To address these risks, the Fujitsu Group established a Risk Management & Compliance Committee based on the Policy on the Internal Control System determined by the Board of Directors. The Committee reports directly to the Board of Directors and oversees risk management and compliance for the entire Fujitsu Group.

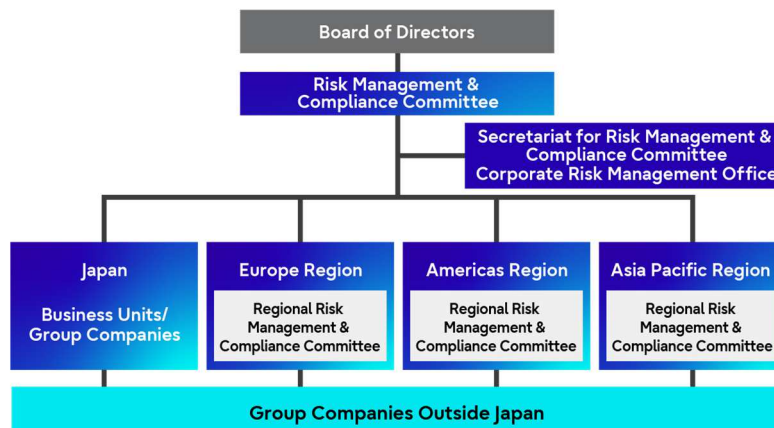
Chaired by the CEO and composed of Board Members, the Risk Management & Compliance Committee continually assesses and verifies risks that could result in losses to the Fujitsu Group and implements risk control measures such as formulating preventive measures for materialized risks in business execution. To minimize losses arising from the materialization of risks, and in an effort to prevent their recurrence, the Committee regularly analyzes the risks that have materialized and reports to the Board of Directors.

In addition, the Risk Management & Compliance Committee has established a Regional Risk Management & Compliance Committee in each region outside of Japan to operate as subordinate committees in a global structure. The committee also assigns Risk Management & Compliance Officers to the business units, group companies and regions for both Japan and overseas. These organizations collaborate to build a risk management and compliance structure for the entire group.

**Positioning of the Risk Management & Compliance Committee in the Internal Control System**



**Risk Management & Compliance Structure**



Furthermore, to strengthen the risk management functions of the Fujitsu Group, we created the Corporate Risk Management Office, which reports directly to the CEO and is independent of the business units. This body carries out 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.

Based on the initiatives taken to date, we have appointed a Chief Quality Officer (CQO) as the person responsible for quality for the entire Group, as we believe that Company-wide and cross-organizational measures led by top management are more essential than ever to further strengthen measures and ensure effectiveness. Furthermore, we have enhanced the structure and functions of our Risk Management & Compliance Committee, chaired by the CEO, and have strengthened this framework to ensure constant and thorough Company-wide responses.

Specifically, the CQO will be included as a member of this committee, which has been the venue for deliberations on important risk compliance issues related to the Fujitsu Group. This framework was established in which concrete measures are determined and promptly implemented, including Company-wide measures related to information security and system quality, as well as responses to individual events. By establishing such a framework, we could thoroughly implement risk management led by the CEO, assigning more strengthened authority than ever to the CISO and CQO to supervise the process, including different CxO areas such as personnel systems and investment resources. Additionally, to ensure the rapid and effective implementation of measures, the committee is held every month.

### Main Business Risks \*

- [Economic and financial market trends](#)
- [Customers](#)
- [Competitors and the industry](#)
- [Investment decisions and business restructuring](#)
- [Suppliers, alliances, etc.](#)
- [Public regulations, public policy and tax matters](#)
- [Natural disasters and unforeseen incidents](#)
- [Finance](#)
- [Deficiencies or flaws in products and services](#)
- [Compliance issues \(including human rights risks\)](#)
- [Intellectual property](#)
- [Security](#)
- [Human resources](#)
- [Fujitsu Group facilities and systems](#)
- [Environment and climate change](#)

\* These are just some examples of the risks associated with doing business. More detailed risk-related information can be found in our securities and other reports.  
<https://pr.fujitsu.com/jp/ir/secreports/>  
 Please refer to the web page below for detailed risk information in accordance with our Task Force on Climate-related Financial Disclosures (TCFD) declaration.  
["Response to Environmental Risks"](#)

## Processes

After identifying and reviewing the key risks associated with business activities from among the various risks around the Fujitsu Group's operations, every year we investigate, analyze, assess, and visualize the possibility of key risks occurring, the potential impact, the status of measures, and so on.

Based on the assessment outcomes, the Risk Management & Compliance Committee confirms the key risks, issues instructions on further measures, and reports to the Board of Directors. The policies and measures determined by the committee are fed back to the entire Group, and the risk management departments established for each key risk then appropriately manage the measures across the Group as part of efforts to minimize risks.

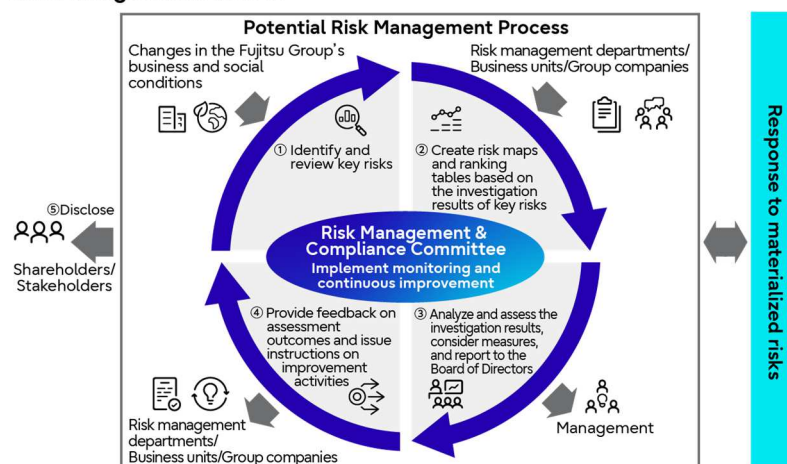
Information obtained through the potential risk management process is disclosed to stakeholders via such documents as securities reports and the Fujitsu Group Sustainability Data Book.

In addition, when a risk materializes, the committee has established mandatory rules such as rapid escalation to the Risk Management & Compliance Committee in accordance with risk management regulations, and ensures that all employees are aware of these regulations to raise awareness of risk management.

By implementing such process and confirming by the risk management department on a quarterly basis, we aim to reduce risks across the Fujitsu Group and to minimize the impact when risks become apparent.



### Risk Management Process

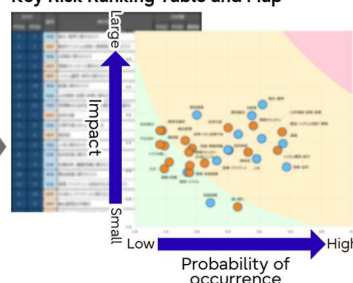


### Visualization of Key Risks

Key Risk Assessment Sheet

No.	Risk Category	Impact	Probability
1	Economic trends		
2	Customer trends		
3	Competition/ Industry trends		
4	Information security		
5	Compliance		
	⋮		
32	Environment/ Climate change		

Key Risk Ranking Table and Map



## 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 relating to products, services, and information security, with the aim of continually improving participants' awareness of risk management and enhancing their capacity to respond to risks.

Refer to the "FY2022 Performance" section for information on education outcomes for FY2022.

## 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, please refer to the PDF listed below, and for activity outcomes for FY2022 refer to the "FY2022 Performance" section.

- ▶ [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 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, and for activity outcomes for FY2022 refer to the "FY2022 Performance" section.

- ▶ [BCM activities, infectious disease countermeasures, supply chain BCM](#)

## FY2022 Performance

### Risk Management Education

- **Fujitsu Group new executive training: 26 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: 1,257 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: 450 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.

### Serious Incident Response Training

- **Information security incident response training: 70 people**  
By training through implementing and verifying a series of flows relating to initial responses to an information security incident, we aim to accelerate our incident response capability.
- **Product and service problem response training: 95 people**  
We assess the impact of product and service problems and conduct simulated responses with external parties. This includes confirming and verifying the collaboration process between organizations, identifying issues, and undertaking continuous improvements.

### Disaster Management & BCM Training

Joint disaster response drills: The FY2022 theme for Japan's annual nationwide disaster response drills that incorporate mock disaster exercises was the "Nankai Trough Megathrust Earthquake". These drills are used to ensure and to verify that Fujitsu and its group companies in Japan are fully versed in the essentials of dealing collaboratively with major disasters. (Proposed scenarios include "Tokyo Inland Earthquake" and "Nankai Trough Megathrust Earthquake".)

# Information Security

## Policy

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

We have established Regional CISOs in Japan and three international regions (Americas, Europe and Asia Pacific) under the CISO to implement globally consistent security policies and measures. They align the headquarters' policies with security requirements specific to each country to bolster information security through our globally integrated system.

We have also been building a system to strengthen the CISO's control over relevant departments to achieve the ideal state of information security by assigning security managers in charge of autonomous information security enhancement of each department in Fujitsu Headquarters and its group companies inside and outside Japan.

Specifically, our security manager system ensures that each department has an "Information manager," who oversees the management and protection of information; an "System Security Manager," who supervises the maintenance and management of information security system; and a "Product Security Incident Response Team (PSIRT) Manager," who leads product vulnerability management, so that they can promote various information security measures in cooperation with the CISO.

### Information Security Management System Run by CISO and Information Security Managers



# Information Security Initiatives

## Our Goals for Information Security

With the rapid increase in more skillful and more sophisticated cyber-attacks, enhancing information security has become an urgent issue for national economic security and for corporate economic activities.

We have set up our goals for information security as described below. To achieve them, we respond to cyber-attacks with ever-evolving advanced information security and by continuing to reform the awareness of each employee and our organizational culture as it is the key to success. Together with relevant departments and employees, we are developing processes, rules, and systems to promote cybersecurity and working to strengthen information security for the entire Fujitsu Group as well as a safer business environment for our customers and partners.

### Our Goals for Information Security

- **Proactive information security**
  - Continuous evolution of information security to support diverse work styles in the age of digital transformation (DX)
  - Autonomous information security response by employees and organizations
- **Defensive information security**
  - Cyber-attack prevention by addressing vulnerability
  - Enhanced monitoring to minimize cyber risks in case of emergency

## Initiatives

### Cross-departmental Application of Recurrence Prevention Measures and Visualization of Security Risks

In response to information security incidents involving our project information sharing tool, "Project WEB" and cloud service, "FJcloud-V/NIFCLOUD", we have been applying recurrence prevention measures across different departments under the dedicated CISOs' system. By 2022 we had completed the application of one of the principal recurrent prevention measures, "multi-factor authentication of web systems" in Japan. We also continue to promote corrective measures by visualizing security risks through company-wide security inspections.

In 2023, we will continue our efforts to achieve our goals for information security by taking appropriate corrective measures through visualization of security risks and evolving information security based on the following major themes:

### What Visualization of Security Risks Can Achieve

- **Autonomous risk control by internal relevant departments**  
Objectively visualized risks related to information management and information system security are reviewed and promptly addressed by relevant department within the company. In case of critical system or information, an organization under the direct control of CISOs conducts direct inspection to objectively confirm the risk content with more accuracy.  
Moreover, the information management literacy of each employee and the organization (internal factors) and the actual status of cyber-risks (external factors) are also visualized and shared (Visual control). Having each employee understand this and take this personally (developing a sense of ownership) fosters an organizational culture of autonomous information security measures (taking initiatives).
- **Accurate correction of digitally visualized risks**  
Introduction of CMDB (\*1) and Information Management Dashboards (\*2) allows digital visualization of information system vulnerability and information management deficiencies. Correcting the visualized risks mechanically, not manually, minimizes security risks accurately and speedily.

(\*1) CMDB : Configuration Management Database

CMDB is a database that automatically collects and centrally manages information systems' configuration information of hardware, software, network, etc.  
The collected information is utilized for security inspections and audits, handling vulnerability, and responding to security incidents.

(\*2) Information Management Dashboard: digitalized information management register.

The Fujitsu Group maintains a digitalized information management register, which controls managers, management locations, and scope of sharing of the confidential information.  
Any deficiencies detected through consistency checks between the Dashboard and the actual information management status

(such as audit logs of storage services) will be readily and quickly corrected through a trouble ticketing system, or set a workflow for the solution.

- **Evolution of information security with technology**

From 2023, we will unify our authentication infrastructure to promote centralized and visualized management of user IDs, authorization information and trail logs.

With this authentication infrastructure, we will seek to conduct behavior analysis using trail logs and optimize authorization information in conjunction with the analysis results.

**Main Measures**

We will introduce the main measures tied to each theme from the following three perspectives.

- **Cyber-security**

Introduction of information system security (or ensuring and maintaining the safety and reliability of information systems and networks), as well as measures related to activities to maintain the security of our products and service

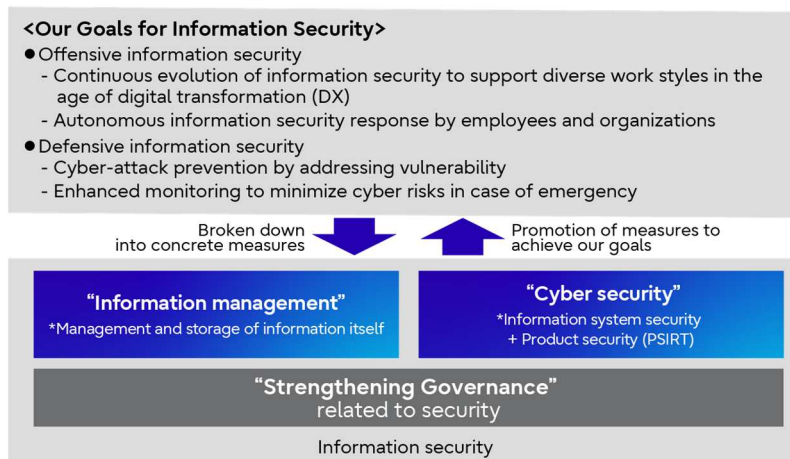
- **Information management**

Introduction of measures to maintain and manage the confidentiality, integrity and availability of information itself, including critical information (confidential or personal information)

- **Governance enhancement**

Introduction of measures to strengthen governance to instill and establish security measures and enhance the security of the entire organization.

**Overall Picture of the Goals and Security Measures**



## Cyber Security

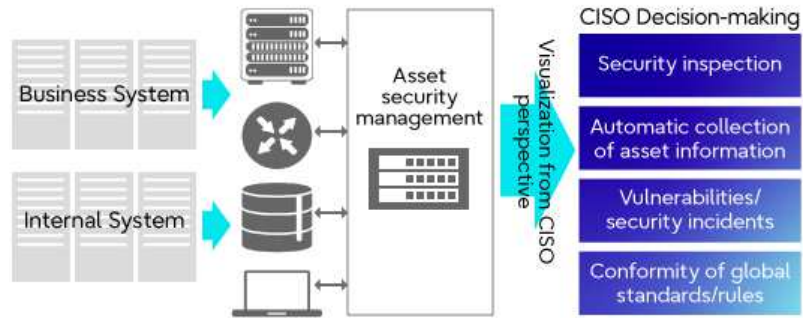
Based on the IT asset management information of Fujitsu's systems, we will bolster preventive measures against security compromises by providing perimeter defense and zero-trust security not only to block any unauthorized access by an attacker, but also to detect and take defensive actions in the event of such intrusion.

## Measures Linked to Centralized IT Asset Management

### Autonomous Correction Through Centralized and Visualized IT Asset Management

To support our customers' safe, secure, and sustainable business activities, we have centralized and visualized the IT asset management of the IT systems for our globally operating customers, as well as our internal ones. This helps us promptly identify and correct any security risks throughout the group. We have been strengthening routine risk management, visualizing risk audits conducted by an organization under the direct control of the CISOs and their result, and promoting an appropriate understanding of the actual situation in relevant departments and their autonomous correction.

### Global IT Asset Management



### Vulnerability Scanning of Systems Exposed to The Internet

We provide vulnerability scanning mechanism in systems exposed to the Internet from the outside based on IT asset management information. This enables our relevant departments managing those systems to conduct autonomous periodic scans and take corrective actions triggered by vulnerability detection. By conducting periodic inspections through this mechanism on annual basis, we ensure implementation of countermeasures against vulnerabilities. Moreover, we inspect critical systems with more accuracy through third-party audits conducted by an organization under the direct control of the CISOs. In 2023, we will promote the automation and mechanization of this process.

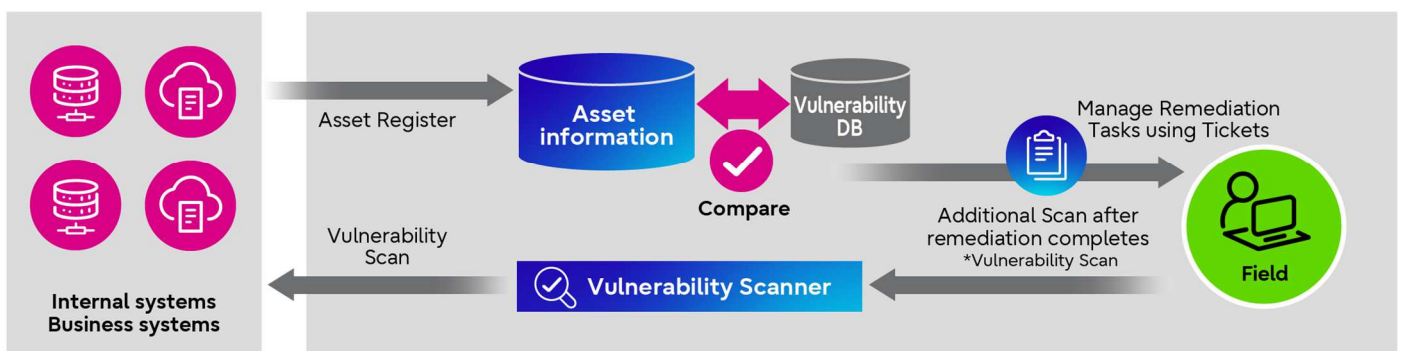
Furthermore, we have also established a mechanism to ensure that vulnerabilities of systems not exposed on the Internet are thoroughly addressed, by regularly updating IT asset management information, checking it against the vulnerability database, and, in case of any critical vulnerability, issuing tickets (corrective tasks) to responsible department.

### Utilization of Threat Intelligence and Attack Surface Management

We are proactively utilizing threat intelligence to speed up the detection of, and response to, vulnerabilities in systems exposed to the Internet. Threat intelligence enables us to collect information in the early stage of an actual attack from an attacker's perspective, such as information on global threat trends and vulnerability as well as vulnerability information in Fujitsu Group's systems exposed to the Internet. The obtained threat intelligence allows impact analysis and prompt corrective action.

Moreover, in combination with vulnerability scanning of Internet-exposed systems based on IT asset management information, we also implement attack surface management, which monitors system vulnerabilities from an attacker's perspective.

### Vulnerability Scanning of Internet-exposed Systems



### Thorough Monitoring

The cyber security environment is constantly changing, and attack methods are becoming more complex and sophisticated. Under these circumstances, the Fujitsu Group takes a zero-trust approach, based on the concept that 100% prevention of intrusion by cyber-attack is impossible, to reinforce security monitoring. We will improve the internal guidelines for security monitoring and conduct periodic system inspections to grasp and visualize the current situation. We will also work to ensure a sound monitoring system to enhance detection capabilities and earlier response to cyber-attacks. Furthermore, we ensure that critical systems are thoroughly monitored through third-party inspections conducted by an organization under the direct control of the CISOs.

## Response to Incidents

As a company that supports customers' safe and secure business activities, we must respond immediately to cyber-attacks that are becoming increasingly skillful and sophisticated. To that end, we have created an incident response process on the premise that a contingency is inevitable, so that in such cases our organization can quickly implement the series of processes of escalation to higher levels, response, recovery, and notification.

### 1. Escalation process

We have standardized, and are continuously improving, the process of calculating an impact of each incident risk and escalating accordingly, to bolster the organization's ability to respond to any incident.

### 2. Incident response and system recovery process

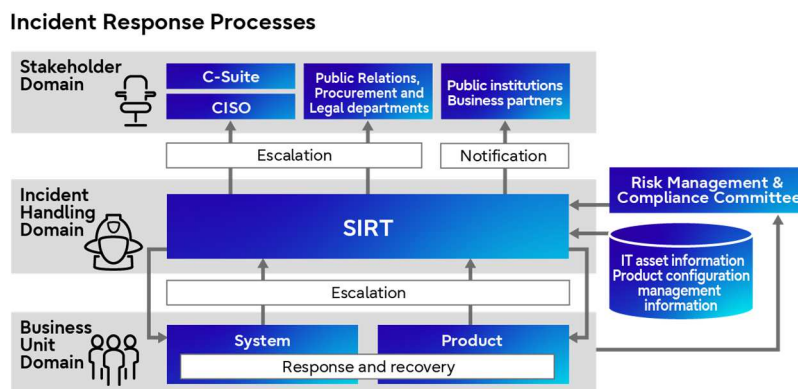
After receiving information on attacks and vulnerabilities, we will take actions for prompt recovery by formulating a system recovery plan that includes appropriate incident handling, patch application plan and business continuity plan (BCP) for the affected product or system.

### 3. Notification process

To ensure accountability to our stakeholders, we strive to properly share and report incident information.

### 4. Activities to have the processes take root in the organization

The Fujitsu Group conducts regular education and training on incident response to raise employees' awareness and implement activities for the incident response processes to take root.



## Sophistication of Incident Response

Responding to a security incident requires an accurate understanding of the event from a technical perspective through log analysis, malware analysis, disk forensics, and other methods. A quick and fitting response also requires determining an overall policy and collaborating with parties involved inside and outside the company. In our company, technical experts and members who take the lead on the path to the solution work together to handle security incidents, following various processes, including the escalation process.

In addition, we have been accumulating information on attacker's tools, processes, and access methods and improving technical knowledge and skills of our response team members through continuous training. We also review the incidents we, including our global group companies, have handled to continuously improve our response capabilities, including upgrading our structure, rule and processes and accumulating know-how, so that we can speed up our response and minimize the impact.

## Risk Prevention in Our Products and Services

### PSIRT Manager System

To protect our customers who use our products and services, we have assigned PSIRT Managers in internal relevant departments to be responsible for centralized management of information on product configuration, IT asset and threat intelligence, including vulnerability information, as well as for vulnerability response. This is a system that enables speedy and proactive response to risks caused by vulnerabilities in our products and services.

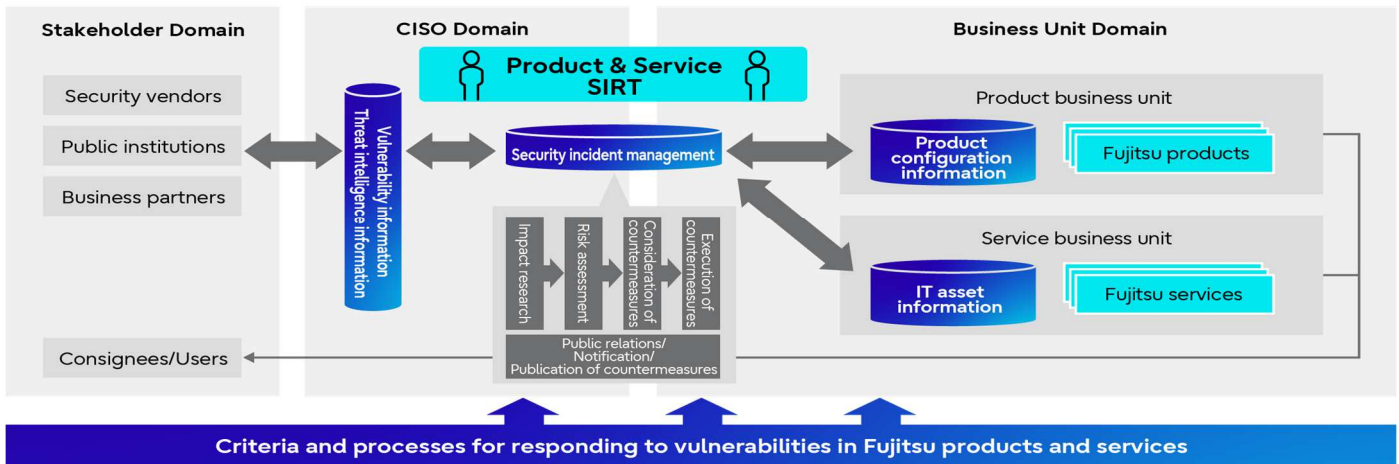
### Formulation of Processes

To accelerate estimation of the risks to products and services, as well as consideration and execution of countermeasures against them, we created standards and processes to handle the risks caused by

vulnerabilities. We are continuously improving those processes based on statistical analysis by data scientists and track record of our responses.

Earlier problem resolution through prompt vulnerability response based on these systems and processes will prevent secondary damage to customers and minimize the impact on their business continuity.

**Vulnerability Response Framework in Fujitsu Products and Services**



## Information Management

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 "(1) Roles & Responsibilities" to "(7) Review". In order to clarify information assets that must be protected, we establish appropriate management according to the status of our customers and suppliers, and take initiatives for protecting information. These steps are taken for the autonomous information protection activities (regulations by industry, business type, etc.) conducted by each division while unifying the classification of information on a global scale.

Furthermore, we 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 System

#### (1) Roles & Responsibilities

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) Policies & Regulations

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) Training & Awareness

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

Information Protection Management Systems (7 Points)





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.

\*Number of participants in 2022: 37,343

(4) Self-Inspection

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

(5) Incident Response

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.

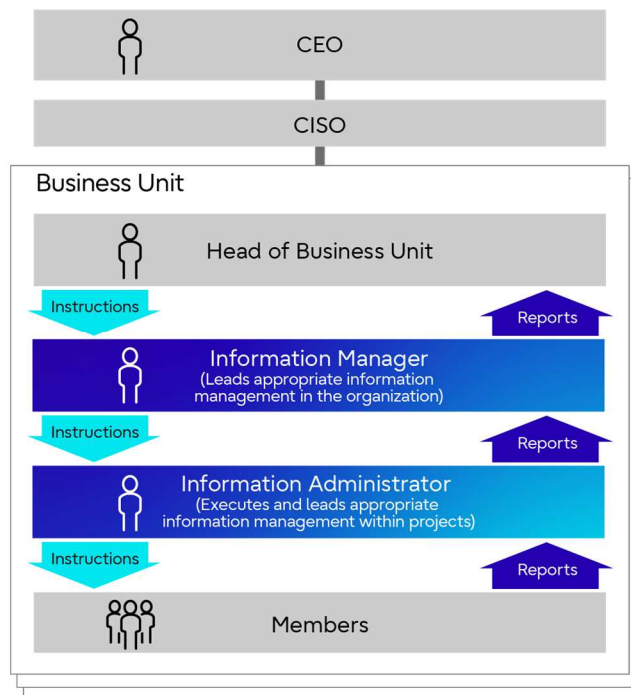
(6) Audit

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) Review

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



## 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 organization under the direct control of the CISOs 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) GDPR: General Data Protection Regulation

A European regulation that was put into effect on May 25, 2018 and that requires companies, organizations, and groups to protect personal data. Includes rules on the transfer of personal data outside the European Economic Area (EEA), 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

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.

In FY2022, Fujitsu Customer Service Center Personal Information Protection Desk did not receive any consultations or complaints regarding customers' privacy. No customer information was provided to government or administrative agencies in accordance with the Act on the Protection of Personal Information.



## Acquisition of Information 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 \(link\)](#)

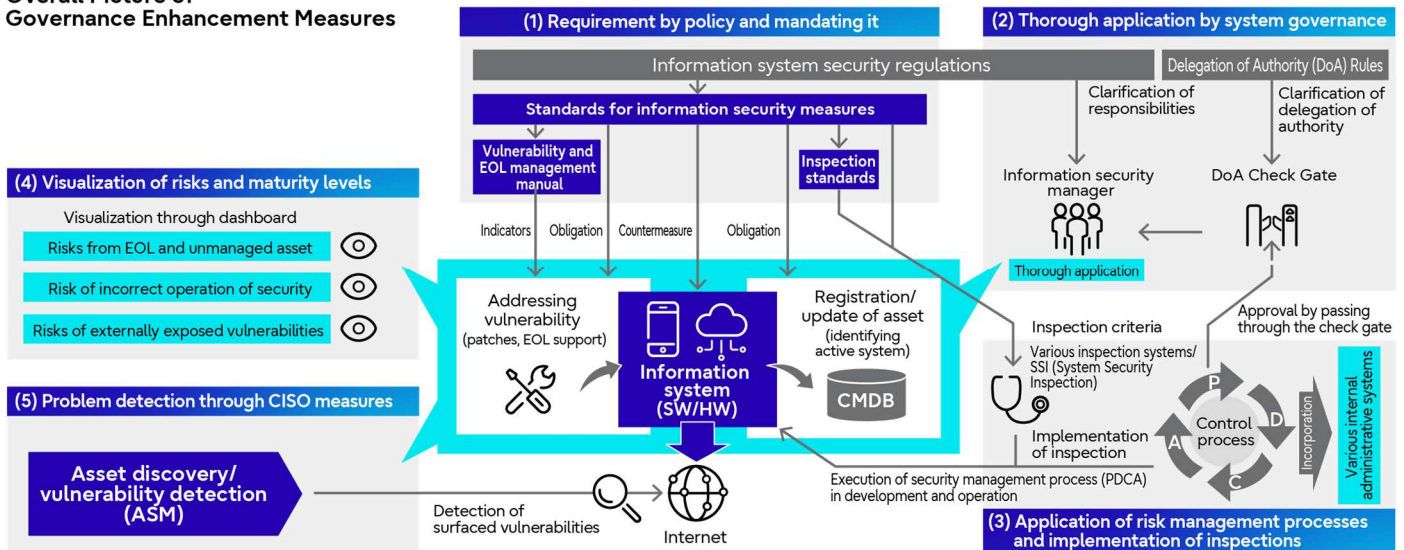
## Governance Enhancement

We are working to minimize security risks through a multifaceted approach to enhance global security governance.

To ensure common governance in the global group, we clarify what must be done by “(1) making policy requirements mandatory,” and make sure “(2) thorough application by system governance” under the Information Security Management Structure. By organically combining these with “(3) execution of inspections and audits,” mentioned earlier, and “(4) problem detection through ASM,” we realize reliable security measures that each department can carry out autonomously.

In addition, by “(5) visualizing risks and maturity levels” along with metering of security maturity levels, we foster a culture of taking security measures autonomously and thus promote self-purification effect of cyber-security measures.

### Overall Picture of Governance Enhancement Measures



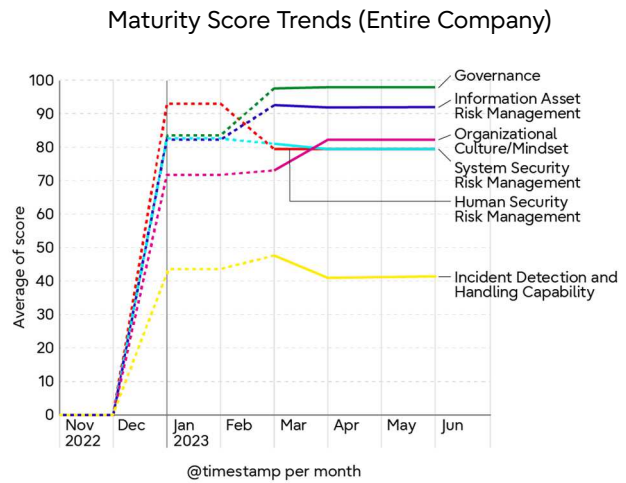
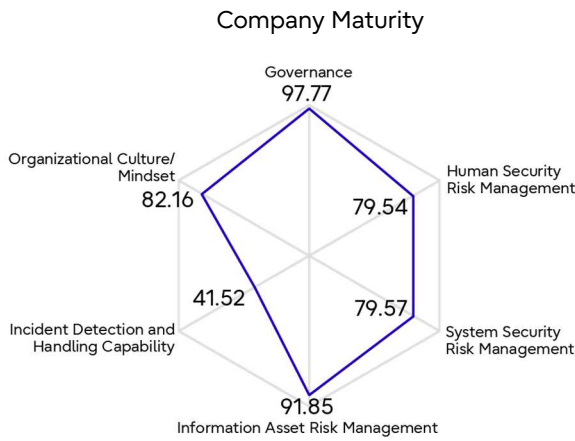
## Metering of Security Maturity Levels

Fujitsu evaluates the security maturity levels of organizations by automatically collecting and scoring infrastructure configuration values, security logs, audit data and other data. By visualizing the maturity level of each department at Fujitsu Headquarters and each group company on a monthly basis, we foster a culture of autonomous implementation of specific measures and corrective actions based on an understanding of the current situation and differences from targets, and thus promote self-purification effects of cyber security measures in each department.

Inspired by the C2M2 (\*1), or Cybersecurity Capability Maturity Model, and SIM3 (\*2), or Security Incident Management Maturity Model, both of which have been proven in Japan and overseas, our security maturity level evaluation indicators incorporate a unique method of scoring maturity mechanically from data taken from security measures. The evaluation score is capped at 100 points. The maturity levels are scored on six axes: governance, human security risk management, system security risk management, information asset risk management, incident detection and response capabilities, and organizational culture and mindset. In 2023, we will conduct 8-axis evaluation, adding external organizational collaboration and supply chain risk management.

(\*1) C2M2 : Cybersecurity Capability Maturity Model

(\*2) SIM3 : Security Incident Management Maturity Model



Visualized Graph of Security Maturity Levels (sample)

## Dissemination and Spread of Framework Rule Process

We are implementing mainly two initiatives to unify and raise the level of security measures on a global basis.

### Fujitsu Group Standards for Information Security Measures

The first is the formulation of “Fujitsu Group Standards for Information Security Measures” which set the standard security measures in the group. Consisting of more than 200 management measures based on the global standards NIST’s CSF (\*1), SP800-53 (\*2) and ISO/IEC27002, it will establish rules for the application of management measures according to the importance of information systems and other factors. We are also preparing materials such as manuals and guidelines to support the application of such management measures.

### Risk Management Framework

The second is the development of “Risk Management Framework,” a framework for security risk management in the group. Based on the global standards NIST’s SP800-37 (\*3), the framework will establish a set of processes to identify and manage security risks of each organization and information system in a systematic and appropriate manner. It will establish rules for periodic risk management in each organization and risk management in the development and operation phases of each information system. We will incorporate these processes into the Fujitsu Group’s various business processes to ensure that they are well understood and widely accepted.

By sharing these two initiatives within the Fujitsu Group and executing a series of processes of “Risk Management Framework,” we will apply management measures based on the “Fujitsu Group Standards for Information Security Measures” to each organization and information system, while we will run a continuous improvement process. This will help us with our pursuit for effective implementation of security measures and realization of “security by design.”

(\*1) CSF : Cybersecurity Framework

(\*2) SP800-53 : NIST SP800-53 Rev.2 Security and Privacy Controls for Information Systems and Organizations

(\*3) SP800-37 : NIST SP800-37 Rev.2 Risk Management Framework

## Security Training, Development of Mindset, Human Resource Development and Maturity of Responsible Personnel

As one of the measures to support the improvement of security maturity levels, mentioned above, we are working on security education and training. Particularly, we focus on preventing the recurrence of recent incidents. For example, our company-wide mandatory information security education program shares the latest trends of security threats and incident cases and informs trainees of the lessons learned from the past incident responses and the measures that were supposed to be taken, in order to develop a security mindset and strengthen skills of each employee.

In addition, we hope that regular information sharing by the CISOs and an organization under their direct control within the company, as well as vitalization of security managers’ community, will contribute to creating a

corporate culture that does not allow information management and security measures to take a backseat to business convenience and cost reduction. To achieve this goal, we are working on the following:

#### <Security Education and Training>

In addition to basic education on information management and cyber-security, we thoroughly disseminate the lessons learned from the latest trends and incident responses. We also work to improve the skills of our professional personnel by issuing guidelines on system monitoring for system managers. As 100% prevention of incidents is difficult, we have changed from efforts not to allow contingencies to happen, to efforts that take contingencies into consideration. As a part of such efforts, we conduct incident response training for employees. For instance, we annually provide system engineers (SEs) and business producers involved in business and internal operations with practical training under a scenario of an incident. In the event of an incident with a social impact, we also conduct incident training for executives and relevant departments to ensure a quick response and minimization of the impact.

In addition, we carried out targeted e-mail drills twice in the FY2022 to promote the security mindset in each employee. We will continue this drill at least once a year.

#### <Strengthening the Security Management Structure and Human Resource Development>

Fujitsu Group will work to reform each department's security-related way of thinking and behavior by having the CISO and an organization under their direct control periodically share information within the company, assigning security managers to support each department, and stimulating their community.

In 2023, we redefined the image of security personnel, especially that of security managers working in the field. We also reviewed our professional certification system. After clarifying their functions and responsibilities, we revised the system, including the compensation system, and have been reinforcing the security system in organizations in the field of Japan ahead of schedule since January 2023.

We also strive to better the security maturity level of each department lacking security-related experience by sharing with it their actual status visualized through the above-mentioned "metering of security maturity levels" and by having the security managers' community communicating with it periodically.

# Quality Initiatives

## Quality Policy

In addition to establishing a corporate philosophy and charter that applies to all products/services, the Fujitsu Group has 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. As a result, each of the Fujitsu Group's businesses provides safe and secure products/services supporting the businesses and lifestyles of various customers including developing social infrastructure.

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 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 ensures that we continue to provide products/services that stay one step ahead of our customers and any changes in their business landscapes.

## Implementation Policy for the Safety of Our Products and Services

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

1. Observation of laws and regulations  
We observe laws and regulations concerning product and service safety.
2. Efforts to secure safety  
We try to ensure that products and services are safe in a variety of use situations and take measures as necessary to secure the safety of the products and services. In addition to legally specified safety standards, we develop and observe voluntary safety standards in our endeavors to improve products and services continuously.
3. Prevention of incidents caused by improper use, etc.

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

4. Collection of incident information, etc.

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

5. Handling of incidents

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

## Our Quality Management Structure

The Fujitsu Group appointed a Chief Quality Officer (CQO) in June 2023 in an effort to enhance the quality of our products/services across the entire Group.

Furthermore, Fujitsu established Quality Management Representatives in each business organization, region and Group company to monitor Groupwide quality management under the leadership of the CQO. Following the decision-making of the CQO, the Global Quality Management & Assurance Unit formulates shared policies, standardization, and quality improvement measures as the headquarters of quality. By deploying these shared measures through Quality Management Representatives, we are working toward providing products/services with consistent and optimal quality for our customers all over the world.

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, and helps to prevent issues from occurring and reoccurring.

Quality Management Structure

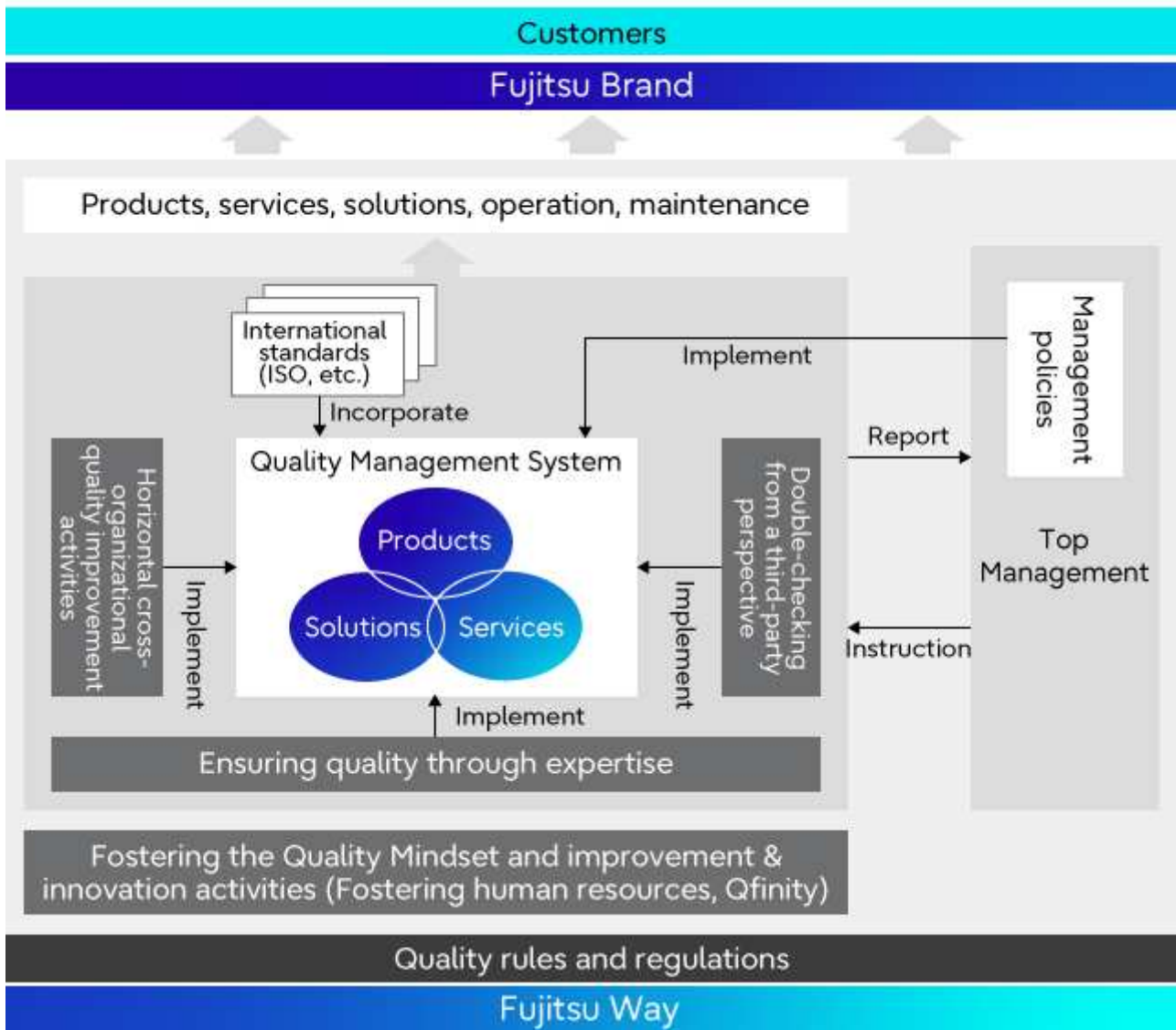


## Our Quality Support Framework

In order to provide a level of quality for our products and services which meets the needs and expectations of our customers in a consistent way, it is essential for us to coordinate with various organizations inside and outside Fujitsu—including business units, common business units, and business partners—from planning and design through development, manufacturing, testing, sales, operations, and up until maintenance. Frameworks and mechanisms to integrate these organizations are essential as a foundation for our efforts.

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

## Our Quality Support Framework



## Companywide Quality Improvement Cycle

Within the Fujitsu Group, each organization has established and operates its own quality management system, and by implementing a cycle spanning from the formulation of shared policies and measures to evaluation and decision making, we are working to improve quality strategically involving the entire Group.

(1) Policies and measures

Objectives are set and reviewed, and quality measures for achieving them are planned and rolled out across the entire Fujitsu Group. In addition to internal control using regulations and rules, quality processes are also standardized to ensure a stable quality.

(2) Implementation and monitoring

The projects of each business are monitored to ensure that business is executed following quality measures, rules and standardized processes. In case a quality concern arises, the situation is rectified or improved through audits and inspections. Additionally, training is provided to continuously increase employee skill levels.

(3) Response to issues

If a problem related to product/service quality is found, the matter is managed as a quality incident and prompt action/measures are taken. In the case of a serious quality incident, following the Risk Management Regulations, the matter is immediately reported from the field to the Risk Management & Compliance Committee at the Fujitsu headquarters, and under the committee's instructions, the relevant departments address the incident jointly and consider ways to prevent recurrence. The recurrence prevention measures are shared with other departments through Quality Management Representatives in an effort to prevent the same incident from occurring at other Fujitsu Group companies.

(4) Evaluation and reporting

Our approach to quality is regularly examined and analyzed, with consideration also made toward additional measures if necessary. After reporting updates to executive management on a regular basis, action is taken following their decision making and instructions. This cycle is then repeated following a short timeline in an effort to improve quality through an all-hands-on-deck approach including executive management and the heads of business organizations.

Additionally, through Qfinity (\*1) activity, good/best practices are commended and shared across the entire Fujitsu Group to increase the level of quality throughout the Group.

\*1 Qfinity : Qfinity, an internal branding term which combines the words "quality" and "infinity," represents the DNA of the Fujitsu Group: the "infinite pursuit of quality by each and every employee." Qfinity is an improvement and innovation activity launched throughout the Fujitsu Group in FY 2001 to continuously improve the quality of products and services, with each and every employee taking a central role. Through Qfinity, we promote quality improvement activities in each workplace and engage in quality improvement of products and services.

**Companywide Quality Improvement Cycle**



**Quality Governance**

Under the newly appointed CQO, we are working to strengthen quality governance across the entire Fujitsu Group as well as prevent major incidents from reoccurring and enhancing the quality of products/services.

The process of strengthening quality governance involves rolling out a platform for risk assessment and decision-making model within the Fujitsu Group to correctly assess risks and take thorough action against it.



## Strengthening the Design/Operation Platform Supporting Quality Governance and Risk Monitoring

We will load quality-related information that comes up in the development field, such as progress of development projects, test density, and defect detection rate, onto our common platform, Fujitsu Developers Platform. By combining this information with Earned Value Management (EVM) and quality indicators and conducting timely analysis, we will build a mechanism for assessing the quality and delivery decisions in the development field in a more objective manner.

### Mechanism for Objectively Assessing Field Decision



## Decision-Making Model

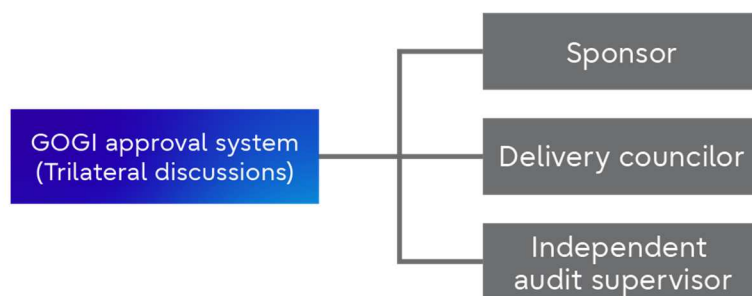
For business opportunity and projects, we have adopted a GOGI approval system (consensus to approve) led by stakeholders. In addition to the conventional judgment of business groups/regions (sponsor), the development departments (delivery councilor) and the Global Quality Management & Assurance Unit (Independent audit supervisor) deliberate from multiple perspectives. Through these trilateral discussions, decisions are made from multiple angles, not only business but also quality, technology, and resources.

We strive to provide better proposals to our customers by setting up check gates for each phase of business opportunity and development, and making decisions through trilateral consensus to prevent the promotion of erroneous projects and the occurrence of quality issues.

As connectivity increases globally, the expectations placed on the Fujitsu Group are also undergoing significant changes.

As we take on an increasing number of first-time business and initiatives, we utilize these mechanisms as a foundation to make quick and accurate decisions and prepare for various risks.

### Consensus-based Decision-making Model



## FY 2022 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
- Important notices concerning product safety
- Prevention Measures for Laptop Battery Ignition Incidents

On three previous occasions, Fujitsu has asked customers to exchange and return battery packs in order to prevent the spread of ignition incidents due to the possibility that foreign matter had contaminated the interior of the battery during the battery pack manufacturing process.

At the same time, however, although extremely rare, there have been cases of ignition occurring in battery packs outside those covered by the returns and exchanges.

It has been found that limiting the phenomena that increase the internal pressure of batteries is an effective measure in preventing these types of ignition incidents.

Since February 9, 2017, Fujitsu has been offering a "Battery Charging Control Update Tool" through its website for its laptop PCs launched between 2010 and 2016. In addition, since November 2018, Fujitsu has been distributing the Battery Charging Control Update Tool via Microsoft's Windows Update service to the

laptop PCs of all those affected in order to ensure all customers using the affected laptop PCs apply the update.

We also established a consultation service to provide support for customers' applications.

## **Non-legal compliance violations related to product safety and information/labeling violations**

- Product information and labeling violations: 0
- Product defect involving violation of Japan's Radio Act: 1
- Defect in violation of the EU Electromagnetic Compatibility Directive: 1

## **ISO9001 / ISO20000 Certification Status**

Fujitsu is continuously working to improve processes under the QMS.

- ISO9001: 22 divisions certified
- ISO20000: 9 divisions certified

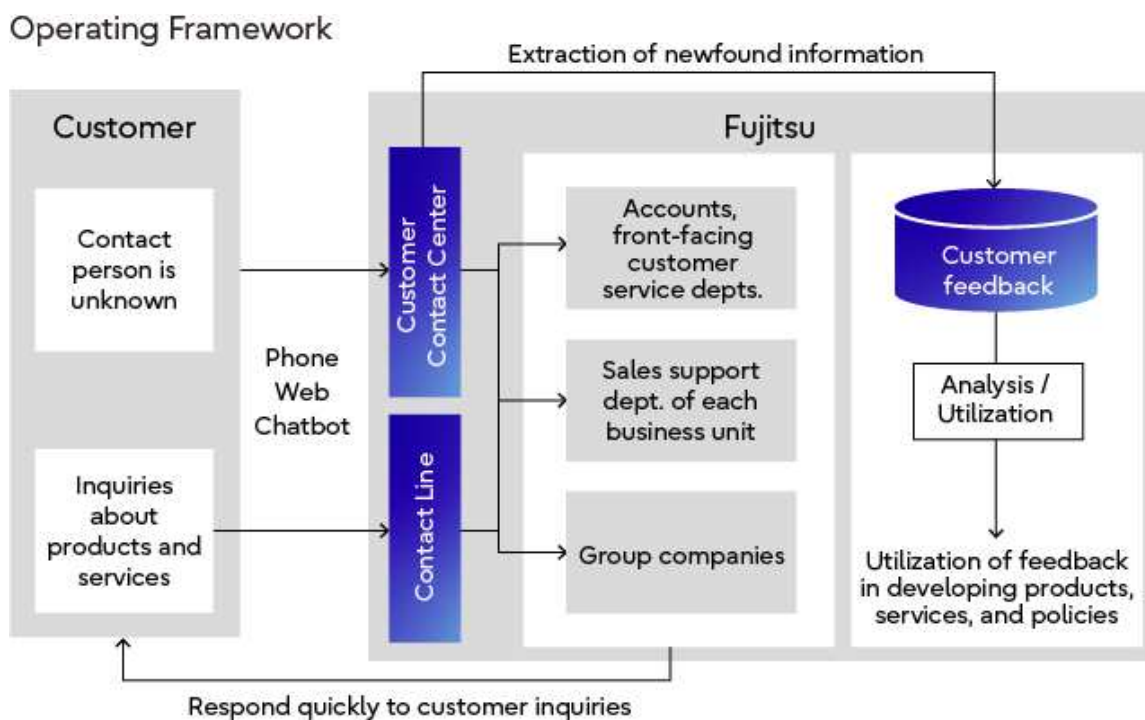
# Working With Our Customers

## 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 \(Japanese text only\)](#)

## 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 2023, 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 \(Japanese text only\)](#)

# Social and Governance Data

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

## Employees in Fujitsu group

		FY2020	FY2021	FY2022	GRI
Number of employees by region *1	Total	126,371	124,216	124,055★	G102-7,8
	Japan	81,425	76,845	72,641	
	East Asia*2	15,527	18,842	4,966	
	Asia Pacific*2	2,670	2,575	20,448	
	The Americas	4,205	3,942	3,891	
	Europe *2	22,544	22,012	22,117	
Number of Employees by Type of Contract (person)	Full-time	126,371	124,216	124,055	
	Non Full-time *3	12,580	12,324	12,005	

\*1 The number of employees as of end of the fiscal year (March 20)

\*2 Figures for FY 2020 and FY 2021 refer to "Asia" and "Oceania" respectively. We have been reviewing regional classifications since fiscal 2022. NWE (Nordic and Western Europe), CEE (Central and Eastern Europe), Europe other than NWE and CEE are added together to "Europe," China, Taiwan and South Korea included in Asia are added together to "East Asia," and countries other than China, Taiwan and South Korea and Oceania included in Asia are added together to "Asia Pacific."

\*3 Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

## Board of Directors (As of June 26, 2023)

		End of June, 2021	End of June, 2022	End of June, 2023	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 group)

		FY2020	FY2021	FY2022	GRI
Ratio of female employees (%)	Fujitsu group	-	-	24.8	G405-1
	Fujitsu	18.2	18.7	19.5	
Ratio of female executives and managers (%)	Fujitsu group	-	-	15.01	
	Fujitsu	7.37	8.03	9.12★	
Ratio of female in junior management positions (%)	Fujitsu group	-	-	17.79	
Ratio of female in top management positions (%)	Fujitsu group	-	-	13.8	
Ratio of female in management positions in revenue-generating functions (%)	Fujitsu group	-	-	15.5	
Ratio (*5) of female in STEM-related positions (%)	Fujitsu group	-	-	20.4	

\*4 The number of employees as of end of the fiscal year (March 20)

\*5 STEM-related Departments: Departments related to Science, Technology, Engineering and Mathematics

			Male	Female	GRI
Average salary for FY2022 by gender (Fujitsu group)	Executive level	Base salary only	31,320,000 yen★	31,650,000 yen★	G405-2
		Base salary + Other incentive	89,862,624 yen★	90,969,880 yen★	
	Management level	Base salary only	8,112,568 yen★	7,696,818 yen★	
		Base salary + Other incentive	12,582,705 yen★	11,948,550 yen★	
	Non-management level	Base salary + Bonus	7,583,881 yen★	5,971,525 yen★	

\*6 Average salary for FY2022 by gender covers domestic Group companies with 300 or more employees.

\*7 Base salary includes basic salary and various allowances (Commuting allowance and retirement allowance are excluded).

\*8 Incentives include bonuses and stock compensation, and theoretical values are used for some executives. As for stock compensation, the amount based on the estimated amount of grant under the 2022 Plan < Grant amount fixed for 3 years of 2022~2024 > is used instead of the amount based on the fixed amount of grant in fiscal 2022.

## Diversity (Fujitsu Limited)

	FY2020	FY2021	FY2022	GRI
Number of employees *9 Total	32,026	34,430	35,092★	G405-1

		FY2020	FY2021	FY2022	GRI
Average age *10		43.8	43.6	43.7★	
Number of employees by age group	Under 30	4,577	5,063	5,126★	
	30-49	14,713	16,240	16,523★	
	50 and over	12,736	13,127	13,443★	
Number of employees by gender (person)	Male	26,202	27,995	28,248	
	Female	5,824	6,435	6,844	
Gender salary gap(%) (Female to male ratio) *11	All employee	-	-	76.9	G405-2
	Full-time employee	-	-	76.5	
	Fixed-term employee	-	-	84.5	
Ratio of newly appointed female managers (%) (qualified personnel)		13.9	18.2	25.8	G405-1
Number of non-Japanese employees (person)		475	585	674	
Employment rate of people with disabilities (%) *6 (counted in every June)		2.36	2.38	2.45★	

\*9 The number of employees as of the end of the fiscal year (March 20) includes executive officers and does not include non-regular employees.

\*10 At the end of the fiscal year (March 31)

\*11 Period covered: April 1, 2022 to March 31, 2023. Salary is the amounts paid to employees, including basic salaries, bonuses, and other benefits. (Excluding retirement allowance and commuting allowance.)

\*12 Fiscal 2020 data covers Fujitsu, Fujitsu Harmony, Fujitsu Laboratories, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, and Fujitsu Techno Research. In fiscal 2021, Fujitsu, Fujitsu Harmony, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, Fujitsu Techno Research, Fujitsu SSL Powered Services, and Fujitsu SSL Harmony are covered. In fiscal 2022, Fujitsu, Fujitsu Harmony, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, and Fujitsu Techno Research will be included.

## Employment (Fujitsu Limited)

		FY2019	FY2020	FY2021	FY2022	GRI
Average year of service *13	Total	19.5	19.6	19.2	19.1★	
	Male	20.3	20.4	20.0	20.0	
	Female	16.1	16.1	15.8	15.5	
Total number of new employee hires		1,193	1,165	1,220	1,583	
Ratio of new hires (%) *14		72.3	71.2	67.2	48.3	

Percentage of open positions filled by internal candidates (%)	89.9	81.7	87.1	79.3	
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\*13 At the end of the fiscal year (March 31)

\*14 The figures for FY 2020 and FY 2021 have been revised due to the revision of the calculation method.

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

		FY2020	FY2021	FY2022	GRI
Number of employees using child care leave *15 *16 *18	Total	617	300	518★	G401-3
	Male	157	139	286	
	Female	460	161	232	
Return to work rate after child care leave (%)	Total	97.4	100	100	
	Male	100	100	100	
	Female	96.7	100	100	
Continuous work rate after child care leave (%)	Total	98.1	99.2	96.6	
	Male	97.4	95.9	95.8	
	Female	98.3	100	96.9	
Number of employees using family care leave *15	Total	11	7	18★	
	Male	8	7	10	
	Female	3	0	8	
Return to work rate after family care leave (%)		100	100	100	
Continuous work rate after family care leave (%)		100	90.0	85.7	
Number of employees using Short working hours (child care) *15	Total	803	703	670★	
	Male	21	20	21	
	Female	782	683	649	
Number of employees using Short working hours (family care) *15	Total	11	10	11★	
	Male	4	5	8	
	Female	7	5	3	



	FY2020	FY2021	FY2022	GRI
Paternity leave *15, *17	458	497	549★	
Percentage of male employees taking childcare leave (%) *19			85.1	

\*15 Data applies to regular employees enrolled as of the end of the fiscal year (March 20).

\*16 Short-term childcare leave taken within 8 weeks after childbirth and subsequent retake (so-called dad leave) are counted as 1 person each.

\*17 In FY 2020 and FY 2022, the number of employees who gave birth within the fiscal year and obtained the relevant benefits within the fiscal year (including the use of childcare leave), and in FY 2021, the number of employees who obtained benefits has been revised in line with the approach in other fiscal years.

\*18 "Employees who took childcare leave during the year, regardless of whether they gave birth within the year" in FY 2020; "Employees who have given birth within the year and have taken childcare leave" in FY 2021; "Employees who have taken parental leave for the first time for a subject child, regardless of whether the child was born within the current year (in accordance with the calculation method accompanying the disclosure of the status of parental leave)" in FY 2022 (including combined use with childcare leave)

\*19 Percentage of male employees who took childcare leave, etc. and leave for childcare purposes (based on the Childcare and Nursing Care Leave Act)

## Occupational Safety and Health (Fujitsu Limited)

	FY2019	FY2020	FY2021	GRI
Lost time injury frequency rate *20	0.11	0.04	0.03★	G403-2
Severity (rate) *21	0.000	0.000	0.000	

\*20 Number of work-related absences per 1 million working hours

\*21 Number of lost working days/Total working hours ×1,000

## Human Resource Development

	FY2019 *22	FY2020 *22	FY2021 *23	FY2022 *23	GRI
Average Annual Hours Spent Learning [hour /year /person]	47.6	39.0	42.0	46.5	G404-1
Annual Cost of Learning [1000 yen /year /person]	114.8	118.4	81.7	75.4	
Human Capital Return on Investment (ROI) *24	1.20	1.20	1.21	1.24	

\*22 Scope: Fujitsu and domestic group companies

\*23 Scope: Fujitsu Group

\*24 Human Capital Return on Investment (ROI): Calculated by [net sales - (operating expenses - employee-related expenses)]/employee-related expenses.

## Breakdown of learning hours in FY 2022

Age group	20s and younger	30s	40s	50s and older	GRI
Average Annual Hours Spent Learning [hour /year /person]	115	38.3	29.2	23.9	

Level	Managers and above	Non-managers	GRI
Average Annual Hours Spent Learning [hour /year /person]	29.7	49.9	

## Political contributions and other spending <sup>\*25</sup>

	FY2019	FY2020	FY2021	FY2022
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns / organizations /candidates	18.0	17.2	17.1	20.2
Trade associations or tax-exempt groups	127.9	102.5	134.9	130.4
Others	0	0	0	0
Total	145.9	119.7	152.0	150.6

[million yen]

\*25 Fujitsu conducts political donations properly in accordance with the Political Funds Control Act.

## Large expenditure by sustainability topics

Topics	Description of engagement	FY2022
Recommendations for IT and other industrial policies	Our company provides advice on IT and other industrial policies by participating in various committees and workshops of electronics, electricity, and information and communications organizations in legal entity and economic organizations, such as the Japan Electronics and Information Technology Industries Association.	126.6
Sustainable development on a global scale	Our company works through organizations such as the World Economic Forum (*26) for the purpose of sustainable development of industry and humankind.	56.0
Responding to environmental issues such as climate change	With the aim of responding to climate change through industry, we are participating in environmental projects such as the World Business Council (*26) for Sustainable Development.	5.5

[million yen]

\*26 For more information on WEF and WBCSD, please visit [this site](#).

## Employee Engagement

Topics	FY2019	FY2020	FY2021	FY2022	Target for FY2025
Engagement score (%) *27	63	68	67	69	75

\*27 The Positive response rate is as follows.

FY2019: 56% FY2020: 66% FY2021: 64% FY2022: 66% Target for FY2025: 74%

# Fujitsu Group Profile (as of March 31, 2023)

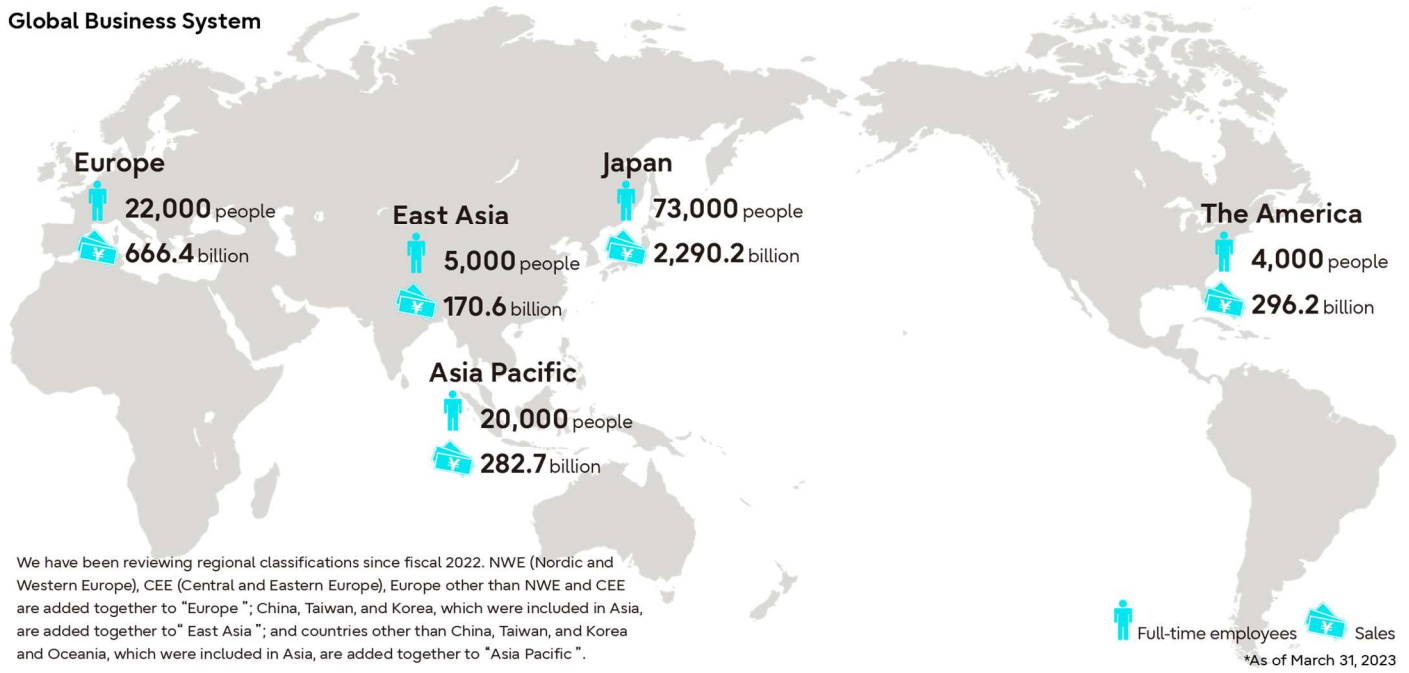
<p><b>Company Name</b> Fujitsu Limited</p> <p><b>Address</b></p> <ul style="list-style-type: none"> <li>· Kawasaki Main Office 4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa 211-8588, Japan</li> <li>· Headquarters Shiodome City Center 1-5-2 Higashi-Shimbashi, Minato-ku, Tokyo 105-7123, Japan</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> ¥3,265.7 billion (Liabilities: ¥1,528.7 billion, Net assets: ¥1,736.8 billion)</p> <p><b>Fiscal Year-end</b> March 31</p> <p><b>Employees Consolidated</b> 124,055</p> <p><b>Non-consolidated:</b> 35,092</p> <p><b>Directors</b> 9 (incl. 2 female directors and 5 outside directors, as of June 26, 2023)</p> <p><b>Consolidated Subsidiaries</b> 291 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> <table border="1"> <caption>Revenue Breakdown by Business Segment</caption> <thead> <tr> <th>Business Segment</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Technology Solutions</td> <td>83.8%</td> </tr> <tr> <td>Device Solutions</td> <td>10.1%</td> </tr> <tr> <td>Ubiquitous Solutions</td> <td>6.1%</td> </tr> </tbody> </table> <p>Ubiquitous Solutions The Ubiquitous Solutions segment provides corporate PCs.</p>	Business Segment	Percentage	Technology Solutions	83.8%	Device Solutions	10.1%	Ubiquitous Solutions	6.1%	<p>Technology Solutions The Technology Solutions segment provides corporate customers around the globe with IT-driven business solutions based on our advanced technology and high-quality system platforms and services.</p> <p>Data center (Tatebayashi)</p> <p>Device Solutions The Device Solutions segment provides LSI devices for digital consumer electronics, automobiles, mobile phones and servers, as well as semiconductor packages and other electronic components. The segment also offers electronic components, such as batteries.</p>
Business Segment	Percentage								
Technology Solutions	83.8%								
Device Solutions	10.1%								
Ubiquitous Solutions	6.1%								

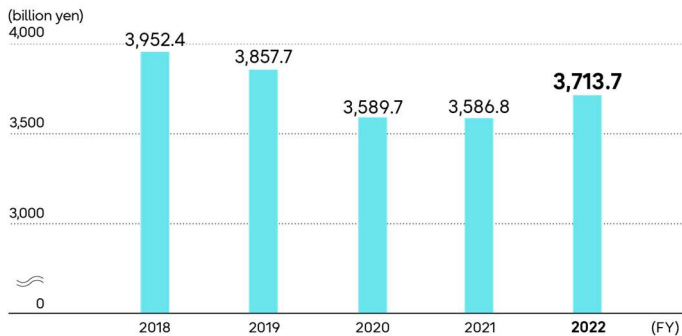
Global Business System



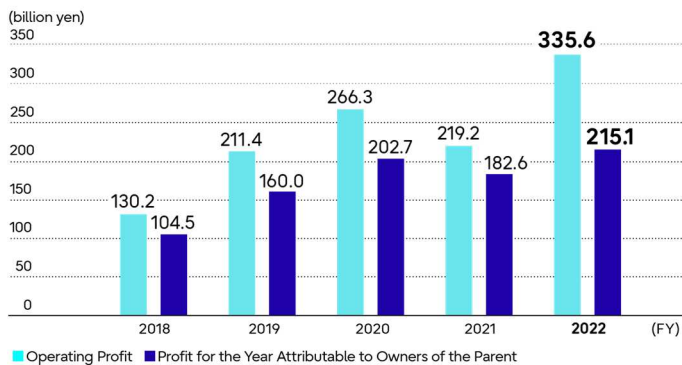
# Financial & Non-Financial Highlights

★ Indicators assured by third party

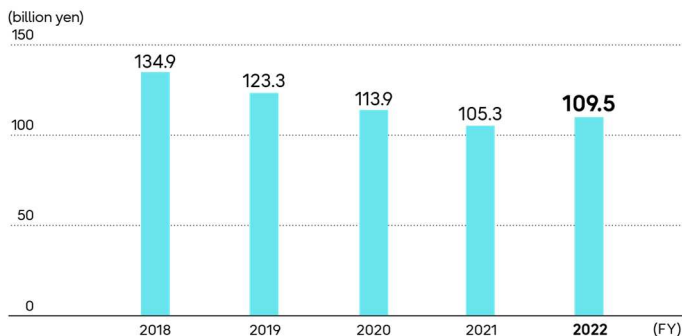
### Revenue



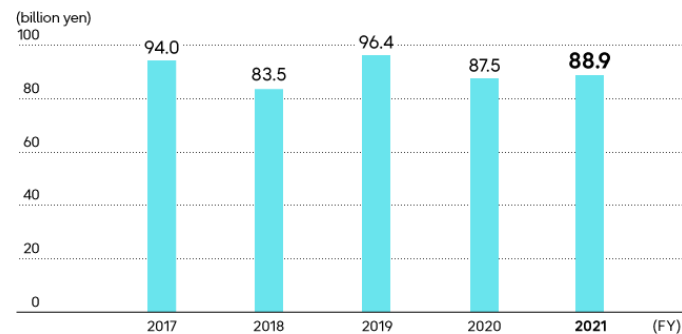
### Operating Profit/Profit for the Year Attributable to Owners of the Parent



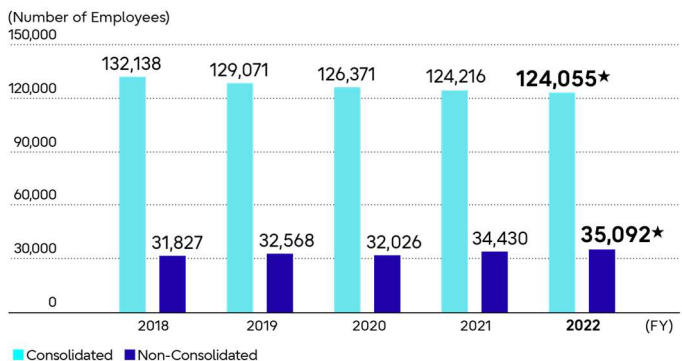
### R&D Expenses



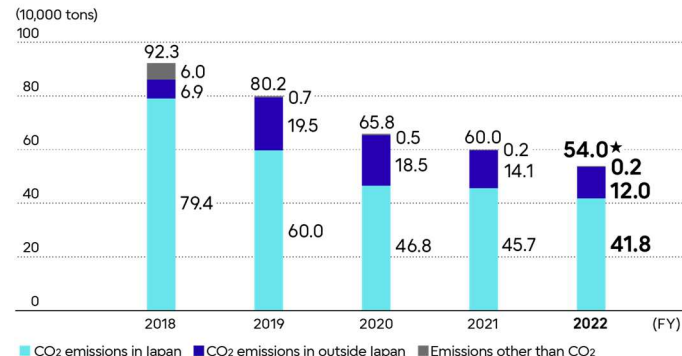
### Capital Expenditures



### The Number of Employees



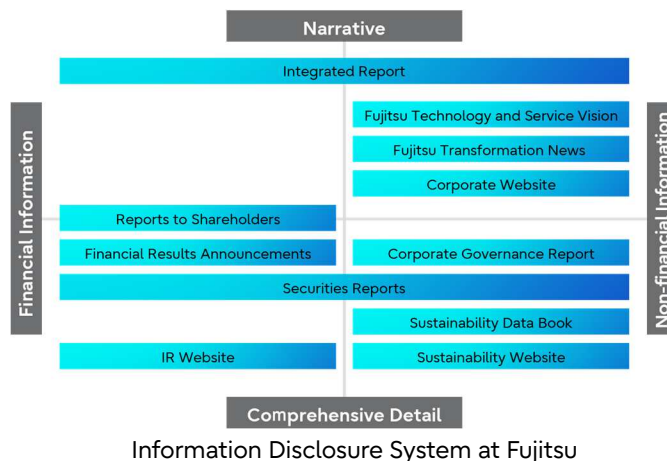
### Total Greenhouse Gas Emissions



# 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.



## 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 Standards Comparison Table](#)

## Reporting Period

This website focuses on activities in FY 2022, from April 1, 2022 to March 31, 2023, 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 5-3-5-10 to 5-3-5-13 .

## About Third Party Assurance

The Fujitsu Group Sustainability Data Book 2023 receives a third-party assurance from KPMG AZSA Sustainability Co., Ltd. to ensure the reliability of disclosure information.

- [Independent Assurance Report](#)

## Contact

- CSuO Division, Corporate Executive Office, 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

The Fujitsu Group Sustainability Data Book 2023 receives third-party assurance from KPMG AZSA Sustainability Co., Ltd. for fiscal 2022 performance of specific environmental and social performance indicators in order to ensure the reliability of disclosure information.

## Independent Assurance Report

To the Representative Director CEO 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, 2022 to March 31, 2023 included in its Sustainability Data Book 2023 (the "Report") for the fiscal year ended March 31, 2023.

### 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.
- Visiting the Company's Akashi System Center selected on the basis of a risk analysis.
- 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 Management

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 Management 1, we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

/s/ Kazuhiko Saito

Kazuhiko Saito, Partner, Representative Director  
KPMG AZSA Sustainability Co., Ltd.



Tokyo, Japan  
October 6, 2023

Notes to the Reader of Independent Assurance Report:

This is a copy of the Independent Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

# 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/>

<b>Statement of use;</b>	Fujitsu Ltd. has reported in accordance with the GRI Standards for the period from 1 April 2022 to 31 March 2023.
<b>GRI 1 used;</b>	GRI 1: Foundation 2021

GRI Standards Indicator (*: Core performance indicator)		References	UNGC principle
<b>GRI 2 : General Disclosures 2021</b>			
1. The organization and its reporting practices			
2-1	Organizational details a. report its legal name; b. report its nature of ownership and legal form; c. report the location of its headquarters; d. report its countries of operation.	◆ <a href="#">Corporate Governance</a> ◆ <a href="#">Fujitsu Group Profile [Reference] WEB (Worldwide)</a>	
2-2	Entities included in the organization's sustainability reporting a. list all its entities included in its sustainability reporting; b. if the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting; c. if the organization consists of multiple entities, explain the approach used for consolidating the information, including: i. whether the approach involves adjustments to information for minority interests; ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; iii. whether and how the approach differs across the disclosures in this Standard and across material topics.	◆ <a href="#">Sustainability Data Book Framework</a>	
2-3	Reporting period, frequency and contact point a. specify the reporting period for, and the frequency of, its sustainability reporting; b. specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this; c. report the publication date of the report or reported information;	◆ <a href="#">Sustainability Data Book Framework</a>	

	d. specify the contact point for questions about the report or reported information.		
2-4	Restatements of information a. report restatements of information made from previous reporting periods and explain: i. the reasons for the restatements; ii. the effect of the restatements.	◆ <a href="#">Social and Governance Data</a> ◆ <a href="#">Sustainability Data Book Framework</a>	—
2-5	External assurance a. describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved; b. if the organization's sustainability reporting has been externally assured: i. provide a link or reference to the external assurance report(s) or assurance statement(s); ii. describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; iii. describe the relationship between the organization and the assurance provider.	◆ <a href="#">Independent Assurance Report</a>	
<b>2. Activities and workers</b>			
2-6	Activities, value chain and other business relationships a. report the sector(s) in which it is active; b. describe its value chain, including: i. the organization's activities, products, services, and markets served; ii. the organization's supply chain; iii. the entities downstream from the organization and their activities; c. report other relevant business relationships; d. describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.	◆ <a href="#">Fujitsu Group Profile</a>	
2-7	Employees a. report the total number of employees, and a breakdown of this total by gender and by region; b. report the total number of: i. permanent employees, and a breakdown by gender and by region; ii. temporary employees, and a breakdown by gender and by region; iii. non-guaranteed hours employees, and a breakdown by gender and by region; iv. full-time employees, and a breakdown by gender and by region; v. part-time employees, and a breakdown by gender and by region; c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology;	◆ <a href="#">Social and Governance Data</a>	

	<ul style="list-style-type: none"> <li>d. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b;</li> <li>e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.</li> </ul>		
2-8	<p>Workers who are not employees</p> <ul style="list-style-type: none"> <li>a. report the total number of workers who are not employees and whose work is controlled by the organization and describe:                             <ul style="list-style-type: none"> <li>i. the most common types of worker and their contractual relationship with the organization;</li> <li>ii. the type of work they perform;</li> </ul> </li> <li>b. describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported:                             <ul style="list-style-type: none"> <li>i. in head count, full-time equivalent (FTE), or using another methodology;</li> <li>ii. at the end of the reporting period, as an average across the reporting period, or using another methodology;</li> </ul> </li> <li>c. describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.</li> </ul>	◆ <a href="#">Social and Governance Data</a>	
<b>3. Governance</b>			
2-9	<p>Governance structure and composition</p> <ul style="list-style-type: none"> <li>a. describe its governance structure, including committees of the highest governance body;</li> <li>b. list the committees of the highest governance body that are responsible for decision making on and overseeing the management of the organization's impacts on the economy, environment, and people;</li> <li>c. describe the composition of the highest governance body and its committees by:                             <ul style="list-style-type: none"> <li>i. executive and non-executive members;</li> <li>ii. independence;</li> <li>iii. tenure of members on the governance body;</li> <li>iv. number of other significant positions and commitments held by each member, and the nature of the commitments;</li> <li>v. gender;</li> <li>vi. under-represented social groups;</li> <li>vii. competencies relevant to the impacts of the organization;</li> <li>viii. stakeholder representation.</li> </ul> </li> </ul>	◆ <a href="#">Corporate Governance Report</a>	
2-10	<p>Nomination and selection of the highest governance body</p> <ul style="list-style-type: none"> <li>a. describe the nomination and selection processes for the highest governance body and its committees;</li> <li>b. describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration:                             <ul style="list-style-type: none"> <li>i. views of stakeholders (including shareholders);</li> </ul> </li> </ul>	◆ <a href="#">Corporate Governance Report</a>	

	<ul style="list-style-type: none"> <li>ii. diversity;</li> <li>iii. independence;</li> <li>iv. competencies relevant to the impacts of the organization.</li> </ul>		
2-11	<p>Chair of the highest governance body</p> <ul style="list-style-type: none"> <li>a. report whether the chair of the highest governance body is also a senior executive in the organization;</li> <li>b. if the chair is also a senior executive, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.</li> </ul>	<p>◆ <a href="#">Corporate Governance Report</a></p>	
2-12	<p>Role of the highest governance body in overseeing the management of impacts</p> <ul style="list-style-type: none"> <li>a. describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development;</li> <li>b. describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people, including: <ul style="list-style-type: none"> <li>i. whether and how the highest governance body engages with stakeholders to support these processes;</li> <li>ii. how the highest governance body considers the outcomes of these processes;</li> </ul> </li> <li>c. describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b, and report the frequency of this review.</li> </ul>	<p>◆ <a href="#">Corporate Governance Report</a></p>	
2-13	<p>Delegation of responsibility for managing impacts</p> <ul style="list-style-type: none"> <li>a. describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including: <ul style="list-style-type: none"> <li>i. whether it has appointed any senior executives with responsibility for the management of impacts;</li> <li>ii. whether it has delegated responsibility for the management of impacts to other employees;</li> </ul> </li> <li>b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people.</li> </ul>	<p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p>	
2-14	<p>Role of the highest governance body in sustainability reporting</p> <ul style="list-style-type: none"> <li>a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information;</li> <li>b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material</li> </ul>	<p>◆ <a href="#">Corporate Governance Report</a></p> <p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p>	

	topics, explain the reason for this.		
2-15	<p>Conflicts of interest</p> <ol style="list-style-type: none"> <li>a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated;</li> <li>b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: <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 shareholders;</li> <li>iv. related parties, their relationships, transactions, and outstanding balances.</li> </ol> </li> </ol>	◆ <a href="#">Corporate Governance Report</a>	
2-16	<p>Communication of critical concerns</p> <ol style="list-style-type: none"> <li>a. describe whether and how critical concerns are communicated to the highest governance body;</li> <li>b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.</li> </ol>	◆ <a href="#">Corporate Governance Report</a>	
2-17	<p>Collective knowledge of the highest governance body</p> <ol style="list-style-type: none"> <li>a. report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.</li> </ol>	◆ <a href="#">Corporate Governance Report</a>	
2-18	<p>Evaluation of the performance of the highest governance body</p> <ol style="list-style-type: none"> <li>a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people;</li> <li>b. report whether the evaluations are independent or not, and the frequency of the evaluations;</li> <li>c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices.</li> </ol>	◆ <a href="#">Corporate Governance Report</a>	
2-19	<p>Remuneration policies</p> <ol style="list-style-type: none"> <li>a. describe the remuneration policies for members of the highest governance body and senior executives, including: <ol style="list-style-type: none"> <li>i. fixed pay and variable pay;</li> <li>ii. sign-on bonuses or recruitment incentive payments;</li> <li>iii. termination payments;</li> <li>iv. clawback;</li> <li>v. retirement benefits;</li> </ol> </li> <li>b. describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people.</li> </ol>	◆ <a href="#">Corporate Governance Report</a>	
2-20	<p>Process to determine remuneration</p> <ol style="list-style-type: none"> <li>a. describe the process for designing its remuneration policies and for determining remuneration, including:</li> </ol>	◆ <a href="#">Corporate Governance Report</a>	

	<ul style="list-style-type: none"> <li>i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration;</li> <li>ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration;</li> <li>iii. whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organization, its highest governance body and senior executives;</li> </ul> <p>b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.</p>		
2-21	<p>Annual total compensation ratio</p> <ul style="list-style-type: none"> <li>a. report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual);</li> <li>b. report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual);</li> <li>c. report contextual information necessary to understand the data and how the data has been compiled.</li> </ul>	-	
<b>4. Strategy, policies and practices</b>			
2-22	<p>Statement on sustainable development strategy</p> <ul style="list-style-type: none"> <li>a. report a statement from the highest governance body or most senior executive of the</li> <li>b. organization about the relevance of sustainable development to the organization and its</li> <li>c. strategy for contributing to sustainable development.</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">Message from the CEO</a></li> <li>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></li> </ul>	
2-23	<p>Policy commitments</p> <ul style="list-style-type: none"> <li>a. describe its policy commitments for responsible business conduct, including: <ul style="list-style-type: none"> <li>i. the authoritative intergovernmental instruments that the commitments reference;</li> <li>ii. whether the commitments stipulate conducting due diligence;</li> <li>iii. whether the commitments stipulate applying the precautionary principle;</li> <li>iv. whether the commitments stipulate respecting human rights;</li> </ul> </li> <li>b. describe its specific policy commitment to respect human rights, including: <ul style="list-style-type: none"> <li>i. the internationally recognized human rights that the commitment covers;</li> <li>ii. the categories of stakeholders, including at-risk or vulnerable groups, that the organization gives particular attention to in the commitment;</li> </ul> </li> <li>c. provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this;</li> </ul>	<ul style="list-style-type: none"> <li>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></li> <li>◆ <a href="#">Fujitsu Group Human Rights Statement</a></li> </ul>	

	<ul style="list-style-type: none"> <li>d. report the level at which each of the policy commitments was approved within the organization, including whether this is the most senior level;</li> <li>e. report the extent to which the policy commitments apply to the organization's activities and to its business relationships;</li> <li>f. describe how the policy commitments are communicated to workers, business partners, and other relevant parties.</li> </ul>		
2-24	<p>Embedding policy commitments</p> <ul style="list-style-type: none"> <li>a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including: <ul style="list-style-type: none"> <li>i. how it allocates responsibility to implement the commitments across different levels within the organization;</li> <li>ii. how it integrates the commitments into organizational strategies, operational policies, and operational procedures;</li> <li>iii. how it implements its commitments with and through its business relationships;</li> <li>iv. training that the organization provides on implementing the commitments.</li> </ul> </li> </ul>	◆ <a href="#">Supply Chain</a>	
2-25	<p>Processes to remediate negative impacts</p> <ul style="list-style-type: none"> <li>a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to;</li> <li>b. describe its approach to identify and address grievances, including the grievance mechanisms that the organization has established or participates in;</li> <li>c. describe other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to;</li> <li>d. describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms;</li> <li>e. describe how the organization tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.</li> </ul>	◆ <a href="#">Compliance</a>	
2-26	<p>Mechanisms for seeking advice and raising concerns</p> <ul style="list-style-type: none"> <li>a. describe the mechanisms for individuals to: <ul style="list-style-type: none"> <li>i. seek advice on implementing the organization's policies and practices for responsible business conduct;</li> <li>ii. raise concerns about the organization's business conduct.</li> </ul> </li> </ul>	◆ <a href="#">Compliance</a>	
2-27	<p>Compliance with laws and regulations</p> <ul style="list-style-type: none"> <li>a. report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this</li> </ul>	◆ <a href="#">Compliance</a>	



	<p>total by:</p> <ul style="list-style-type: none"> <li>i. instances for which fines were incurred;</li> <li>ii. instances for which non-monetary sanctions were incurred;</li> </ul> <p>b. report the total number and the monetary value of fines for instances of noncompliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by:</p> <ul style="list-style-type: none"> <li>i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period;</li> <li>ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods;</li> </ul> <p>c. describe the significant instances of non-compliance;</p> <p>d. describe how it has determined significant instances of non-compliance.</p>		
2-28	<p>Membership associations</p> <p>a. report industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role.</p>	<p>◆ <a href="#">United Nations Global Compact</a></p>	
5. Stakeholder engagement			
2-29	<p>Approach to stakeholder engagement</p> <p>a. describe its approach to engaging with stakeholders, including:</p> <ul style="list-style-type: none"> <li>i. the categories of stakeholders it engages with, and how they are identified;</li> <li>ii. the purpose of the stakeholder engagement;</li> <li>iii. how the organization seeks to ensure meaningful engagement with stakeholders.</li> </ul>	<p>◆ <a href="#">Sustainability Management in the Fujitsu Group</a></p> <p>◆ <a href="#">Stakeholder Engagement</a></p> <p>◆ <a href="#">Diversity, Equity &amp; Inclusion</a></p> <p>◆ <a href="#">Supply Chain</a></p>	1~10
2-30	<p>Collective bargaining agreements</p> <p>a. report the percentage of total employees covered by collective bargaining agreements;</p> <p>b. for employees not covered by collective bargaining agreements, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.</p>	<p>◆ <a href="#">Social Well-being</a></p>	1,9

GRI 3: Material Topics 2021			
3-1	<p>Process to determine material topics</p> <p>a. describe the process it has followed to determine its material topics, including:</p> <ul style="list-style-type: none"> <li>i. how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships;</li> <li>ii. how it has prioritized the impacts for reporting based on their significance;</li> </ul>	<p>◆ <a href="#">Materiality</a></p>	

	b. specify the stakeholders and experts whose views have informed the process of determining its material topics.		
3-2	List of material topics a. list its material topics; b. report changes to the list of material topics compared to the previous reporting period.	◆ <a href="#">Materiality</a>	
3-3	Management of material topics a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	◆ <a href="#">Materiality</a>	

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</a> ◆ <a href="#">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</a> ◆ <a href="#">Compliance</a>	10
205-3	Total number and nature of confirmed cases of corruption and measures taken.	◆ <a href="#">Compliance</a>	—
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	◆ <a href="#">Compliance</a>	—
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	<ul style="list-style-type: none"> <li>◆ <a href="#">Reduction of CO<sub>2</sub> Emissions by Reducing Power Consumption When Using Products</a></li> <li>◆ <a href="#">Environmental Performance Data Calculation Standards</a></li> </ul>	9
GRI 303 : Water AND Effluents			
303-1	Interactions with water as a shared resource	<ul style="list-style-type: none"> <li>◆ <a href="#">Material Balance</a></li> <li>◆ <a href="#">Reducing the Amount of Water Used</a></li> </ul>	—
303-2	Management of water discharge-related impacts	—	—
303-3	Water withdrawal	<ul style="list-style-type: none"> <li>◆ <a href="#">Material Balance</a></li> <li>◆ <a href="#">Reducing the Amount of Water Used</a></li> </ul>	—
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	◆ <a href="#">Living in Harmony with Nature (Conservation of Biodiversity)</a>	—
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	<ul style="list-style-type: none"> <li>◆ <a href="#">Waste</a></li> <li>◆ <a href="#">Material Balance</a></li> </ul>	—
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 and Governance Data</a> ◆ <a href="#">Social Well-being</a>	—
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	◆ <a href="#">Financial Well-being</a>	—
401-3	Parental leave.	◆ <a href="#">Social and Governance 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 and Governance 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	◆ <a href="#">Occupational Health and Safety</a>	—
403-6	Promotion of worker health	◆ <a href="#">Health Well-being</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 Well-being</a> ◆ <a href="#">Social and Governance Data</a>	—
403-10	Work-related ill health	◆ <a href="#">Occupational Health and Safety</a> ◆ <a href="#">Health Well-being</a>	—

		◆ <a href="#">Social and Governance Data</a>	
GRI 404 : Training and Education			
404-1	Average hours of training per year per employee	◆ <a href="#">Career &amp; Growth Well-being</a>	—
404-2	Programs for upgrading employee skills and transition assistance programs	◆ <a href="#">Career &amp; Growth Well-being</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 and Governance Data</a>	1, 6
405-2	Ratio of basic salary and remuneration of women to men	◆ <a href="#">Social and Governance Data</a>	—
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	◆ <a href="#">Stakeholder Engagement</a>	—
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	<ul style="list-style-type: none"> <li>• <a href="#">Material Balance</a></li> <li>• <a href="#">Global Warming Prevention</a></li> </ul>
	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	<ul style="list-style-type: none"> <li>• <a href="#">Material Balance</a></li> <li>• <a href="#">Water</a></li> </ul>
	TC-SI-130 a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	<ul style="list-style-type: none"> <li>• <a href="#">Climate Change</a></li> <li>• <a href="#">Improve Power Usage Effectiveness (PUE) at Our Data Centers</a></li> </ul>
Data Privacy & Freedom of Expression			
	TC-SI-220 a.1	Description of policies and practices relating to behavioral advertising and user privacy	<ul style="list-style-type: none"> <li>• <a href="#">Privacy Policy</a></li> <li>• <a href="#">Information Security</a></li> </ul>
	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	<ul style="list-style-type: none"> <li>• <a href="#">Information Security</a></li> </ul>
	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	<ul style="list-style-type: none"> <li>• <a href="#">Update Regarding Unauthorized Access to Project Information Sharing Tool</a></li> </ul>
	TC-SI-230 a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<ul style="list-style-type: none"> <li>• <a href="#">Information Security</a></li> <li>• <a href="#">Fujitsu Group Information Security Report</a></li> </ul>
Recruiting & Managing a Global, Diverse & Skilled Workforce			
	TC-SI-330 a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	<ul style="list-style-type: none"> <li>• <a href="#">Social and Governance Data</a></li> </ul>
	TC-SI-330 a.2	Employee engagement as a percentage	<ul style="list-style-type: none"> <li>• <a href="#">Non-Financial Indicators</a></li> <li>• <a href="#">Social and Governance Data</a></li> </ul>
	TC-SI-330 a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	<ul style="list-style-type: none"> <li>• <a href="#">Social and Governance Data</a></li> </ul>
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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Oct. 2023