

# For Our Shareholders and Investors



## Our Basic Stance

Based on the statement "We seek to continuously increase our corporate value" in the Corporate Values of the Fujitsu Way, to raise corporate value and meet the expectations of shareholders and investors, we aim to achieve long-term sustainable growth and profit, and pursue strategic business expansion and focused management, while maintaining a sound financial standing.

We also provide timely and accurate disclosure of our corporate activities and financial information, improving management transparency so that shareholders and investors can better understand how well we perform in increasing corporate value.

## Basic Policy on Returns to Shareholders

Article 41 of Fujitsu Limited's Articles of Incorporation grants the Board of Directors the authority to distribute retained earnings. As part of Fujitsu's basic policy on the exercise of this authority, we believe that a portion of retained earnings should be paid to shareholders to provide a stable return, and that a portion should be retained by the company to strengthen its financial base and support new business development opportunities that will result in improved long-term performance. In addition, taking into consideration the level of profits, Fujitsu aims to increase the distribution of profits to our shareholders when the financial base is sufficiently strong enough, including through share buybacks.

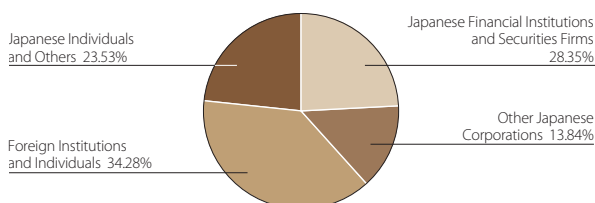
In fiscal 2008, although the company's performance in the first half of the fiscal year was solid, particularly in Japan, its performance in the second half was adversely affected by the economic recession and the appreciation of the yen. As a result, we will pay a year-end dividend of 3 yen per share, 2 yen less per share than the previous year-end dividend and than the forecast at the beginning of the fiscal year. Combined with the interim dividend of 5 yen per share, this payment results in an annual dividend of 8 yen per share, the same level as the previous fiscal year.

The company plans to continue its policy of paying dividends twice a year, based on financial results at the half-year and year-end.

**WEB Financial Results Announcements**  
<http://www.fujitsu.com/global/about/ir/data/results/>

## Shareholders' Investment Ratios

(as of March 31, 2009)



\* The 123,042 thousand shares of Fujitsu Ltd. stock held by Fuji Electric Holdings Co., Ltd. and its consolidated subsidiaries as retirement benefit trust assets are categorized under the shareholdings of "Other Japanese Corporations."

## Basic Policy on Information Disclosure

We recognize that timely and appropriate disclosure of company information to shareholders, investors and securities analysts is the bedrock of a healthy securities market. Based on this awareness, we disclose information in accordance with the Securities and Exchange Law and with disclosure regulations for stock exchanges where Fujitsu stock is listed. Also, it is our policy to disclose information promptly, accurately and fairly whenever it may affect investment decisions, even without any regulatory obligation and when it may be adverse to Fujitsu.

## Annual Shareholders' Meeting

In order to have as many as possible of our shareholders attend, we schedule our Annual Shareholders' Meeting to avoid days when many other such meetings take place in Japan. Also, in consideration of the needs of our shareholders outside Japan, English agendas for the meeting are dispatched about three weeks in advance.

Further, in addition to introducing in June 2002 a means to enable shareholders to exercise their voting rights using the Internet, from the Annual Shareholders' Meeting held in June 2006 we have been implementing an online platform for voting by institutional investors not only within Japan but also to provide an extended opportunity for shareholders outside Japan to exercise their voting rights.

At our Annual Shareholders' Meeting we endeavor to improve communications with all our shareholders and, by displaying our products at the site of the meeting, to increase understanding of Fujitsu. We also perform a questionnaire-based survey of shareholders that is used to further improve subsequent meetings.

For shareholders unable to attend the annual meeting, we relay a live video broadcast of the meeting to sites in Sapporo, Nagoya, Osaka and Fukuoka. Streaming distribution of the video broadcast is also available through our website.

## Communicating with Shareholders and Investors

We are actively involved in IR activities in Japan and abroad, including holding briefing sessions for institutional investors and securities analysts, responding to individual requests from investors, visiting Japanese and international investors, and transmitting information through the Fujitsu website as part of our efforts to improve communications.

We also disseminate press releases, providing information through the media to individual investors and the public at large as part of our efforts to ensure fair disclosure.

### A Variety of Meetings for the Investor Community

In addition to briefings on financial results, we provide a variety of presentations on management policy and specific business briefings targeted at institutional investors and securities analysts in Japan.

In these presentations, senior managers speak on various topics: the president discusses the broad management picture; corporate vice presidents use financial data and other materials to describe business conditions; presidents of the various business groups speak about strategy; and other corporate executive officers speak on conditions at the frontlines. Besides these presentations, we also actively hold small-scale meetings when appropriate and respond to individual requests on a one-on-one basis.

For institutional investors outside Japan, we hold road shows regularly in Europe and North America, and local staff members also visit investors individually. In fiscal 2008 we held about 1,000 such briefings for institutional investors and securities analysts (65% of them overseas and 35% within Japan).

To ensure that information is provided in the same way outside Japan as it is inside, we publish an annual report and in principle our main press releases are issued simultaneously both in English and Japanese on the Fujitsu corporate internet website.



Annual Report 2008  
(Covering the fiscal year ended  
March 31, 2008)

### Communicating with Individual Shareholders and Investors

We prepare and send out interim and year-end financial reports for individual shareholders and investors. We promptly disclose IR materials used at analyst briefings and materials and images from the year-end presentation of results on our website, utilizing PDF files and streaming technology. In May 2006, we enhanced our website for individual shareholders and investors. This investor relations website is a centralized resource providing information on the company and includes sections on Financial Information, Shareholder and Stock Information, Fujitsu Management Direction, IR Reference Library and Frequently Asked Questions. We have also placed an inquiry form on the website for two-way communication.

**WEB** IR website for shareholders and investors (Japanese IR site)  
<http://pr.fujitsu.com/jp/ir>

**WEB** Investor Relations (overseas IR site)  
<http://www.fujitsu.com/global/about/ir/>

**WEB** IR website for private individuals (in Japanese)  
<http://pr.fujitsu.com/jp/ir/private/>

**WEB** Executive Presentation  
<http://www.fujitsu.com/global/about/ir/library/presentations/>



IR website (Japanese)

### Main Results of IR Activities in Fiscal 2008

		2008 Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	2009 Jan.	Feb.	Mar.
In Japan	Annual Shareholders' Meeting			● Annual Shareholders' Meeting									
	Management Direction Briefing		● Analyst Briefing on New Management Appointments			● Management Direction Briefing				● Seminars for Investors Outside Japan			
	Financial Results Announcements		● Annual Financial Results		● First-quarter Financial Results			● Second-quarter Financial Results			● Third-quarter Financial Results		
	Business Briefings	● R&D/Intellectual Property Strategy		● Tour of Server Factory				● Software Development Strategy					● Strategy for Business Outside Japan
Outside Japan	Road show	● North America	● Europe			● Asia		● Europe	● North America				

With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment