



FUJITSU Way

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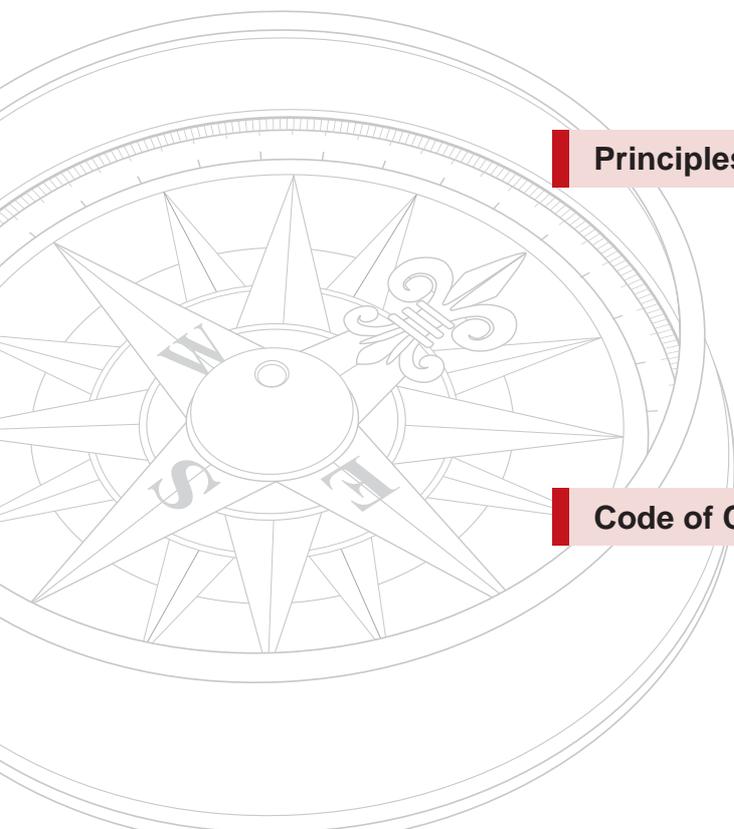
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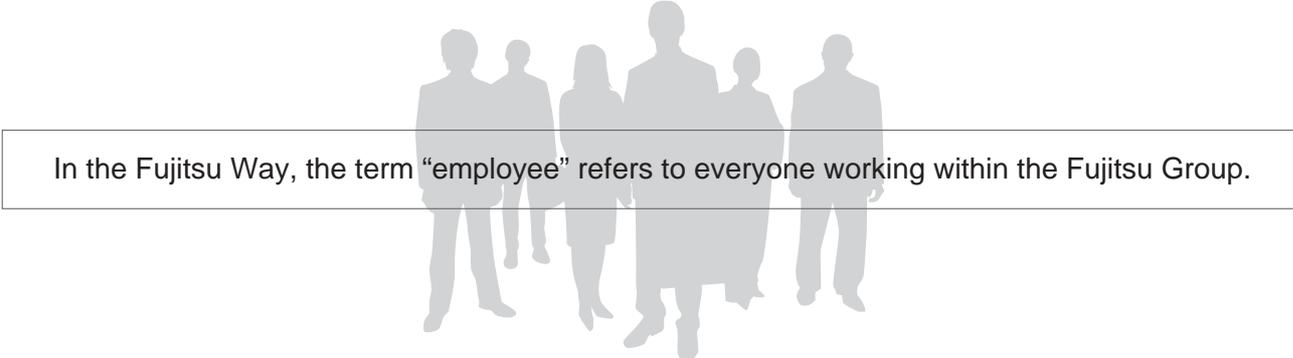


Introduction

The Fujitsu Way embodies the philosophy of the Fujitsu Group, our reason for existence, values and the principles that we follow in our daily activities.

Based on a thorough understanding of its elements, we fully embrace the Fujitsu Way so that our conduct naturally reflects its spirit and intent. Especially when faced with difficult decisions, we use the Fujitsu Way to guide our actions.

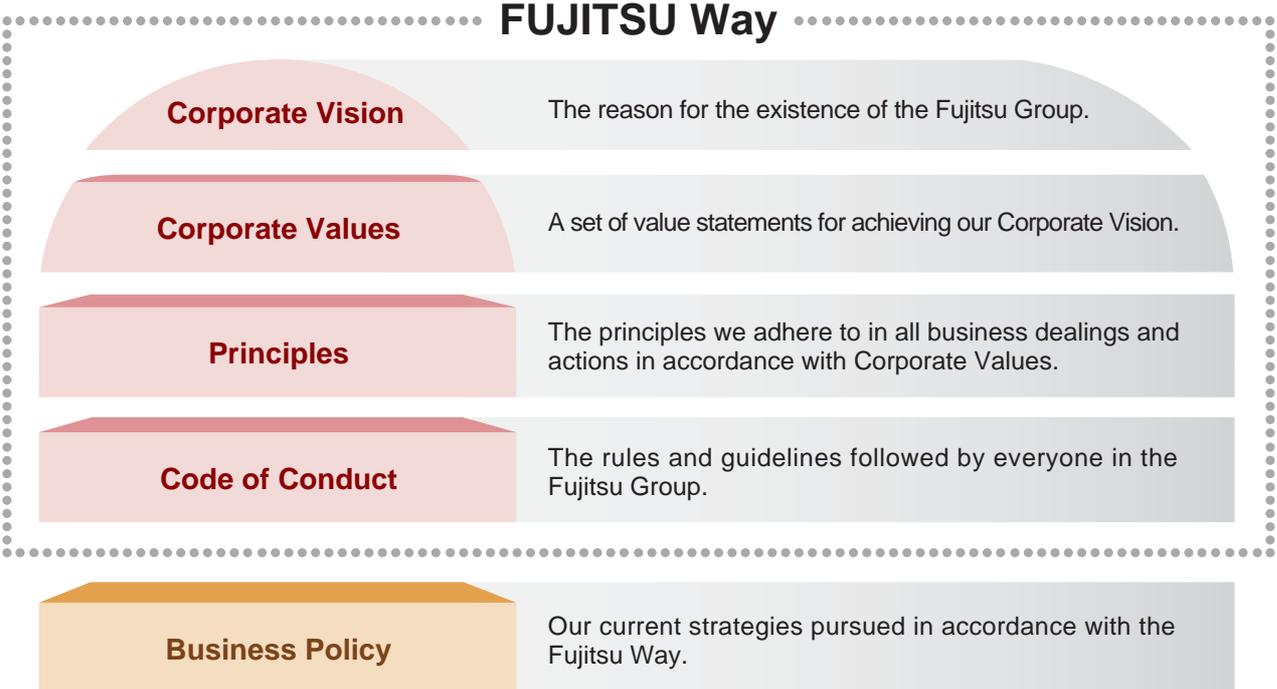
We believe that by conducting our activities in accordance with the Fujitsu Way, we maximize the value of the Fujitsu Group and promote a unified direction, better serve our customers and business partners, and enhance our contribution to the communities in which we operate and to society as a whole.

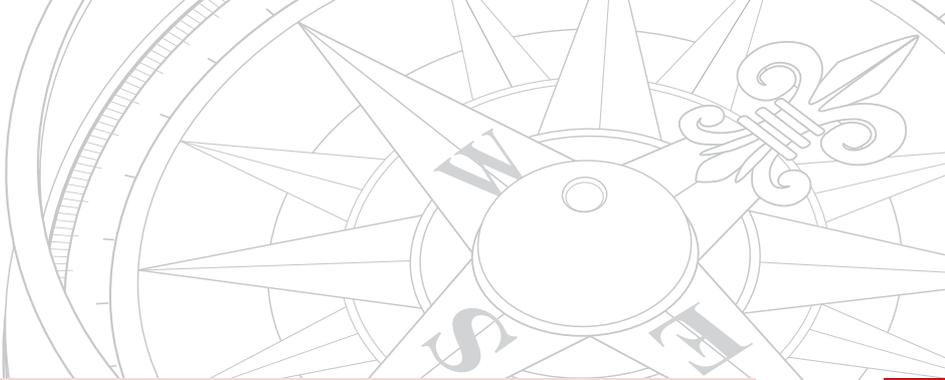


In the Fujitsu Way, the term “employee” refers to everyone working within the Fujitsu Group.

The Elements of FUJITSU Way

FUJITSU Way comprises four core elements:





Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world.

What we strive for:

Society and Environment	In all our actions, we protect the environment and contribute to society.
Profit and Growth	We strive to meet the expectations of customers, employees and shareholders.
Shareholders and Investors	We seek to continuously increase our corporate value.
Global Perspective	We think and act from a global perspective.

What we value:

Employees	We respect diversity and support individual growth.
Customers	We seek to be their valued and trusted partner.
Business Partners	We build mutually beneficial relationships.
Technology	We seek to create new value through innovation.
Quality	We enhance the reputation of our customers and the reliability of social infrastructure.

Global Citizenship	We act as good global citizens, attuned to the needs of society and the environment.
Customer-Centric Perspective	We think from the customer's perspective and act with sincerity.
Firsthand Understanding	We act based on a firsthand understanding of the actual situation.
Spirit of Challenge	We strive to achieve our highest goals.
Speed and Agility	We act flexibly and promptly to achieve our objectives.
Teamwork	We share common objectives across organizations, work as a team and act as responsible members of the team.

- 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.

- We use Field Innovation to find new approaches and the inspiration to improve ourselves, while delivering added value to our customers.
- We provide global environmental solutions in all our business areas.
- Fujitsu Group companies work together to accelerate our global business expansion.

Corporate Vision

Corporate Vision

Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world.

This “Corporate Vision” embodies the reason for the existence of the Fujitsu Group.

The constant pursuit of innovation is in the DNA of Fujitsu.

A corporate culture that places great value on the pursuit of new possibilities previously unimagined and brings them to fruition has been the foundation of the Fujitsu Group’s success since its inception.

In an increasingly competitive world, in which the pace of change continues to accelerate, the Fujitsu Group must strive for continuous innovation. Each and every employee will rise to the challenge of creating new value amid changes in the management environment, technology, society and the marketplace. With a spirit of challenge, we are committed to the continuous creation of new value.

Advancements in Information Technology (IT) have turned people’s dreams into reality. These unceasing advancements have given rise to a global networked society, bringing major changes to the business world, our personal lives and society as a whole. Without IT, the modern world would cease to function. In providing IT infrastructure solutions to underpin our modern world, the Fujitsu Group seeks to create an environment where everyone can equally enjoy the benefits of a networked society that is rewarding and secure. Through the constant pursuit of new possibilities enabled by IT, the Fujitsu Group aims to continuously create new value, bringing about a prosperous future that fulfills the dreams of people throughout the world.

The Fujitsu Group’s DNA*

“Turning dreams into reality.”

Fujitsu is a place for innovative thinking and creativity, where our dreams, our customers’ dreams and mankind’s dreams can become reality. (Takuma Yamamoto, 9th president, in his address to new employees, 1989)

We want to contribute to the creation of an affluent, networked society that links together communities, businesses, families and individuals. (Naoyuki Akikusa, 11th president, Fujitsu Day Address, 1999)

(*The Fujitsu Group’s DNA encapsulates the way we think, do business, invent new technology, formulate ideas and define our values, based on our heritage.



Corporate Values

Corporate Values	What we strive for:	
	Society and Environment	In all our actions, we protect the environment and contribute to society.
	Profit and Growth	We strive to meet the expectations of customers, employees and shareholders.
	Shareholders and Investors	We seek to continuously increase our corporate value.
	Global Perspective	We think and act from a global perspective.
	What we value:	
	Employees	We respect diversity and support individual growth.
	Customers	We seek to be their valued and trusted partner.
	Business Partners	We build mutually beneficial relationships.
	Quality	We enhance the reputation of our customers and the reliability of social infrastructure.

The Fujitsu Group's "Corporate Values" contains a set of value statements for achieving our Corporate Vision.

What we strive for:

Society and Environment In all our actions, we protect the environment and contribute to society.

As a good corporate citizen, the Fujitsu Group takes a leading role in sustaining the well-being of society through our business activities.

To contribute to the creation of a sustainable environment for future generations, we have made environmental protection a top management priority. With clear environmental goals set for all our business areas, we conduct our business activities in a well-planned and sustainable manner.

In accordance with the Fujitsu Green Procurement Policy, we are committed to implementing Green Procurement throughout our supply chain, which includes our business partners. From the earliest stage of development our products incorporate energy conservation concepts in design and material selection. These initiatives ensure that we provide our customers with eco-friendly products that reduce the burden on the environment.

In order to help customers in their efforts to protect the environment, we are also supplying them with environmental solutions incorporating the know-how and innovative technology we developed for our own environmental countermeasures. In this way, we work together with our customers in protecting the global environment.

As a global corporation, we have developed deep roots in communities around the world and engage in social activities in harmony with these local communities. This includes the promotion of cultural events, sporting activities, youth educational programs and other local initiatives.

For further details:
<http://www.fujitsu.com/global/about/ir/library/sustainability/>

The Fujitsu Group's DNA

Being environmentally friendly is a prerequisite to remaining viable as a company. We must be committed to this basic policy and implement it consistently and continuously.
 (Hiroaki Kurokawa, 12th president, Fiscal 2007 Management Direction Address)

Profit and Growth**We strive to meet the expectations of customers, employees and shareholders.**

In order to contribute to society on a sustainable basis over the long term, the Fujitsu Group must remain financially sound. We need to generate a healthy profit from our business activities and re-invest that profit for future growth.

Sustainable profitability and growth are vital in winning the confidence of all stakeholders, including customers, shareholders, business partners and employees.

Increasing our corporate value will also deepen the trust society places in our organization.

The Fujitsu Group's DNA

By striving to be profitable and ensuring stable growth, we can achieve continuous improvement and an unlimited future. We should make "Infinite Growth" our corporate slogan.
(Kanjiro Okada, 5th president, sales promotion meeting, 1962)

Shareholders and Investors**We seek to continuously increase our corporate value.**

We aim to continuously increase corporate value and meet the expectations of shareholders and investors by achieving long-term sustainable growth and profit, and by pursuing strategic business expansion and focused management, while maintaining a sound financial standing.

We enhance our management transparency by appropriate and timely disclosure of our business activities and financial information. This ensures that investors and shareholders understand how we are performing in enhancing our corporate value.

The Fujitsu Group's DNA

We need to provide returns to our shareholders commensurate with their investment. In return for their investment, we have a responsibility and duty to respond to their expectations regarding profits and Fujitsu's corporate value.
(Hiroaki Kurokawa, 12th president, Kurosan's Office message on "The Interests of Shareholders," 2007)

Global Perspective**We think and act from a global perspective.**

In an increasingly globalized and borderless business world, we conduct our activities from a global perspective, positioned as a true global player.

Being a truly global corporation means more than just achieving higher sales in markets outside of Japan. It is about mobilizing the full resources of the Fujitsu Group worldwide to support customers who operate their businesses globally, and unleashing, for the benefit of all customers around the world, the talent, capabilities and know-how of our employees in each region. To best meet these global objectives, we will focus on developing our personnel and improving our organizational structures.

In incorporating new ideas and technology, we will further promote local business activities in each region and, at the same time, strengthen our global business capabilities to enhance the trust in and value of the Fujitsu brand.

What we value:

Employees

We respect diversity and support individual growth.

Employees are our most valuable asset.

By combining the talents of employees, each with their own unique qualities and way of thinking, our corporate value increases. We, therefore, respect the diversity of our employees. We also support our employees in their efforts to enhance their capabilities and develop skills through their work so they can achieve individual growth.

Specifically, we will:

- create a dynamic corporate culture that promotes a balance between employees' personal and professional lives.
- evaluate and reward employees fairly.
- provide opportunities for skills development and support for such efforts.
- ensure a safe and comfortable working environment.

We are committed to being an organization wherein all employees are strongly motivated, have ample opportunities for advancement and work with pride and confidence.

The Fujitsu Group's DNA

I keenly felt that I must make this company into one where every employee would feel pride and joy.
(Manjiro Yoshimura, 1st president, remarks in *Fujitsu News*, 1935)

Customers

We seek to be their valued and trusted partner.

All our ideas and actions originate from a customer-centric approach to business. We aim to contribute to the success of our customers and grow together as their valued and trusted partner. It is important, therefore, that we always take a customer-centric approach in all our business activities, including product development, service delivery and sales activities. This means always thinking of ways to contribute to their business activities.

We will be a valued and trusted partner to our customers by proactively proposing new ideas for the success of their business and establishing long-term relationships built on customer satisfaction and trust. As IT professionals, we must always be prepared to provide candid advice to our customers and engage in a free exchange of views.

All our business units use this approach with customers, from individuals to large organizations, irrespective of the types of business, services or products provided.

The Fujitsu Group's DNA

If our customers have a problem, we should solve it promptly, putting ourselves in their shoes.
(Manjiro Yoshimura, 1st president, presentation at the company founding, 1935)

Fujitsu aims to be an indispensable partner to its customers so that they can fully utilize IT to establish their competitive position, leading to the success of their management and business.

(Hiroaki Kurokawa, 12th president, Kurosan's Office message, 2003)

Business Partners**We build mutually beneficial relationships.**

We see our business partners as invaluable contributors, enabling us to add value to the products and services we provide to our customers.

We seek to build close relationships with our partners, working to create long-term mutual benefit and learning from each other. As good business partners, we wish to enhance each other's capabilities, aiming at the common goals of sustained growth and prosperity.

We work with our business partners to ensure that our entire supply chain maintains the highest standards for human rights, fair trade, environmental protection, regulatory compliance, workplace health and safety, product quality and safety, information security and all other requirements in fulfilling our social, environmental, ethical and legal obligations.

The Fujitsu Group's DNA

We cannot do business without the cooperation of you, our business partners. Only together, utilizing our comprehensive capabilities in every field, can we support our customers' business.

(Hiroaki Kurokawa, 12th president, address at business partner conference, 2007)

Technology**We seek to create new value through innovation.**

Since our foundation, our aim has been to pursue IT innovation based on our belief in the infinite possibilities of technological development. This pursuit has resulted in such milestones as the development of the world's first High Electron Mobility Transistor (HEMT), an ultra-high-speed transistor, the introduction of the Japanese processing Extended Features (JEF), which made it possible to process Japanese *kanji* characters, and the successful launch of "PROPOSE," an integrated services framework for information and communication systems. Supported by our leading-edge technology and the innovative products created from it, we have become a leader in the development of the information society. This relentless pursuit of new technological development is the key driver of our growth.

We contribute to the business activities of our customers by timely recognition of their changing needs and by pursuing technologies they value. With global competition in mind, we will develop new markets, differentiate ourselves from competitors and aim to make our technologies de facto standards.

There is no foreseeable end to the progress generated by the information society, and our business and lifestyles continue to change dramatically as a result. The Fujitsu Group creates new value through leading-edge technology based on our innovative ideas, contributing to a rewarding and secure networked society.

The Fujitsu Group's DNA

We are committed to continued aggressive development of new high-level technologies for our infinite growth. With a clear vision and purpose in mind, we select the best ways to proceed from a careful consideration of all options. This is what we mean by creativity.

(Taiyu Kobayashi, 8th president, Fujitsu News, 1977)

Quality

We enhance the reputation of our customers and the reliability of social infrastructure.

The quality of products and services we provide to our customers determines the reliability of infrastructure supporting people's daily lives in a modern networked society. We view quality as fundamental to our business activities. To enable everyone to equally and securely enjoy the benefits of the networked society, we are committed to continuous quality improvement.

By "quality," we mean more than just products and services meeting our own specifications. It means meeting customers' requirements and ensuring quality in all dealings with our customers. Quality is, therefore, not just the responsibility of our research, manufacturing and service departments, but is the responsibility of all departments. When we think about quality, our aim is therefore to continuously meet the quality levels expected by our customers in everything we do.

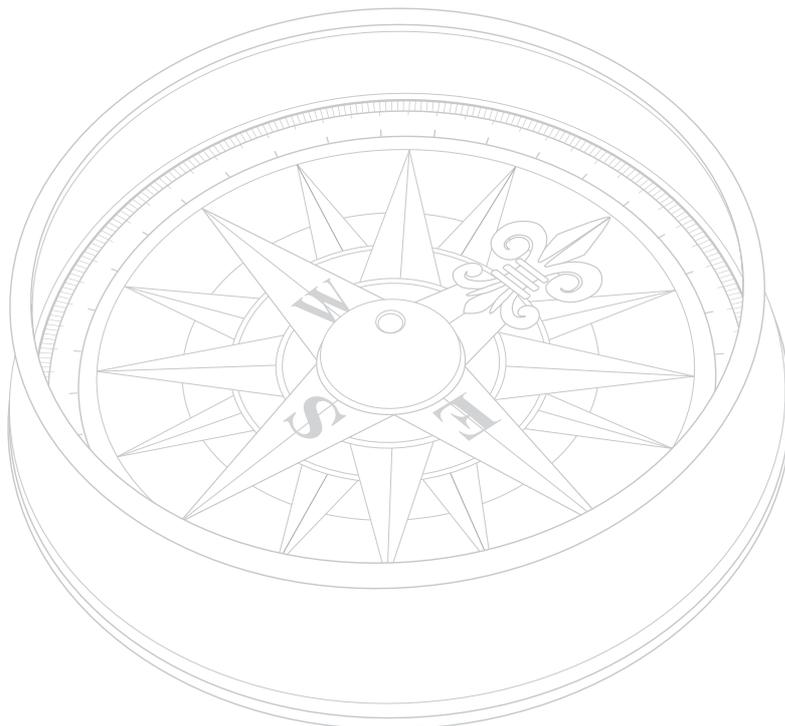
The initiatives we all take for improving quality also enhance our brand. In order to successfully support a rewarding and secure networked society, we will relentlessly pursue quality improvements to ensure the continued trust of our customers and society.

The Fujitsu Group's DNA

"Quality speaks for itself."

We will focus all of our energy on improvement of reliability by going one step beyond the generally accepted concept of eliminating defects. (Kanjiro Okada, 5th president, address to launch the "High Reliability Campaign," 1966)

What we sell to our customers is not a machine but "reliability." (Taiyu Kobayashi, 8th president, "Memoirs of Taiyu Kobayashi," 1995)



Principles

Principles	Global Citizenship	We act as good global citizens, attuned to the needs of society and the environment.
	Customer-Centric Perspective	We think from the customer's perspective and act with sincerity.
	Firsthand Understanding	We act based on a firsthand understanding of the actual situation.
	Spirit of Challenge	We strive to achieve our highest goals.
	Speed and Agility	We act flexibly and promptly to achieve our objectives.
	Teamwork	We share common objectives across organizations, work as a team and act as responsible members of the team.

These are the principles we adhere to in all business dealings and actions in accordance with our Corporate Values.

Global Citizenship We act as good global citizens, attuned to the needs of society and the environment.

In conducting our business activities worldwide in close association with local communities, we recognize that we are, first and foremost, members of society, not just members of an organization. We therefore act as responsible members of society based on sound ethics and integrity.

We comply with all laws, conform to social norms considered to be fair, and remain conscious of the basic manners and courtesies appropriate to each location. In addition, we will be responsive to and act in accordance with the needs of society. We will always be conscious that we are representatives of the Fujitsu Group and act appropriately.

Communication is a key component of being an active member of society. This means not only sharing information and knowledge but also having empathy with others, listening to their opinions and respecting their feelings in order to strengthen mutual trust. Through active engagement in society and improved communication, we seek to be valuable members of our communities.



Customer-Centric Perspective **We think from the customer's perspective and act with sincerity.**

We strive to be indispensable partners to our customers.

With this principle in mind, we think and act in our business activities with sincerity and proactively contribute to the business of our customers. In so doing, we seek to add value beyond simply selling products and services.

In a changing world, we place ourselves in the position of the customer to better and more rapidly understand new requirements and innovate to meet those needs as quickly and accurately as possible.

A “customer-centric” approach means understanding the issues from the customer’s point of view, and doing more than trying to understand the issues just by observing the customer.

Regardless of whether we deal directly with customers, we consider ourselves part of this customer-centric approach and always reflect on why our customers trust and select us as their business partner. Adopting a customer-centric approach means going beyond our own sphere of work and doing what is necessary from the customer’s perspective.

Firsthand Understanding **We act based on a firsthand understanding of the actual situation.**

We see the ability to quickly recognize change, set targets and take appropriate action to achieve the objectives as critical to our continued business success.

In meeting our business objectives, it is important that we follow each step of the “plan, do, check, and act” cycle. Each step of that cycle, however, is premised on going directly onsite to the source of the problem, listening to those in the actual environment and ascertaining the situation. At each step of the cycle, we should continually check the actual situation, confirm with our own eyes whether any issues have emerged, determine how to resolve them, and use this understanding to plan our next actions. We believe that no matter how sophisticated the knowledge or brilliant the theory we may have, its usefulness depends on how well we apply it based upon our firsthand understanding of the situation.



Spirit of Challenge

We strive to achieve our highest goals.

Striving towards ever-higher goals, we continuously create new value and seek new opportunities for growth, never contenting ourselves with the status quo and always taking on new challenges.

Having a “spirit of challenge” means setting goals that stretch our capabilities and encourage us to maximize our efforts. We take inspiration from the words of Taiyu Kobayashi, a former president of Fujitsu, who said, “Let’s go ahead and do it.” We endeavor to utilize our abilities and the abilities of our organization to achieve targets that at first seem beyond our reach.

While there are risks and difficulties in aiming for the highest goals, we persevere and strive for excellence without compromise. The accumulated wisdom earned through our efforts helps us overcome obstacles and acts as a driving force for our growth.

Speed and Agility

We act flexibly and promptly to achieve our objectives.

Business opportunities are created by grasping changes in the market, anticipating the future and taking action ahead of others. Even an excellent idea will lose its value if it is not exploited in a timely manner. Speed and agility create value.

Keeping in mind the value of time, we act quickly to achieve our goals. In our everyday work, while following correct procedures, we seek optimal processes to ensure efficiency. We are prepared to accept change and react quickly and flexibly. Our aim is to accelerate business execution throughout the organization.

Timely business execution further enhances customer satisfaction and is a force to create new business opportunities and strengthen the competitiveness of the Fujitsu Group.

Teamwork

We share common objectives across organizations, work as a team, and act as responsible members of the team.

Teamwork generates more effective and powerful results, enabling us to achieve higher goals.

As team members, we will understand and share objectives and milestones in order to reach each goal by the required completion date. We set our targets, track our progress and use our full abilities to meet our responsibilities and ensure the team achieves its objectives.

Teamwork is not limited to collaborating with other team members in our own division. It extends to collaborating with other divisions within the Fujitsu Group, and here team leaders play a particularly important role in promoting effective teamwork across organizational boundaries. By effective communication and cooperation with other divisions and by going beyond just considering the benefit to our own divisions, we promote the best interests of the Fujitsu Group.

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.

We will abide by this Code of Conduct.

■ We respect human rights.

We respect each individual's human rights and will not discriminate on the basis of race, color, religion, creed, sex, age, social status, family origin, physical or mental disability or sexual orientation, nor will we commit other violations of human rights. Such discrimination will not be tolerated.

We will be resolute in upholding human rights in everything we do and will not tolerate such discrimination in others. Ignorance and inaction do not constitute excuses for discrimination. We will make every endeavor to be fully aware of human rights issues and foster respect and equality for all.

We seek through our actions to uphold human rights, ensuring that our organization is well respected by society.

■ We comply with all laws and regulations.

We respect and comply with all applicable laws, treaties, government regulations and statutes, customs and social norms considered to be fair. Violating laws or regulations, even when motivated by a misguided devotion to the organization, is unacceptable. We endeavor to understand all relevant laws and regulations prior to initiating any business, abide by their principles and ensure through our actions that we do not inadvertently violate those laws.

We also conform to socially accepted business practices, use common sense in our dealings, and are careful to check whether our commercial terms are in line with local requirements. Customs vary from country to country. Therefore, in addition to understanding the laws and customs of our home territory, we also will become familiar with and respect the laws, customs and ethnicities of other territories in which we do business.

■ We act with fairness in our business dealings.

We treat customers, business partners and competitors fairly and with respect.

We do not engage in practices which treat customers differently without justification.

We do not use our position to secure an unfair advantage in dealings with business partners.

We do not take advantage of competitors through unethical behavior or illegal means.

We do not enter into any agreements or discussions with our competitors regarding restrictions on pricing, production or sales volumes, customers, sales territories, or other matters that impede fair competition.

■ We protect and respect intellectual property.

We are contributing to the establishment of a networked society by continuously creating new value and providing products and services on a global basis to meet customer needs. The intellectual property that results from our large investment in R&D is of great value to us.

We are fully aware that our intellectual property is a valuable asset and an essential management resource underpinning our business activities and the confidence our customers place in us. We will make every effort to obtain and maintain all necessary intellectual property rights, including patents, copyrights and trademarks, and utilize them effectively in growing our business. We recognize that the knowledge and know-how held by each employee give us a competitive edge in our business activities.

We respect third-party intellectual property and utilize it only after having properly secured rights to its use.

■ We maintain confidentiality.

Appropriate handling of information is fundamental to our business activities. A careless mistake that results in information being leaked can lead to enormous damage and loss of reputation of the Fujitsu Group. We must have a proper understanding of the rules for handling different types of information and thoroughly comply with those rules. In addition, we are conscious of the vital importance of data security in our daily work so as not to unintentionally leak confidential information or personal data.

Handling confidential company information

The company information we have access to in our daily work is considered confidential. We do not disclose such information to anyone outside the company without following established procedures, nor do we use it for purposes other than conducting the business of our organization.

Handling customer or other third-party information

Information from our customers or business partners must be handled and used appropriately in accordance with the terms and conditions defined and specified in each contract with them, including terms and conditions relating to the intended use, management and duration of confidentiality of such information. We therefore handle such third-party information appropriately at all times and ensure that we do not break our contractual obligations to preserve confidentiality.

Handling personal data

In gathering and keeping personal data for any purpose, we must handle, manage and use such personal data appropriately and in accordance with local laws.

■ **We do not use our position in our organization for personal gain.**

We do not use our position, role, or corporate information, or act in any way contrary to our corporate obligations, to seek or gain benefits for ourselves, our relatives, our friends or other third parties.

We do not utilize, sell, lease or dispose of company software, hardware, other facilities or assets for any purpose other than transacting or undertaking the business of the organization.

We do not trade stocks or other securities using undisclosed “insider” information gathered from our organization or third parties.



Business Policy

Business Policy

- We use Field Innovation to find new approaches and the inspiration to improve ourselves, while delivering added value to our customers.
- We provide global environmental solutions in all our business areas.
- Fujitsu Group companies work together to accelerate our global business expansion.

Our Business Policy defines our current business strategy pursued in accordance with the Fujitsu Way.

■ We use Field Innovation to find new approaches and the inspiration to improve ourselves, while delivering added value to our customers.

We continuously innovate and transform our business processes through Field Innovation, developing added value for ourselves and our customers and contributing to their business innovation. Field Innovation is our methodology for improving business processes by making visible the key elements and interactions of people, processes and IT, allowing us to identify opportunities for innovation using our talents and know-how.

In implementing Field Innovation, we identify the sphere or “field” of problems to address; identify the fundamental structural elements of this field through firsthand understanding of the actual situation; and determine what actions should be taken for improvement through analysis of the issues.

By fully using all available knowledge, we change people’s mindset and processes in the field. The repetition of this cycle and the application of optimized IT results in transformative innovation.

Field Innovation is a fundamental approach for carrying out business activities. We see this approach as suitable not only for organizations directly providing services and solutions to customers but for all organizations, including business groups that provide value to our customers through their devices and products.

The execution of Field Innovation is essential in areas providing business solutions that contribute to customer success by solving their management issues.

We are committed to our own continued innovation by this method as well as using it to contribute to the success of our customers.

■ We provide global environmental solutions in all our business areas.

The world is facing a growing number of global environmental problems, including the depletion of natural resources, global warming and pollution caused by waste generation. Addressing these issues is a high-priority task for every corporation and individual.

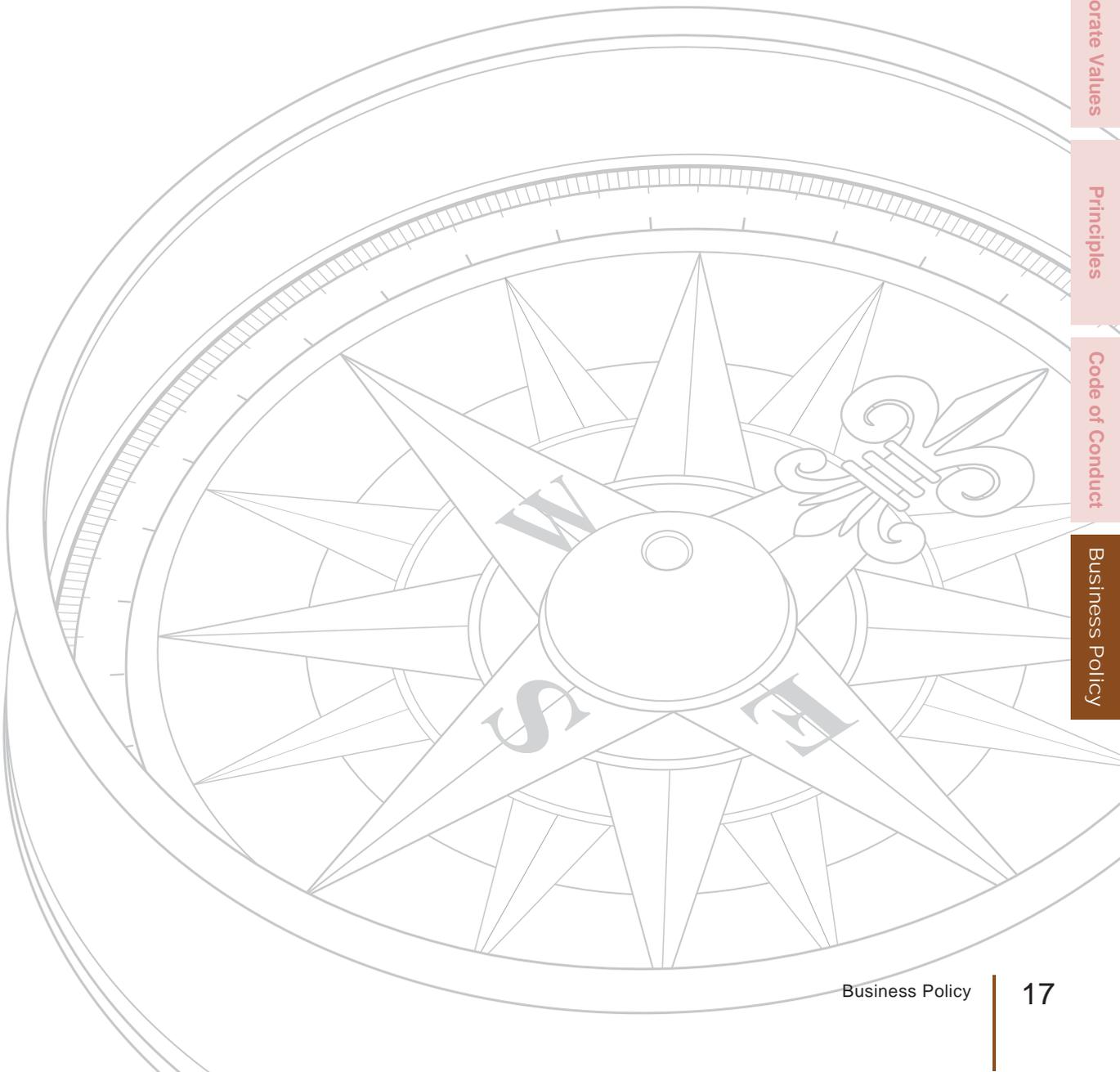
Environmental protection is positioned as a top management priority. We are undertaking a broad range of environmental initiatives which include providing eco-friendly products and implementing “Green Procurement.” Through our “Green Policy Innovation” activities to reduce our environmental impact, we are reviewing and re-engineering all our business structures and processes.

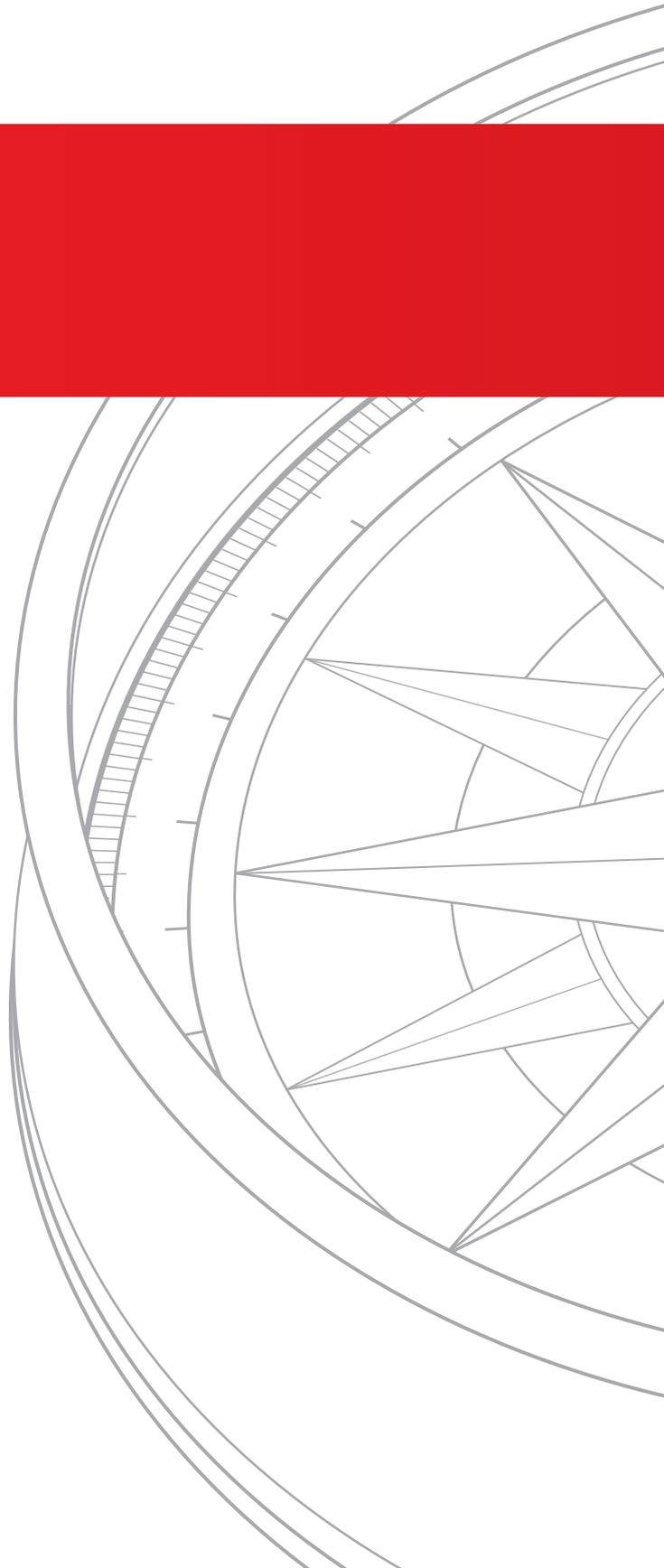
By leveraging our advanced technology and know-how, we are providing customers with products, services, and solutions that reduce the environmental impact of their IT infrastructure and help them, through the use of IT, to reduce their overall environmental burden.

■ **Fujitsu Group companies work together to accelerate our global business expansion.**

While the majority of revenue for the Fujitsu Group comes from the Japanese market, it is vitally important for our survival and future growth that we place more focus on extending our business into other markets. This is even more important given the maturity and limited opportunities for growth in the Japanese market.

We need to cooperate and closely share, on a global basis, the knowledge and expertise within each of our organizations. An example of such cooperation is the common platform initiative to provide standardized services to customers globally. This includes the industrialization of services and standardization of delivery. These initiatives allow us to provide integrated services in a consistent manner from any service organization.





FUJITSU Way

FUJITSU LIMITED
FUJITSU Way Unit

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