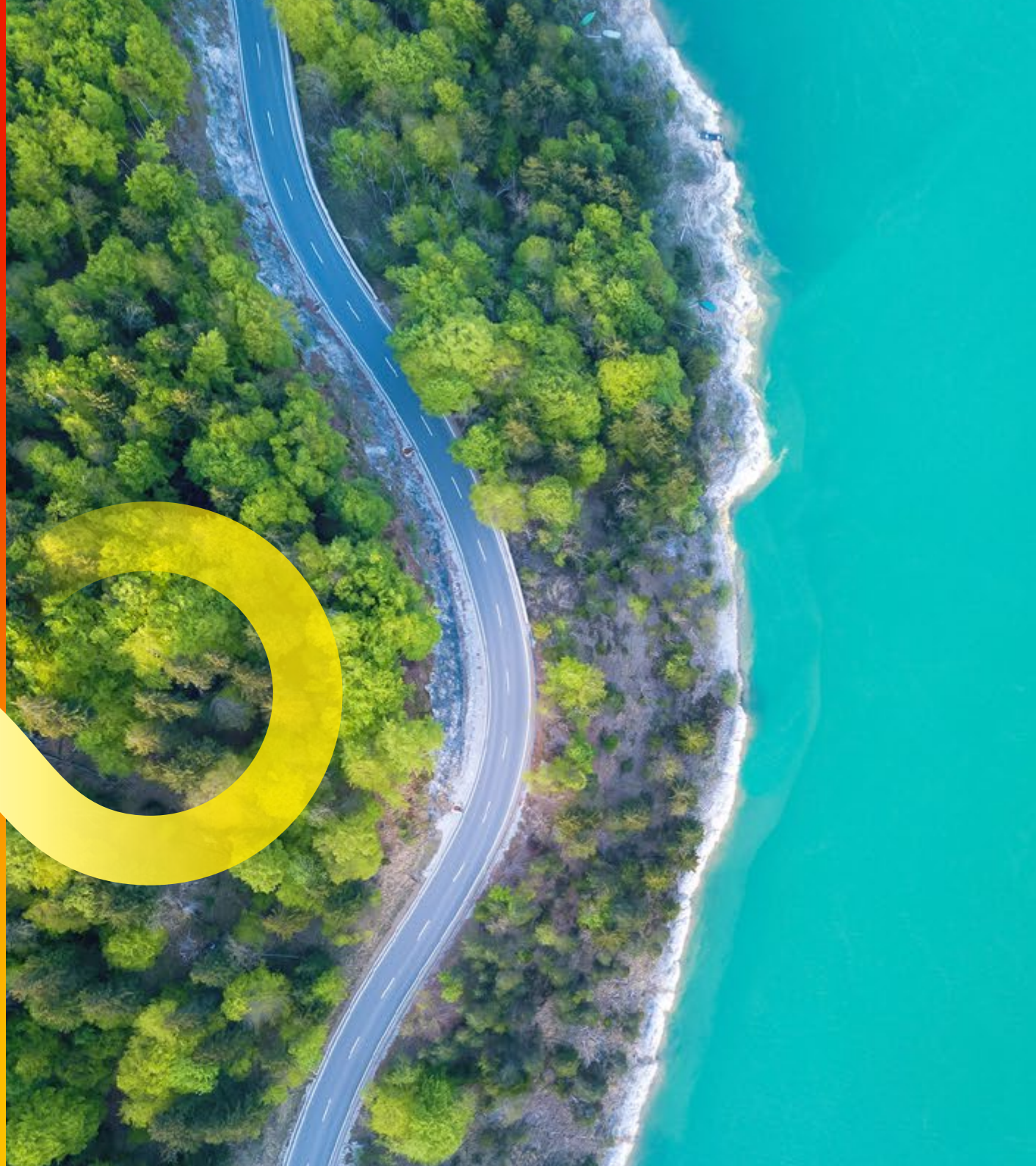


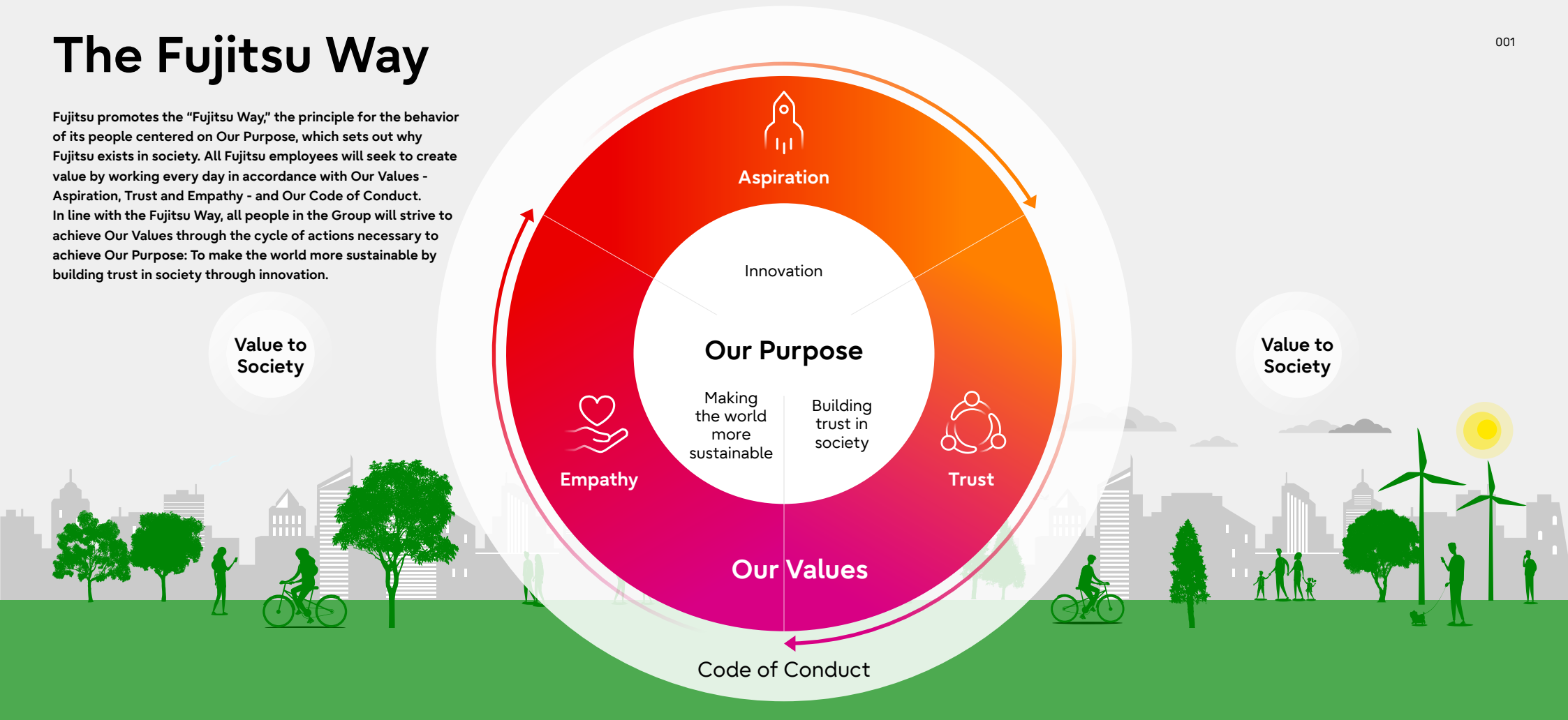


# Fujitsu Integrated Report 2022



# The Fujitsu Way

Fujitsu promotes the "Fujitsu Way," the principle for the behavior of its people centered on Our Purpose, which sets out why Fujitsu exists in society. All Fujitsu employees will seek to create value by working every day in accordance with Our Values - Aspiration, Trust and Empathy - and Our Code of Conduct. In line with the Fujitsu Way, all people in the Group will strive to achieve Our Values through the cycle of actions necessary to achieve Our Purpose: To make the world more sustainable by building trust in society through innovation.



## Our Purpose

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

## Our Values

### Aspiration

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

### Trust

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

### Empathy

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

## Code of Conduct

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

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### Forward-looking statements

This Integrated Report may contain forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance, or events to differ materially from those expressed or implied in such statements. Actual results may differ materially from those projected or implied in the forward-looking statements due to, without limitation, the following factors: general economic and market conditions in key markets (particularly in Japan, Europe, North America, and Asia, including China); rapid changes in the high-technology market (particularly semiconductors, PCs, etc.); fluctuations in exchange rates or interest rates; fluctuations in capital markets; intensifying price competition; changes in market positioning due to competition in R&D; changes in the environment for the procurement of parts and components; changes in competitive relationships relating to collaborations, alliances, and technical provisions; potential emergence of unprofitable projects; and changes in accounting policies.



# Fujitsu at a glance

The Fujitsu Group has established a global service structure with operations in different regions around the world including Japan.

Fujitsu's IT services business ranks top by market share in Japan and in the top tier worldwide, a record that reflects our outstanding technologies and long track record in building large-scale, cutting-edge systems.

## Notes:

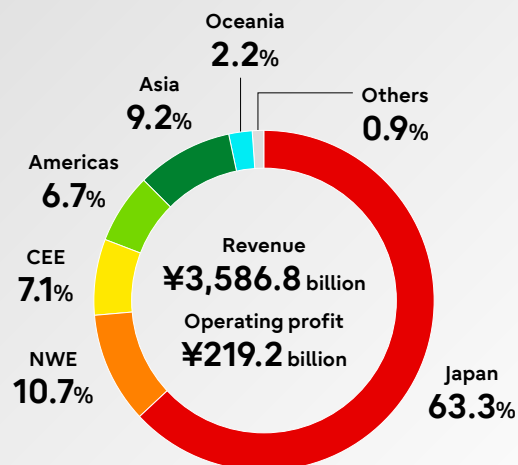
NWE (Northern & Western Europe): the United Kingdom, Finland, Sweden, Denmark, Norway, Spain, Portugal, France, Belgium, Luxembourg, and the Netherlands

CEE (Central & Eastern Europe): Germany, Austria, Switzerland, Poland, and Russia

Americas: the United States, Canada, Brazil, Mexico, etc.

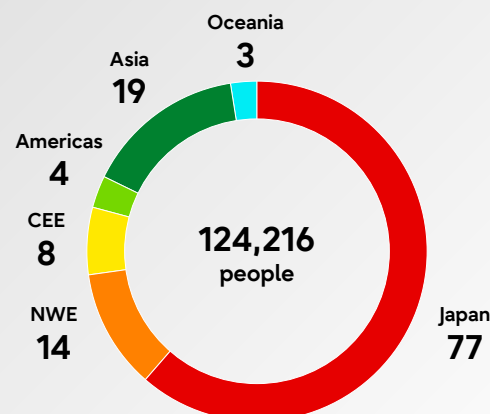
Others: Europe excluding NWE and CEE, the Middle East, and Africa

## Revenue by region (Fiscal year ended March 31, 2022)



## Consolidated number of employees (As of March 31, 2022)

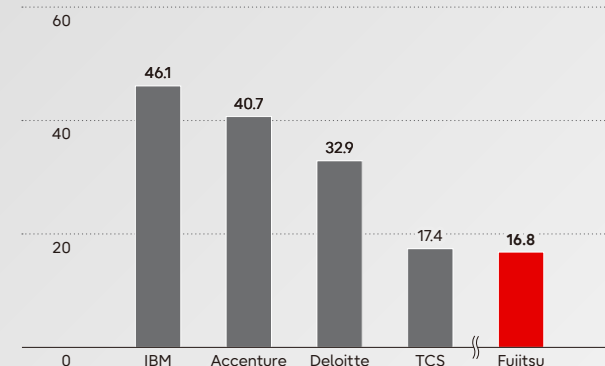
(Thousands of people)



## Fujitsu's position in the IT services market

### Global services revenue

(Billions of US dollars)



## Notes:

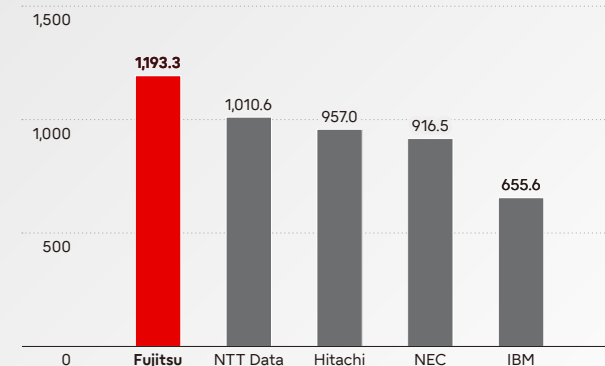
1. Revenue estimate using calendar year, based on IDC's services market definition. US dollar basis

2. Ranking by vendors' revenue in 2020

Source: IDC Japan, January 2022 (#JPJ48619722)

### Japan IT services revenue

(Billions of yen)



Note: Consolidated revenue estimate using calendar year, based on IDC's services market definition

Source: IDC Japan, July 2022 (#JPJ47876122)



## Business segments

### Technology Solutions

#### Main products/Services/Regions

#### Solutions/Services

- ▶ System integration (system implementation, business application services, etc.)
- ▶ Consulting
- ▶ Outsourcing services (datacenter services, ICT managed services, application managed services, business process outsourcing, etc.)
- ▶ Cloud services (IaaS, PaaS, SaaS, etc.)
- ▶ Network services (business networks, etc.)
- ▶ System support services (ICT system and network maintenance and monitoring services, etc.)
- ▶ Security solutions
- ▶ Software (middleware)

#### System Platforms

- System Products
  - ▶ Servers (mainframes, UNIX servers, mission critical IA servers, PC servers)
  - ▶ Storage systems
  - ▶ Front-end technology (ATMs, POS systems, etc.)
  - ▶ Software (OS)
  - ▶ Automotive control units and in-vehicle information systems

#### Network Products

- ▶ Network management systems
- ▶ Optical transmission systems
- ▶ Mobile base stations

#### International Regions Excluding Japan

- ▶ Solutions/Services delivery and System Products sales in regions outside Japan

#### Technology Solutions (Common)

- ▶ Common expenses related to Technology Solutions (basic research and development expenses and others)
- ▶ Elimination of sales/profit/loss between subsegments
- ▶ Corporate subsidiaries

### Ubiquitous Solutions

#### Main products/Services

- ▶ PCs

### Device Solutions

#### Main products/Services

- ▶ Electronic components (semiconductor packages, batteries, etc.)

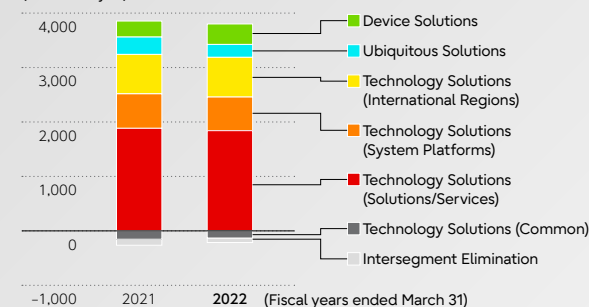
### Intersegment Elimination

- ▶ Elimination of intersegment sales

## Performance by segment

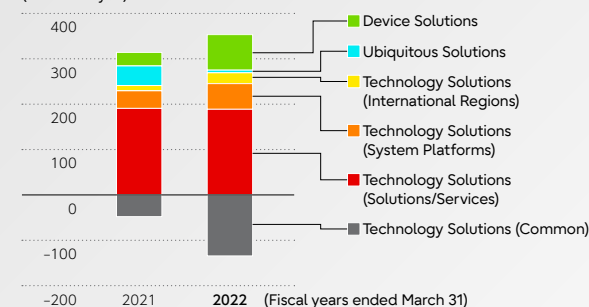
### Revenue

(Billions of yen)



### Operating profit

(Billions of yen)



### Technology Solutions

(Fiscal years ended March 31, 2022)

Revenue	¥3,056.3 billion
Operating profit	¥193.9 billion
Operating profit margin	6.3%

# Value Creation Model

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

## Our business environment

## Social trends

Response to an era of uncertainty  
Agreement of global goals

- Global pandemic
- Increased geopolitical risk
- Escalating climate change issues
- Loss of biodiversity
- Growing social inequality



## Expectations for companies

Stakeholder capitalism  
Playing a leading role toward achieving sustainability

## Expectations of Fujitsu

Digital transformation

### Input

Fiscal 2021 results

#### Financial capital

- Equity attributable to owners of the parent ratio 47.7%
- Revenue ¥3,586.8 billion
- Free cash flow ¥189.0 billion

#### Human capital

- Number of employees 124,216
  - Percentage of female employees (non-consolidated) 18.7%
  - Percentage of female managers (non-consolidated) 8.0%
- Number of Global Fujitsu Distinguished Engineers 32

#### Natural capital

- Energy usage 13 million GJ

#### Intellectual capital

- R&D investment ¥105.3 billion

#### Social & relationship capital

- Community activity-related expenditures ¥2.2 billion

#### Manufactured capital

- Capital expenditure ¥88.9 billion

### Our Purpose

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

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

Vertical areas

Sustainable Manufacturing Consumer Experience Healthy Living Trusted Society

Horizontal areas

Digital Shifts Business Applications Hybrid IT

### GRB (Global Responsible Business)

Human Rights and DE&I

Wellbeing

Environment

Compliance

Supply Chain

Occupational Health and Safety

Community

### Output

Fiscal 2022 targets

#### Financial indicators

- Revenue ¥3,200.0 billion
- Operating profit margin 10%
- EPS CAGR 12%

#### Non-financial indicators

- Customer NPS® +3.7 points year on year
- Employee engagement 75
- DX Promotion Indices 3.5

### Outcome

Providing value to society  
Providing human-centric values

Shareholders

Long-term improvement in corporate value

Customers

Customers' success and their sustainable growth

Employees

An environment that maximizes potential

Business partners

Coexistence and co-prosperity with business partners

Society

Act for the needs of our planet first

### Sustainable Development Goals

## Board of Directors / Audit & Supervisory Board members



(Back row from left) 13 Hideo Makuta 10 Youichi Hirose 2 Hidenori Furuta 3 Takeshi Isobe 9 Kenichiro Sasae 5 Chiaki Mukai 11 Megumi Yamamuro 12 Koji Hatsukawa  
(Front row from left) 4 Masami Yamamoto 7 Yoshiko Kojo 8 Scott Callon 1 Takahito Tokita 6 Atsushi Abe 14 Catherine O'Connell

**1 Takahito Tokita**  
Representative Director  
CEO, CDXO

**2 Hidenori Furuta**  
Representative Director  
COO, CDPO

**3 Takeshi Isobe**  
Director and Corporate Executive Officer  
SEVP, CFO

**4 Masami Yamamoto**  
Director  
Senior Advisor

**5 Chiaki Mukai**  
Director\*

**6 Atsushi Abe**  
Director\*

**7 Yoshiko Kojo**  
Director\*

**8 Scott Callon**  
Director\*

**9 Kenichiro Sasae**  
Director\*

**10 Youichi Hirose**  
Audit & Supervisory Board Member

**11 Megumi Yamamuro**  
Audit & Supervisory Board Member

**12 Koji Hatsukawa**  
Audit & Supervisory Board Member\*

**13 Hideo Makuta**  
Audit & Supervisory Board Member\*

**14 Catherine O'Connell**  
Audit & Supervisory Board Member\*

\* Independent directors and  
Audit & Supervisory Board members



## Fujitsu update: Current status of changes targeting value creation

The Fujitsu Group has been transforming itself in all aspects of its business, organization, and human resources, and has evolved into a very different entity from the company it was a few years ago. The results of these efforts can be seen in the improvement in the operating profit margin and the generation of base cash flow,\* which we expect to exceed ¥740 billion over the three years to March 31, 2023.

\* For more information on base cash flow, please refer to "Message from the CFO" on pages 17-18.

### Value creation as a Purpose-driven company

Under the Fujitsu Way, which defines the principles of behavior for all Fujitsu Group employees, all corporate activities are positioned as activities to realize Our Purpose, and the organizational and human resource management systems have been reformulated accordingly.

### Transformation of business portfolio to become a "DX company"

We have spun off or sold the PC, smartphone, semiconductor, and scanner businesses to concentrate management resources on the IT services business. By transforming our business portfolio, we are evolving into a "DX company" that supports our customers' digital transformation.

### Fujitsu Uvance in four regions worldwide

We have launched Fujitsu Uvance to provide common offerings across the four regions of Japan, Europe, the Americas, and Asia Pacific in seven Key Focus Areas with sustainability at the core. Fujitsu Uvance is pursuing the creation of new value and global growth.

### Structural reform of the service delivery model

We are fundamentally reforming the process and structure of service provision, which was created in line with the development and operation of custom-made IT systems for each customer company. By standardizing, automating, and strengthening our global development and service delivery bases, we are building a service delivery model optimized for DX business.

### Continued strengthening of governance structure

We are continuing our efforts to ensure effective governance that contributes to enhancing corporate value by appointing an independent external director as chairman of the Board of Directors, adopting a Board composition with a majority of independent external directors, and reviewing the executive compensation system.

### Putting sustainability activities back into business

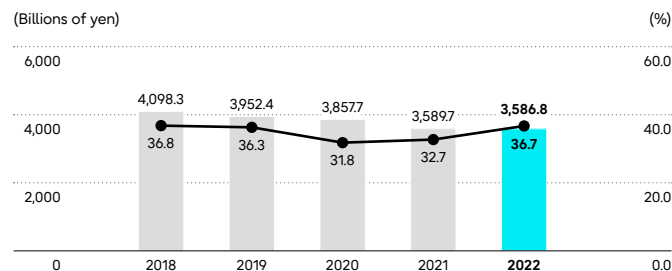
Through Global Responsible Business (GRB), a platform for promoting sustainability activities, we are fulfilling our responsibilities to stakeholders as a global company and returning the knowledge gained from our activities to our business, starting with the resolution of social issues.

## Financial highlights

Fujitsu Limited and Consolidated Subsidiaries

The Fujitsu Group adopted International Financial Reporting Standards (IFRS) in the fiscal year ended March 31, 2015.

### Revenue and percentage of sales outside Japan



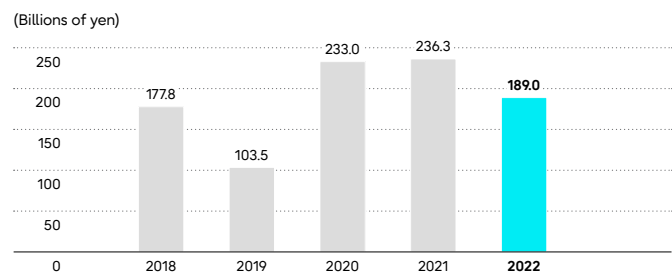
(Fiscal years ended March 31)

■ Revenue (left scale) — Percentage of sales outside Japan (right scale)

#### Revenue **¥2.8 billion** Down

Revenue decreased due to delays in the procurement of parts and materials, canceling out the positive impact of foreign exchange effects due to yen depreciation, higher sales in the network business, and higher sales of electronic components amid rising global demand for semiconductors.

### Free cash flow

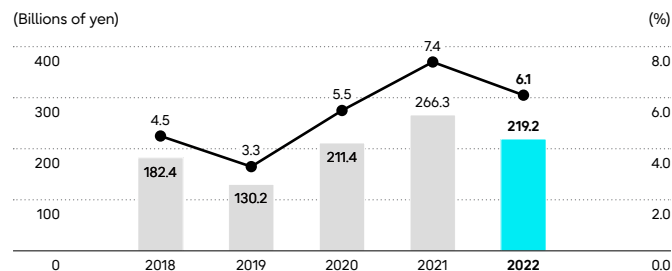


(Fiscal years ended March 31)

#### Free cash flow **¥47.3 billion** Down

Net cash provided by operating activities decreased as a result of growth investments for value creation and internal transformation, and net cash used in investing activities increased due to capital expenditures for growth. As a result, free cash flow was negative.

### Operating profit and operating profit margin



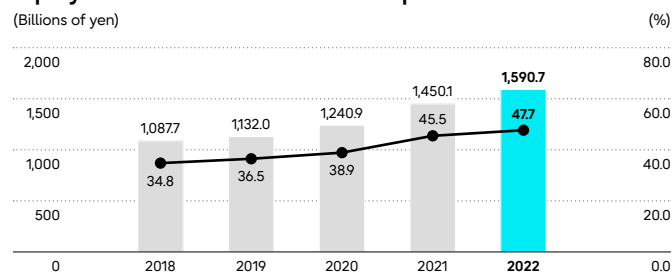
(Fiscal years ended March 31)

■ Operating profit (left scale) — Operating profit margin (right scale)

#### Operating profit margin **1.3 percentage points** Down

Although the effects of increased revenue in some businesses, cost and expense efficiencies, and foreign exchange rate fluctuations contributed to increased profit, one-time losses related to business restructuring and business transfers, increased investment in growth, and delays in the supply of components resulted in a decrease in earnings and a lower operating profit margin.

### Equity attributable to owners of the parent and equity attributable to owners of the parent ratio



(As of March 31)

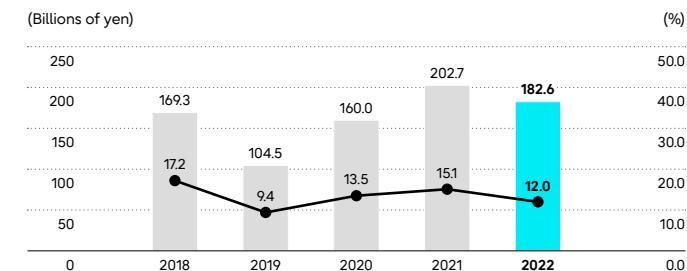
■ Equity attributable to owners of the parent (left scale)

— Equity attributable to owners of the parent ratio (right scale)

#### Equity attributable to owners of the parent ratio **2.2 percentage points** Up

Retained earnings increased, mainly due to the recording of profit attributable to owners of the parent, and equity attributable to owners of the parent ratio increased.

### Profit attributable to owners of the parent and ROE



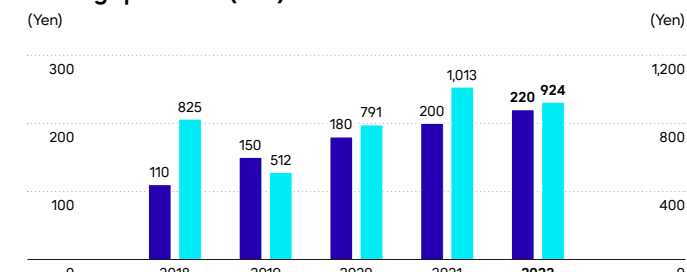
(Fiscal years ended March 31)

■ Profit attributable to owners of the parent (left scale) — ROE (right scale)

#### Profit attributable to owners of the parent **¥20 billion** Down

The ratio of tax to pretax income decreased due to the tax effect of the liquidation of certain subsidiaries as part of the reorganization of North American subsidiaries, and profit attributable to owners of the parent decreased due to one-time losses related to business restructuring and business transfers.

### Dividends per share of common stock and earnings per share (EPS)



(Fiscal years ended March 31)

■ Dividends per share of common stock (left scale) ■ Earnings per share (EPS) (right scale)

Note: On October 1, 2018, Fujitsu consolidated every 10 shares of stock into one share.

Dividends per share reflect this share consolidation.

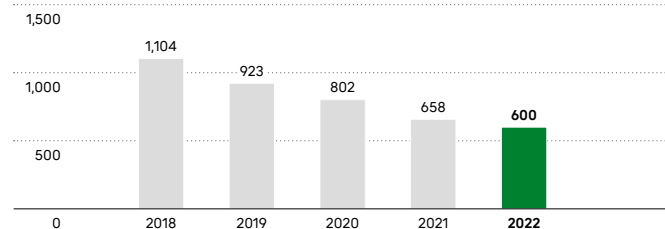
#### Dividends per share of common stock **¥20** Up

Under the policy of stable dividend growth, annual dividends per share increased ¥20 year on year to ¥220, marking the sixth consecutive year of increases. EPS declined due to a decrease in profit attributable to owners of the parent.

## ESG highlights

### Trend in greenhouse gas emissions (Scope 1 & 2)

(Thousand tons)



(Fiscal years ended March 31)

As of the end of fiscal 2021, the Fujitsu Group's greenhouse gas (GHG) emissions were 8.8% lower than the fiscal 2020 year-end level.

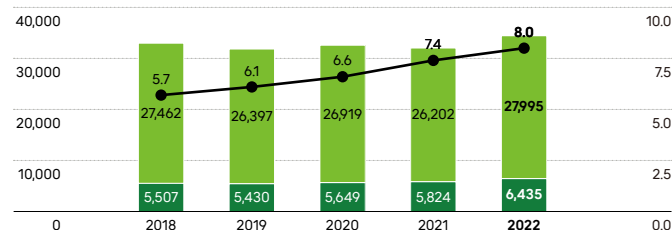
Note: The scope of aggregation is Fujitsu Limited and Group companies in Japan and overseas.

Scope 1: Direct emissions

Scope 2: Indirect emissions from energy sources

### Numbers of female and male employees and Percentage of female managers

(People)



(As of March 31)

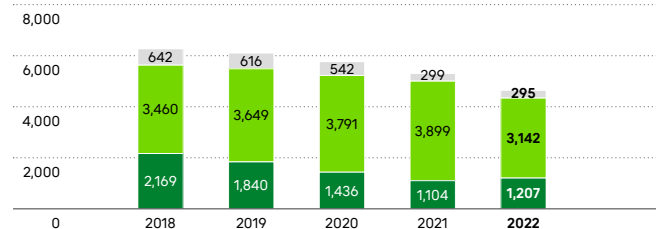
■ Female (left scale) ■ Male (left scale) — Percentage of female managers (right scale)

Fujitsu is proceeding with selective training for female employees and other initiatives with a view to having more women in leadership positions.

Note: The scope of aggregation is Fujitsu Limited.

### Trend in greenhouse gas emissions (Scope 3)

(Thousand tons)



(Fiscal years ended March 31)

■ Purchased goods and services ■ Use of sold products ■ Others

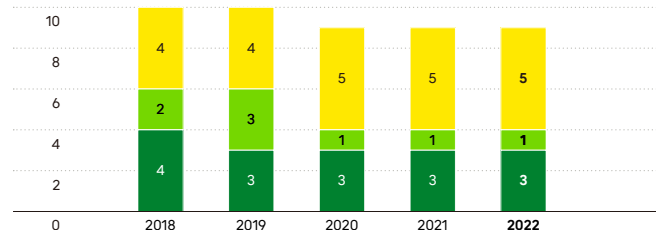
As of the end of fiscal 2021, the Fujitsu Group's GHG emissions were 12.5% lower than the fiscal 2020 year-end level.

Note: The scope of aggregation is Fujitsu Limited and Group companies in Japan and overseas.

Scope 3: Indirect emissions other than Scope 1 and Scope 2

### Executive directors, non-executive directors, and independent directors

(People)



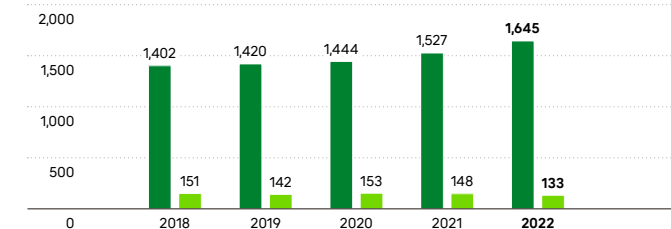
(As of June 30)

■ Executive directors ■ Non-executive directors ■ Independent directors

We are strengthening oversight by actively appointing independent directors.

### Employees with information security auditor training (cumulative total) and JASA-certified auditors

(People)



(As of March 31)

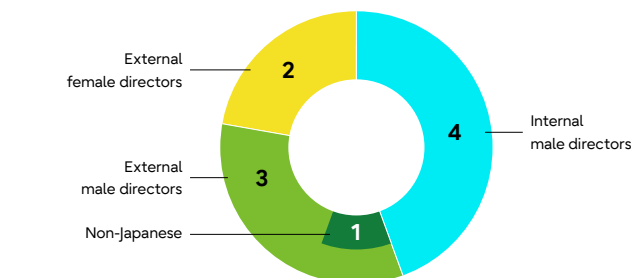
■ Employees with information security auditor training (cumulative total)

■ JASA-certified auditors

We have been offering information security auditor training to heighten the quality of information security audits in each organization. Also, we have been encouraging employees to acquire auditor qualifications certified by Japan Information Security Audit Association (JASA).

Note: The scope of aggregation is Fujitsu Limited and Group companies in Japan.

### Diversity of the Board of Directors



(As of June 27)

We are promoting lively discussions and enhancing objectivity by ensuring the diversity of the Board of Directors. As of June 27, 2022, the nine members of the Board of Directors included five independent directors, two of whom are women.



# Our strategy

To realize Our Purpose to “make the world more sustainable by building trust in society through innovation,” the Fujitsu Group is pursuing a medium-term management plan that ends in the fiscal year ending March 31, 2023, and is also implementing strategies for a global society in 2030. We will pursue sustainable growth and corporate value creation by executing strategic capital allocation based on the cash-generating ability we have enhanced through our transformation to date.




## Message from the CEO

By achieving “growth with scale,” we will complete the transformation of the Fujitsu Group's business model and take on the challenge of creating new value.

**Takahito Tokita**  
Representative Director  
CEO, CDXO



### Moving our evolutionary stage forward

The Fujitsu Group is in the midst of the process of building a new business model that goes beyond the conventional business model. I see [Fujitsu Uvance](#) , launched in 2021, as a bridgehead for this. We are determined to establish Fujitsu Uvance not only as a new brand but also as an embodiment of the future business model of the Fujitsu Group.

In June 2019, the Fujitsu Group declared its intention to become a “digital transformation (DX) company.” By doing so, we wanted to share with our stakeholders the business direction that the Group would take; one that measures up to the future of the IT services business, which is undergoing dynamic change. Above all, we believe that in order to realize Our Purpose of “making the world more sustainable by building trust in society through innovation,” we need to go beyond the traditional system integration (SI) business and create new value based on the criteria of “Aspiration,” “Trust,” and “Empathy,” which are the foundational values of the Fujitsu Way. Since then, we have been working to transform our business portfolio, and ourselves. Through the deployment of Fujitsu Uvance, which is the culmination of these efforts, we will raise the stage of the Fujitsu Group's evolution to a new level.

### Demonstrating the future of the Fujitsu Group's business model

To start with, just what is Fujitsu Uvance? Simply put, it is a new brand for a group of services with which the Group can competitively provide value toward the realization of a more sustainable world. Specifically, the brand consists of seven Key Focus Areas, encompassing four cross-industry Vertical areas that solve societal issues, and three technology-based Horizontal areas that support these Vertical areas. We plan to expand services in each of these Key Focus Areas and strengthen our delivery system, with full-scale deployment planned for 2023.

I envision that Fujitsu Uvance, which starts with societal issues and develops services as One Fujitsu on a global scale, will replace the traditional SI business and become the mainstay of the Fujitsu Group's business in the medium term. This is why I stated at the outset that Fujitsu Uvance is not simply a new service brand, but that it is intended to be a new business model for the Group. To realize this vision, we are currently focusing our energies on creating not only the offerings within our services, but also a global organizational management structure that encompasses the service development processes and reporting line within the organization.

### Making sustainability our core business

Addressing sustainability issues is not a philanthropic contribution to society, but an indispensable challenge if we wish to remain at the forefront of value creation and to seize major business opportunities. The fact that sustainability is essential to the continuous enhancement of the Group's corporate value is clearly indicated in Our Purpose. This means that sustainability must be set as a core objective of the business from the outset, not as an "add-on." Fujitsu Uvance's clear commitment to sustainability is based on this idea.

I believe that for us to be successful and achieve Our Purpose in competitively innovating, and rapidly evolving sustainability-related business, we must develop a certain willingness to exercise power. Let us consider the creation of a carbon-neutral society, or more specifically, the creation of a supply chain to expand the use of alternative energy sources to replace conventional fossil fuels, as one example. To build a supply chain efficiently and quickly, it is essential to create an ecosystem that transcends industry boundaries. What is required here is the will to connect with various companies and public institutions and to use the influence of the ecosystem that has been formed. We need to collaborate with influential partners with whom we can generate synergies, quickly create best practices and disseminate information on their significance, and take part in rule-making in the international community. The willingness to exercise power refers to the ability to see the future of society from a big-picture perspective and to lead the move toward its realization.

**I envision that Fujitsu Uvance, which starts with societal issues and develops services as One Fujitsu on a global scale, will replace the traditional SI business and become the mainstay of the Fujitsu Group's business in the medium term.**



Financial targets

P17-18

Customer Net Promoter Score<sup>SM</sup> (NPS<sup>®</sup>)

P28

Employee engagement

P29

DX Promotion Indices

P30

The Fujitsu Group is engaged in field trials and collaborations with various stakeholders, including our customers, to realize DX. We must expand these efforts to a scale that will have an impact on society, and not stay content with stand-alone projects. We will keep on leveraging the Fujitsu Group's strengths to pursue maximum impact.

### Realizing scale through expansion of global business

Prior to Fujitsu Uvance, we had been aiming to achieve Our Purpose through value creation and internal transformation in the two business domains of "For Growth" and "For Stability." "For Growth" represents the domain in which we take on the challenge of creating new value and achieving growth as a partner to our customers. Specifically, we realize the modernization of customers' existing IT systems centered on their migration to the cloud, and the resolution of management issues through the use of digital technology and data. In the "For Stability" domain, we create value by contributing to improving our customers' management efficiency by developing IT infrastructure and supporting its stable operation. Specifically, we provide conventional system integration services that include the maintenance and operation of IT systems and the provision of related products.

As yardsticks for value creation in the two business domains of "For Growth" and "For Stability," the Fujitsu Group has set financial targets of ¥3.2 trillion\*1 in revenue, a 10% operating profit margin for the Technology Solutions business segment by the close of the fiscal year ending March 31, 2023, and a compound annual growth rate (CAGR) of 12% for EPS. In addition, we have set numerical targets for three non-financial indicators that reflect trusting relationships with stakeholders and progress in internal transformation: Customer Net Promoter Score<sup>SM</sup> (NPS<sup>®</sup>),\*2 employee engagement, and DX Promotion Indices.

In terms of value creation in the two domains of "For Growth" and "For Stability," we view our performance in the fiscal year ended March 31, 2022 as falling short of the expectations of our stakeholders. Although we achieved an increase in profit on a Groupwide consolidated basis, the breakdown of this increase shows that the Technology Solutions segment, the core business that is designed to drive the Group's growth, experienced declines in both sales and profit, and the Device Solutions segment, a non-core business, filled the gap. Certainly, there were external factors affecting sales and costs, such as disruptions in the global supply chain, and particularly delays in the procurement of semiconductors. However, in terms of demonstrating a shift in the Fujitsu Group's business model, the results were not enough. In particular, we consider an operating profit margin of 10% one of the prerequisites for developing a globally competitive business. Achieving it, therefore, is a priority for the fiscal year ending March 31, 2023.



As discussed next, at the level of specific measures and initiatives, there has been a lot of progress and the seeds of success are growing. However, I believe that "growth with scale" is essential for the Fujitsu Group to complete the transformation of our business model; and growth with scale necessarily involves expansion of global business. That is why we are focusing on Fujitsu Uvance—because we expect it to be a breakthrough for achieving medium- to long-term global business growth.



\*1 In April 2022, we revised the previous revenue target for the fiscal year ending March 31, 2023 of ¥3.5 trillion to ¥3.2 trillion.




\*2 Net Promoter<sup>®</sup> and NPS Prism<sup>®</sup> are registered trademarks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld, and Net Promoter System<sup>SM</sup> and Net Promoter Score<sup>SM</sup> are service marks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.



## Progress on “For Growth” and “For Stability” initiatives to realize Our Purpose

Fujitsu Uvance is built on the progress we have made since 2020 in the two business domains of “For Growth” and “For Stability.” In this section, I will report on the specifics of each of the four initiatives.

The first strategic initiative is the reformation of our global business strategy . With business restructuring on track, we achieved profitability in all regions for the fiscal year ended March 31, 2022. In addition, the progress made in organizing and expanding services to be promoted in all regions—that is, global offerings—led to the establishment of Fujitsu Uvance. Furthermore, in April 2022, we reorganized our organization from a six-region structure to a four-region structure (Japan, Europe, the Americas, and Asia Pacific) , which will allow us to execute our strategies more rapidly.

The second initiative is to strengthen our issue resolution capabilities in Japan. Fujitsu Japan  has begun full-scale operations and is steadily transitioning from conventional services catering to the needs of individual customers to solution-based business, despite facing a difficult situation in which the company’s main targets—medium-sized companies, local governments, and educational and medical institutions—were particularly affected by COVID-19. In addition, as a measure toward strengthening the consulting function, we completed the reskilling of 8,000 employees in domestic sales to become “business producers,”  and visually mapping their skills.

Our third initiative is to contribute to the greater stability of our customers’ businesses. We are strengthening the use of data and AI to improve quality in conventional SI business and prevent projects from becoming unprofitable. We also established a Global Information Security Unit and raised the level of information security  under the lead of the Chief Information Security Officer (CISO). Japan Global Gateway (JGG) , which holds the key to improving productivity in the domestic business, now hosts approximately 7,500 engineers and has standardized its service delivery model. The Global Delivery Centers (GDCs) , which develop and deliver services that cover all time zones of the world, now have 20,000 employees and stand ready for further utilization.

Our fourth initiative is becoming our customers’ DX partner of choice. Under the banner of “customer success,” we are strengthening our services focusing on solving customers’ business issues and creating new value, which we pursue in the “For Growth” domain. To accelerate this effort, we reorganized our organization and established the Global Customer Success Business Group  in April 2022. In parallel, Ridgelinez , established as a subsidiary dedicated to consulting services, is steadily gaining ground by advancing business activities and human resource policies that are not bound by the existing framework of the Fujitsu Group.

Global business strategy **P20–22**

Four-region structure  
(Japan, Europe, the Americas, and Asia Pacific) **P24–27**

Fujitsu Japan **P24**

Business producers **P46**

Information security **P91–92**

Japan Global Gateway (JGG) **P25–26**

Global Delivery Centers (GDCs) **P25–26**

Global Customer Success Business Group **P24**

Ridgelinez **P23**

One Fujitsu Program

P47

Job-based human resource management

P43-44

Internal job posting (internal recruitment) system

P44

Fujitsu Learning EXperience

P45

Fujitra

P47

Non-financial task force

P31-33

GRB (Global Responsible Business)

P52-55

Work Life Shift

P43, 58

### Progress on internal transformation

We are also moving forward with our own reforms, based on the three pillars of “data-driven management,” “DX talent development and productivity improvement,” and “fully participatory, ecosystem-based DX promotion.”

The data-driven management that we are pursuing under the name of the One Fujitsu Program is dramatically changing the management systems that support the Fujitsu Group's global operations. First, OneCRM, which integrates information on customer relations, was launched in all regions in April 2022. The progress of all ongoing business activities around the world can now be visualized in real time, and orders and sales can be predicted not only for the quarter but for a longer period. This project heralds our goal of future-oriented management, in which we make decisions based on data-driven predictions. OneERP+, which integrates information on all assets essential for corporate management, including human resources and capital, was launched in the UK and Ireland in April 2022, with plans to gradually expand to all regions in the future.

The DX talent development for employees is also rapidly moving forward. In April 2022, job-based human resource management in Japan, previously applied only to executives, was extended to the 45,000 domestic Group employees, crossing a major hurdle toward establishing a globally unified HR system. In addition, as a result of expanding the internal job posting (internal recruitment) system, which allows employees to take on another internal job of their own volition, approximately 2,700 employees had been transferred or reassigned by the end of March 2022, increasing the mobility of human resources within the Group. To support our people

taking on challenges and assist their career development, we have also introduced programs such as Fujitsu Learning EXperience, which encourages the acquisition of new skills and knowledge by all employees. Furthermore, we have also expanded our “Self-Produce Support System” to support employees seeking career course redirection outside the Fujitsu Group.

The Groupwide project called Fujitsu Transformation, or “Fujitra,” which promotes DX with the participation of all employees with an ecosystem-based approach, is also making headway in standardizing operations at all levels of the Group organization. In April 2022, we established a non-financial task force that embarked on an initiative to use data to demonstrate how the non-financial indicators relate to financial indicators, as well as to demonstrate what GRB (Global Responsible Business) and other efforts do to effect changes in non-financial indicators. This project will be a touchstone for our DX, given that the realization of management transformation through the use of data is the very high road of the business that the Fujitsu Group is aiming for.

### Internal change must not be a “flash in the pan”

“Work Life Shift” systematizes the transformation of human resource management and the development of working environments and systems for employees and has attracted a great deal of interest from external stakeholders. It has also been instrumental in fostering a sense of expectation that “Fujitsu will change” among employees in Japan, who have been the primary target of the program. I caution, however, that these internal transformations must not end as a one-off.



**A truly purpose-driven organization is one in which employees spontaneously take on the challenge of creating value by thinking outside the existing business framework. I believe that the motivation for such thinking comes from the realization that change leads to growth.**

A truly purpose-driven organization is one in which employees spontaneously take on the challenge of creating value by thinking outside the existing business framework. I believe that the motivation for such thinking comes from the realization that change leads to growth.

From this perspective, I am looking forward to finding out the correlation between the aforementioned non-financial indicators and financial indicators. I want to prove to our employees, in the form of visible data, that the efforts of each and every one lead to changes in non-financial indicators, and that changes in non-financial indicators in turn lead to the business growth of the Group. I believe that a real sense of contributing to the Fujitsu Group's growth, backed by data, will be the driving force behind ongoing change.

We have repeatedly been reminded over the past year that unpredictable changes, such as the disruptions in the supply chain caused by COVID-19 and the crisis in Ukraine, can actually turn into reality. Obviously, it is important to create a system that responds flexibly and quickly to change, but what I have become acutely aware of is the need to see beyond the surface of the changes that have occurred and discern their meaning. Moreover, the importance of the role that IT infrastructure and services play in the debate surrounding economic security has also come into the spotlight, and we see firsthand the growing influence of politics and economics on business. Against this backdrop, discerning the meaning of change has become increasingly important in global management.

Fujitsu Uvance, devoted to the creation of new value that contributes to global sustainability, is a breakthrough that will allow the Fujitsu Group to accelerate its global business development while enhancing such discerning abilities. We look forward to your continued support as we take on the challenge of realizing a more sustainable world through digital innovation, while keeping a close eye on changes in society.



**Takahito Tokita**  
Representative Director  
CEO, CDXO

## Message from the CFO



**While responding flexibly and speedily to the ever-changing environment, we will simultaneously pursue business growth and improved profitability to realize the sustainable enhancement of corporate value.**

**Takeshi Isobe**

Director and Corporate Executive Officer  
SEVP, CFO

### Overview of financial performance in the fiscal year ended March 31, 2022

For the fiscal year ended March 31, 2022, consolidated operating profit excluding special items increased by ¥28.2 billion from the previous fiscal year, to ¥275.6 billion, an increase of more than 10%. However, in the core Technology Solutions segment, delays in the procurement of components, including semiconductors, had a negative impact and revenue and profit both declined. As a result, revenue excluding special items declined ¥31.3 billion from the previous fiscal year, to ¥3,056.3 billion; operating profit decreased ¥6.7 billion, to ¥193.9 billion; and the operating profit margin narrowed to 6.3%.

Although the overall consolidated results appear to have improved, we are not satisfied with the core business, which we want to expand, notwithstanding the effects of the external environment, including disruptions in the global supply chain. We recognize that the major challenge going forward is how to respond flexibly and promptly to changes in the environment, given that various risks arising from the changes in the external environment have become the norm.

On the other hand, we were able to make solid progress with measures for future growth. In tandem with the execution of strategic investments, we have steadily implemented moves for the future, such as restructuring our global business strategy, strengthening our ability to solve problems in Japan, and working to speed up DX. We are beginning to see the results of these efforts, including in improved profitability and an expanded pipeline of business deals.

### Achieving the financial targets of the medium-term plan

Based on the results for the fiscal year ended March 31, 2022, the Fujitsu Group has revised its financial target in the medium-term plan ending March 31, 2023, for revenue in the Technology Solutions business from ¥3,500 billion to ¥3,200 billion.

While an unstable global economy with increasing inflationary pressures warrants caution, we set a target based on market growth projections.

We have maintained our operating profit margin target of 10%. Although this is a high hurdle, representing year-on-year improvement of 3.7 percentage points from the previous fiscal year, we have positioned this year as one in which the results of the various measures we have taken to date will be reflected in our business performance. Improvements in profitability through more efficient development and service delivery and the effects of workstyle reforms have already begun to produce results in the form of improved gross profit margins. We believe that to steadily advance these initiatives will surely lead to the achievement of our goals.

The financial targets for the fiscal year ending March 31, 2023 will be one milestone in the Fujitsu Group's medium- to long-term growth path. While we are determined to achieve our goals and meet the expectations of our stakeholders, we will boldly make the investments necessary to achieve further sustainable growth.

### Pursuing both growth and improved profitability

Operating profit growth will be driven by strong top-line growth, which we pursue by accelerating investment to a greater degree than in the past. We project a total of ¥120 billion in growth investments in the fiscal year ending March 31, 2023, an increase of ¥35 billion from the previous fiscal year. Specifically, we are continuing to expand our global offerings as part of our "For Growth" initiative by shifting our focus to the development of Fujitsu Uvance's seven Key Focus Areas. We will also continue to invest aggressively in R&D to strengthen our competitive advantage in the five Key Technologies that will support Fujitsu Uvance into the future.

We will continue to focus on investments in human resources, including training and education and hiring to expand the Global Delivery Centers (GDCs). We are actually seeing that

such investments yield returns and lead to the improved performance of employees: successful examples of sales staff in Japan transforming themselves into “business producers” through training, and thereby expanding the scope of business talks with customers as consultants, have emerged since the second half of the fiscal year ended March 31, 2022.

We will also accelerate in-house DX investments, including in OneERP+. Analysis, forecasting, and decision-making based on real-time information, such as the content and progress of business deals and the order pipeline, have already been partially realized, demonstrating some of the benefits of full-scale data-driven management aimed for the fiscal year ending March 31, 2025 onward.

In parallel with investments, we will pursue further improvements in profitability and cost efficiency. Particularly in the business in Japan, there is still room for wider transformation in service delivery through collaboration between JGG and GDCs, and further improvement of profitability is possible.

Together with productivity improvements through standardization and automation, curtailment of unprofitable projects through enhanced quality and risk management, and fixed cost reductions resulting from borderless offices and optimal human resource allocation, we are targeting an effect of approximately ¥60 billion during the fiscal year ending March 31, 2023.

### Capital allocation and shareholder returns

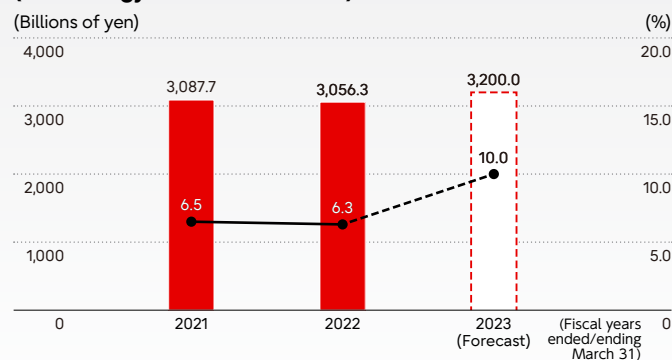
Compared to our initial plan of generating more than ¥1 trillion in base cash flow\* over the five-year period from the fiscal year ended March 31, 2021 to the fiscal year ending March 31, 2025, the Fujitsu Group expects to generate ¥742.8 billion in cash flow over the three-year period ending March 31, 2023, and expects this to continue to grow steadily. Based on this outlook, in April 2022, we announced an increase in shareholder returns. Although the Company is still in the middle of its

medium-term plan, it can be said that it has moved ahead to the next stage of shareholder returns, based on the probability of future cash flow expansion.

By getting ahead of the curve, the balance of capital allocation may temporarily appear to prioritize returns. However, our goal at the end of the day is medium- to long-term growth. In the future the time may come when we accelerate strategic investments, such as mergers and acquisitions, for the purpose of acquiring human resources and intellectual property. In light of these assumptions, our target of 12% five-year average growth in earnings per share attributable to owners of the parent (EPS) reflects our commitment to pursue both growth and improved capital efficiency. As CFO, I will promote agile financial strategies to overcome changes in the environment and achieve sustainable corporate value enhancement.

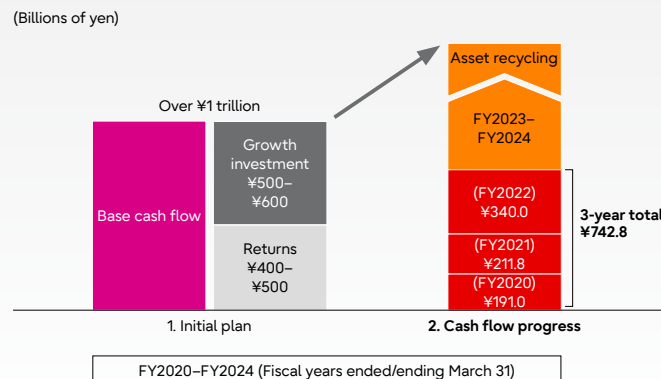
\* Free cash flow before investment in growth plus lease payments.

### Revenue and operating profit margin (Technology Solutions business)

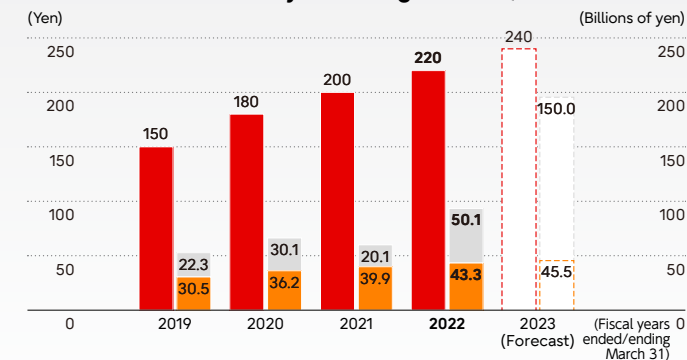


■ Revenue (left scale) — Operating profit margin (right scale)  
Note: Forecast for the fiscal year ending March 31, 2023 is as of April 28, 2022.

### Capital allocation policy



### Returns to shareholders: Increasing total payout to ¥200 billion in the fiscal year ending March 31, 2023



■ Dividends per share (left scale) ■ Dividends paid (right scale)  
■ Share repurchases (right scale)  
Note: Forecast for the fiscal year ending March 31, 2023 is as of April 28, 2022.



# Our progress

The Fujitsu Group is committed to value creation in two business domains: "For Growth," which contributes to the transformation and growth of customers' businesses, and "For Stability," which contributes to improving operation of customers' IT infrastructure and supports customers' stable business operations. At the same time, we are strengthening the foundations for value creation by establishing non-financial management indicators that show the progress of our own transformation and pursuing the optimal form of human resource and organizational management required of a DX company.





## Message from the COO

### Entering the final lap for the medium-term plan

March 31, 2023, marks the end of fiscal 2022 and the time limit for achieving the targets of our medium-term plan. There are only several months left to go. When we formulated our medium-term targets we did not envisage a pandemic, but the resulting impacts that included supply chain disruptions compelled us to review our financial targets for revenue. Although our target for operating profit margin remains challenging, we believe that it is achievable. Our confidence is based on our progress in the “For Growth” and “For Stability” business domains, in which we have been making operational headways in four priority issues for creating value.

### Rebuilding our global business strategy

Despite the impact of procurement delays for components owing to the global chip shortage, we successfully achieved profitability for all regions in the fiscal year ended March 31, 2022, as we finally realized the results of our structural reforms implemented up to the fiscal year ended March 31, 2021. Although we have just begun to establish a structure to generate stable profits and achieve growth, our growth path is becoming clearer.

In April 2022, the former Global Solutions Business Unit was reorganized into the Global Solutions Business Group and the Global Customer Success Business Group. With this move, some of our solutions development operations, which were previously carried out regionally, have now been integrated into the Global Solutions Business Group. This has created a structure in which our four regions—Japan, Europe, the Americas, and Asia Pacific—can concentrate their management resources on sales and service delivery.

Financial targets

P17-18

Four regions (Japan, Europe, the Americas, and Asia Pacific) P24-27


We will steadily develop the results of our initiatives since fiscal 2019 into the realization of our targets and medium-term growth.

**Hidenori Furuta**Representative Director  
COO, CDPO (Chief Data & Process Officer)

### Four elements: offerings, accounts, delivery, and alliances

We are working to prepare the four elements that are essential for global business growth: global offerings, global accounts, global delivery, and global alliances.

First, we made rapid progress in expanding our global offerings during the fiscal year ended March 31, 2022. This has been our highest priority over the past two years, and an urgent issue in the sense that businesses cannot exist without products and services to sell. We are now seeing the results with growing orders for offerings based on collaboration with partners including SAP, Salesforce, and ServiceNow.

In global accounts, which clarify the approach for strategic customers with global business operations, we have completed the formulation of account plans and sales strategies, and we are now at the stage of implementing them under the [Global Customer Success Business Group](#) .

In terms of global delivery, we have internalized utilizing our [Global Delivery Centers \(GDCs\)](#) , which are sites for development, in each region, including Japan. As our next step, we will continue to expand the scale of our GDCs from the current level of 20,000 people while pursuing further efficiency and productivity gains through the use of AI and automation. Second, we will expand the scope of our “Centers of Excellence” (CoE), from mere knowledge accumulation points to centers to cover more specialized fields than previous infrastructure services and help desks. Finally, with regard to global alliances, we will collaborate with the aforementioned partners SAP, Salesforce, and ServiceNow and also Microsoft to pursue added value that only the Fujitsu Group can provide. The source of added value is our hands-on insights gained through extensive internal practice and the potential to combine partner services with proprietary technologies such as our Digital Annealer.\* Moving forward, we will continue to work with leading partners while assessing customer needs.

\* Fujitsu's proprietary quantum-inspired digital computing technology that can rapidly solve combinatorial optimization problems that prove difficult to solve using current conventional computers

### Fujitsu Uvance

To accelerate the growth of our global business, we are currently focusing our efforts on [Fujitsu Uvance](#) , which defines our vision for society in 2030. We do not yet have an established, comprehensive service portfolio as we have just started providing services under Fujitsu Uvance in 2022. The reason is that Fujitsu Uvance is to continue changing and developing in step with the constantly evolving market up to 2030.

For the fiscal year ending March 31, 2023, we will begin providing services in Horizontal areas, which we have built based on our global offerings, and in Vertical areas, such as Sustainable Manufacturing, where we already have a certain number of offerings prepared. In parallel, the Fujitsu Group plans to develop its own original services and to expand services through collaboration with global alliance partners, working toward a full roll-out in the fiscal year ending March 31, 2024. In Vertical areas in particular, we will step up our efforts on service development through co-creation with customers.

### Strengthening problem-solving capabilities in Japan

The success of our efforts to reskill our 8,000 sales personnel in Japan is reflected in the data in OneCRM, an integrated customer relations management program. As of March 31, 2022, in half of our business deals in Japan, we have made proposals for helping to strengthen sustainability management, including measures to reduce CO<sub>2</sub> emissions, that go beyond the requirements of the requests for proposal (RFP) documents provided by customers. Of these cases, around half of the customers have reacted positively, remarking that the Fujitsu Group proposed novel solutions to their challenges and pointed out new possibilities. I believe this is the best proof that we are gradually developing a mindset of thinking first and foremost as a business producer about what customers want to achieve and what they need to succeed.

Global Customer Success Business Group

P24

Global Delivery Centers (GDCs)

P25–26

Fujitsu Uvance

P34–41


Japan Global Gateway (JGG)

P25-26


Information Security

P91-92

### Helping to make customers' businesses even more stable

The Group's primary earnings base is currently in the Japan market. In this area, the Japan Global Gateway (JGG)  plays a driving role in increasing profitability and ultimately achieving our operating profit margin target. JGG is an organization responsible for service standardization and expansion of shared services. It is the key to increasing productivity through expanding the use of GDCs in the domestic business.

The creation of a scheme for the collaboration process with GDCs through JGG is largely complete. The process of matching requests from the front lines of customer service with human resources from JGG/GDCs has been considerably streamlined with a system that utilizes AI, and the utilization of GDCs is now expanding steadily. By the end of fiscal 2021, approximately 40% of all projects in Japan had adopted service standardization, and we plan to increase this to 50% by the end of this fiscal year. In terms of personnel, out of the 20,000 GDC members, the number of personnel assigned for Japan was 8,400 as of July 2022, up from 4,000 as of April 2021, and is scheduled to increase to 9,000 by September.

In response to a security incident in Japan, we have been promoting total inspections and drastic reforms of all systems, including IT, governance, organizations, human resources, and business processes. With regard to organizations and human resources, we established the Global Information Security  Unit in October 2021 and are increasing the numbers of our security personnel.

### Being the customer's best DX partner

In the Global Customer Success Business Group, we have strategically assigned highly skilled and experienced business producers to global accounts as "Account General Managers" (AGMs). The mission of the AGMs is to carefully consider and identify customers' management issues and the social issues that they are facing. Naturally, it is not enough to just talk with the customers' IT divisions; it is also necessary to approach the so-called "CxO" management level, such as the CEO, CIO, and CDO. In 2021, we assigned AGMs to some of our customers in industries such as manufacturing and distribution, and, as a result, more in-depth proposals were made. We therefore started to expand these assignments to global accounts in all industries in April 2022.

### Medium-term growth

I have explained that JGG and the GDCs are key to achieving our medium-term targets, in particular our operating profit margin target. However, our true goal for realizing Our Purpose lies beyond that. In pursuing sustainable corporate value, we will make a supreme effort to promote Fujitsu Uvance with a view to achieving medium-term growth, and to reform our security framework in order to maintain and strengthen the Fujitsu brand.

## Progress of key measures and future policies: Capability enhancement



### Ridgelinez

#### Toshiya Imai

Chief Executive Officer  
Ridgelinez Limited

#### Progress through the fiscal year ended March 31, 2022

- ▶ Ridgelinez started operations in April 2020 as a new Fujitsu Group company that provides consulting services key to navigating DX for our customers.
- ▶ The company works to solve management and business issues faced by customers, providing them with optimal technologies that go beyond Fujitsu Group products and services when implementing digital technologies.
- ▶ We focus on four areas: business transformation aimed at improvement of customer experience, optimization of business execution, organizational and personnel reforms that bring about improvement of employee engagement, and data-driven management. We use digital technology as a driver to accelerate transformation in these areas, with the establishment of ICT infrastructure and cloud migration as the main pillars.
- ▶ In the fiscal year ended March 31, 2022, orders received grew by nearly 30% year on year due to the success of strengthening approaches to customers' management and expanding brand recognition through proactive marketing activities.
- ▶ We completed the introduction of a human resources system to maximize employee performance and put in place a human resource management framework as a consulting firm. We have also strengthened recruitment activities; the percentage of employees from the Fujitsu Group, which accounted for most of the employees immediately after the start of operations, has leveled off, and currently about half of the employees were recruited externally by Ridgelinez.

#### Policies and targets for the fiscal year ending March 31, 2023

- ▶ We continue to pursue a basic policy of focusing on four areas and utilizing digital technology as a driver of change, as well as on the customers' management level approach, aiming to expand the order pipeline and achieve stable growth.
- ▶ To strengthen the foundations that support stable growth, we aim to build an organizational structure that continuously generates profit, and emphasize the realization of companywide transformation utilizing the "4X\* + Digital" framework as a companion for further customer transformation.
- ▶ We are deepening our alignment with Fujitsu Uvance to develop upstream consulting functions that are essential for providing services starting from social issues, including sustainability management and carbon neutrality.

\* Customer experience, operational excellence, employee experience, management excellence

#### Medium-term issues

- ▶ Raise brand recognition as a consulting firm
- ▶ Continuously recruit high-quality talent and prepare for the launch of international offices for the consulting business



### Strategic Growth & Investments (SG&I)

#### Nicholas Fraser

Corporate Executive Officer  
SVP, Strategic Growth & Investments

#### Progress through the fiscal year ended March 31, 2022

- ▶ We launched SG&I in March 2020, with a mission to establish a capability to guide and govern inorganic growth activities across the company worldwide. Since then, we have built a world-class team that collectively delivers domestic and international mergers and acquisitions, global venture investments, and professional support for various "business-building" activities, such as joint ventures or new business formulations. The team today has a global mandate which it delivers from the home office in Tokyo, and a team in London established in late 2021.
- ▶ In addition to building and managing a diverse global team of experts and transactions, we are responsible for creating a centralized global governance structure for investing and also for establishing and running the committees to ensure timely and balanced decision-making.
- ▶ With our governance committees now in place, we have completed one acquisition in Japan and three in Oceania (Versor, oobe, and Enable Professional Services) and have made nine venture investments (notably, Autofleet in Israel and QunaSys in Japan). We have supported major efforts to launch new businesses in Japan including a strategic alliance and investment with Palantir, a joint venture with drug-discovery start-up PeptiDream, and a strategic partnership with Dentsu/ISID.

#### Policies and targets for the fiscal year ending March 31, 2023

- ▶ We entered the current fiscal year with a pipeline of transformational and strategic acquisition opportunities that support both the transformation of the Company's services and the new Uvance agenda. Working closely with both business groups and Uvance sponsors, SG&I will help accelerate the transformation of traditional IT services ("Modernizing the Core") and enhance our portfolio of new solutions ("Building the New—Uvance").
- ▶ This year will mark the establishment of a new incubation program called Fujitsu Launchpad within SG&I. It focuses on helping Fujitsu individuals and business groups develop, evaluate, and commercialize innovations.
- ▶ Despite economic and geopolitical headwinds, we anticipate this year to mark the start of Fujitsu's wave of programmatic inorganic activity, with SG&I team members providing professional guidance every step of the way.

#### Medium-term issues

- ▶ Attracting, developing, and retaining a global pool of world-class talent
- ▶ Maintaining a healthy pipeline of growth opportunities across M&As, venture investments, business building, and new business development
- ▶ Global economic outlook and geopolitical stability



## Progress of key measures and future policies: Global growth



### Global Customer Success Business Group

#### Shunsuke Onishi

Corporate Executive Officer, SEVP,  
Head of Global Customer Success

#### Progress through the fiscal year ended March 31, 2022

- ▶ As the organization spearheading the Fujitsu Group's transformation, we have promoted the integration of the sales/SE (sales and production) organizations and the transformation of the delivery model, i.e., standardization of services through collaboration with JGG and realization of the expanded use of GDCs.
- ▶ We started activities by assigning Account General Managers, who are integrators of production and sales, mainly in the manufacturing industry, to specific customers with global business operations. In addition, we have promoted the development of DX business consultants who accompany customers in solving their issues.

(The progress through the fiscal year ended March 31, 2022, comprises the details of the initiatives of the former Global Solutions Business.)

#### Policies and targets for the fiscal year ending March 31, 2023

- ▶ We established the Global Customer Success Business Group in April 2022 as a spearhead organization to handle multinational customer businesses and address customers embracing transformation.
- ▶ We are separating the "account" organization from the "offering" organization\* to promote customer-oriented, speedy business, and organizational transformation. Deployment of Account General Managers, which has been underway since the previous fiscal year, has expanded to large customers in all areas of the industries for which we are responsible.
- ▶ We intend to design and implement global customer programs and take a leading role, as a point of contact to customers, in globally promoting Fujitsu Uvance and other offerings and business development.

\* The former Global Solutions Division has been reorganized into the Global Solutions Business Group and the Global Customer Success Business Group. The Global Solutions Business Group is responsible for offering development and delivery functions.

#### Medium-term issues

- ▶ As a front organization focused on "customer success," we will lead the ecosystem and co-creation approach with customers and stakeholders to solve social issues and contribute to the Company's global growth.



### Japan Region

#### Hiroyuki Tsutsumi

Corporate Executive Officer, SEVP,  
CEO, Japan Region

#### Progress through the fiscal year ended March 31, 2022

- ▶ In our Japan Region business, we target the central government, telecommunications and media, electricity and gas, social infrastructure, and other mission-critical companies and businesses in Japan. In addition, Fujitsu Japan, a subsidiary of Fujitsu, operates in the areas of the local government/private sector demand, healthcare, and education businesses.
- ▶ As "One Team," we have been breaking down silos and creating synergies to solve Japan's social issues through digital technology, contributing to the Fujitsu Group's growth through new value creation.
- ▶ We have developed a standard platform in line with the shift from a traditional individually contracted business model to a business model as a DX company. To promote the establishment of the new business model we have been developing reskilling training for all business producers to strengthen their DX consulting and proposal capabilities and providing a "lean learning and practice program."

#### Policies and targets for the fiscal year ending March 31, 2023

- ▶ We are strengthening proposals and deployment of global offering-based solutions to solve management issues faced by target customers.
- ▶ We are focusing on building a business that will be a showcase for Fujitsu Uvance.
- ▶ We will further promote efficiency in service delivery by embedding behavioral change among business producers and expanding the use of JGG and the GDCs.
- ▶ We aim to curb the occurrence of unprofitable projects by identifying and preventing potential issues and strengthening quality and risk management through the use of AI and data.

#### Medium-term issues

- ▶ We will give shape to the adoption of DX in the infrastructure systems that support society, including the Japanese government's vision of a Digital Garden City Nation, and contribute to their expansion
- ▶ We will strengthen proposals for new business and business transformation to customers and create strategic medium- to long-term projects.
- ▶ We will expand the ecosystem to collaborate with companies and organizations outside of the Fujitsu Group to solve social issues.



### Fujitsu Japan

#### Takayuki Sunada

President  
Fujitsu Japan Limited

#### Progress through the fiscal year ended March 31, 2022

- ▶ Fujitsu Japan Limited was established in October 2020 after the reorganization of the Fujitsu Group's domestic operations, including the integration of subsidiaries. Fujitsu Japan, which primarily targets companies with sales of ¥100 billion or less, local governments, and educational and medical institutions, has almost completed the integration of internal systems that manage order and supply and human resources.
- ▶ In addition to the impact of the semiconductor shortages, our target customers and industries were particularly affected by COVID-19, resulting in only 90% of orders in fiscal 2021 compared to the previous fiscal year.
- ▶ We collaborated with JGG to standardize services and expanded the use of the GDCs.

#### Policies and targets for the fiscal year ending March 31, 2023

- ▶ Fujitsu Japan is concentrating its management resources in markets and offerings where it has a strong competitive edge, to achieve growth and contribute to the Group's goal of achieving a 10% operating profit margin in Technology Solutions.
- ▶ We are accelerating the shift to a solution-proposing business that takes customer issues as its starting point.
- ▶ In collaboration with JGG, we are further ensuring standardization and accelerating the improvement of productivity and quality of services.

#### Medium-term issues

- ▶ Fujitsu Uvance offerings will be integrated into Fujitsu Japan's proposals to our target customers to help solve their challenges.

# Improving service quality and productivity through the use of Japan Global Gateway (JGG) and Global Delivery Centers (GDCs)

## What are JGG and the GDCs?

JGG supports the provision of IT services and DX offerings in Japan with approximately 7,500\*<sup>1</sup> system engineers (SEs). Specifically, JGG is responsible for all processes from service delivery and offering implementation to operation and maintenance for projects ordered by customers via business producers and customer-facing industry SEs—the point of contact with customers.

The GDCs, on the other hand, support the global business development of the Fujitsu Group with approximately 20,000\*<sup>1</sup> personnel, and are responsible for a wide range of operations including software and application development, operation services, and call center outsourcing services. GDCs are located in the Philippines, India, Poland, Costa Rica, and other countries and regions with a high concentration of highly skilled IT professionals, providing services in more than 40 languages in four regions—Japan, Europe, the Americas, and Asia Pacific.

Until recently, the Group's business in Japan has been centered on the development and operation of customized systems on the basis of individual-customer contracts, which has limited the standardization of services and prevented the GDCs from being fully utilized. As a result, service quality was inconsistent and productivity was low. At the same time, it was difficult to secure sufficient domestic SE resources that should have been allocated to high-value-added DX projects. JGG was established to resolve these issues and maximize the use of GDC resources to simultaneously improve service quality and productivity.

\*<sup>1</sup> As of April 2022

## Optimal allocation of human resources using AI

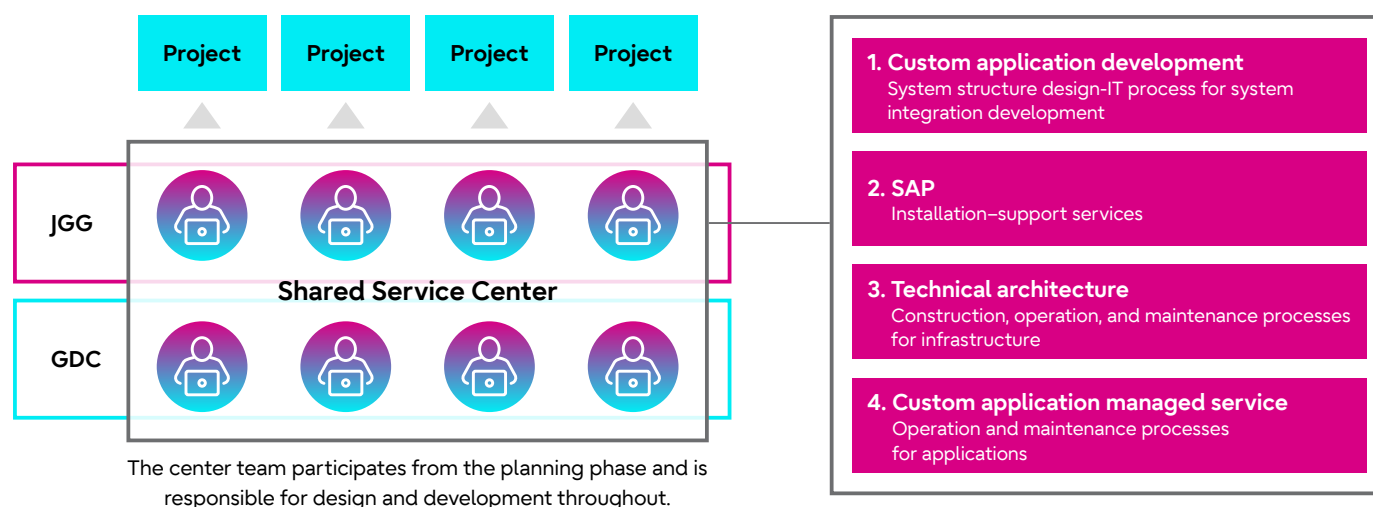
The first piece of business that JGG undertook was to subdivide all work processes from design, development, and testing to service delivery and offering implementation into tasks, thoroughly define them, and standardize them. By eliminating as much as possible ambiguous elements such as manufacturing in accordance with conventions established through longstanding business relationships with customers, and by standardizing work processes and work content, we have created a system that allows GDC members to clearly understand the scope of work. By April 2022, standardization had been applied to all projects in which GDC participates in Japan. As a result, we are working together with approximately 8,400\*<sup>2</sup> GDC members, including 4,300 English-speaking personnel, and we plan to reach 9,000 GDC members by September 2022, six months ahead of schedule for the current fiscal year, for the establishment of a development system for GDC members.

Next, we introduced the “shared service model” to JGG. This is a shift from the previous system in which a lead SE was

assigned to each customer to one in which a lead SE is assigned to each type of service. The SEs assigned to a particular “shared service” and the GDC members who work with them are responsible for the entire process from development and implementation to operation and maintenance as professional engineers who provide such services, regardless of the customer. The “shared service model” has enabled the speedy provision of high-quality services to customers, while SEs belonging to JGG and the GDCs, respectively, have been able to improve their own expertise and know-how to enhance work efficiency.

We are also planning to build a system that uses AI to match the skill sets required by business producers and industry SEs—the points of contact with customers, with the skill sets possessed by JGG's engineers. By visually mapping the skills and operating information of JGG members, we expect to realize DX, in which we will be able to respond to requests from the project side with prompt and appropriate staffing.

\*<sup>2</sup> As of July 2022



### An industry (public sector) SE's view



**Tsubasa Nozawa**  
Manager

With the availability of JGG's shared services, even for large-scale projects, the construction of infrastructure such as cloud computing and operating systems is now left to JGG. We, the industry (public sector) SEs who are the point of contact with our customers, have a clear division of labor, coordinating the distribution of work among SEs with specialized skill sets such as middleware and databases. In addition, since the JGG members assigned to projects serve as a bridge between the customer-facing front office and the GDC, we, in a positive sense, no longer have to focus on the GDCs, and have come to concentrate solely on communication with the JGG engineers, which has made project management more efficient.

The tools required for infrastructure construction projects have been standardized and automated to minimize manual work. The quality of the materials and deliverables provided by JGG during the course of the project are also top-notch, reflecting its experience in carrying out numerous projects. This is also highly valued by customers, together with the speed and cost advantages JGG offers.

By feeding back the know-how of industry SEs to JGG, we are looking to co-create with JGG the expansion of shared services and the delivery of even higher quality services.

### A JGG SE's view



**Takayuki Misu**  
Senior Manager

The Fujitsu Group's service delivery transformation is being felt within JGG. As a specialized engineering group, JGG's SEs are now able to focus on more specialized integration, and it has become commonplace for one SE to carry out multiple projects in parallel. With the development of shared services, GDC members have become more capable, and there are almost no more situations where they have to communicate work procedures manually from scratch. A system in which JGG SEs and GDC SEs work together as "buddies" has been introduced; they communicate on a regular basis and work together based on mutual understanding. The previous relationship between SEs who requested work and GDCs who took care of it has changed to one where they work together as members of the same project.

In the future, I would like to take on the challenge of integration using the latest technologies and integration of large-scale projects. With the shortage of IT personnel in Japan, JGG, as the delivery manager, will take the lead in standardizing the latest technology, globalization, and best practices.

### A GDC SE's view



**Christen Paul Zamora**  
Senior Engineer

I joined the Philippines GDC a few months before JGG became fully operational in April 2021. With the jump start of JGG, the GDC's work for Japan has rapidly expanded. Today, it is not uncommon for one development project to begin before the previous one is completed. My own skills as an SE are enhanced by working on numerous projects and gaining experience.

The presence of a "buddy" at JGG helps to deepen mutual understanding of work arrangements and progress between the JGG and GDC sides, which is a big plus for smooth development of offerings. From the perspective of controlling risks or resolving problems in the early stages, it is important to have a structure where concerns and unclear points that arise in the course of work can be easily communicated and resolved with a "buddy" via chat.

In between projects, I try to learn new skills and acquire certifications. It is very rewarding because I can actually use the skills I have learned through the acquisition of certification on projects. By growing myself, I hope to contribute to the growth of the Group as well.



## Europe Region

### Paul Patterson

Corporate Executive Officer  
EVP, CEO, Europe Region

#### Progress through the fiscal year ended March 31, 2022

- We undertook structural improvements in two regions, Northern & Western Europe (NWE) and Central & Eastern Europe (CEE), including simplifying our operating model and withdrawing from low-margin and unprofitable businesses.
- Development of Global Offerings, which had been partially conducted at the Regional level, was transferred to the Global Solutions Business Group to simplify internal processes and accelerate time to market.
- Our focus on strengthening customer relationships and improvements to service delivery, both in-country and using our Global Delivery Centers, resulted in improved customer satisfaction scores.

#### Policies and targets for the fiscal year ending March 31, 2023

- In April 2022, the Service businesses in NWE and CEE were merged into the new Europe Region to increase our focus on growth particularly in Digital Services market segments. The Products business moved into the System Platform Business Group.
- We are focusing on selected strategic accounts and qualified new business to build closer customer relationships.
- We continue to build consulting and sector expertise to proactively identify solutions for our customers' business issues.
- We are building skills for the future by recruiting, retaining, and developing a diverse workforce.

#### Medium-term issues

- Geopolitical instability and rising inflation in Europe are pointing toward reduced market growth and economic challenges. Our plans will adapt to focus on opportunities to support our customers while mitigating adverse impacts to our cost base.
- We will strengthen capabilities, including through M&As, to increase our ability to digitally transform our customers and implement Fujitsu Uvance's growth strategies.



## Americas Region

### Doug Moore

SVP, CEO, Americas Region

#### Progress through the fiscal year ended March 31, 2022

- Withdrawing from unprofitable business areas in North America and accelerating the shift to digital services contributed to the growth of the Americas business in fiscal 2021.
- To improve profitability of our services business, we shifted resources to large strategic accounts focusing on global offerings and optimized delivery through standardization using Fujitsu's global delivery methodology.
- Major subsidiaries in North America were integrated into one entity during fiscal 2021.

#### Policies and targets for the fiscal year ending March 31, 2023

- Our focus for the fiscal year is to achieve profitable and proportional growth by driving new accounts in underserved territories such as the public sector in the US and the private sector in Canada.
- We aim to sell more global offerings and improve profitability by strengthening our global alliances through augmentation of our partners' services with Fujitsu solutions such as GLOVIA OM, and through increased use of our Global Delivery capabilities and automation.

#### Medium-term issues

- Looking further out, as we implement the Fujitsu Uvance growth strategy, we will build on our digital core capabilities to further develop into a consultative digital services business.
- We will deliver sustainable enterprise transformation and superior business value to customers across industry sectors enabled by Fujitsu Uvance's horizontal and vertical offerings.



## Asia Pacific Region

### Graeme Beardsell

Corporate Executive Officer  
EVP, CEO, Asia Pacific Region

#### Progress through the fiscal year ended March 31, 2022

- Established industry-oriented go-to-market model with an objective of strengthening our industry insight and relevance.
- Inorganic growth strategy continues to gain momentum. Two acquisitions completed, strengthening the capabilities required to provide value-added services business.
- Expanded the use of GDCs in service delivery, continuously enhancing delivery capabilities and quality.
- Improved gender equality at Fujitsu Oceania and launched Māori and Pacific Peoples Inclusion Plan in Aotearoa New Zealand.

#### Policies and targets for the fiscal year ending March 31, 2023

- Launch new organization structure for APAC Region.
- Refine strategy across APAC. Focus on bringing strategy to life through Fujitsu Uvance, with a strong industry lens and a consulting-led manner.
- Focus on implementing an APAC operating model to strengthen capabilities across the region; leverage our scale through resource sharing where appropriate.
- Continue with pragmatic M&A strategy. Complete third acquisition.
- Further Purpose actions:
  - Execute renewable power purchasing agreement to reduce carbon emissions by 30% or more in Australia.
  - Continue to be a diverse and inclusive employer of choice.
  - Promote digital inclusion through First Nations-led program.

#### Medium-term issues

- Full-scale rollout of Fujitsu Uvance.
- Utilize GDCs, automation, and standardization to improve customer outcomes and productivity.
- Continue to leverage inorganic growth strategy to strengthen capabilities and transform business across APAC.



## Non-financial indicators

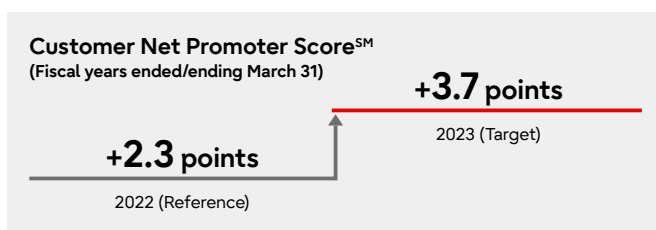
With regard to the three non-financial indicators set forth in the management objectives, we asked the executives in charge why the indicator is important to the Fujitsu Group, what the numerical target means, and what improvements are planned in the future.

### Customer Net Promoter Score<sup>SM</sup> (NPS<sup>®</sup>)



**Taeko Yamamoto**

Corporate Executive Officer,  
EVP, Chief Marketing Officer (CMO)



#### Listening to customers through a common global survey

Customer NPS<sup>®</sup> is a metric that enables objective evaluation of customer loyalty, i.e., the customers' level of trust and attachment toward a company. Unlike customer satisfaction, which indicates the degree of satisfaction or dissatisfaction with a purchased product or service, customer loyalty is characterized by its ability to determine the degree of customer attachment and the likelihood of repeat purchases.

The Group uses Customer NPS as one of its non-financial indicators in order to realize customer-centric management. By listening to our customers through Customer NPS and

providing services that accurately meet their needs, or by making proposals that anticipate their needs, the value of the customer experience is enhanced, and Customer NPS is further increased. We believe that creating such a positive cycle will result in the enhancement of the Fujitsu Group's corporate value.

As a mechanism for listening to customers' opinions and improving the customer experience globally, CX leaders are assigned to each region to lead improvement activities at the field level, and on the management side, the CX Steering Board, chaired by CEO Takahiko Tokita and attended by business managers from each region, is held quarterly. This mechanism creates a "feedback loop" that addresses customers' issues as management issues, proposes improvement actions, examines areas for investment, and verifies the effectiveness of the measures.

#### Aiming for continuous action for improvement

While there are many companies globally that utilize Customer NPS, there are very few that publicly announce it as a management indicator along with a numerical target. In this context, the Fujitsu Group has set a target of a 3.7-point year-on-year improvement for the fiscal year ending March 31, 2023, as we are committed to building relationships of trust with our customers. The fact that the target is not an absolute value but a point improvement over the previous fiscal year also reflects our determination to continuously enhance the value of the customer experience by reflecting customer feedback, as no score is ever enough.

In setting the target, we carefully examined each of the approximately 2,000 responses we received from customers in our global survey and aggregated the number of points that could be improved through actions taken in the current fiscal year. Considering that the actual improvement in the fiscal year ended March 31, 2022, when we took a similar approach, was 2.3 points year on year, we believe that the 3.7-point year-on-year improvement we are aiming for this fiscal year is a high target that cannot be achieved merely through an extension of our previous efforts.

It is important to note that the Customer NPS is only an indicator, and "score improvement" is not the objective in itself. It is important to carefully listen to customers' opinions through NPS surveys, and to continuously implement improvement actions that contribute to enhancing the value of the customer experience. In the fiscal year ending March 31, 2023, we will work to improve the value of the customer experience by taking concrete actions such as strengthening our DX proposals, building a mechanism for sharing best practices globally to strengthen our proposals, and introducing a system that will enable us to quickly follow up on customer feedback, particularly with regard to critical feedback.

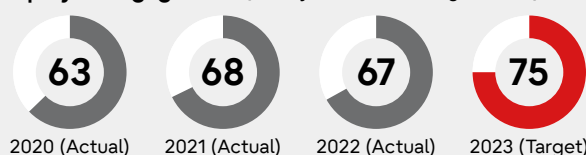
## Employee engagement



**Hiroki Hiramatsu**

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

### Employee engagement (Fiscal years ended/ending March 31)



### Aiming for both personal and corporate growth

The Fujitsu Group's greatest management resource is its employees, who are the source of the value it provides to customers. Our experience has shown that highly engaged employees are better able to provide customers with high-quality services, and that positive customer evaluations correlate with employees having a more positive attitude toward their work. We believe that increasing the engagement of each and every employee leads to the growth for both the individual and the Group.

Based on this belief, we have set "employee engagement," which demonstrates empathy for Our Purpose and organizational culture and enthusiasm for work, as an indicator to measure the sustainable growth of the Group, and we are promoting various initiatives to improve it. Sharing of the organizational

vision is one example. The heads of each division or team verbalize their vision for the realization of Our Purpose and share it with the members to elicit empathy and motivate them. In addition, supervisors who interact with members are also working to strengthen workplace management. One-on-one meetings are held to help members understand their role and the Company's expectations, and to put this understanding into practice. In addition, as a company, we support career ownership by providing opportunities to think about careers and a wide range of growth and challenging opportunities.

### Setting goals appropriate for a global company

The Fujitsu Group has clearly stated its aspiration to be a purpose-driven company and has introduced measures to broaden the range of work options for employees. In this context, we conduct a survey to measure employee engagement twice a year on a global basis in order to grasp changes in organizational culture, employee workstyles, opinions, and awareness in a timely manner, and to reflect the results in our management in a speedy manner.

The target value of 75 is a number that has been determined using global companies as a benchmark. The actual number varies widely, as it is affected by a company's business, the business environment in different countries and regions, and the diversity of countries from which employees come. Frankly speaking, 75 is clearly a high target for our Group. Nevertheless, we aim to achieve our goal, determined to claim our place as a leading global company.

Survey results are disclosed on an intranet page available to all Group employees. The results for each department are also shown to encourage managers to use the results to make changes to improve day-to-day management and engagement in their respective workplaces. In addition, departmental

results are also utilized in a posting system to meet the information needs of employees who are willing to take on challenges in a new environment.

Through analysis of the survey results, it became clear that there is a strong correlation between one-on-one meetings and employee engagement. This indicates that discussing and clarifying a vision that supervisors and subordinates can share, apart from routine work reporting and consultation, is extremely important from the perspective of employee engagement and creating a purpose-driven organization. On the other hand, my own perception is that there is no panacea for improving engagement drastically. We will continue to support individual growth by using data to communicate with all employees and understand their diverse values.

One-on-one meetings

P44

Posting system

P44

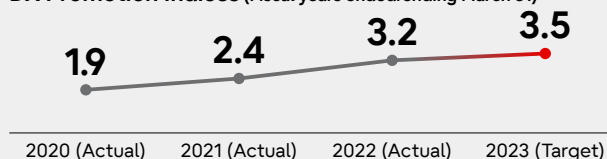
## DX Promotion Indices



**Yuzuru Fukuda**

Corporate Executive Officer,  
EVP, Chief Information Officer (CIO)  
Deputy Chief Digital Transformation  
Officer (CDXO)

**DX Promotion Indices** (Fiscal years ended/ending March 31)



### Capturing changes in the process toward the realization of Our Purpose

The definition of “DX” for the Fujitsu Group is based on the description of the “DX Promotion Indices” set by the Japanese Ministry of Economy, Trade and Industry for the purpose of promoting corporate digital management reform. In order to grasp the changes the Group is undergoing in the process of achieving Our Purpose, we have set up the DX Promotion Indices as one of the non-financial indicators, and are conducting a diagnosis of the maturity level of DX promotion in a common format on a global and Groupwide basis. By conducting detailed diagnostics for each division, we are able to grasp the progress of reform and the results of measures and to take appropriate action.

Another aim of the DX Promotion Indices as a non-financial indicator is to accumulate knowledge as a partner that can spearhead our customers’ DX efforts. By implementing initia-

tives in accordance with the DX Promotion Indices and increasing the maturity level of DX, the Group will be able to provide the knowledge gained in this process to our customers through our business.

The DX Promotion Indices are set on the premise that companies conduct their own self-diagnosis. In order to ensure objectivity in self-diagnosis, the Fujitsu Group uses the opinions of all Group employees, which are compiled every six months, as the basis for scoring, and incorporates a third-party evaluation by Ridgelinez<sup>①</sup>. The feedback collected in this process is also used by the DX officer in charge of DX promotion in each division to determine the progress of divisional initiatives, make decisions on measures to be taken next, and revise the course of action in the Groupwide DX project Fujitsu Transformation, or “Fujitra.”<sup>②</sup>

### Internal change is the key to continuous improvement

We have set a numerical target for the DX Promotion Indices of 3.5 by the end of the fiscal year ending March 31, 2023. According to the Ministry of Economy, Trade and Industry’s “DX Promotion Indices,” a company is classified as a “DX leading company” if it achieves an average of 3 or more across all qualitative indicators for all surveyed locations.\* Therefore, by achieving this goal, we are aiming to become one of Japan’s leading DX companies, with a level that we can be proud of on a global scale.

Of course, 3.5 is not the goal. We believe that internal reforms in the three areas of “mindset and corporate culture,” “human resource development and retention,” and “incorporation into business operations” hold the key to continuous improvement in the future. With regard to “mindset and corporate culture,” the functioning of measures such as the job-based human resources management<sup>③</sup> and the Fujitsu Innovation Circuit, a business creation program, will be crucial. In terms of “human resource development and retention,” it is essential to

firmly establish and activate human resource development measures, such as reskilling education and the exPractice<sup>④</sup> program for DX talent enhancement, as well as human resource mobility measures, such as the job posting system<sup>⑤</sup>. The “incorporation into business operations” largely involves the acceleration of measures such as Fujitsu Uvance<sup>⑥</sup>, service delivery transformation<sup>⑦</sup>, and business process transformation. We will utilize the DX Promotion Indices to enable all Group employees and external stakeholders to monitor the progress of the Group’s reforms, while also ensuring that the initiatives we have promoted to date take root and permeate the Group.

Ridgelinez

P23

Fujitra

P47

Job-based human resources management

P43–44

exPractice

P45

Job posting system

P44

Fujitsu Uvance

P34–41

Service delivery transformation

P25–26

\* Report on Analysis of Self-Diagnosis Based on the DX Promotion Indices (2020 edition), issued June 14, 2021, Information Technology <https://www.ipa.go.jp/files/000091505.pdf> (Available in Japanese only)

## Challenges of the Task Force on Non-Financial Indicators

### Toward clarifying the relationship between the three non-financial indicators, GRBs, and financial indicators

The Fujitsu Group aims to contribute to the sustainability of society through the promotion of business that has the resolution of social issues at its core, while also practicing its own sustainability management to achieve its Purpose. Financial and non-financial indicators measure the progress of these business activities and sustainability management, and are set as medium-term targets in our Management Direction.

In January 2022, we established a Task Force on Non-Financial Indicators to determine—based on data—what initiatives contribute to the improvement of the non-financial management indicators of Customer NPS®, employee engagement, and DX Promotion Indices, how GRB (Global Responsible Business) initiatives affect non-financial indicators, and what relationship exists between financial and non-financial indicators.

In order to examine non-financial management indicators from various perspectives, members from many departments participate in the task force. We spoke with the members about their sense of purpose in participating in the task force and what they focus on in their efforts.

### Clarifying the relationship between GRB and non-financial indicators



**Takafumi Ikuta**

Head of Social Value  
Office, Sustainability Unit

We believe that financial and non-financial indicators should be related to each other, rather than each of them existing independently. However, at this point, the relationship between the two has not been verified by data, so it is still a matter of hypothesis and speculation. As we are a company that advocates data-driven management, we were determined to clarify the relationship between financial and non-financial indicators and to highlight it to the Group and others. This is what encouraged us to form a task force.

From a macro perspective, there is a major trend toward increased stakeholder interest in the impact of environmental, social, and governance (ESG) initiatives on corporate value. Moves toward standardization of global disclosure standards are also taking shape, and companies are stepping up their proactive disclosure of non-financial information. We believe that it is necessary to organize the logic of non-financial indicators with a view to responding to these new frameworks.

As a participant from a department that promotes sustainability management, I am eager to elucidate how GRB relates to non-financial indicators. Sustainability initiatives tend to be abstract, but they, too, will accelerate if they are data-driven and have a clear relationship with value creation. On the other

hand, if the data shows that the KPIs set by GRB are not relevant in terms of value creation for the Group, I expect that this will lead to a concrete action of track correction.

### Linking “trade-on” to employee satisfaction



**Hiroyuki Ohhashi**

VP, Executive Director  
(Strategy & Portfolio) of  
Corporate Executive Office

Fujitsu's mission is to “make the world more sustainable by building trust in society through innovation,” and we think that it is a major proposition to examine how to explain the logic of the “trade-on” (the positive mutual effect) between sustainability and enhanced corporate value. In other words, “trade-on” means that financial and non-financial indicators are connected. Our task force's objective is to elucidate this relationship based on data and communicate it in an easy-to-understand manner to which employees can relate. In analyzing this relationship, we aim to build a logic model that is unique to the Fujitsu Group.

Ultimately, we believe that one of our goals is to ensure that these trade-ons lead to the satisfaction of each individual. If we can visualize data showing that our sustainability management initiatives in such areas as human rights, diversity, and the environment are contributing to our financial



performance, or that we are helping to solve social issues through our customers, we believe that we will be able to better realize that our own work is leading to an increase in corporate value. In the future, if we can utilize our own technology to analyze large volumes of data, I believe this will further strengthen Fujitsu's identity.

In developing this initiative as a practical example of data-driven management, I believe it is important to create an environment where the entire Group, from employees on, can realistically empathize with the results and feel pride and confidence in their own work.

### Providing data that leads to employee success and growth



**Hidehiko Satake**

VP, Head of Engagement & Growth Division,  
Employee Success Unit

We view "engagement" from two aspects: a high level of willingness to contribute to the Company and a high level of motivation to work. We believe that employees that are highly motivated to contribute and to work are more willing to make proposals to customers who are worried about their decisions in an uncertain environment where the future is difficult to predict. This willingness in turn affects service quality and productivity, and ultimately business performance. It is with this belief in mind that the Fujitsu Group has set "employee engagement" as a non-financial indicator.

As a member of the HR department working to improve employee engagement, I am participating in this task force to determine the relationship of employee engagement to two non-financial indicators, the Customer NPS® and the DX Promotion Indices, as well as financial performance such as revenue and profit, and data related to management such as one-on-one meetings.

What I would like to achieve through the task force is to show the relationship between employee engagement and various data. By doing so, we can expect to accelerate the movement of each department and organization to make serious efforts to improve engagement. Such improvement will, for example, help individual employees gain a deeper understanding of the meaning of their own work. In addition, we believe that self-motivated career development, in which employees recognize their own strengths and consider how to demonstrate these strengths within the Company, as well as working style and human resource mobility with a sense of ownership that emerges from this process, will lead to the transformation of the Group's organizational culture as a DX company.

### Taking action to improve the value of the customer experience



**Makoto Tamura**

Head of Global Intelligence Division,  
Portfolio Strategy Unit

I am promoting efforts to improve the Customer Experience (CX) and participating in this task force, as Customer NPS,

a measure of customer loyalty, has been adopted as one of the non-financial indicators.

The Group officially launched the global Customer NPS survey in the second half of 2020. Since the survey has only been conducted three times so far, we are still in the process of accumulating data to ensure its statistical significance. In addition, as a company focused on business-to-business transactions, our business deals with customers that have a relatively long-term horizon, and there tends to be a gap between improvements in the Customer NPS score and business impact in terms of order pipeline or financial performance. Despite this difficulty, the Fujitsu Group sets Customer NPS as one of its non-financial indicators as it places importance on improving the value of the customer experience through a feedback loop of investigation, analysis, action, and improvement.

I am participating in this task force to clarify the relationship between the Customer NPS and the other non-financial indicators of employee engagement and DX Promotion Indices, as well as financial performance such as revenues and orders. In other words, our goal is to prove that employee engagement, Customer NPS, and DX Promotion Indices are all linked to business growth.



In addition, we collect, analyze, and examine data on the three non-financial indicators broken down by division and organizational units, with the aim of creating a mechanism to encourage concrete actions by divisions and organizational units by feeding back the findings obtained by the task force to business units.

## Focusing on DX as a driver



**Yuka Yamaguchi**

Senior Director of CDXO  
Division, Corporate  
Executive Office

The DX Promotion Indices are a set of non-financial indicators that measure the maturity of the Fujitsu Group's transformation, using the evaluation indices for digital management reform set up by the Ministry of Economy, Trade and Industry. Fujitsu Transformation, or "Fujitra,"  a Groupwide DX project, views these DX Promotion Indices as the current state of our own DX, and uses them to formulate and implement measures necessary for the transformation of the entire Group and each organization within it. I am participating in this task force because I am promoting the "Fujitsu VOICE program"  in Fujitra to collect and visualize the voices of customers and employees, which are an important source of information for evaluating non-financial indicators.

Data analysis has revealed a gradual correlation between organizational transformation through DX initiatives and organizational credibility, as well as a tendency for customers to recommend Fujitsu as a DX partner when they are introduced to the Group's own DX initiatives. We therefore believe that improving the DX Promotion Indices—that is, transforming the Group—not only directly contributes to increasing our corporate value but also serves as a driver for improving the other two non-financial management indicators.

We believe that clarifying this kind of causal relationship through the task force will convince employees to take action to improve DX Promotion Indices and other non-financial indicators, and we expect that this will be a starting point for all employees to change their behavior.

## Establishing a speedy data analysis cycle



**Eiji Ikeda**

Vice Head of  
Data Analytics Center,  
Business Management Unit

The Data Analytics Center is a new organization created in November 2021 to lead the enhancement of data-driven management. I am participating in the task force in my capacity as an expert in generating insights through data analysis and building "dashboards," easy-to-understand interfaces.

Compared to financial indicators, the sources of information for non-financial indicators are extremely diverse, including information on human resources accumulated by the HR department, information on customers held by the marketing department, and information on sustainability accumulated through the promotion of GRB.

First of all, it is necessary to prepare the data for the problems to be solved in order to extract information from these sources that is consistent over time and across organizations and comparable. Members from many departments

participate in the task force as it is essential to consider effective task setting and data preparation from a broad and professional perspective.

When data is actually collected and analyzed, the results may differ from the hypothesis. We then discuss what is different from the hypothesis, verify the data, and evaluate the results. We emphasize the importance of continuously and speedily repeating this cycle. We are also designing a dashboard that visualizes information in real time, with the goal of sharing findings from the data within the Group and linking them to employee actions.

Fujitra

P47

"Fujitsu VOICE program"

P47

# Our value creation: Fujitsu Uvance

With the launch of Fujitsu Uvance, a portfolio of global solutions that contribute to the solution of societal issues, we have started a new chapter for the Fujitsu Group. The name “Uvance” combines the two words in the underlying concept of making all (Universal) things move forward (Advance) in a sustainable direction. By concentrating our management resources and building a business model with sustainability at its core, we will achieve growth on a global scale.






## Message from the Head of Global Solutions

### Tackling global social challenges: seven Key Focus Areas

The starting point of Fujitsu Uvance is Fujitsu Group's Purpose, which is "to make the world more sustainable by building trust in society through innovation." Fujitsu Uvance was launched with the vision to seek growth by providing services globally that are tightly linked to the realization of this Purpose.

To turn our vision into practice, we have envisaged what global society might look like in 2030, the target year of the "2030 Agenda" of the United Nations Sustainable Development Goals (SDGs), and we are backcasting to examine the social issues to be resolved and the role that the Group should play in addressing them. As a result, we have identified seven Key Focus Areas  that comprise Fujitsu Uvance. Four of these are cross-industry Vertical areas, while the remaining three are Horizontal areas, all supported by five Key Technologies. Fujitsu Uvance is a collection of offerings provided by the Fujitsu Group in these seven Key Focus Areas.

Having said that, the term "a collection of offerings" does not fully describe the entire scope of the transformation we are striving for under the Fujitsu Uvance brand. This is because the business model on which Fujitsu Uvance is based will go beyond that of the existing Fujitsu Group.


### Going beyond traditional business models

The Fujitsu Group has developed its business incrementally around the world and has established its identity as a global company. However, given our scale and the diversity of our

businesses and geographies, we have a very broad portfolio to manage. With an emphasis on solving social issues faced by communities globally, Fujitsu Uvance will transform our traditional business model and achieve sustainable growth with a view to realizing Our Purpose.

We established the Uvance Unit in April 2022 as the core business unit that drives Fujitsu Uvance. Currently, about 1,000 employees from four regions around the world have joined the Uvance Unit to formulate strategies, build new offerings, and create an organization and structure that enables a new business model. Personally speaking, I moved from Tokyo to London earlier this year to refresh my mindset and pursue a new business model consistent with our objective of global business development and growth.

### Transforming development processes and revenue models

Our short-term priority is to expand the number of Uvance offerings to 20 covering all seven Key Focus Areas by April 2023, and then to 35 offerings by the first half of fiscal 2023. We will realize this in an agile and continuous manner, repeating development and testing in short cycles. We will also promote collaboration with our global alliance  partners and co-creation with our customers, in addition to development within the Group. In collaborating with our customers, we emphasize an approach in which we take the lead while discerning how the markets in which our customers operate and the society that lies beyond them will change.

Key Focus Areas

P37-38

Global alliance

P21



**Through the pursuit of  
a better world, we will create  
a global business that leads  
to the realization of Our Purpose  
and achieves growth.**

**Megumi Shimazu**Corporate Executive Officer  
SEVP, Head of Global Solutions



Fujitsu Uvance's revenue structure is also different from that of the traditional business model. In the traditional business model, where we develop an IT system as per the customer's requirements, our revenue is generated based on so-called "person-month" compensation; that is, fees for the number of people and time spent in building the finished product. Fujitsu Uvance, on the other hand, is based on a stock-type revenue model in which we generate revenue from the customer's use of our offerings. We plan to flexibly combine our revenue structure according to the characteristics of our seven Key Focus Areas. We are also looking at revenue sharing on a contingency fee basis with respect to offerings developed through collaboration with the aforementioned partners or through co-creation with customers.

Enhancing foresight

To clearly break away from the traditional business model, accepting a set of offerings as a given and simply continuing to sell them is not enough. The key to Fujitsu Uvance's success will be the ability to foresee the changes that lie ahead in 2030 and beyond, and to rapidly and flexibly build offerings based on that understanding. This means, in practical terms, that we must strengthen our consulting capabilities. To do so, we will continue to reinforce the Uvance team using the global job posting system with personnel who have a desire to contribute to making the world better, and work in collaboration with our consulting subsidiary Ridgelinez and external partner companies. We will also utilize AI to enhance our sensitivity and responsiveness to changes in society and the market.

We envision that by 2025 Fujitsu Uvance will be a well-established brand in the global market, and by 2030, a core business and a major source of revenue for the Fujitsu Group. To achieve this goal, we are accelerating efforts toward product development, service provision, and organizational and structural development in collaboration with our colleagues, customers, and partners in the Group across the four regions.

Job posting system	P44
Ridgelinez	P23



## Fujitsu Uvance: Vertical areas

	Sustainable Manufacturing	Consumer Experience	Healthy Living	Trusted Society
<b>Fujitsu's competitive advantage</b>	<ul style="list-style-type: none"> <li>▶ Knowledge of the manufacturing industry</li> <li>▶ Having both engineering and supply chain solutions and the ability to provide comprehensive offerings</li> </ul>	<ul style="list-style-type: none"> <li>▶ Global retail customers and business base</li> <li>▶ Extensive track record mainly in the retail area</li> <li>▶ In-house ownership of Key Technologies</li> <li>▶ Knowledge of supply chain management and traceability management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Customer and business base developed through existing healthcare business in Japan</li> <li>▶ Customer base centered on the public sector in Europe</li> <li>▶ Data analysis and simulation capabilities supported by computing technologies and their application in prior cases</li> </ul>	<ul style="list-style-type: none"> <li>▶ Broad technology portfolio that enables digital twins</li> <li>▶ Knowledge of system integration</li> <li>▶ Core technologies that enable forecasting and matching</li> <li>▶ Extensive industry and business know-how and experience</li> </ul>
<b>Target market</b>	<ul style="list-style-type: none"> <li>▶ Cross-industry areas such as optimization throughout the value chain and carbon neutrality (starting with assembly manufacturing, automotive and automotive parts manufacturing, heavy industry, chemical industry, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Retailers and the logistics providers that comprise their supply chains</li> <li>▶ All businesses and brands that serve as consumer contact points</li> </ul>	<ul style="list-style-type: none"> <li>▶ Medical institutions, insurance organizations/insurers, medical device manufacturers, pharmaceutical companies</li> </ul>	<ul style="list-style-type: none"> <li>▶ Central government, local governments, public institutions</li> <li>▶ Public transportation, utility companies (electricity, water, gas, etc.)</li> <li>▶ Airports, ports, road and transportation operators</li> <li>▶ Automobiles, manufacturing, distribution, logistics operators, non-life insurance</li> </ul>
<b>High priority customer needs</b>	<ul style="list-style-type: none"> <li>▶ Sophistication of decision-making through visualization of corporate activities</li> <li>▶ Automation and skill transfer using robots and AI</li> <li>▶ Traceability throughout the value chain and optimization of supply/demand</li> <li>▶ Strengthening of the supply chain's resilience in the face of unpredictable crises</li> <li>▶ Visualization and reduction of GHG emissions along the value chain</li> </ul>	<ul style="list-style-type: none"> <li>▶ Responding to the convergence of online and offline (omni-channel integration) and personalization</li> <li>▶ Improving sustainability in the supply chain</li> <li>▶ Addressing labor shortages</li> <li>▶ Improving productivity through automation and labor savings in operations</li> </ul>	<ul style="list-style-type: none"> <li>▶ Maximization of healthcare outcomes for society as a whole by improvement of diagnostic accuracy, increased efficiency of healthcare services, and optimization of healthcare resources</li> <li>▶ More efficient and faster drug discovery R&amp;D</li> <li>▶ Support for digital health (distribution of medical information and its use in peripheral and other areas crossed with lifestyle information)</li> <li>▶ Strengthening of preventive medical services and personalized medicine using big data</li> </ul>	<ul style="list-style-type: none"> <li>▶ Transformation and expansion of public services, improving accessibility and equity</li> <li>▶ Promotion of dialogue with and participation by citizens for better policy making and service realization</li> <li>▶ Promotion of green energy and shift to low-carbon lifestyles</li> <li>▶ Development of social infrastructure to achieve carbon neutrality, including new means of transportation and efficient use of renewable energy</li> </ul>
<b>Key growth factors</b>	<ul style="list-style-type: none"> <li>▶ Shifting to consulting-based business</li> <li>▶ Integrating proprietary know-how to add value to global applications</li> <li>▶ Accumulating successful track records of businesses that solve social issues</li> </ul>	<ul style="list-style-type: none"> <li>▶ Acquiring upstream consulting capabilities</li> <li>▶ Building an ecosystem with partners on a global basis</li> <li>▶ Acquiring business and customer base through M&amp;As, especially in North America</li> </ul>	<ul style="list-style-type: none"> <li>▶ Establishing partnerships with advanced users and disseminating best practices</li> <li>▶ Acquiring business and customer base through M&amp;As, especially in North America</li> </ul>	<ul style="list-style-type: none"> <li>▶ Developing precedents through co-creation with strategic partners</li> <li>▶ Obtaining sales consultants with contacts to decision-makers in target industries</li> </ul>

## Fujitsu Uvance: Horizontal areas

	Digital Shifts		Business Applications	Hybrid IT
	Data-driven	Workstyle reforms		
<b>Fujitsu's strengths / Key Technologies</b>	<ul style="list-style-type: none"> <li>▶Development of services that enable advanced decision-making through data intelligence, AI demand forecasting, advanced document analysis through AI natural language processing, and improved traceability transparency through blockchain, all based on proprietary global knowledge of data science</li> </ul>	<ul style="list-style-type: none"> <li>▶Presentation of extensive case studies, implementation and operational know-how, and results based on in-house practices</li> <li>▶"Work Life Shift 2.0" to support workstyle reforms and productivity improvement</li> <li>▶Specialist expertise and know-how accumulated in the development of human resources at the Group's subsidiaries</li> </ul>	<ul style="list-style-type: none"> <li>▶Accumulation of implementation and operational know-how based on extensive in-house practice of SAP, ServiceNow, and Salesforce, and presentation of implementation results</li> <li>▶Provision of unique offerings that combine a wealth of industry and business expertise with key solutions</li> <li>▶Proposing and building of optimal cloud infrastructure for customers, including cloud infrastructure from various solution vendors and public cloud infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>▶Provision of Hybrid IT by combining accumulated IT knowledge with computing technology, trust data technology, and explainable AI.</li> </ul>
<b>Track record to date / Practices within the Fujitsu Group</b>	<b>In-house practices</b> In-house practice of data-driven management and business operations through large-scale data integration	<b>In-house practices</b> <ul style="list-style-type: none"> <li>▶Work Life Shift (transformation of organizational culture, workstyle, and employee mindset)</li> <li>▶Initiatives to transform human resource management and improve employee engagement</li> <li>▶Provision of training, including reskilling of business producers</li> </ul>	<b>Track record</b> A proven track record of implementing applications tailored to individual customer requirements as part of conventional system integration services  <b>In-house practices</b> Implementation and operation of applications provided by key vendors such as OneERP+ and OneCRM	<b>Track record</b> Provision of cyber security services to public utility companies in the UK, etc.  <b>In-house practices</b> Operation of local 5G system for smart factory at a manufacturing site in Japan
<b>Global trends</b>	<ul style="list-style-type: none"> <li>▶Data-driven ESG management</li> <li>▶Enhanced traceability transparency</li> <li>▶Utilization of data across industries and sectors</li> </ul>	<ul style="list-style-type: none"> <li>▶Remote work taking root, especially in advanced economies; its importance increasing from an employee retention perspective</li> </ul>	<ul style="list-style-type: none"> <li>▶Transition from providing individual SaaS, PaaS, and IaaS services to more comprehensive industry cloud services</li> <li>▶API-first approach to quickly respond to unforeseen risks</li> <li>▶Low-code/no-code technology for quick development</li> </ul>	<ul style="list-style-type: none"> <li>▶Use of AI technology to enhance IT system operations and speed up decision-making</li> <li>▶Public cloud proliferation and highly connected supply chains becoming increased security risks and targets of cyber attacks</li> </ul>

## Message from the Chief Technology Officer (CTO)

### Fujitsu's world-leading technologies

The Fujitsu Group has focused its management resources on five Key Technologies that are essential for digital transformation (DX): Computing, which enables the processing of massive amounts of data; Network, which connects data; AI, which supports decision-making using data; Data & Security, which maintain the safety of all of these; and Converging Technologies, which support the combination of technology with humanities and social sciences that is needed for people to use data.

In these five Key Technologies, we are either at the top level in the world, or have the potential to be at the top. For example, in the area of Computing, we have the technology to develop and manufacture processors for the Fugaku\*<sup>1</sup> supercomputer, which boasts world-class processing capacity. We also lead the world with the world's fastest quantum simulator\*<sup>2</sup> as well as our proprietary Digital Annealer technology for solving combinatorial optimization problems. In addition to the area of Computing, our strengths as a technology company also include ultra-high-speed telecommunications technology that realizes 5G, and beyond that, will realize 6G and the technology to discover causal relationships between various individual data related to people and objects, using AI. Our ability to develop such technologies for providing high value to customers and retain them as intellectual property is our strength as a technology company.

### Delivering value through the optimization of technology and business

My role as CTO is to connect these technologies with business in order to contribute to the global business growth of the Fujitsu Group. Therefore, my current priority is to combine and incorporate the five Key Technologies within the seven Key Focus Areas of Fujitsu Uvance to provide them as competitive services. We will offer computing power, including high performance computing (HPC), as a service that is available to a wide range of customers, and adding further business applications, we will provide added value that is unique to Fujitsu. We will also realize massive efficiency gains in customers' plants in the manufacturing industry through the use of 5G. By optimizing these technologies and businesses, we will focus on delivering value to even more customers.

Japanese corporations are known for having a low rate of R&D expenditures relative to their net sales. In fact, the Fujitsu Group's R&D expenditure is somewhat limited compared to US technology companies. However, I don't think it is meaningful to make a comparison only in terms of monetary amounts. The important thing is the degree to which we can close and optimize the gap between R&D and business. Based on our original technological capabilities, which US and European companies do not possess, we believe there is ample potential to leverage our presence in the global market by expanding businesses that contribute to solving social issues.

\*1 Press release on May 30, 2022: "Supercomputer Fugaku retains first place worldwide in HPCG and Graph500 rankings"  
<https://www.fujitsu.com/global/about/resources/news/press-releases/2022/0530-01.html>

\*2 Press release on March 30, 2022: "Fujitsu achieves major technical milestone with world's fastest 36 qubit quantum simulator"  
<https://www.fujitsu.com/global/about/resources/news/press-releases/2022/0330-01.html>



**We will provide customers with value based on our world-leading technology, contributing to solutions for societal issues and the global growth of the Fujitsu Group.**

**Vivek Mahajan**  
Corporate Executive Officer  
SEVP, CTO



### Establishing a research structure that accelerates development

We are also strengthening our global research organization. In November 2021, we established a center in Israel for developing technologies and solutions to support safe applications of AI, followed in April 2022 by the establishment of a research center in India to focus on AI and quantum software. We are now concentrating our technologies at centers under a global research structure for accelerating development.

We also emphasize collaboration with academia at the forefront of technology development. At the aforementioned centers in Israel and India, we are promoting joint research with Ben-Gurion University of the Negev and the Indian Institute of Technology Hyderabad and the Indian Institute of Science. Meanwhile, in Japan, we are promoting Fujitsu Small Research Lab, in which the Group's researchers have permanent tenure or long-term residencies within universities to accelerate joint research and identify new themes. Our policy is to incorporate a wide range of innovative ideas through collaboration.

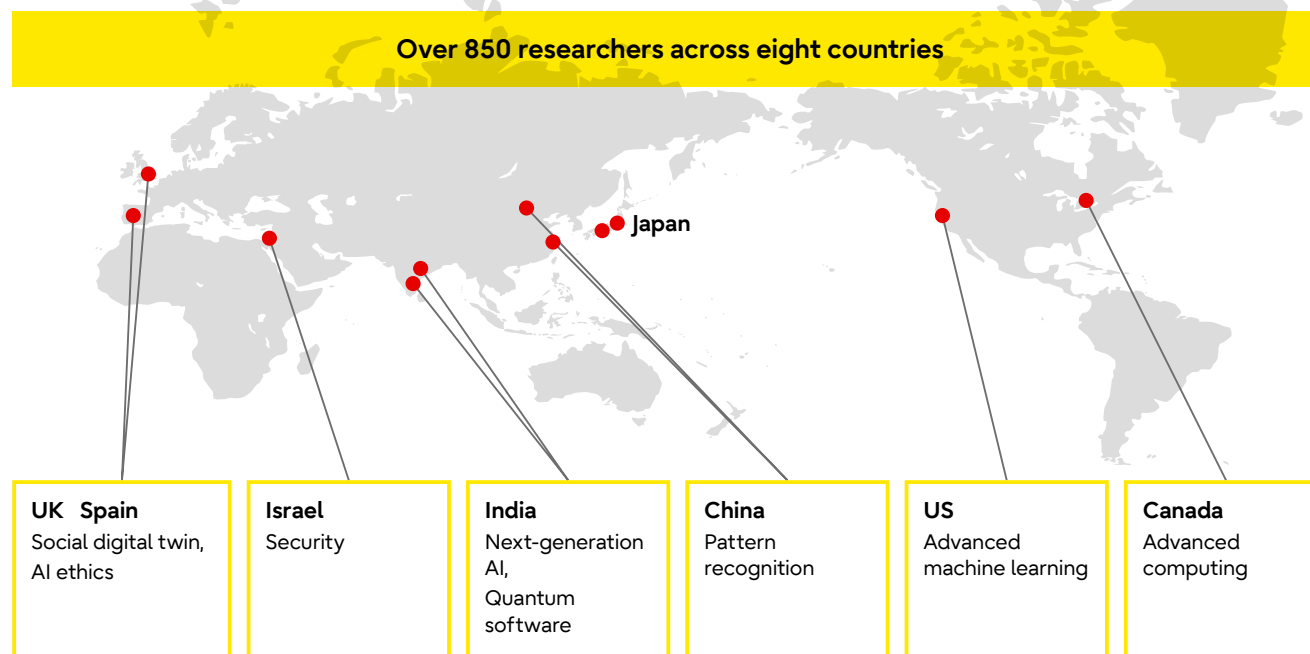
### Stimulating innovation by challenging the limits

To be a trusted partner of customers who want to achieve innovation with the Fujitsu Group, we must make speedy decisions and act quickly without eschewing risks. In the area of technology, rather than the conventional approach of developing a technology until it is 100% complete before exploring applications in the real world, it is sometimes necessary to appeal to customers with new technologies and the potential they offer at the pre-completion stage. Business styles differ significantly between global IT companies, where top-down management is the mainstream, and Japanese companies, which are frontline oriented. To grow our business globally, a change of mindset is required.

Innovation inevitably involves failure. The absence of failure means that one is not challenging the limits. Moreover, to encourage employees to take on daunting challenges requires “organizational transparency,” meaning alignment between the vision set out by leadership and actual operations and the positive environment that such transparency creates. I consider this kind of transparency to be one of the

special characteristics of the Fujitsu Group. Our Purpose—“to make the world more sustainable by building trust in society through innovation”—and a desire to transform ourselves and succeed globally are shared throughout the entire Fujitsu Group, and I am certain that we have the capability to generate exciting value together with our customers.

#### Global research structure



## Intellectual property management supporting technology strategy

The Fujitsu Group's intellectual property management plays an important role in realizing Our Purpose. Intellectual property management that corresponds with our business, technology, and brand strategies contributes to the differentiation of our products and services and the strengthening of our competitive advantages. At the same time, we uphold our responsibilities as a global corporation by respecting the intellectual property of others.

### The three perspectives of intellectual property management

The Fujitsu Group promotes intellectual property management based on three perspectives:

- 1) Contribution to business, technology, and brand strategies from an innovation perspective,
- 2) Initiatives to protect rights and form rules from a perspective of gaining society's trust, and
- 3) Use of intellectual property from a perspective of realizing a sustainable world.

The practical duties are conducted by the Intellectual Property Division, which comprises around 120 members. The Intellectual Property Global Head Office formulates and executes intellectual property strategies based on Our Purpose and business, technology, and brand strategies. It also builds our intellectual property portfolio and leads global governance through coordination with regional intellectual property managers (IP CoE) stationed at four locations in Europe, China, Australia, and the United States. The Intellectual Property Front Service Division is responsible for providing service functions to our business front lines, including provision of intellectual property information to business divisions and engineers.

### Strengthening the intellectual property portfolio of the five Key Technologies

Among the three perspectives, our strongest focus is on the contribution to business, technology, and brand strategies. To promote the growth of Fujitsu Uvance, we are working to strengthen our intellectual property portfolio with a focus on the five Key Technologies (Computing, Network, AI, Data & Security, and Converging Technologies), based on a strategy of concentrating management resources in these technologies to support our seven Key Focus Areas.

Among the five Key Technologies, Computing is where we hold the highest number of patents and the fastest growing number of patent applications. The Group has significant intellectual property in this field, as evidenced by our track record in the development and manufacture of Fugaku, one of the world's leading supercomputers. We also hold a significant amount of intellectual property in Network, including a world-leading number of patents in optical communication technology. These were cultivated in the field of communications equipment, which has been a business of the Fujitsu Group since its founding in 1935. Moreover, in Converging Technologies, we also hold a significant share of the number of design patents, having made design applications focused on screen designs, which is directly related to user experience. In addition, we aggressively obtain trademark rights for the names of technologies that have especially strong potential for differentiation among the five Key Technologies.

For many of the assets in our intellectual property portfolio we apply for registration globally, and our portfolio includes many inventions that originate in other countries, which support our global business. Guided by this intellectual property management, our intellectual property activities have won high acclaim, with Fujitsu being ranked in the Top 100 Global Innovators by Clarivate every year for the past 11 years.

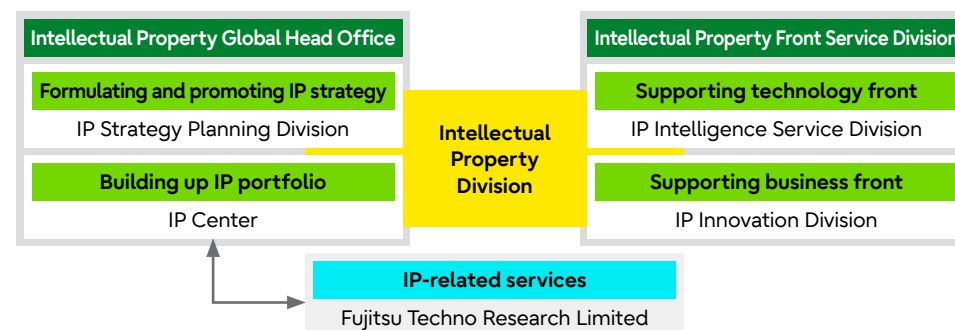
For details on Fujitsu's intellectual property activities to support the realization of Our Purpose, please visit the following website.

<https://www.fujitsu.com/global/about/businesspolicy/tech/intellectualproperty/>

For details on Fujitsu's intellectual property, please visit the following website.

<https://www.fujitsu.com/global/about/csr/intellectual-property>

### Intellectual property management organization



### Intellectual property and design patent portfolio

