

Terms of Reference (ToR) for Management Business Review

FUJITSU RESTRICTED

Management Business Review (MBR)
Terms of Reference
<p>1. Purpose of the Management Business Review (MBR)</p> <p>The MBR is established to:</p> <ol style="list-style-type: none"> 1.1. Enable the Northern & Western Europe (NWE) region to achieve its business objectives by <ol style="list-style-type: none"> a. Reviewing and interrogating Business Unit performance to ensure achievement of short-term and long-term business objectives b. Agreeing sales priorities c. Prioritising resource allocation d. Reviewing and agreeing forecasts on a quarterly basis (QxRF) 1.2. Review and agree on the management of opportunities, threats and issues <p>MBRs are held for each of the Business Units in NWE according to the current operating model. Business Units include</p> <ol style="list-style-type: none"> 1.3. Market Facing units (e.g., UK Sectors, ring-fenced accounts and countries) 1.4. Delivery Units 1.5. Functions
<p>2. Membership, Quorum and Attendees*</p> <ol style="list-style-type: none"> 2.1. The following roles are the members of the Management Business Review: <ol style="list-style-type: none"> a. Head of NWE (Chairperson) b. Head of Finance, NWE (reviewer) c. Head of Strategy, NWE (reviewer) d. Head of HR, NWE (reviewer) e. Head of Financial Planning & Analysis (FP&A), NWE (reviewer) f. Other NWE executives 2.2. The following roles shall attend the meeting to present the Business Unit MBR Presentation (see 3.1): <ol style="list-style-type: none"> a. Business Unit Head (presenter) b. Business Unit Finance Director (presenter) c. Business Unit HR Business Partner (presenter) d. Other Business Unit executives <p>For the Management Business Review to carry out its duties there must be at least two members present. One of which must be the Head of NWE or the Head Finance NWE.</p> <p>*Note: Delegates may be provided</p>
<p>3. MBR Agenda and Documentation</p> <ol style="list-style-type: none"> 3.1. The NWE Head of Strategy will agree with the Head of NWE and NWE Head of Finance the agenda and standardised data and reporting requirements for MBRs. These will be issued in a standard template MBR Presentation for Business Units to use. The standard template will address: <ol style="list-style-type: none"> a. Financial performance and forecast b. Sales performance and sales pipeline c. Delivery performance d. Customer satisfaction e. Human Resources f. Risk Management 3.2. Business Units will post their completed presentations to their confidential Microsoft

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Teams Channel 3.3. Actions will be captured locally by Business Units and addressed off-line																	
4. MBR Frequency and Format 4.1. The timetable for MBRs shall be agreed with the Head of NWE 4.2. MBRs for Market Facing and Delivery Units will usually be scheduled monthly 4.3. MBRs for Functions will usually be scheduled quarterly The meetings may be conducted face-to-face or via video-conference facilities.																	
Effective Dates/Revision Number Effective from: March 12 2018 Last Revision date: 15 th October 2021 Next review date: 15 th October 2023 Revision number: 4.0																	
Change History <table><tr><th>Version</th><th>Date</th><th>Comments</th></tr><tr><td>1.0</td><td>01/04/2016</td><td>New definitive version</td></tr><tr><td>2.0</td><td>12/02/2018</td><td>Updated</td></tr><tr><td>3.0</td><td>01/04/2019</td><td>Updated to align with changes in EMEIA structure and approach. Changes made to section 3 (replacement of EMEIA Assurance Ops as Secretary), section 4 regarding the timetable for such reviews.</td></tr><tr><td>4.0</td><td>15/10/2021</td><td>All sections updated to reflect up to date practice Scope changed from EMEIA to NWE</td></tr></table>			Version	Date	Comments	1.0	01/04/2016	New definitive version	2.0	12/02/2018	Updated	3.0	01/04/2019	Updated to align with changes in EMEIA structure and approach. Changes made to section 3 (replacement of EMEIA Assurance Ops as Secretary), section 4 regarding the timetable for such reviews.	4.0	15/10/2021	All sections updated to reflect up to date practice Scope changed from EMEIA to NWE
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