

ESG Briefing

Human Resources Strategy at Fujitsu

Corporate Executive Officer
EVP, CHRO (Chief Human Resources Officer)
Fujitsu Limited

Hiroki Hiramatsu

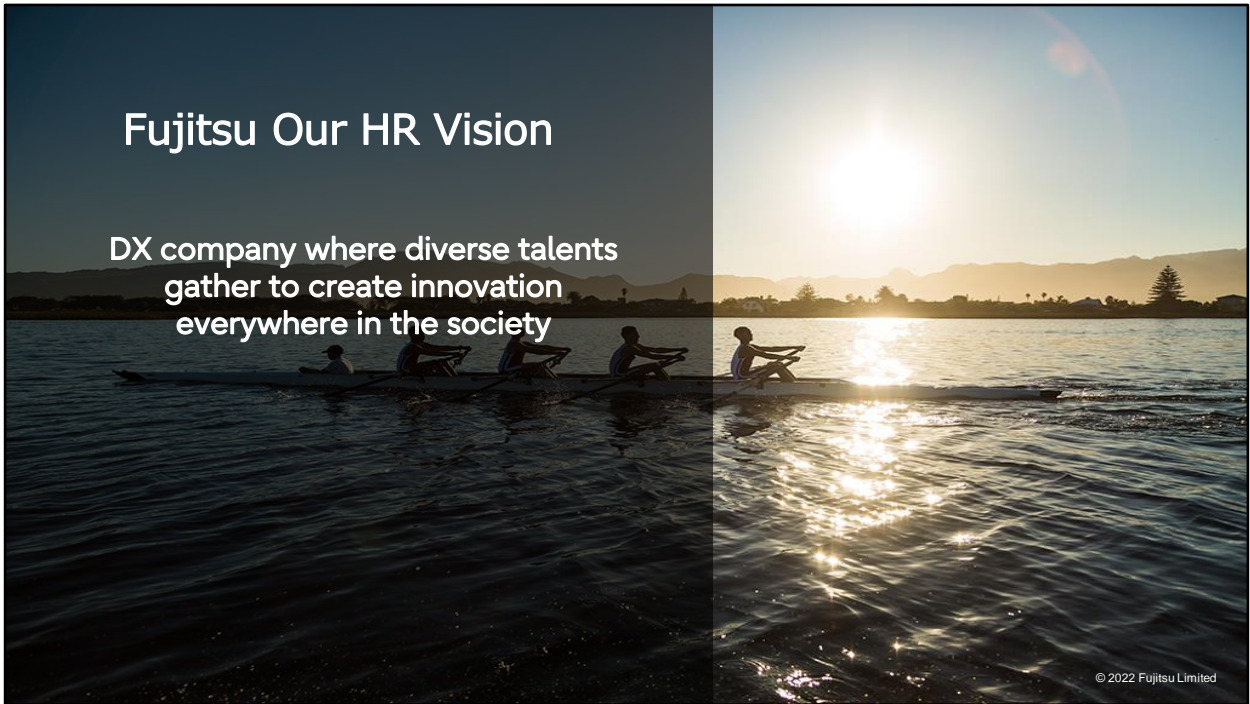
FUJITSU

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Hello. I am Hiroki Hiramatsu, Fujitsu's Chief Human Resources Officer.
I would like to talk to you about Fujitsu's human resources strategy.



This is Fujitsu's Purpose, which CSO Kajiwara also spoke to you about earlier. This is the common direction for all of Fujitsu's 130,000 employees around the world. It is also the compass guiding self-directed decision-making and actions at Fujitsu. Our Purpose also constitutes the basis of our human resources strategy, which I will talk about today.



Fujitsu Our HR Vision

DX company where diverse talents
gather to create innovation
everywhere in the society

Based on our Purpose, we first formulated our “HR Vision.”

This is the vision that we seek to achieve through the transformation of our HR system and policies.

Fujitsu seeks to be a company where diverse talent gathers to create innovation everywhere in society.

Our aim is to nurture human resources and an organization able to achieve this.

Our people are our greatest management resource and the source of customer value.

Accordingly, the mission of the human resources unit is to attract diverse people, develop their talents, and retain them.

We also want to mobilize their capabilities to the greatest extent possible.

In addition, to create innovation everywhere in society, we need to be an organization where employees with diverse strengths share a common purpose and work together with agility.

We also think that it is important to focus on the well-being of each individual to raise the level of creativity and engagement of each employee.

These were the thoughts and ideas we based our vision on.

Human Resource Strategy and Specific Policy Measures for Medium- to Long-Term Growth

- Position-based Human Resources Management
- Evolving toward DX personnel
- Initiatives to reform organizational structures

Today I will talk about the following three topics.

Position-based Human Resources Management

First, I will talk about our job-based human resources management system.

Achieving the state we desire



Provide opportunities to all employees to engage in attractive work

Opportunities

Enable diverse and talented employees to collaborate across borders and organizations

Collaboration

Provide opportunities to all employees to learn and grow at all times

Learning & Growth

Global Human Resources Platform

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Implementing a job-based human resources management system is not an end onto itself.

The goal is to transform Fujitsu in the three areas highlighted here to achieve our HR vision.

Our human resources management system is a tool for achieving that goal.

We want to provide opportunities to all employees to engage in attractive work, offer chances to all employees to learn and grow at all times, and enable diverse and talented employees to collaborate across borders and organizations.

In order to proactively promote Challenges, Learning & Growth, and Collaboration, we are building a group-wide global human resources platform with a job-based human resources management system at its core.

Organizational design based on business strategy



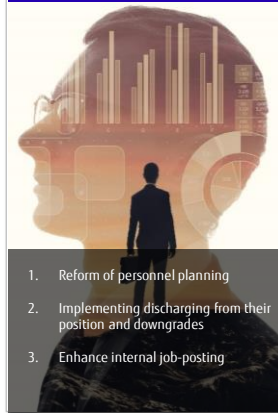
1. Design organization & positions based on the business strategy
2. Clarifying the scope of responsibility and requirements

Position-based Compensation Plan to support employees' aspiration



1. Position-based Compensation Plan
2. HR management for Highly Skilled Professionals
3. Reform performance management process

Human Resources Management empowered to business unit



1. Reform of personnel planning
2. Implementing discharging from their position and downgrades
3. Enhance internal job-posting

Support proactive learning & growth



1. Reform of Human Resources Development Policy (introduce on-demand learning)
2. Promoting 1on1 meetings

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The first point within Fujitsu's transformation of its human resources system is what we call a fully remodeled human resources management system.

If we were to make only partial changes, these challenges would soon become mere formalities without substance.

We believe that we will not get the results we seek to achieve without a consistent strategy.

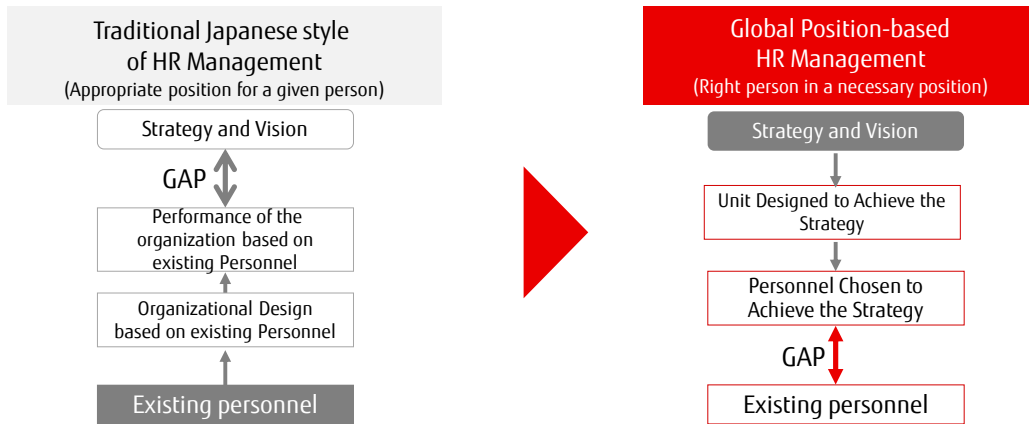
We will design the organization based on our business strategy and clarify the roles and responsibilities of each position.

We will also clarify our performance evaluation process and direction.

On top of that, we will conduct human resources management, including hiring and internal job postings from the perspective of our business units, and employees will pursue self-directed learning so that they can take on the challenge of pursuing positions with clear and attractive roles and responsibilities.

In this way, we want to achieve consistency in the initiatives of our human resources system.

Reform of the Design of Organization & Positions based on the Business Strategy FUJITSU



Designing units based on the business strategy and assigning personnel accordingly
Switching from seniority-based HR to globally uniform job-based HR management

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As a first step, we will revise our organization and position design based on our business strategy.

Under the old so-called “membership-based system for human resources management” in Japan, new college graduates were all hired at the same time with the expectation of long-term employment.

In terms of the allocation of existing personnel, positions in organizations were often created based on the qualifications and work abilities of the people assigned to a unit.

As a result, the layers of hierarchy increased, and it cannot be denied that there was also a tendency to create positions whose responsibilities and authorities were ill-defined.

Within our job-based human resources management system, we first design the optimal organization and positions based on our business strategy, clarify the roles and responsibilities of positions by job description, and then assign the optimal human resources.

If we cannot find the optimal talent internally, we will hire new people from outside, which is a shift from the old process of finding “an appropriate position for a given person” to the new strategy of finding “the right person for the right position.”

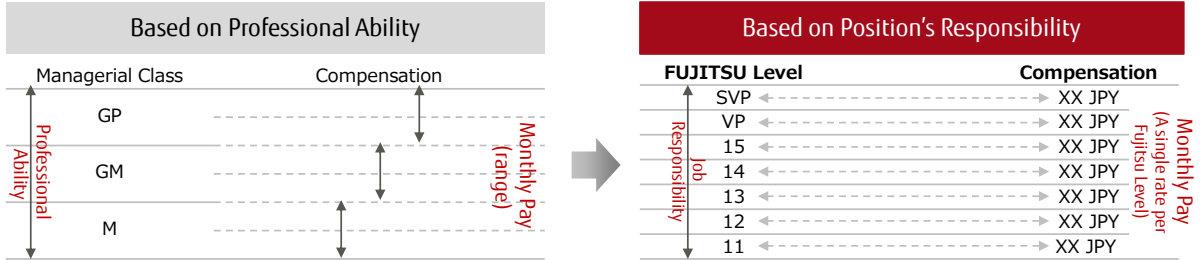
Significant changes in the direction of a business or company can create a gap between the ideals and realities of the organization and people who can implement the company’s strategy, and mismatches of skills or shortages of people or overstaffing become particularly apparent and visible.

As we are now seeking to transform into a DX company, the demand of our business units for resource shifts, reskilling, and new talent from outside has largely increased, and our human resources management has to respond quickly to these demands.

Position-based Compensation Plan



※based on all managerial positions at Fujitsu and group companies in Japan (approx. 15,000 managers)



- Position's responsibilities classified on a globally standardized leveling method (FUJITSU Level)
- Monthly pay is a single rate for each FUJITSU Level and reviewed by the raise or decrease of FUJITSU Level
- Compensation levels will be revised in the future in accordance with market-based benchmarks
- Revision to rule for leaving managerial positions, implementing discharging from their position and downgrades

Individual position responsibilities immediately reflected in compensation
Driving desire to take on the challenge of larger position responsibilities

Next is our compensation system that is based on the "level of contribution to the company" and the "level of results achieved."

Before we shifted to the job-based system, we compensated employees based on their manager-class category.

With the implementation of the job-based system, we standardized compensation based on the so-called "Fujitsu Level" which takes into account the employees' responsibilities based on globally uniform standards.

As a result, compensation will no longer increase if a person stays in the same position and the position's responsibilities do not change.

In this way we aim to spur the employee's desire to take on the challenge of reaching for positions with even greater responsibilities.

This system further creates competition toward a limited number of positions, and employees will have to check the job description of the position they are planning to apply for and build the required skills and experience at their own initiative.

Executive Performance Management Overall

- Apply Balanced Scorecard (BSC) method.
- Three elements: Financial metrics, Prioritized metrics, Behaviours metrics linked to organizational vision.
- Ensure a globally common, fair and transparent structure that drive behavioral transformation.

Category	Points	Example for evaluation targets	How to evaluate
Financial metrics	Digitally set and evaluate tangible results for a single fiscal year.	OPPL for each organization Revenue Global Offering Revenue	Evaluate digitally.
Prioritized metrics	From the viewpoint of realizing the vision, metrics shall be numerical values derived from the back-cast / roadmap indicating the desired state for the fiscal year, and metrics that are difficult to evaluate simply or digitally.	Non-financial metrics - Customer NPS - Employee Engagement - DX Promotion Indices Organization / Business specific metrics including KFA/Uvance related	Quantitative evaluation methods such as target achievement rate and improvement rate table. In case affected by uncontrollable external situation taking these circumstances into consideration.
Behaviours metrics	Evaluate all behaviours, including efforts and process to achieve the targets, from the perspective of "Aspiration", "Trust", and "Empathy".	Specific behaviours to achieve targets	Qualitative evaluation of "Aspiration", "Trust" and "Empathy" in light of their definitions.

I will now speak about executive performance management.

For executives, whose Fujitsu Level is VP or above, we are evaluating performance based on a globally uniform framework utilizing a “balanced scorecard” system, where performance is reflected in short-term incentives of bonuses.

Financial indicators include the revenue and operating profit of the executive’s area of responsibility.

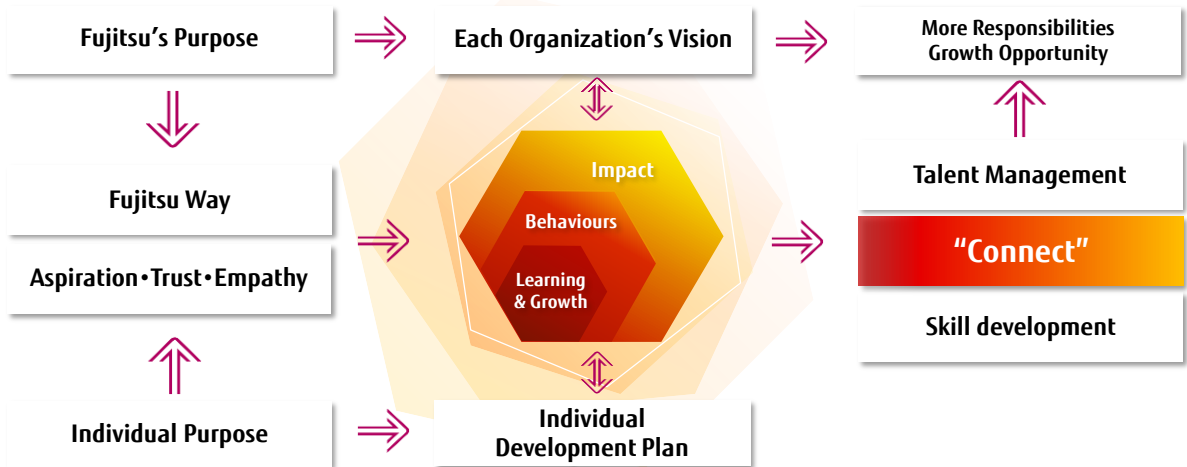
Further important indicators are non-financial indicators including the Net Promoter Score (NPS), the DX Promotion Indices, and innovative projects in each executive’s area of responsibility.

Executives are further evaluated based on indicators of how to live and act in accordance with the values “Aspiration,” “Trust,” and “Empathy” stated in the Fujitsu Way.

In this way, performance evaluation for all executives globally is tied to their commitment to the current fiscal year’s financial and non-financial indicators, efforts on innovation themes for the medium-term growth of the business, and behavior indices for organizational transformation.

“Connect” is the communication tool focusing on consistency to realize Fujitsu's purpose

It is responsible for connecting Personnel Policy to the Purpose / Vision of Fujitsu organization and individuals.



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This slide is about “Connect,” the new performance evaluation system for employees in non-management positions with a Fujitsu Level 15 and below.

We use this system to evaluate employees’ autonomous efforts to achieve not only their individual purpose, but also the organization’s purpose, the vision of the employee’s unit and how large the employee’s impact was in those areas.

In this way, we moved away from a system that only focuses on achieving short-term targets.

In our new evaluation system it is important that the growth of the individual employees is aligned with the unit’s vision, and that employees are encouraged to take initiative.

In the so-called “VUCA” era, an era of volatility, uncertainty, complexity, and ambiguity, we cannot respond to changes simply by achieving the goals set at the beginning of the year.

Employees need to grasp changes in the environment on their own, adjust their own priorities and targets, and seek to maximize their impact.

To realize this approach, we are focusing on 1-on-1 communication between supervisors and employees to confirm the direction of the unit and provide timely feedback.

~FY2019

Organization plans and implement assignment, rotation and promotion, considering business conditions and personal growth



Expansion of the Job-postings

Transfer or promotion by self-application based on the individual's career plan



Significantly expand the Job-posting Policy in order to increase the mobility and diversity of our employees, realize the "right person in the right position" and creating an open corporate culture

The second point within Fujitsu's transformation of its human resources system is the expansion of its internal job posting system.

We believe that it is important to raise the mobility and diversity of our talent and to offer employees the opportunity to take on new challenges and apply for internal jobs they are interested in to find the right person for the right position.

We have worked to increase internal job postings since the start of our job-based human resources system for manager-class employees in 2020.

Record of Job-postings in FY2021

(totals include group companies)

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Open-Period Recruitment (April-December 2021)

Recruitment Positions	2,254	
Candidates Applying	3,471	(increase of 7x vs. FY2019)
Successful Applicants	1,192	(increase of 12x vs. FY2019)

Set-Period Recruitment (for new managerial position)

Recruitment Positions	660
Candidates Applying	1,030
Successful Applicants	578

Taking ownership for one's career

Transferring positions through postings increases employee engagement, particularly improving responses in the categories of "motivation" and "equality of opportunity"

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These are the results of our job posting system in fiscal 2021.

This system includes two categories, open-period recruitment and set-period recruitment.

The set-period recruitment system is used for new managerial positions where applicants raised their hands to apply.

In this category, there were 1,030 applicants for 660 positions, and 578 applications were successful.

For open-period recruitments, we received 3,471 applications for 2,254 job openings, including non-management positions.

Compared to fiscal 2019, this represents an increase of roughly seven times.

With regard to the expansion of the internal job posting system, we believe that we still need to further expand this number and that we need to further increase employees' job mobility as this will foster a greater sense of career ownership.

For employees who have changed jobs through the job posting system, engagement has significantly increased.

Through employee engagement surveys, we were able to confirm that there has been a particularly large increase in the categories of sense of fulfillment in employees' work and equality of opportunities.

as of April 1, 2022



Company Organizational Structure



Takahito Tokita

CEO & CDXO



Hidenori Furuta

COO & CDPO

■ Board of Directors (5 outside directors out of 9 directors)

CxOs, Corporate Functions

CFO

SEVP Takeshi Isobe

CTO

SEVP Vivek Mahajan

CRMO, Government Relations,
Economic Security

SEVP Taizo Takahashi

Deputy CDPO

EVP Shunsuke Baba

CISO

EVP Masahiro Ohta

CSO

EVP Yumiko Kajiwara

CHRO

EVP Hiroki Hiramatsu

General Council

EVP Kyoko Mizuguchi

CMO

EVP Taeko Yamamoto

CIO/ Deputy CDXO

EVP Yuzuru Fukuda

Deputy COO
(Europe, Americas, APAC)

EVP Junichi Saito

Deputy CISO

SVP Toru Hanayama

Head of Business Management Unit EVP Yuichi Koseki

Fujitsu Research



EVP
Hirotaka Hara

System Platform



SEVP
Ryuji Kushida

Network Business
Platform Business

EVP Shingo Mizuno
EVP Rupert Lehner

Global Solution



SEVP
Megumi Shimazu

DX Solutions and Services
Infrastructure and Software Services
Global Delivery, Japan Global Gateway

EVP Yoshinami Takahashi
EVP Kazushi Koga
EVP Tim White

Global Customer Success



SEVP
Shunsuke Onishi

Enterprise Business
Finance Business

EVP Hirohisa Yamaguchi
EVP Masaru Yagi

Japan Region



SEVP
Hiroyuki Tsutsumi

Public and Telecom Business
National Security and Social Systems Business

EVP Tsuneo Hayashi
EVP Masuo Yasuda

Europe Region



EVP
Paul Patterson

Uvance

EVP Mikihito Saito

Americas Region



SVP
Doug Moore

Asia Pacific Region



EVP
Graeme Beardsell

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This shows Fujitsu's executive structure as of April 1, 2022.

At the executive level, we have taken the lead in implementing measures to increase the mobility and diversity of our talent and to identify the right people for the right positions.

We believe that, in the past two years, we have significantly raised the number of outside hires and made great strides in terms of gender diversity and diversity of nationality.

Fujitsu continues to recruit outside talent into its executive ranks to increase diversity and its competitiveness in order to achieve its purpose

Name	Date of joining Fujitsu	Position and responsibility (As of April 1, 2022)	Previous Job
Shunsuke Onishi	August 2019	SEVP Head of Global Customer Success	Infosys
Nicholas Fraser	March 2020	SVP Head of M&A Strategy and Execution	McKinsey
Yuzuru Fukuda	April 2020	EVP CIO/Deputy CDXO	SAP
Toshiya Imai	April 2020	CEO, Ridgelinez Ltd. CEO, Ridgelinez Ltd.	PwC
Taeko Yamamoto	April 2020	EVP CMO	Microsoft
Katsuhiko Uramoto	May 2020	SVP Japan Global Gateway	Rakuten
Taizo Takahashi	November 2020	SEVP CRMO, Government Relations, Economic Security	Ministry of Economy, Trade and Industry
Graeme Beardsell	November 2020	EVP CEO, Asia Pacific Region	Akamai Technologies
Yoshinami Takahashi	June 2021	EVP Vice Head of Global Solutions (in charge of DX Solutions & Services)	Microsoft
Vivek Mahajan	July 2021	SEVP CTO	IBM
Shintaro Komatsu	October 2021	SVP Head of Infrastructure and Solution Sales	Kyriba
Hiroyuki Tsutsumi	April 2022	SEVP CEO, Japan Region	Philips

Over the past two years, we recruited people from outside to fill important positions.

These are people who joined the company because they empathized with Fujitsu's Purpose and our attitude towards transformation.

I feel that they add new perspectives and experiences to Fujitsu, invigorated management team discussions, and that through information sharing with employees, they have had an extremely positive impact on our company-wide cultural transformation.

Evolving toward DX personnel

Developing New Talents in Employees to Create a Sustainable Society

Next, I will introduce our personnel development policies to nurture talent for digital transformation.

Autonomous Career Development Support - Evolving toward DX personnel



Career Ownership

Shift to on-demand learning tailored for individual aptitude or target job, from mandatory learning for respective layer

(Support for proactive learning and growth)

Platform for People Growth

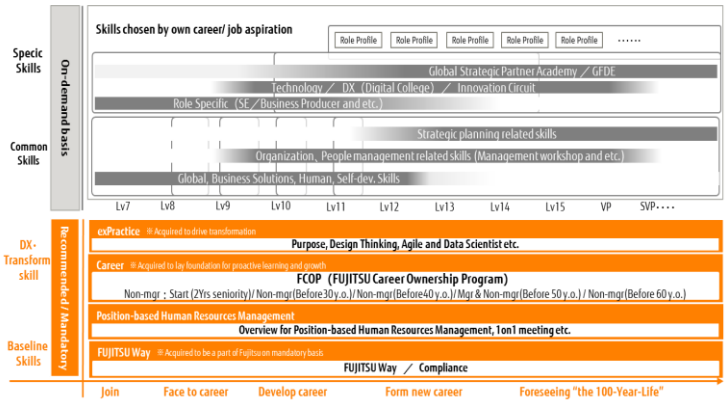
Providing a platform "Fujitsu Learning EXperience" for anytime anywhere learning

DX personnel Development

Learning opportunity for DX literacy and skills based on each role, aiming to corporate transformation which enables DX

Career Design Support

Promotion on career advice enabled by 1on1 platform along with expansion of group-wide job posting scheme for all Fujitsu employees



Within the job-based human resources system, we are clarifying the requirements for each job.

We feel it is important for the company to support employees in proactively thinking about their own careers and in obtaining the skills and experience necessary to achieve their career goals.

Moreover, we are creating an environment where employees can systematically gain the fundamental skills and mindset needed to become DX personnel.

I would like to cover a few examples.

“exPractice” is a **Practical attitude** rooted in “Purpose” that draws out, nurtures, and utilizes each other’s strengths and enables us to continuously transform ourselves in order to **“provide the best experience”**

エクスペラクティス

exPractice

experience Practice (実践)

↑
Thinking & Doing with Purpose

excellent
extreme
explore
...



From various skills and frameworks **“Purpose”, “Design Thinking”, “Agile”** and **“Data Science”** has been identified as critical elements for “exPractice for DX” and complied to an **“exPractice Program”** that aims at reframing your everyday as an opportunity for practicing.

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First is our initiative to encourage employees to take ownership of transformation through the exPractice program.

exPractice is an internal term to refer to a program to nurture and utilize every individual's distinctive strengths to provide our customers and society with the best “experience.” exPractice begins with Purpose Carving.

Purpose Carving is a program to help employees understand their own purpose within society and to identify with Fujitsu’s Purpose.

This purpose also serves as a starting point for developing design thinking, agile development, and data science skills, which are skills that we want to spread throughout the whole Fujitsu Group.

Implementing On-Demand Learning

- On-demand education which enable each employee to set their own goal based on their career orientation and to learn autonomously
- Providing a platform where employees can learn what they want anytime and anywhere
- Providing a forum where a diversity of employees can tell stories about their experiences, knowledge, and thoughts (Edge Talk)

A New Learning Platform
Fujitsu Learning Experience

- Accessible from smartphone
- "Like" and "Comment" functions
- Provides learning recommendations

FY2019 2,500 courses
As of Feb 2022 9,600 courses

The screenshot displays the Fujitsu Learning Experience platform interface. It features a navigation bar at the top with options like 'Work Collaboration', 'HR & ES', 'Functional Jobs', 'Work Style', 'Analytics', and 'Functional Jobs, Career Development'. The main content area is divided into four sections: 'Internal practical knowledge video (Edge Talk)', 'Udemy for Business World's largest educational video content', 'Providing all employees with business skills training (Without expense burden and supervisor approval)', and 'Autonomous learning History, recommendations, and analysis to support'.

Transform organizational culture into one in which diverse individuals study hard and share their thoughts and knowledge

Next is our deployment of on-demand online learning.

We have shifted from company-directed uniform training based on job levels to a system that supports employees in autonomous learning and growth.

We, as a company are supporting individual employees in designing their career based on their strengths and potentials for growth, help them in setting their goals and support autonomous learning.

As the first step in this process, in April 2020 we opened the Fujitsu Learning Experience platform for on-demand learning.

On this platform, we are providing a variety of contents, and have created an environment where employees can study at any time at any place.

Through Udemy, the world's largest library of practical learning video content, our employees are able to learn without any additional individual costs.

"Edge Talk," a kind of internal TED Talk forum where diverse personnel within the company shares their own experiences and knowledge through stories is another popular platform that we offer.

Number of participants: 36,847

Overlook Stage
60 exhibits
(37 from Japan, 23 overseas)

Exhibition Pyramid
9 exhibits
(6 from Japan; 3 overseas)

Communication Ground
20 exhibits
(2 from Japan, 18 overseas)



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Next, I would like to talk about the Fujitsu Learning Festival.

This is a global online event first launched in FY2021 with the purpose to encourage participants to learn from each other.

The first festival last year on the topic “SDGs” had 36,847 participants from around the world.

The event featured presentations by external experts and Fujitsu executives, seminars on different topics and workshops in which employees could participate.

Participants from around the world were highly satisfied with this event, and we feel it also helped us to create a sense of global unity.

This year we are working together with our global human resource development departments to attract even more participants from all over the world to our event.

- Evolving into DX personnel and raising productivity to transform into the point of connection partner to customers and society

ICT company (system integrator)



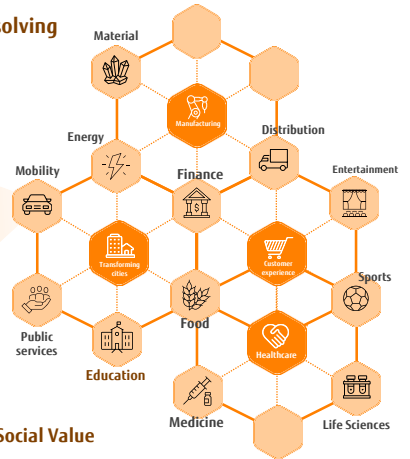
Fujitsu Sales

Salespeople grasping customers' requirements and selling contract development work and hardware

DX company (ecosystem-driven, social issue-resolving company)



Business Producer Co-Creating Social Value



Next, I would like to talk about our “Business Producer” transformation program.

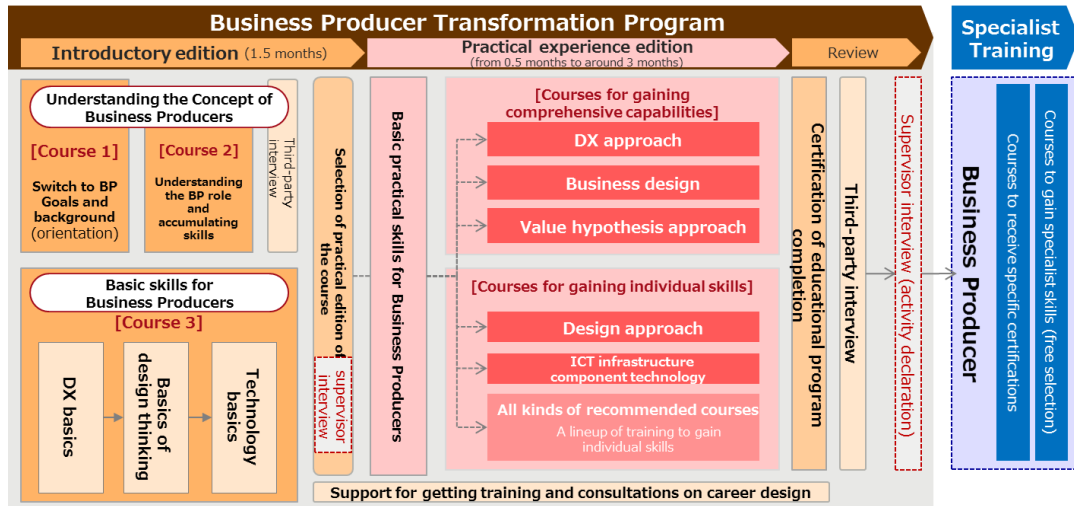
At Fujitsu, we are focusing on the re- and upskilling of sales personnel to become business producers.

Business producers shall be able to co-create social value, create new businesses and services through our relationship with customers and vendors and realize DX together with our customers.

At this end we have trained about 8,000 people in sales positions in Japan to become business producers.

Program to Transform Talent into "Business Producers"

- Conducted for all 8,000 sales personnel in Japan



This is a structural diagram of our business producer transformation program.

This program consists of three main programs.

During the first program about “Business Conceptions,” prospective business producers learn consultant methods for observation and research, envisioning, and planning.

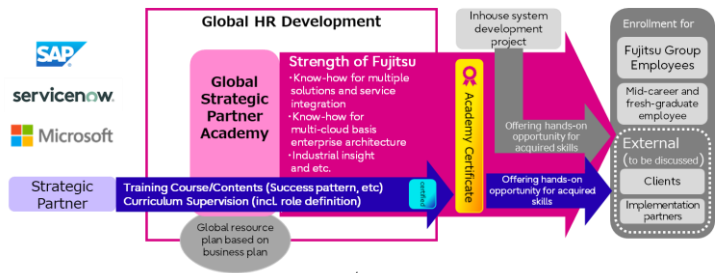
The second program, “Creative Mindset,” teaches how to ask questions and generate ideas with design thinking and user storytelling.

During the third program, which focuses on “Technology Skills,” future business producers learn about topics including the latest trends in digital technology.

As a next step, participants will focus on improving their skills as business producers to put their abilities as business producers into practice.

- Online-based global learning programs to resolve DX talent shortage and to acquire cutting-edge digital technologies and know-how
- Collaborating with strategic partners (ServiceNow, SAP, Microsoft) to provide internal and external opportunities to practice acquired skills, as well as training that centers on best practices from each company and adds content to reinforce Fujitsu's strengths

<Overview for Global Strategic Partner Academy>



As a part of global HR development, accelerating strategic HR development/resource reinforcement based on our global resource plan

Next, I will talk about our Global Strategic Partner Academy Program.

This initiative addresses increasingly critical skills shortages of digital talent by providing global online education programs on the latest digital technologies and know-how.

Fujitsu promotes this program in collaboration with the strategic partners ServiceNow, SAP, and Microsoft.

This global program offers participants the opportunity to learn the latest digital technologies and know-how, including knowledge and skills related to services from our three technology partners and contents leveraging Fujitsu's strengths.

- **Designation of a uniform global standard for top-notch engineers who are contributing to business, enabling Fujitsu to maintain exceptional engineering capabilities in technical areas that are important to its strategy for business growth.**
- **32 FDEs designated worldwide within Fujitsu.**
- **Accelerates global strategies in the areas of business, technology, and human resources, contributing to the development of employees, society, and the economy.**



While improving the retention and engagement of exceptionally talented engineers, it enables Fujitsu to retain its core talent and recruit talented outside engineers

Next, I will talk about our Global Fujitsu Distinguished Engineer (FDE) Program.

This is a certification program for high-skilled technical personnel.

The program, which is based on a common global standard, awards titles to top-tier engineers that possess exceptional technical capabilities and are important to our business growth strategy including AI, computing, cybersecurity, data, and networks.

Currently, 32 employees have received Global FDE certification.

Global FDE employees, the figureheads of Fujitsu, will contribute to a variety of projects inside and outside the company and we will continue to support their various activities.

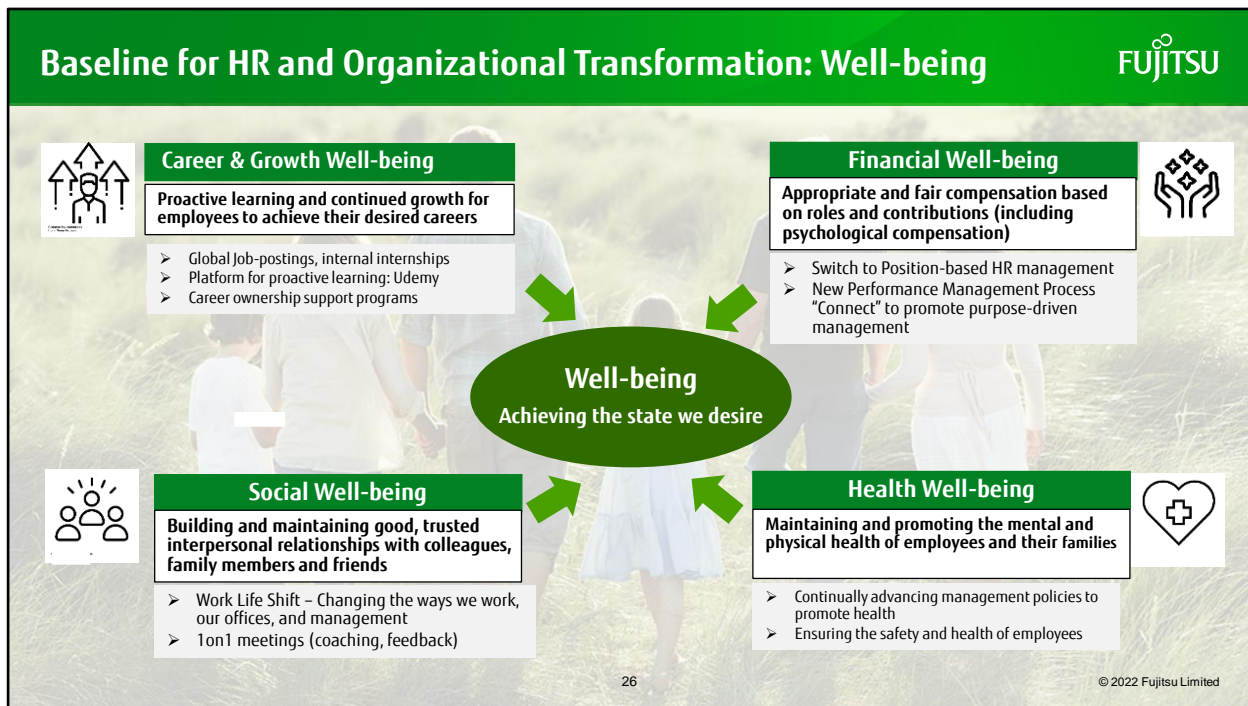
Initiatives for Organizational Transformation

Next are our initiatives for organizational transformation.

During our transformation process to achieve our Purpose, it is important for us to think about how each employee can contribute to resolving issues in society through our business and to take on that challenge.

Each employee needs to be aware of the issues surrounding us and take concrete actions to address these issues.

Our corporate culture needs to actively supports this.



In transforming our organizational culture, it is important to increase the well-being of each employee.

We are thus promoting various initiatives to improve employee well-being, particularly in the four areas of “Career & Growth,” “Financial,” “Social,” and “Health.”

We believe that an increase in employee well-being leads to an increase in employee engagement.

Ultimately, the growth of the company is connected to the growth of its employees.

I would now like to introduce some examples of our initiatives.

Work Life Shift

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Smart Working

realizing optimal working styles

- Expansion of flextime without core time
- Equipment subsidies for working from home
- Elimination of job transfer without family, allow remote work for family circumstances
- Agreements with local governments aimed at regional revitalization
- Implementation of 'workations'



Borderless Office

reassessment of the ideal office environment

- Renovating work environments in which employees can freely choose according to their business objectives
- Hub Office
 - Satellite Office
 - Shared Office



Culture Change

transforming corporate culture

- Implementing 1on1 meetings
- Company-wide communication tools
- Provided globally as a services
- Policies to support mental and physical health
- Coordinated with company-wide Fujitra activities

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The first is our Work Life Shift Initiative, the transformation in the ways we work.

This initiative was announced in July 2020, and it is composed of three concepts: Smart Working, Borderless Office, and Culture Change.

This way of working allows employees to choose the best time and place to work for themselves.

As online work had become the obvious choice, we reexamined the need to gather at our offices and renovated our offices to optimize them as spaces for communication and collaboration.

At the same time, we reduced our office space by half throughout Japan, and we are working to transform our culture to promote these initiatives.

Even now, the ratio of work done online is about 80%.

In addition, we feel that these initiatives had a positive effect on productivity and engagement as 75% of our employees feel that their productivity has remained the same or improved compared to before the COVID pandemic.

1on1 Theatre



Distributing a 4-panel comic strip depicting some of the difficulties of 1on1 meetings and presenting points that are easy to understand.

Launch of the KAKEAI 1on1 Tool

Tips for supervisors from managers around the world

Subordinate sets expectations in advance for the supervisor and the topics to be discussed



Because both the supervisor and subordinate can prepare prior to the meeting, they will be on the same page, and the time spent in the meeting will be more meaningful.

Fujitsu Management Discovery



Brings visibility to the management behavior of excellent managers and enables advice to be given based on the social styles of each individual

One-on-one meetings remain a central part of our management and communication transformations process.

This was an initiative that we also starting in July 2020.

All employees, at every layer, from the CEO to new employees, have one-on-one meetings with their supervisor and with their subordinates once a month.

Data shows that these one-on-one meetings have a high correlation with employee engagement and their degree of satisfaction.

We are working to make these one-on-one meetings even more effective using a variety of methods, including ongoing training, sharing of positive examples, and analysis of the management styles of manager-level employees.

Career & Growth Well-being Career Ownership Program



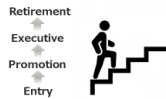
What Career Ownership is



Instead of leaving it to the organization, it is the mindset and actions in which one thinks of one's own ways of living and working, taking the main role in shaping one's career

Up until now

The company basically gave opportunities for advancement, transfers, and training



A tendency to take a passive attitude toward one's career

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From now on

For a variety of work (including promotions, transfers, and training), one raises one's hand and takes on new challenges



One designs one's own career

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Variety of Initiatives to Support Employee Growth



	Career Ownership	Providing Learning Opportunities	Providing Opportunities for New Challenges	Supporting Self-directed Ways of Working
2020	1-on-1 meetings Communication to support growth	Fujitsu Learning Experience Variety of learning options	Expansion of posting system Opportunities to take on the challenges of new work	Work Life Shift Options for ways of working
2021	Career café Opportunities to think about one's career	ex Practice A program for gaining the thinking required to be DX personnel	Job Challenge!! Opportunity to experience work outside of one's current unit	
	Management Transformation Management that draws out empathy of each employee and encourages employees to actively take on challenges	Reskilling, Upskilling Learning for keeping pace with business changes		

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In order to promote autonomous career design, we are conducting career ownership training for all employees.

Before we shifted to our job-based HR system, we provided career training when employees were newly hired, and then again when they reached their 50s.

We have now changed our perception of career design, and now offer employees of all age groups career ownership training as necessary.

Previously, employees had a tendency to become passive with regard to their own careers, but we are working to support employees in autonomously designing their own careers.

Goals

What Fujitsu Aspires to Be

Be a responsible business that reflects the diversity of our world and build an inclusive culture where everyone can be completely themselves.

We will celebrate difference and ensure that people can succeed regardless of their personal identity, especially their gender, sexual orientation, gender identity, race, ethnicity, health, disability, and age.

Goals for FY2022

Cultivation of inclusive corporate culture.

1. Favorable answers to Diversity and Inclusion question of Engagement Survey
2. Increase the ratio of women in leadership levels

KPI

	FY2018	FY2022 Target
Non-Consolidated	59%	63%
Consolidated	66%	69%

	FY2018	FY2022 Target
Non-Consolidated	6%	9%
Consolidated	8%	10%

Next, I would like to touch on diversity and inclusion within the Fujitsu Group.

Our aim is to foster a corporate culture in which everyone can play an active role in his or her own way through responsible business activities that respect diversity.

As for our KPIs, we are planning to include an increase in the rate of positive responses to D&I-related questions in our employee awareness survey and an increase in the ratio of women at the leadership level.

Overview of our Diversity and Inclusion Activities

- EQUITY-focused activities to equalize access to opportunities
Equity: getting necessary support based on specific need or positioning
- Awareness of D&I activities focusing on respect for diversity, building a sense of satisfaction, and changing awareness, not only for women and minorities, but also for the majority

Mindset Change	Positive Actions	Work Life Shift
 <p>Unconscious Bias Training Creates an organization in which individual can demonstrate his or her abilities by recognizing unconscious bias and thinking about it as his or her own business</p>	 <p>Community Expansion Creating a culture that supports diverse careers through an environment in which employees can consult with appropriate people when they have problems</p>	 <p>Synergy on Work and Life Utilizing flexible working styles and practicing working/side work, etc., to gain new insight, improve creativity, and build new relationships</p>
 <p>Inclusive Leader Training Skills development aimed at entrenching, sustaining and developing inclusive behavior</p>	 <p>Mentoring Supporting high-potential talents with the support of mentors to think about their careers autonomously and encourage them to take on the challenge for higher positions</p>	 <p>100% male participation in childcare Expanding options for male employees to participate in childcare, including allowing up to two months of paid leave of up to 100% before and after a spouse gives birth</p>
 <p>Utilizing Engagement Survey Analyzes free comments and responses to items related to the state of being able to play an active role in their own way and uses them in actions</p>	 <p>Career Support Facilitating and accepting diverse growth opportunities through Job-Posting, Inhouse-internship program, enhanced public relations and D&I-aware interviewer training</p>	 <p>Expanding benefits to support Life Improved engagement and performance through enhanced leave and benefit services to support pregnancy, childbirth, childcare, nursing care, etc.</p>

When it comes to diversity and inclusion, I feel it is important to transform our behaviors and mindsets to provide equal access to opportunities by promoting initiatives that emphasize fairness.

For executives we offer initiatives including training about unconscious bias and inclusive leadership training to transform mindsets.

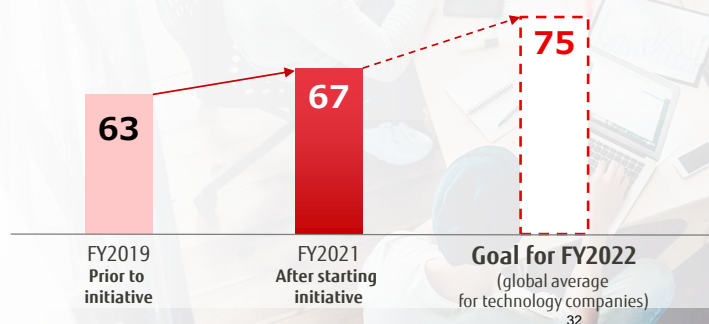
Especially for female employees we offer initiatives for community enhancement, mentor systems, and career support.

By promoting the Work Life Shift initiative that I mentioned earlier, we aim to achieve synergy between work and life and have created an environment in which we can respond more flexibly to diverse work styles and values.

This also includes our initiative to support 100% participation in childcare by male employees.

- For Fujitsu to deliver new value to society and customers as a DX company, we need to raise the level of engagement of each employee.
- As a target for FY2022, we have set, as one management target, raising employee engagement to the same level as other global companies (75)

Trend of Fujitsu's overall engagement score



Engagement
A condition in which an employee shares the company's vision and purpose, feels a bond with the organization, and approaches work with a high degree of enthusiasm

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Lastly, I will talk about employee engagement.

Fujitsu has set employee engagement as one of its non-financial indicators.

As a benchmark target, we are aiming to achieve the global average score for the technology industry of 75.

From 2019 to 2021, we raised our score from 63 to 67, but there is still some way to go to reach our benchmark of 75.

We have undertaken a variety of initiatives up to this point, but we have once again recognized that there is no silver bullet for easily increasing employee engagement.

We feel it is important that we approach every single employee, understand their diverse values, support them in their growth and help them to find meaning in their work.

In this way we can balance the growth of the company and the growth of our employees.

In that sense, employee engagement is a highly important indicator within the transformation of our human resource system, and we will continue to work on it tenaciously.



Thank you

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This concludes my presentation.
Thank you for your attention.