

Fujitsu ESG Briefing

# Sustainability Management at Fujitsu

Corporate Executive Officer  
EVP, CSO (Chief Sustainability Officer)  
Fujitsu Limited

**Yumiko Kajiwara**

FUJITSU

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Hello everyone. I am Yumiko Kajiwara, Fujitsu's Chief Sustainability Officer.

First, I would like to express my condolences and my heartfelt sympathies to the victims in Ukraine and everyone who has been affected in the neighboring areas.

My hope is that these difficulties can be quickly resolved and the refugees can return home and resume their lives peacefully.

Thank you very much for taking time out of your busy schedules to attend Fujitsu's ESG briefing today.

I will talk about Fujitsu's sustainability management while offering some case examples.



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

Our purpose is our meaning for existing in society.

It also points to where we are going, serving as our compass.

To improve society’s sustainability, it is also why Fujitsu’s 130,000 employees worldwide have joined their thoughts together, mobilized their abilities, and collaborated with people in each sector who share our values.

# Fujitsu Way



The Fujitsu Way demonstrates the principles on which all Fujitsu people around the world make their decisions and take actions.

The Fujitsu Way comprises three parts: "Our Purpose", "Our Values" and "Code of Conduct".

"Our Purpose" indicates why Fujitsu exists in society.  
"Our Values" are the important sense of value each person should have.  
"Code of Conduct" is what we should comply.

Our purpose is to make the world more sustainable by building trust in society through innovation. In order to realize the purpose, the "Values" indicate a critical action cycle consisting of 'Aspiration', 'Trust' and 'Empathy'. As a member of society, we must comply with the "Code of Conduct".

We, as a team, an organization and also individuals, will deliver Fujitsu's value to our customers and society.

The principles underpinning the decision-making and actions of Fujitsu employees throughout the world are set forth in the Fujitsu Way.

It consists of three components.

"Our Purpose" outlines why the Fujitsu Group exists in society.

The values that are important to Fujitsu are Aspiration, Trust, and Empathy.

The last component is our Code of Conduct.

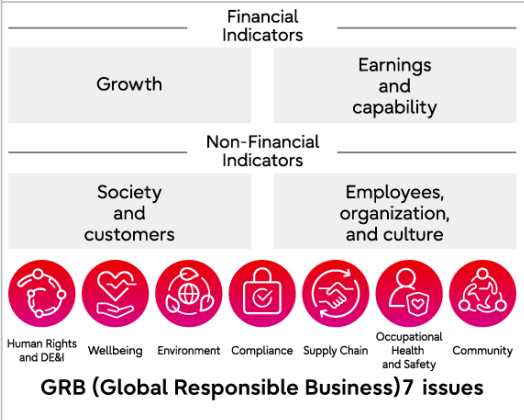
All of Fujitsu's business activities are grounded in the Fujitsu Way.

# Sustainability Management in the Fujitsu Group



- To realize Our Purpose, we set management goals for financial and non-financial frameworks

## Management Based on Our Purpose



Stable contributions over the long term



Creation of growth opportunities



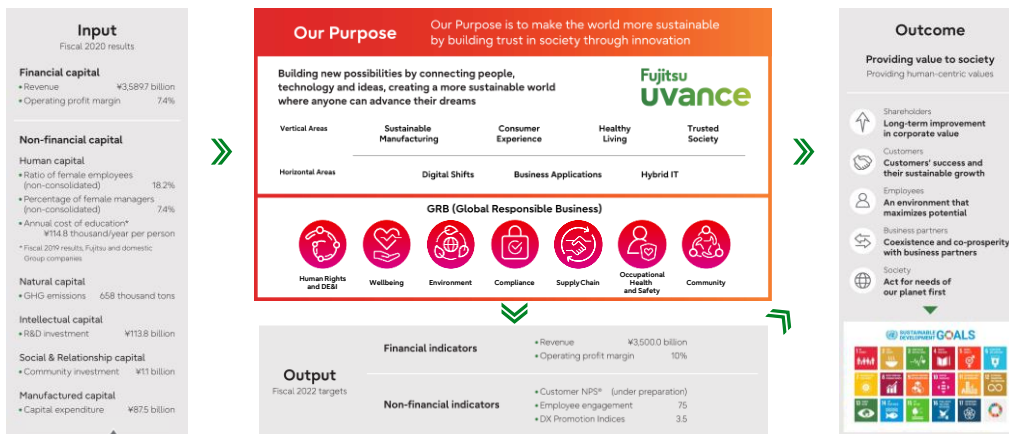
Now I would like to talk about Fujitsu’s sustainability management.

We manage Fujitsu in accordance with financial and non-financial targets so that all of our business activities are aligned to achieve our purpose.

By also including non-financial indicators, we create a virtuous circle in which we are able to make stable, long-term contributions to society, which in turn generates growth opportunities for us.

# Value Creation Model

We in the Fujitsu Group are committed to providing value to society driven by Our Purpose, starting with social trends.



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This is the value creation model showing how we create value for society.

To achieve our purpose and make the world more sustainable, we have the seven Key Focus Areas of our new business brand, Fujitsu Uvance, and the priority issues of Global Responsible Business Areas, which underpin our sustainability management strategy.

As inputs, we have our financial and non-financial capital, and through our business activities in the middle, we generate the outcomes in the form of value created for society, as depicted on the right side. In addition, we depict a model with a positive loop in which the capital grows.

In the next slides, I will expand upon the Fujitsu Uvance and Global Responsible Business parts introduced on this slide.

# Fujitsu Uvance

Universal + Advance

making all (Universal) things move forward  
(Advance) in a sustainable direction.

Embodied in the concept of Fujitsu  
Uvance :

Building new possibilities by connecting  
people, technology and ideas, creating a  
more sustainable world where anyone  
can advance their dreams

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In October of last year, we imagined what society would be like in 2030, formulating Fujitsu Uvance as our new business brand with the aim of achieving our purpose. The word "Uvance" embodies a concept of making all (Universal) things move forward (Advance) in a sustainable direction.

# GRB (Global Responsible Business)



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Now I will talk about our vision for Global Responsible Business, GRB.

GRB defines the common global issues we identified in 2020 as key priorities for our sustainability management strategy amidst growing demand for management to act in consideration of all stakeholders in addressing societal issues, including climate change and widening inequality.

Through progress on our GRB activities, we think there is a positive correlation with customer net promoter score (NPS) and employee engagement, which are the non-financial management indicators we have established.

We are also using GRB in our actual business, introducing our commitment to this principle in our meetings with customers.

# GRB “What Fujitsu Aspires to Be”



Create an environment where all employees can work with vitality and provide employees with opportunities to realize self-growth and to take maximum advantage of their talents

Help address environmental issues by implementing climate change countermeasures that contribute to the achievement of the Paris Agreement’s 1.5°C target and by providing innovative solutions

Ensure that employees of all organizations are rigorously informed about the Fujitsu Way Code of Conduct; cultivate awareness of higher levels of corporate ethics, including societal norms; and act with sincerity

Give consideration to human dignity and conduct human-centric value creation in corporate activities; and respect diversity and foster a corporate culture in which everyone can contribute while remaining true to themselves

Conduct activities with a heightened sense of empathy for societal issues and create favorable socioeconomic impacts; and connect created impacts to even greater value

Give first priority to ensuring safety as well as sound physical and mental health and provide safe, healthy workplace environments that reflect the circumstances in respective countries and regions

Realize procurement in the Group’s supply chains that is highly diversified and which takes responsibility for human rights, the environment, and health and safety



For each of the seven GRB priority issues, we are defining key performance indicators to meet by the end of fiscal 2022 and establishing an ideal medium- to long-term vision of what we aspire to achieve,.

To meet these targets, we have appointed leaders for each priority issue and are executing a variety of policies based on this strong leadership.



# GRB Leaders



 <b>Human Rights and DE&amp;I</b> <b>Tim White</b> Corporate Executive Officer EVP, Head of Global Services Business Group		 <b>Wellbeing Occupational Health and Safety</b> <b>Hiroki Hiramatsu</b> Corporate Executive Officer EVP, CHRO		 <b>Environment</b> <b>Megumi Shimazu</b> Corporate Executive Officer SEVP, Head of Global Solutions Business	
 <b>Compliance</b> <b>Kyoko Mizuguchi</b> Corporate Executive Officer EVP, General Counsel		 <b>Supply Chain</b> <b>Takashi Yamanishi</b> Corporate Executive Officer SVP, Head of Global Supply Chain Unit		 <b>Community</b> <b>Yumiko Kajiwara</b> Corporate Executive Officer EVP, CSO	

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These are the leaders of the seven priority issues.

Tim White, who is responsible for Human Rights, as well as Diversity & Inclusion, is head of the Global Services Business Group, and is also responsible for the Global Delivery business unit, which has locations in eight countries around the world. White, who has a successful track record in a variety of countries, is promoting our initiatives in human rights, diversity and inclusion.

In addition, Megumi Shimazu, who is responsible for Fujitsu Uvance and leads some of our business units, is responsible for environmental issues. While driving Fujitsu's own environmental initiatives, she will also seek to offer our customers reference models based on Fujitsu's own internal implementation experience.

In this way, executives with diverse backgrounds are driving Fujitsu's GRB efforts globally.

Hiroki Hiramatsu, who is leading Wellbeing and Occupational Health & Safety, will discuss Fujitsu's human resources strategy in the latter part of today's briefing.

## Case Activities: Human Rights, Diversity & Inclusion



**Implementing e-Learning modules on the topic of “Business and Human Rights” for 130,000 Fujitsu Group employees worldwide**

**Messages from the CEO and special events to coincide with the international days currently observed by the United Nations**

**Holding seminars aimed at creating workplaces where it is easy for everyone to work**

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In our activities for Human Rights, Diversity & Inclusion, we have a variety of initiatives to foster a mindset of respect for human rights, which is essential in conducting responsible business, as well as a corporate culture for leveraging diversity to generate innovation.

First, in aiming for business practices that respect human rights, we have implemented e-Learning modules on the topic of “Business and Human Rights” for 130,000 Fujitsu employees worldwide.

In addition, for Human Rights Day, International Persons with Disabilities Day, and International Women’s Day, the CEO and other executives disseminate messages to employees, while also implementing online speeches and special events.

Moreover, in aiming to create workplaces in which everyone can easily work, we hold seminars on nursing care and people taking maternity or paternity leave for supervisors.

## Case Activities: Supply Chain

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**Obtaining written consent to Fujitsu's procurement policies**

**Promoting diversity**

**Requiring partner companies to reduce their CO<sub>2</sub> emissions**

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Next, I would like to talk about some cases of our activities relating to our supply chain. For our supply chain, which now extends worldwide, consideration for such issues as human rights, diversity and inclusion, and the environment are important elements in operating a responsible business.

To get assurances on these considerations for contract manufacturers of important products or component suppliers, we receive monitoring reports from the Responsible Business Alliance, a global CSR alliance, and have also received written pledges to comply with Fujitsu's procurement guidance. We have received a higher ratio of pledges than our target for the first half of this fiscal year

We are also working on promoting diversity.

We have set targets in line with our requirements for each region, and are trying to expand the ratio of procurement from companies managed by women, minorities, and persons with disabilities.

On the environmental front, we have requested from partners their intention and their record of execution on their initiatives for reducing CO<sub>2</sub> emissions.



Next, I would like to give you some examples of our activities relating to community.

We are implementing a variety of unique community activities in and outside of Japan, and we aim to provide a positive impact, not only to society but also to the economy and our business by co-creating to raise people’s awareness of social issues.

For example, to support young patients undergoing cancer treatment and their families, who often must grapple with making sense of unfamiliar medical data, Fujitsu Australia is providing an application that brings together content that is easy for children to absorb and understand.

To narrow the gender gap in tech, Fujitsu’s Global Delivery Center launched a STEM education lab for young girls aged 5-12 and is supporting an increase in knowledge relating to technology in collaboration with multiple companies.

In addition, the Global Delivery unit launched SDG Communities Link, an internal communication activity for all global employees, in which employees share insights on the Sustainable Development Goals and social contribution activities.

# Initiatives to Achieve Our Purpose



**Creating value for customers:**  
Innovation



**Transforming Fujitsu:**  
Employees and Corporate Culture



**Fujitsu's Purpose**

The initiatives described so far are essential for fostering a corporate culture in which Fujitsu employees determine their own purpose and act upon it.

In broad terms, we are putting forth two topics for achieving our purpose.

The first is transforming Fujitsu, and, at the same time, we are taking insights and reference cases gained through that experience to provide high-value innovation to customers and society.

Today I would like to talk about our own internal transformation.



At the core of Fujitsu’s internal transformation is human capital.

At Fujitsu, we believe that the conversations and ideas that flow from a diversity of personnel and values lead to innovation in resolving social issues and the generation of transformative ideas.

For that purpose, understanding and empathy toward society and people are essential, and it is important that employees accept their differences and respect diversity.

We aspire to be a company “where everyone can be completely themselves,” we respect diverse characteristics and fields, and are globally promoting the creation of workplaces where diversity is accepted and leveraged as a positive.



To achieve the creation of workplaces where diversity is used to the benefit of all stakeholders, modifications to the awareness and mindset of individual are important.

To do that, we are rolling out, company-wide, a dialogue program called Purpose Carving, in which all employees articulate their individual thoughts and purpose.

We believe that to accelerate change it is important for the CEO and other executives to implement initiatives first, so this program is also being implemented first with top executives.

Through Purpose Carving, employees work to discover their individual purpose. By showing employees how they can align their individual purpose with a greater social purpose, we anticipate that this program will empower employees to change the ways in which they work for their own benefit, as well as that of the organization and ultimately society as a whole.

The program is based on the concept that employees can focus on achieving their own individual purpose while empathizing with Fujitsu's overall purpose, and by doing this we can create a company where employees feel good about their work.

# Sustainability Contribution Awards



**Internal awards program open to all group companies worldwide**

**Fujitsu Way promotion leaders serve as judges**

**Best practices are widely shared internally**

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Last year we also established the Sustainability Contribution Awards to recognize initiatives that contribute to the achievement of our purpose.

With the award categories of activities to make society more sustainable (output for society) and fostering the mindset and culture for that purpose (changing organization culture), we are:

- Applying it globally to all group companies

- Using the important values of the Fujitsu Way of Aspiration, Trust, and Empathy as judging criteria.

Judging is performed by the Fujitsu Way promotion leaders comprised of business unit heads within Fujitsu, group company presidents, and region heads, as well as the GRB promotion unit.

Ultimately, the CEO and SEVPs make the final decisions on awards.

Award-winning initiatives are widely shared internally as best practices and are used as opportunities to widen our sustainability promotion efforts.



# Fully-Participatory, Ecosystem-Driven DX Promotion



Company-Wide DX Project



“Management” and “front-lines” working together to achieve a transformation that maximizes the use of digital technology



**Management leadership**

Creating systems that will continuously carry out DX



**Collecting front-line knowledge**

Unified operation of “management/business” and “IT/digital”



**Focus on transforming culture**

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As another example of an initiative for Fujitsu’s own internal transformation, I would like to talk about Fully-Participatory, Ecosystem-Driven DX Promotion.

As a company-wide project to transform our business, employees, and corporate culture, we are working on the Fujitsu Transformation (Fujitra) initiative.

Embedded in the concept of Fujitra is the use of digital technologies to transform the entire company.

For this company-wide project, Fujitsu’s top executives are taking the lead in showing the direction for Fujitsu’s own transformation, demonstrating a “top first” implementation.

In execution, top executives are working with front line units in implementing changes, emphasizing a culture in which constant change is a matter of course.

With Fujitra, Fujitsu has set omnidirectional topics for management, including the structure of management and culture, and is moving ahead in implementing specific changes.

Currently, among approximately 150 change topics, we have divided them into those that will be immediately beneficial, versus those that will be beneficial in the future, and are now moving to execution.

In each front-line unit, a DX officer has been designated as an execution leader, and they have taken on the responsibility of communicating beyond business unit boundaries, bringing dynamism to initiatives involving these change topics.

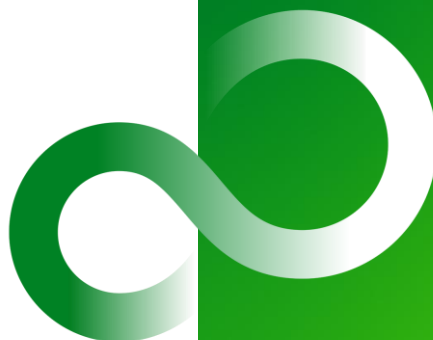
By achieving our purpose as a technology company, we will create value as we look to 2030 and beyond



By achieving our purpose as a technology company, we will create value as we look to 2030 and beyond.

As CSO, I will personally advance our sustainability management strategy to instill trust from our customers and society.

**Thank you**



That concludes my presentation.

Thank you for your attention.