Corporate Governance

We are pursuing sound and efficient management and strengthening our governance structure for putting the Fujitsu Way into practice.

Basic Stance

In order to continuously raise the Fujitsu Group's corporate value, along with pursuing management efficiency it is also necessary to control the risks that arise from business activities. Recognizing that strengthening corporate governance is essential to achieving this, the Board of Directors has articulated the Basic Stance on Internal Control Framework, and these measures are continuously implemented.

Furthermore, by separating management oversight and operational execution functions, we aim to accelerate the decision-making process and clarify management responsibilities. Along with creating constructive tension between oversight and execution functions, we are further enhancing the transparency and effectiveness of management by proactively appointing outside directors.

With respect to Group companies, we are pursuing total optimization for the Fujitsu Group by clarifying each group company's role and position in the process of generating value for the group as a whole and managing the group to continuously enhance its corporate value.

The Framework for Strengthening Corporate Governance

Fujitsu has established Executive Nomination and Compensation Committees in order to ensure the transparency and objectivity of the process for choosing candidates for the Board of Directors, determining their compensation, and ensuring that the compensation system and levels are appropriate. The Executive Nomination Committee acts as a consultative body to the Board of Directors. Taking into consideration the current business climate and anticipated trends, the Executive Nomination Committee makes recommendations of candidates (draft) for the Board of Directors, choosing candidates having objectivity in making management decisions, foresight and perceptiveness, and a superior character. The Compensation Committee is tasked with making recommendations on executive salaries and methods for calculating bonuses linked to financial performance, taking into consideration compensation levels at other companies with similar business activities, business scale, and other factors. The aim of this activity is to retain superior management talent, and provide effective incentives for improving the company's financial performance.

In addition, we have adopted the processes in place, in accordance with laws and regulations, to ensure that conflicts of interest are avoided, including but not limited to obtaining approval from the Board of Directors.

* The information above is as of June 23, 2011. For the latest information, please refer to our Corporate Governance Report.



Corporate Governance Framework (as of June 23, 2011) Annual Shareholders' Meeting Election/dismissal Election/dismissal **Board of Directors** 11 members of the board (including 4 outside board members) Submit/propose Advise Election/ Supervision Put important matters on agenda/report Audit Board of dismissal Auditors 5 auditors **Executive Nomination** President and Representative Director Report Coordinate (including 3 Committee outside auditors and Management Council (Decisions re. business execution) Compensation Committee Corporate Instruction Coordinate Report Internal Put important matters on agenda/re Audit Unit Instruction/direction Fuiitsu Wav Promotion Council Fujitsu Way Coordinate Coordinate Risk Management Committee Ínternal Compliance Committee Control Division Accounting **Environmental Committee** Audit/Internal Auditor Internal audit **Corporate Executive Officers Business Group/Group Companies**