

FUJITSU GROUP  
SUSTAINABILITY REPORT

2009



# Editorial Policy

The 2009 Fujitsu Group Sustainability Report describes the thinking, efforts, and accomplishments regarding the social and environmental dimensions of Fujitsu Group operations based on the Fujitsu Way, which is the corporate philosophy of the Fujitsu Group.

## ● Special Feature Reports on Matters of High Interest

We analyze the opinions and inquiries received at the Fujitsu Group as well as the results of studies of social trends. Based on these, we select subjects for special feature reports, which are of great concern to our stakeholders or are areas that the Fujitsu Group thinks important and is working on.

This year, we have selected "The Fujitsu Group "Green IT" Program Contributes to Creating a Prosperous, Low-Carbon Society" as a special theme and report on those efforts.

We also report on representative activities of overseas group companies as global activities.

## ● This report is produced in printed format and published on our website.

- This report presents our basic thinking with respect to the various stakeholders of the Fujitsu Group and the global environment, concentrating on specific approaches taken and results achieved.
- We also make every effort to provide more detailed information and to present the activities of the Fujitsu Group as extensively as possible on our website.

 **Fujitsu website: Our Approach to Corporate Social Responsibility**  
<http://www.fujitsu.com/global/about/responsibility/>

## ● A Means of Communication with Our Stakeholders

We see this report as a means of communication with the stakeholders of the Fujitsu Group. We hope that you will take the time to provide feedback on this report, either by the attached questionnaire or via our website.

## ● Target Audience

This report is written to be read by all Fujitsu Group stakeholders, including customers, employees, shareholders and investors, suppliers and business partners, global and local communities, public institutions, and governments.

### A Note Concerning Future Projections, Forecasts and Plans

This report not only describes past and present facts related to Fujitsu Limited and its related subsidiaries (the Fujitsu Group), but also includes future projections, forecasts and plans. Such projections, forecasts and plans are based on data available when the report was prepared, and therefore involve a degree of uncertainty. Accordingly, future results of operating activities and other new developments may differ from the projections, forecasts and plans included in this report. We ask our readers' understanding of the fact that the Fujitsu Group cannot be responsible for such eventualities.

## For inquiries about this report, please contact:

### Corporate Social & Environmental Affairs Office, FUJITSU Way Unit Fujitsu Limited

1-1 Kamikodanaka 4-chome, Nakahara-ku, Kawasaki,  
Kanagawa 211-8588, Japan  
Tel: +81-44-874-2439 Fax: +81-44-754-8716

### Corporate Environmental Affairs Unit Fujitsu Limited

1-1 Kamikodanaka 4-chome, Nakahara-ku, Kawasaki,  
Kanagawa 211-8588, Japan  
Tel: +81-44-754-3413 Fax: +81-44-754-3326

You can also contact us via the Fujitsu "Environmental Activities" website.

<http://www.fujitsu.com/global/about/environment/contact.html>

Copying, duplicating or reprinting part or all of the 2009 Fujitsu Group Sustainability Report without permission is a copyright infringement, except in cases authorized by law.  
All Rights Reserved, Copyright ©2009 FUJITSU LIMITED

## Time Frame

This report primarily focuses on the thinking, efforts, and accomplishments of the Fujitsu Group for fiscal 2008, the period from April 1, 2008 to March 31, 2009, with the data reflecting the actual results for that period.

The report also includes partially the Fujitsu Group's thinking, approaches, and activity data prior to April 1, 2008 and for the period after April 1, 2009.

We also make a point to include as many multi-year graphs as possible so that performance trends can be seen clearly.

## Organizations Covered

In principle, this report covers the entire Fujitsu Group, while the environment-related sections cover a total of 108 consolidated subsidiaries (domestic and overseas subsidiaries) that have formed environmental management systems in conjunction with Fujitsu Limited. The section on environmental burden data covers Fujitsu Limited (17 business locations) and 34 of its major manufacturing subsidiaries (25 domestic and 9 overseas). (Our electronics device division became a consolidated subsidiary, as Fujitsu Microelectronics Limited, as of the end of March 2008.)

Please note that this report generally uses the term "Fujitsu Group," or "the Group" to indicate the entire Fujitsu Group (although in some instances this does not include overseas Group companies), and the term "Fujitsu" to indicate Fujitsu Limited on an unconsolidated basis.

## Significant Changes in Coverage

We have revised the range of reporting for environmental burden data and have added Toyama Fujitsu Limited and Fujitsu VLSI Limited.

## Guidelines Referenced

- GRI Sustainability Reporting Guidelines, Version 3  
<http://www.globalreporting.org/>
- A listing of the GRI guidelines is provided at the following website:  
<http://www.fujitsu.com/global/about/environment/communication/report/2009/>
- Ministry of the Environment: Environmental Reporting Guidelines (2007 edition)  
<http://www.env.go.jp/policy/report/h19-02/full.pdf> (Japanese)
- Ministry of the Environment: Environmental Accounting Guidelines (2005 edition)  
<http://www.env.go.jp/policy/kaikei/guide2005.html> (Japanese)

## Ensuring the Reliability of Information Disclosure

This report has been reviewed by an independent body, Ernst & Young ShinNihon Sustainability Institute Co., Ltd., whose independent assurance report is appended.

Furthermore, this report has been duly granted the sustainability report audit and registration mark stipulated by The Japanese Association of Assurance Organizations for Sustainability Information, which assures that the reliability of the information presented here meets its standards.

- The Japanese Association of Assurance Organizations for Sustainability Information (a foundation with limited liability)  
<http://www.j-sus.org/index.htm> (Japanese)



## Publisher

**Published:** October 2009 by Fujitsu Limited  
Next issue: Scheduled for September 2010  
(Previous issue: October 2008)

**Authority for Publication:**  
**Michiyoshi Mazuka**  
Chairman, President and Representative Director

**Chief Planner & Editor:**  
**Koichi Takahashi**  
Corporate Social & Environmental Affairs Office,  
FUJITSU Way Unit  
**Michinori Kutami**  
Sustainable Development Planning Division,  
Corporate Environmental Affairs Unit

**Publisher:** Sustainable Development Planning Division,  
Corporate Environmental Affairs Unit

This report is the English version of the Japanese report which was published in June 2009, and the information provided here (page 2 to 70) is based on the Japanese report.

## C o n t e n t s

Editorial Policy .....	1
Message from Management .....	3
Fujitsu Group Profile .....	5
<b>FUJITSU Way</b> .....	<b>7</b>
<b>Special Feature</b>	
<b>The Fujitsu Group “Green IT” Program</b>	
Contributes to Creating a Prosperous, Low-Carbon Society .....	10
<b>Highlights in 2008</b> .....	<b>18</b>
<b>Corporate Governance</b> .....	<b>19</b>
<b>Risk Management</b> .....	<b>21</b>
<b>Compliance</b> .....	<b>23</b>
<b>With Our Customers</b> .....	<b>25</b>
<b>With Our Employees</b> .....	<b>31</b>
<b>For Our Shareholders and Investors</b> .....	<b>35</b>
<b>With Our Business Partners</b> .....	<b>37</b>
<b>With Global and Local Communities</b> .....	<b>39</b>
<b>For the Environment</b> .....	<b>43</b>
Targets and Achievements .....	45
Environmental Management .....	46
Environmental Accounting .....	50
Operating Activities and Environmental Burden (Material Balance) .....	51
Eco-Friendly Products .....	53
Environmental Solutions .....	57
Promoting Product Recycling .....	59
Efforts to Prevent Global Warming .....	61
Reducing the Environmental Burden of Factories and Business Offices .....	63
Green Procurement .....	67
Environmental Considerations in Distribution .....	68
Environmental Contributions to Society .....	69
Independent Assurance Report .....	70

## Delivering Greater Value to Our Customers and Society



*Michiyoshi Mazuka*

**Michiyoshi Mazuka**

Chairman  
Fujitsu Limited

### **The Transformation of Fujitsu**

Today, progress in information technology (IT) is transforming business, our personal lifestyles, and society itself. We are already at the stage where society could not function without IT. Within this context, the roles and responsibilities of the Fujitsu Group as a supplier of IT solutions are expanding faster than ever. To fulfill these roles and meet these responsibilities, we are transforming our approach to business in three ways: we are focusing on the customer's customer; we are adopting a global perspective; and we are reinforcing our commitment to environmental sustainability.

### **A Focus on the Customer's Customer: Making the Customer's Business Our Starting Point**

To contribute even more to the success of our customers' business, we must satisfy not only their IT needs, but widen our perspective to also address the people and processes that drive their business. We aim to develop a deeper understanding of our customers and their business.

Based on this thinking, we have developed "Field Innovation" as a new methodology for making continuous improvements for ourselves and our customers. Using this methodology, we make the relationship between people, processes and IT visible by taking advantage of people's unlimited knowledge.

To put the Field Innovation methodology into practice, we are developing a new group of "Field Innovator" consultants with broad experience in a range of business areas. The first class consisting of about 150 consultants started training in October 2007 and the second class of about 170 consultants started in October 2008. The first class has completed internal projects and received hands-on experience at customer sites, and they began full-fledged on-site activities in April 2009.

Our customer-centric management approach also emphasizes the use of our own experience as a customer of IT as reference models. This enables us to speak from experience and offer realistic solutions to our customers.

With Field Innovators and internal reference models, we are aiming to get closer to our customers and solve their underlying business problems.

### **A Global Perspective: Think Global, Act Local**

Fujitsu is striving to become a truly global enterprise in order to continue to provide value to its customers as the globalization trend accelerates. What is more, in this age of diversifying IT, Fujitsu alone cannot satisfy all the needs of its customers. It is essential that we enhance Fujitsu's global presence, strengthen collaborative alliances with our global partners, and build complementary relationships with them.

Since June 2008, we have transformed our global management by integrating separate region-based management teams into a single management structure for business outside Japan. This simplified and efficient management structure will help to accelerate the transformation of our global business.

The boldest move we made was to transform Germany-based system products company Fujitsu Siemens Computers into a fully owned subsidiary. The integration of this company, renamed Fujitsu Technology Solutions, will act as a catalyst for the transformation of Fujitsu into a truly global enterprise. We have already begun reforming our server business, restructuring our sales system in Japan, reorganizing our Group companies outside Japan, and strengthening our relationships with our global partners, among other initiatives.

The expansion of our global businesses will require us to share common targets throughout the Group. We must also increase personnel exchanges and facilitate the sharing of know-how, while standardizing and unifying our products and services globally. These initiatives are all part of the "Think Global" approach. In each country and region, we must then reinforce the "Act Local" part of the equation to ensure that our customers are well-served locally.

To continue to provide value to our customers, we must aim at becoming a company that can continually provide value to customers based on the "Think Global, Act Local" approach.

### **Sustainability: Leveraging the Power of IT to Protect the Environment**

There is a growing global awareness of the key role that IT has to play in reducing society's burden on the environment and in preventing global warming, in particular.

To promote the innovations needed to realize this potential of IT, in December 2007 the Fujitsu Group announced a new initiative called "Green Policy Innovation" which aims at reducing the environmental burden of our customers' business activities. The goal of Green Policy Innovation is to reduce CO<sub>2</sub> emissions by a total of at least 7 million tons in Japan in the four years from FY 2007 through FY 2010.

Furthermore, in light of the declaration of the G8 Toyako Summit held in July 2008 that by 2050 the world's total emission of greenhouse gases should be halved, we have instituted "Green Policy 2020" as the Fujitsu Group's medium-term environmental vision. This vision adopts "Creation," "Collaboration" and "Change" as its keywords, and by creating environmental innovation at both the corporate and societal levels, aims at creating a prosperous, low-carbon society. The Fujitsu Group will continuously promote activities aimed at achieving this vision, with a goal of reducing CO<sub>2</sub> emissions in Japan by about 30 million tons per year by 2020.

Focusing on the customer's customer. Adopting a global perspective. Reinforcing our commitment to environmental sustainability. These three transformations will help us to realize the "constant pursuit of innovation" cited in the Corporate Vision of the Fujitsu Way. To meet the ever-increasing responsibilities of an IT company, the Fujitsu Group will continually pursue the potential of IT to create new value and fulfill the dreams of people throughout the world.



A handwritten signature in black ink that reads "Kuniaki Nozoe". The signature is written in a cursive, flowing style.

**Kuniaki Nozoe**

President  
Fujitsu Limited



The Fujitsu Group creates and provides high-performance, high-quality solutions based on powerful information technologies.

**Fujitsu Group Profile**

**Parent Company:** Fujitsu Limited

**Addresses:**

- **Kawasaki Main Office**  
4-1-1 Kamikodanaka, Nakahara-ku, Kawasaki-shi, Kanagawa 211-8588, Japan
- **Headquarters**  
Shiodome City Center  
1-5-2 Higashi-Shimbashi  
Minato-ku, Tokyo 105-7123, Japan

**President:** Kuniaki Nozoe

**Established:** June 20, 1935

**Main Business Activities:** Manufacture and sale of communications systems, information processing systems, and electronic devices, and the provision of services related to those products

**Capital:** ¥324.6 billion (as of the end of March 2009)

**Sales:** Consolidated : ¥4,692.9 billion (Fiscal year 2008)

**Fiscal Year-end:** March 31

**Employees:** Consolidated: 165,612 (as of March 20, 2009)  
Unconsolidated: 25,899 (as of March 20, 2009)

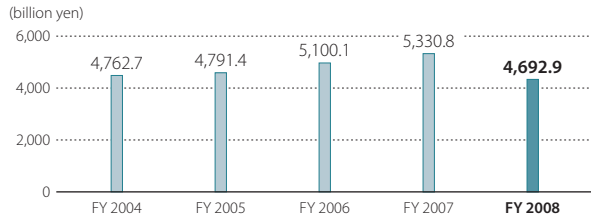


Kawasaki Main Office

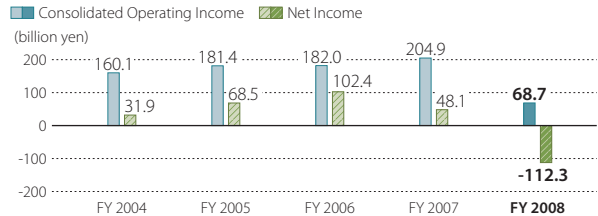


Headquarters

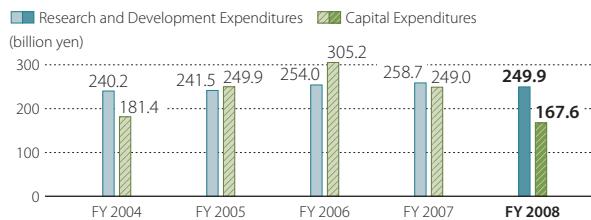
**Consolidated Net Sales**



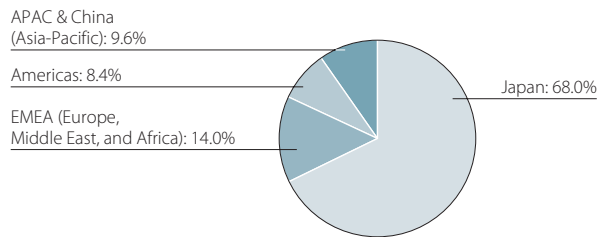
**Consolidated Operating Income/Net Income**



**Research and Development Expenditures/Capital Expenditures**



**FY 2008 Consolidated Net Sales to Unaffiliated Customers by Geographic Location**

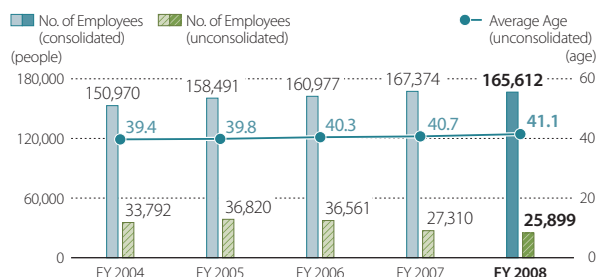


**Employees by Region**

Region	Employees (thousands)
Japan	107
EMEA (Europe, Middle East, and Africa)	23
Americas	9
APAC & China	27
<b>Total</b>	<b>166</b>

\* From fiscal 2006, the regions formerly classified as "Europe" and "Asia, Australia, and Others" were reclassified as "EMEA" and "APAC & China", respectively.

**Trends in the Numbers and Ages of Employees**

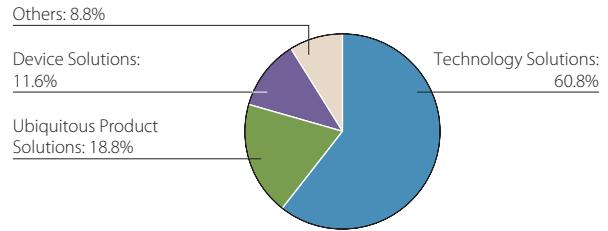


## Regarding Our Business Segments

The Fujitsu Group provides total solutions in the IT areas through the provisions of high quality products, electronic devices, and a full range of services utilizing those products and devices based on powerful technology that is leading edge, high performance, and high quality.

We do not, however, merely provide products and services, but rather also aim at becoming a partner indispensable to our customers by a true understanding of them.

### FY 2008 Consolidated Net Sales by Business Segment, including Intersegment Sales



### Technology Solutions

This segment is mainly targeted at corporate customers and we globally provide business solutions (business optimizations) that utilize IT with its main axes being high-level technology and high-quality system platforms and services.



PRIMERGY BX900 Blade Server



Outsourcing

### Ubiquitous Product Solutions

In order to realize a ubiquitous society that allows everyone to receive the benefits of IT networking anywhere and at any time, the Fujitsu Group is advancing the creation and production of the easier-to-use and higher-in-performance computer equipment near to the user, such as personal computers, mobile terminals, and hard disk drives.



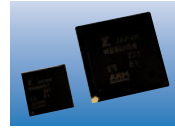
F-05A "Kid's Keitai"™ (Mobile phone for kids)



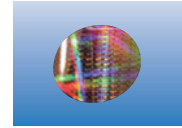
FMV-DESKPOWER Personal Computer

### Device Solutions

The Fujitsu Group provides logic LSI technologies and the related electronic devices that are the core of the technologies as optimal solutions that contribute to improving the competitiveness of our customers' products.





Full HD H.264/MPEG-2 Transcoder ICs



45nm Technology Wafer

## Socially Responsible Investment (SRI) Related Evaluation

### Status of Inclusion in SRI-related Stock Indexes

Name of Index	Rating Company
Morningstar Social Responsibility Index (MS-SRI)	Morningstar, Inc.
Dow Jones Sustainability Index (World, Asia Pacific) 	Dow Jones & Company, Inc. and SAM Group Holding AG
oekom research 	oekom research AG

### Status of Inclusion in Major SRI Funds

Name of Fund	Operating Company
Daiwa Eco Fund	Daiwa Asset Management Co. Ltd. (As of May 2009)
Daiwa SRI Fund	Daiwa Asset Management Co. Ltd. (As of February 2009)
Mitsubishi UFJ SRI Fund (Family Friendly)	Mitsubishi UFJ Asset Management Co., Ltd. (As of February 2009)
Eco Partners (Green Wings)	Mitsubishi UFJ Asset Management Co., Ltd. (As of April 2009)
AIG-SAIKYO Japanese Stock CSR Fund ("Sui ren")	AIG Investments Japan Co., Ltd. (As of March 2009)

# FUJITSU Way

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.

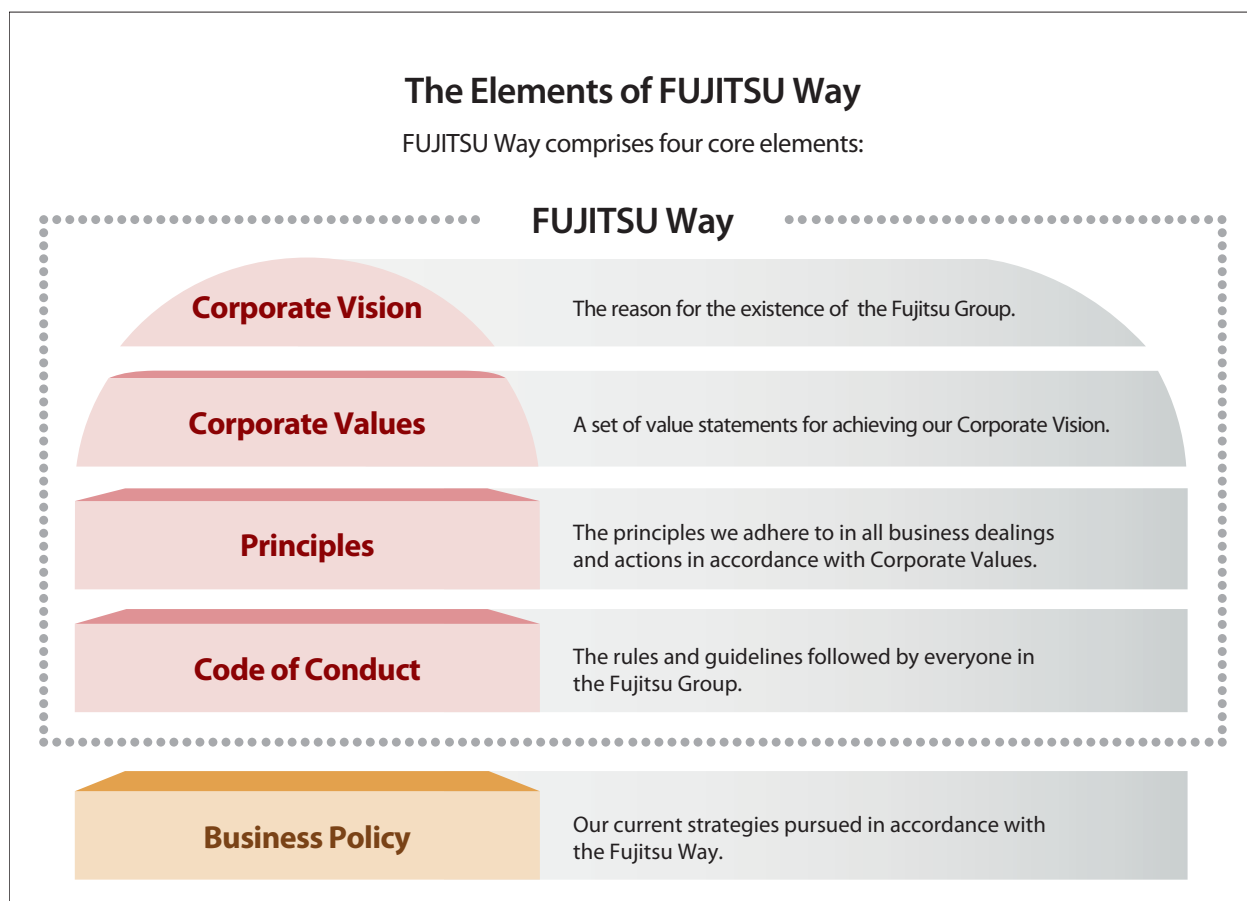
On April 1, 2008, Fujitsu announced a fully revised Fujitsu Way. The Fujitsu Way embodies the philosophy of the Fujitsu Group, articulates the Group's overarching values, and defines concrete principles and a code of conduct that Group employees follow in their daily business activities. The new Fujitsu Way will facilitate management innovation and promote a unified direction for the Group as we expand our global business activities.

As outlined below, the Fujitsu Way consists of four core elements - the Corporate Vision, Corporate Values, Principles, and Code of Conduct. The Corporate Vision embodies the reason for the Group's existence, as well as the social role that it should fulfill. The Corporate Values encompasses a set of values

important for realizing the Corporate Vision. Finally, the Principles and the Code of Conduct articulate rules of behavior which every Fujitsu Group employee adheres to and abides by.

The Group has also formulated a Business Policy that outlines the medium-term business direction guided by the Fujitsu Way. This policy serves as the basis for all Group business activities.

All Fujitsu Group employees have a shared commitment to the Fujitsu Way, which promotes a common direction for Group employees as they conduct their daily business activities. Employees aim to contribute to enhanced corporate value for the Fujitsu Group and to the well-being of the global and local societies.





**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.

**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.
Technology	We seek to create new value through innovation.
Quality	We enhance the reputation of our customers and the reliability of social infrastructure.

**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.

**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.

**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.

# FUJITSU Way

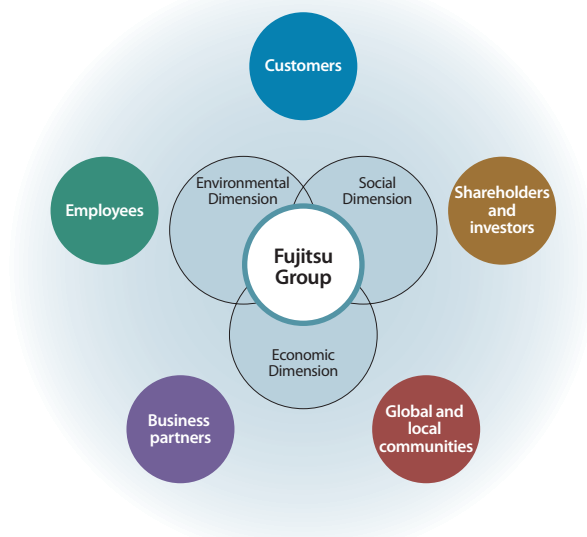
## Towards the Realization of a Sustainable Society

The Fujitsu Group's responsibility towards the sustainability of society forms the background to the establishment of and revisions to the Fujitsu Way. We think that respecting and contributing to the benefits of our stakeholders, including customers, employees, shareholders and investors, suppliers and business partners, global and local communities, public institutions, and governments, will, as a result, lead to the growth of the Fujitsu Group.

For a corporation to meet its social responsibilities, it must integrate three dimensions at a high level. These dimensions are the social dimension, which consists of appropriate labor practices and respect for human rights, the economic dimension, which consists of striving for efficient and healthy management and promoting disclosure based on accountability, and the environmental dimension, which consists of promoting environmental protection activities such as preventing global warming and contributing to the creation of a recycling-oriented society.

We at the Fujitsu Group ought to be a company that can continue to receive the trust and the hopes of all our stakeholders by meeting our responsibilities to the "triple bottom line" of these three dimensions.

### The Fujitsu Group & Stakeholders



## Activities to Promote FUJITSU Way

### FUJITSU Way Promotion Framework

In the Fujitsu Group, each group company or each Fujitsu business unit selects a "Fujitsu Way Leader" and deploys a full range of promotion activities.

### FUJITSU Way Presentation Meeting

In fiscal 2008, on the occasion of the revisions to the Fujitsu Way, a meeting was held at each group company or each business unit covering all the employees to explain the meaning and content of the Fujitsu Way.

### Providing a Wide Range of Promotion Tools

To make the content of the Fujitsu Way widely known to all employees, including those at overseas locations, we created Fujitsu Way booklets and wallet-sized cards in four languages, Japanese, English, Chinese, and Korean, and distributed them to all our employees.

We also created a video in which top management describes their thoughts on the Fujitsu Way and messages about putting it into practice, and distributed it within the Group via streaming video over the Internet. We also distributed it by DVD with translations into four languages, Japanese, English, Chinese, and Korean.

Additionally, we created Fujitsu Way posters in 12 different languages and posted them in the workplace, so that our employees who perform their daily work in a variety of languages can also be aware of the Fujitsu Way.

### Increasing Awareness through e-Learning

We also held an e-learning class to increase understanding of the Fujitsu Way even further. In FY 2009 we offered it within Japan for all group companies and we are preparing to implement such e-learning for foreign sites as well.



DVD "Message from President Nozoe" (in four languages)



Booklets (in four languages)



Posters (in twelve languages)



Wallet-sized cards (in four languages)



# We will provide Green IT to support our customers in reducing their environmental burden through Green Policy Innovation.

In December 2007, the Fujitsu Group announced its Green Policy Innovation project to support customers in reducing their environmental burden. This project uses the environmental technology and know-how possessed by the Group to provide Green IT that reduces the environmental burden imposed by customers and society.

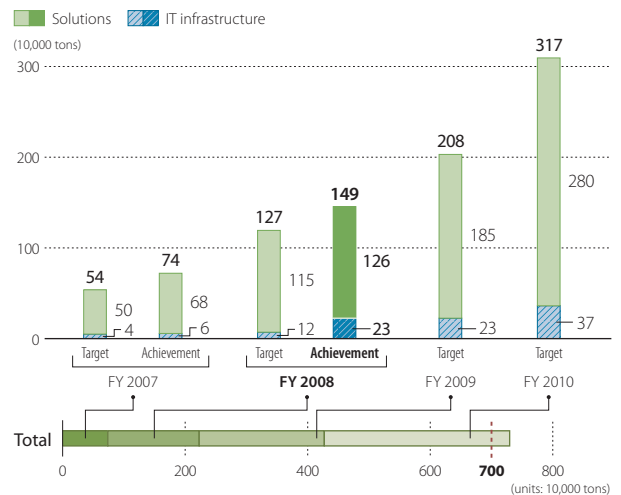
Under Green Policy Innovation, we supply Green IT from two aspects: Green Policy Products, which are eco-friendly IT infrastructure products, and Green Policy Solutions, which are IT solutions that contribute to reducing environmental burdens through their introduction. The Fujitsu Group contributes to reducing our customers' environmental burden by, at the same time as working for saving space and energy in IT equipment and data centers, providing solutions that take advantage of the environmental know-how accumulated within the Fujitsu Group.

We are aiming at a contribution to CO<sub>2</sub> emissions reduction of over seven million tons total over a four-year period (FY 2007 to FY 2010).

For the FY 2007 through FY 2008 period, we are expecting a total CO<sub>2</sub> emissions reduction contribution of about 2.23 million tons, which consists of about 290,000 tons due to provision of IT infrastructure and about 1.94 million tones due to the provision of IT solutions. Thus we are well ahead of our targets as we move forward.

\* Estimated CO<sub>2</sub> emission reductions in Japan possible through application of proprietary methods from Fujitsu based on projected future sales levels of major platform products and specified Fujitsu products developed as environmentally friendly solutions.

**Targets and Achievements in Reducing CO<sub>2</sub> Emissions by Green Policy Innovation**

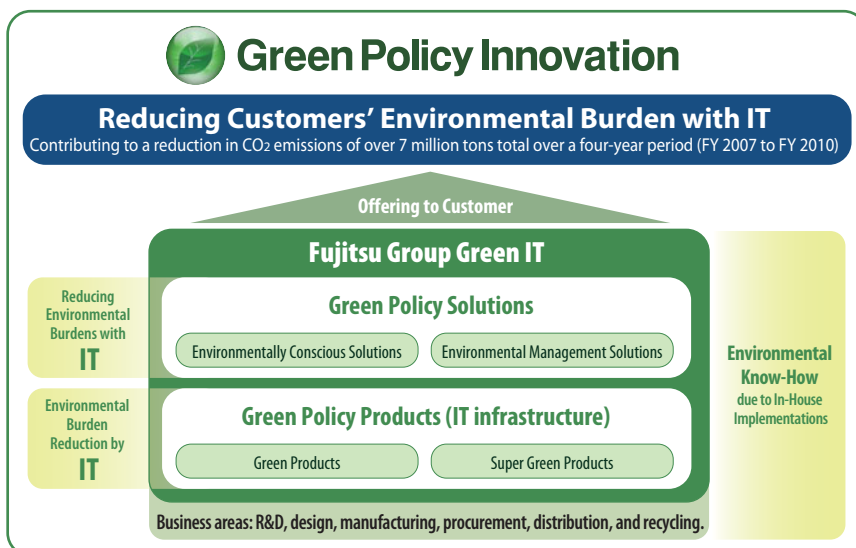


## Green Policy Innovation

### About the Green Policy Innovation Logo

This mark identifies Fujitsu Group Green IT products and activities related to Green IT.

With a motif in the form of a sphere to indicate the Earth, it expresses the idea of contributing to reducing environmental burdens on a global scale. A single leaf is held within a shining crystal sphere to represent our commitment to eco-friendliness and uncompromising policies.



## Envisioning a New Era - Fujitsu Group Vision and Strategy

# Doing Our Part as a Global IT Company to Realize a Low-Carbon Society

### Approaching the Environment from a Management Perspective

2008 was a year of lively discussion on environmental protection for the international community. As well as marking the start of the first commitment period for the Kyoto Protocol, it was a time for examining the next set of reduction targets for the successor to the Kyoto framework from a medium- to long-term perspective. At the Toyako Summit, a G8 meeting held in July 2008 in Hokkaido, Japan, the world's leaders declared their commitment to a shared target of cutting greenhouse gas emissions worldwide to half their current levels by 2050. However, the global economy is now enduring what some are calling a once-in-a-century crisis. While there are concerns that this situation could cause delays in implementing environmental measures, many countries have announced so-called "Green New Deal" programs designed to shore up their economies by encouraging aggressive investment in environmental protection.

For companies operating in this climate it is more important than ever to meet the challenges of both economics and the environment. This will require companies to adopt a strong environmental management perspective and tackle the issues strategically.

### Taking Action from a Global Environmental Standpoint

The Fujitsu Group is determined to be a "valued and trusted partner" in the growth of our customers and society, and we are pushing ahead with three transformations\* to this end. One of these transformations is making global environmental contributions for sustainability.

At Fujitsu, we view environmental problems not only as management risks, but also in terms of their value for our growth. Effective IT utilization has the potential to spur innovation in industrial societies, and thereby reduce their environmental burden by a significant margin. The Fujitsu Group offers IT solutions on a global scale in a host of business areas. As such, we recognize that Fujitsu has an

important role and responsibility not only in reducing the environmental burden posed by our own business activities, but in contributing to lower environmental impact of our customers and society as a whole, on a global scale.

Our initiative for lowering the environmental burden, Green Policy Innovation, is one concrete step in this direction. Here, we are promoting green IT in a variety of fields including through new environmental management solutions to support ongoing sophistication in environmental management. From fiscal 2007 through fiscal 2008, our efforts have helped reduce CO<sub>2</sub> emissions by a cumulative total of approximately 2.23 million tons. Furthermore, in September 2008 we established a Low Carbon Committee, and are boldly promoting a lower carbon footprint in our business activities.

Fujitsu is making an extensive drive to reduce its own environmental burden, and is using expertise and technologies amassed in the process for the global development and provision of green IT.

\* Under the company's current management direction, Fujitsu is pursuing three areas of transformation: a focus on the customer's customer, global expansion based on the "Think Global, Act Local" approach, and global environmental contributions for sustainability.

### Striving for the Creation of a Prosperous, Low-Carbon Society

Realizing a sustainable society requires a common global vision that individuals, companies, countries, and regions everywhere can work collectively to achieve.

The Fujitsu Group has drafted Green Policy 2020 as a medium-term environmental vision with a milestone year of 2020, and has initiated efforts for making this vision a reality. Going forward, we intend to develop our environmental management further to achieve our goal of realizing a prosperous, low-carbon society.

President, Corporate Environmental Affairs Unit

**Atsuhisa Takahashi**







## In Office Buildings

Compact, Energy-saving PC for Corporate Customers  
FMV-ESPRIMO D5170

CO<sub>2</sub> emissions reduced by about **35%<sup>\*1</sup>**

IT Resource Management System  
SupportDesk Expert

CO<sub>2</sub> emissions reduced by about **35%<sup>\*2</sup>**

Workflow System for Human Resources and General Affairs  
GLOVIA Exchange USE

CO<sub>2</sub> emissions reduced by about **48%<sup>\*2</sup>**

Building Management System  
Futuric

CO<sub>2</sub> emissions reduced by about **47%<sup>\*2</sup>**



## In Traffic and Transportation

Operations Support System  
In-Vehicle Station (Dejitako)

CO<sub>2</sub> emissions reduced by about **19%<sup>\*2</sup>**

ETC Infrastructure System  
ETC Infrastructure System

CO<sub>2</sub> emissions reduced by about **24%<sup>\*2</sup>**

Distribution Center System  
LOMOS/DJ

CO<sub>2</sub> emissions reduced by about **58%<sup>\*2</sup>**



## On Farms

Farmland Management System  
Farmland Management GIS

CO<sub>2</sub> emissions reduced by about **50%<sup>\*2</sup>**

Agriculture Revitalization Promotion System  
NetSeeds

CO<sub>2</sub> emissions reduced by about **59%<sup>\*2</sup>**



## In Hospitals

Medical Electronic Records Solution  
HOPE/EGMAIN-GX

CO<sub>2</sub> emissions reduced by about **30%<sup>\*2</sup>**

Medical Image Information System  
HOPE/DrABLE-EX

CO<sub>2</sub> emissions reduced by about **21%<sup>\*2</sup>**

Health Management System  
HOPE/webH@ins

CO<sub>2</sub> emissions reduced by about **55%<sup>\*2</sup>**



## In Factories

Facilities Management System  
Futuric

CO<sub>2</sub> emissions reduced by about **47%<sup>\*2</sup>**

Production Scheduling System  
GLOVIA/SCP FA

CO<sub>2</sub> emissions reduced by about **60%<sup>\*2</sup>**

Environmental Performance System  
Records Management System  
SLIMOFFICE

Visualization of environmental performance data

Environmental Information System  
(Contaminant emissions management)  
e-FEINS

Environmental risk reduction



## In Local and National Government

Automatic ID Card Delivery System  
Conbrio-J

CO<sub>2</sub> emissions reduced by about **66%<sup>\*2</sup>**

Web Creation Support System  
GwebLink-Neo

CO<sub>2</sub> emissions reduced by about **90%<sup>\*2</sup>**

Public Works Operation Management System  
Public Works Operation Management System

CO<sub>2</sub> emissions reduced by about **18%<sup>\*2</sup>**

# Fujitsu Group's Green IT Contributes to all Aspects of Daily Life and Society.

IT has become absolutely necessary for business and daily life in contemporary society, and it is also indispensable for the future of the earth's environment. At the same time as providing leading-edge solutions that contribute to the environment in a wide diversity of fields, The Fujitsu Group is also working to improve environmental performance, for example by reducing power consumption in IT equipment. These Green IT efforts by the Fujitsu Group are contributing to reducing the environmental burden in all areas of society.





## In Networks

Network Server  
IPCOM EX Series

CO<sub>2</sub> emissions reduced by about **55%**<sup>\*3</sup>

Gigabit Ethernet Based PON System  
GE-PON ONU

CO<sub>2</sub> emissions reduced by about **41%**<sup>\*3</sup>

Real-Time Video Transmission Unit  
IP-900 Series  
(IP900E/IP-900D/IP-910E/IP-910D)

CO<sub>2</sub> emissions reduced by about **24%**<sup>\*3</sup>

NGN Platform System  
UB300

CO<sub>2</sub> emissions reduced by about **74%**<sup>\*3</sup>



## In Data Centers

Unix Server  
SPARC Enterprise M3000

CO<sub>2</sub> emissions reduced by about **65%**<sup>\*4</sup>

Blade Server  
PRIMERGY BX900

CO<sub>2</sub> emissions reduced by about **40%**<sup>\*5</sup>

Green Facility Construction Support  
Green Infrastructure Solution

CO<sub>2</sub> emissions reduced by about **50%**<sup>\*7</sup>

Multipoint Temperature Management  
Real-time multipoint temperature measurement technology

Visualization of temperature distributions

- \*1. Compared to when other models are used.
- \*2. Calculated using an environmental influence evaluation procedure developed by Fujitsu Laboratories Limited.
- \*3. Compared to earlier products in actual use.
- \*4. Compared to earlier products in actual use when relative performance is taken into consideration.
- \*5. Reduction effect when a rack-type server as used about three years ago is concentrated in a blade unit (SAN boot structure)
- \*6. Comparison of standby mode power with earlier products.
- \*7. Maximum target value. Excluding the energy saving effects due to the IT equipment (such as servers and storage units) itself.

Note that the values shown here are subject to variation with conditions of the measurement and calculation and with the way the products are used.



## In Outer Space

Greenhouse Gas Monitoring Technology Satellite Contributions to the "IBUKI" project



## In Financial Institutions

ATM Systems  
ATM Asset Distribution Package

CO<sub>2</sub> emissions reduced by about **38%**<sup>\*2</sup>

Credit Union Internal Information System  
SB-Square

CO<sub>2</sub> emissions reduced by about **28%**<sup>\*2</sup>

Foreign Exchange Image OCR System for Financial Institutions  
KMASTER

CO<sub>2</sub> emissions reduced by about **59%**<sup>\*2</sup>



## At Fishing Grounds

Fishery and Oceanographic Information Provision Service  
Toredasu

CO<sub>2</sub> emissions reduced by about **20%**<sup>\*2</sup>

Used for sustainability of fishery resources.



## At Schools

SaaS-type e-Learning  
e-Learning Navigaware

CO<sub>2</sub> emissions reduced by about **50%**<sup>\*2</sup>

Business System for Educational Institutions  
Campusmate-J

CO<sub>2</sub> emissions reduced by about **54%**<sup>\*2</sup>

Service for Notification of Arrival at or Departure from School  
Active RFID tags

CO<sub>2</sub> emissions reduced by about **28%**<sup>\*2</sup>



## In Department Stores and Supermarkets

POS Systems for Mass Merchandisers  
GlobalSTORE III

CO<sub>2</sub> emissions reduced by about **30%**<sup>\*2</sup>

Internet Shopping System  
i-market

CO<sub>2</sub> emissions reduced by about **25%**<sup>\*2</sup>



## In Homes

PC Recycling  
Recycling of Fujitsu PCs (including displays and PCs themselves)

Resource recycling

Green Power Certificate System Supported PCs:  
The FMV-BIBLIO LOOX, U/C50N, and ECO models

The popularization of green power

Cell Phones  
Raku-Raku Phone Series (F884I/F883IS/F884IES)

CO<sub>2</sub> emissions reduced by about **28%**<sup>\*6</sup>

The Fujitsu Group Provides a larger number of other solutions that contribute to reducing environmental burdens in a wide diversity of areas. For further details, please also see Fujitsu's web site. <http://jp.fujitsu.com/solutions/eco/> (Japanese)

Green IT Example

1

The World's First Dedicated Satellite to Monitor Greenhouse Gas Concentrations from Space

Contributions to the "IBUKI" Project



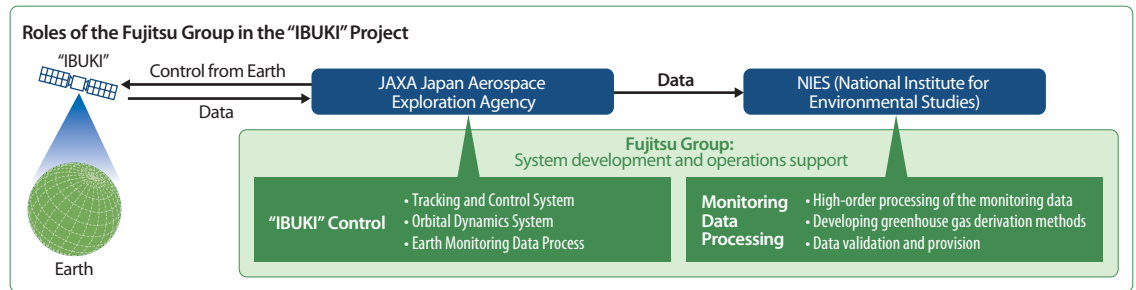
"IBUKI" is the world's first dedicated artificial satellite that monitors the concentrations of CO<sub>2</sub> and methane in every corner of the Earth from outer space. The Fujitsu Group contributed leading-edge IT to this "IBUKI" project\*. Fujitsu was in charge of the satellite orbit control system and the system that manages and stores the monitoring data. Also, Fujitsu FIP Corporation was in charge of a system for visualization of greenhouse gas distributions for the whole earth based on the monitoring data.



©JAXA Greenhouse Gas Observing Satellite "IBUKI"

\* "IBUKI" Project

This is a joint project between JAXA (Japan Aerospace Exploration Agency), NIES (National Institute for Environmental Studies), and Ministry of the Environment (Japan).



Green IT Example

2

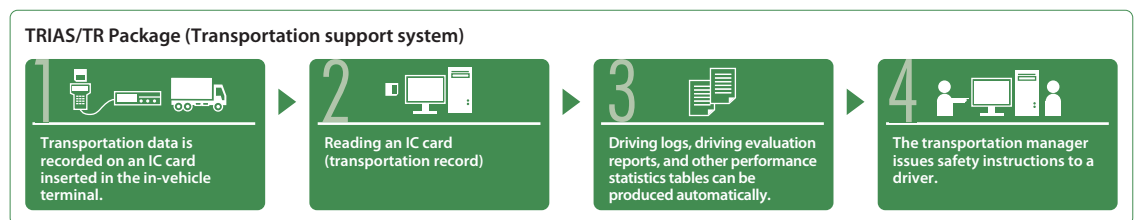
Reducing environmental burdens by improving delivery efficiency and fuel efficiency

Operations Support Solution for Commercial Vehicles



The Fujitsu Group provides a solution that supports transportation operations for commercial vehicles such as the trucks used for transportation and delivery. By appropriately managing GPS satellite and transportation operations data, this solution improves the efficiency of vehicle allocation and delivery routes and contributes to reducing the environmental burden of distribution. This solution also records idling time and rapid acceleration data and can be useful in providing environmental and safety instructions to drivers.

Note that this solution received the special jury award at the Green IT Awards 2008.



Green IT Example



Unix Server that Features Energy Savings, Space Savings, and Quiet Operation.

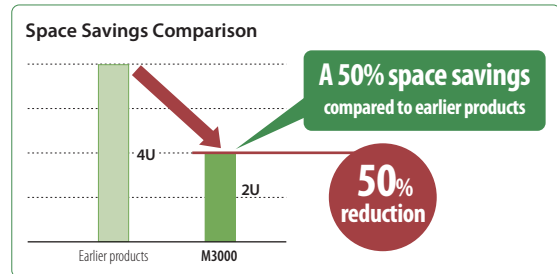
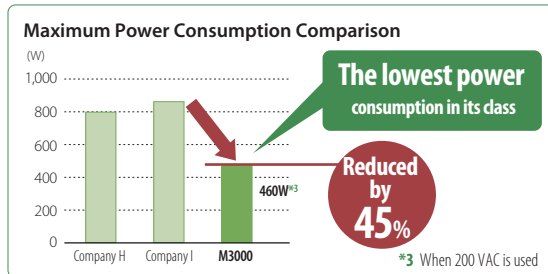
# SPARC Enterprise M3000



The SPARC Enterprise M3000 is the latest Unix server and features superb processing capabilities and reliability. It uses the latest leading-edge semiconductor technology and energy-saving components, and through the use of cooling and other technologies, reduces power consumption by up to 58%\*1, and in conjunction with its improved processing capabilities, achieves a CO<sub>2</sub> emissions reduction of about 65%\*1. In addition, it achieves a space savings of about 50%\*1. It also uses acoustic design to hold the noise level to 47 dB\*2, allowing it to achieve a quiet server environment. In addition to reducing our customers' IT system operating costs, it contributes to reducing their environmental burden.



\*1 Compared to the PRIMEPOWER 450 (4U)  
 \*2 At an environmental temperature of 25°C. This value may differ depending on the installation environment and temperature.



Green IT Example

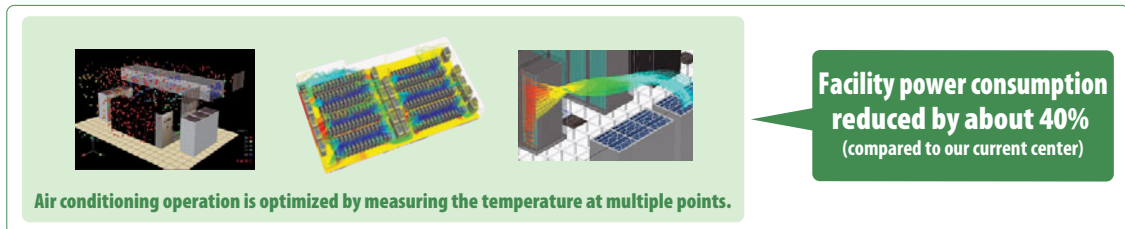


Promoting Energy Savings from Diverse Standpoints

# Eco-Friendly Data Center



The Fujitsu Group constructs eco-friendly data centers that strive for energy savings through efficient operation of air conditioning, power supplies, and illumination, careful consideration for cooling equipment and structures, and proactive use of green energy such as solar generation. We make the energy usage conditions visible by taking maximum advantage of our unique design technologies and promote ever further energy savings by optimal operation management. At our new center which is currently under construction, we have reduced facility power consumption by about 40% (compared to our current center).



Green IT Example



Environmental burdens reduced by computerization of medical facilities

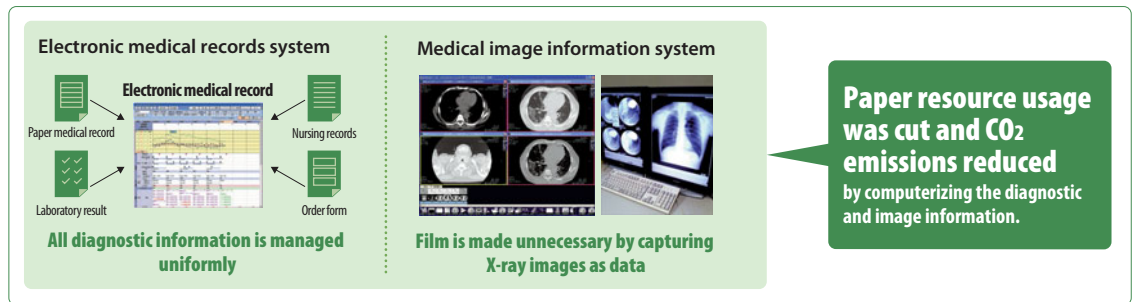
# Electronic Medical Records System and Medical Image Information System



At a certain hospital that introduced an electronic medical records system and a medical image information system, in addition to the reduction in resource usage due to the switchover to paperless operations, the 300,000 X ray films that had been used every year were no longer required. The space required to store paper medical records and film was reduced significantly from the previous 200 m<sup>2</sup> per year to 15 m<sup>2</sup>. Also, the introduction of the medical image information system had the effect of reducing CO<sub>2</sub> emissions by about 20.9%\*. Thus Fujitsu is also contributing to reducing the environmental burden of medical facilities.



\* Value calculated using an environmental influence evaluation procedure developed by Fujitsu Laboratories Limited.



Green IT Example

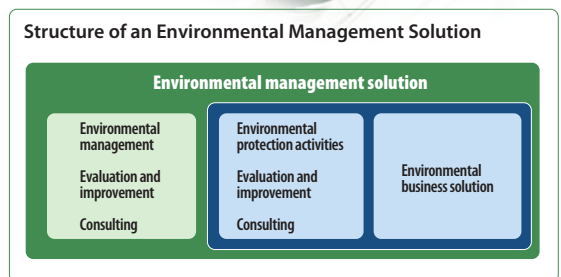
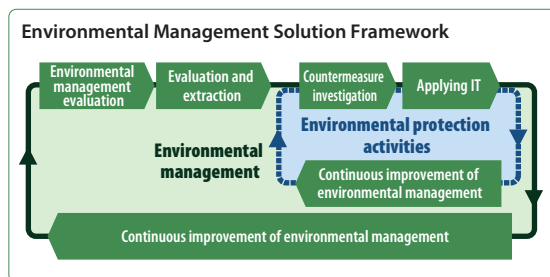


Evaluating a customer's environmental activities from a management standpoint and supporting continuous improvement

# Environmental Management Solutions



Fujitsu's environmental management solutions aim not only at reducing environmental burdens but also at improving economic values and corporate values at the same time. We evaluate the customer's environmental activities from a management standpoint with about 100 items, determine the issues, and propose solutions that resolve those issues. We support continuous improvement of environmental management by iterating the evaluation, issue extraction, and improvement cycle (See pages 57 and 58).





# Highlights in 2008

## Highlights of Social and Environmental Activities in FY 2008

In FY 2008, we implemented a variety of efforts in the social and environmental dimensions based on the Fujitsu Way, the corporate philosophy of the Fujitsu Group. In this section, we present a selection of those efforts.

### Social Dimension

#### Field Innovation

→ P.30

Fujitsu intends to understand our customers' customers, and proposes Field Innovation. The activity together with the customer will improve the business foundation which consists of People, Processes, and IT.

#### Efforts at Promoting Diversity

→ Pp.31-32

In FY 2008, we implemented efforts around the theme of "Fostering and Strengthening Awareness in Diversity." These efforts included distributing messages from top management, carrying out surveys of employee awareness, and holding forums.

#### Overseas Group Company Efforts

→ Pp.24, 29, 33-34, 42

We created a Global Activity column and introduced, for example, the fact that Fujitsu Services Ltd., which handles the core of our IT services business in Europe, issued a corporate responsibility report.



Personnel training program common to the Group in China

#### Social Contribution Activities as an IT Corporation (Information Ethics Class, PC Assembly Workshops)

→ Pp.39-42

In this section we present the social contribution activities that the Fujitsu Group is working on. These include education and international exchange programs for the youth that will inherit the future.



Teaching Information Ethics at an elementary school in Shinagawa Ward in Tokyo (NIFTY Corp).

### Environmental Dimension

#### The Fujitsu Group's Green IT

→ Pp.10-17

We are promoting our Green Policy Innovation project, which was started in December 2007 and aims to reduce environmental burdens by providing green IT. We have a special section in which we introduce our latest efforts and results.

#### Green Policy Innovation

#### Strengthened Efforts on Global Warming Countermeasures

→ Pp.46, 61-62

Since efforts to prevent global warming are becoming an even more critical management issue, we are strengthening our efforts in this area even further, including, for example, newly establishing a Low-Carbon Committee as a company-wide organization.



Eco-friendly data center that promotes energy savings from diverse viewpoints.

#### Promotion of Efforts in the Supply Chain

→ Pp.67-68

In our efforts at the distribution stage, we moved forward with our modal shift efforts and acquired Eco Rail Mark certification for our FMV-ESPRIMO Desktop PCs for corporate customers and our PRIMERGY PC Servers. These products are the first PCs and PC Servers for which we have acquired the certification.

#### Promotion of Office Efforts, Including Formation of Japan's First Nationwide Paper Recycling System

→ P.66

Aiming for zero emissions of paper waste from offices, we built Japan's first nationwide paper recycling system and started operation.

# Corporate Governance

Pursuing sound and efficient management and strengthening our governance structure for putting the Fujitsu Way into practice

## Our Basic Stance

We have articulated the “Fujitsu Way” in the form of our Corporate Vision, Corporate Values, Principles, and Code of Conduct. By sharing and practicing the Fujitsu Way, we aim to continuously enhance the value of the enterprise through the continuous growth and development of the Fujitsu Group.

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 our 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.

## Our Corporate Governance Framework

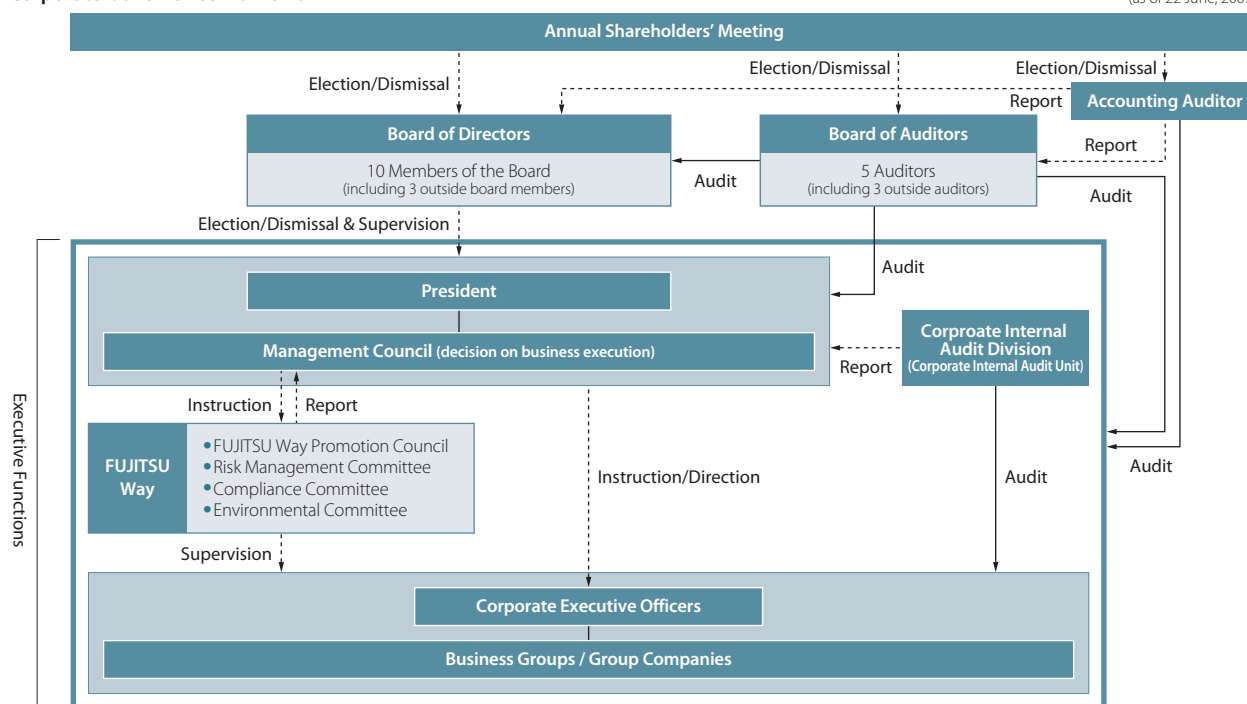
The Board of Directors is responsible for management oversight, supervising the business execution functions of the Management Council, an executive organ under its authority. The Management Council deliberates upon fundamental policies and strategy regarding business management, as well as makes decisions on important matters regarding business execution. Issues discussed by the Management Council and a summary of its discussions are reported to the Board of Directors, which makes decisions on items of particular importance. In principle, the Management Council meets three times a month, but meetings may be convened whenever necessary.

The auditing function is carried out by auditors, who review the Board of Directors as well as business execution functions and attend important meetings, including meetings of the Board of Directors as well as the Management Council. In addition, the Corporate Internal Audit Unit has been established to serve as an internal audit group. This unit audits the internal affairs of the company and its affiliates, proposes improvements in their business practices, and regularly reports its audit findings to the Management Council. Ernst & Young ShiinNihon LLC performs accounting audits for Fujitsu.

There is no nominating committee or compensation committee.

### Corporate Governance Framework

(as of 22 June, 2009)





## Enhancing Corporate Governance

### Basic Stance

We have established the Fujitsu Way, consisting of a Corporate Vision, Corporate Values, Principles, and Code of Conduct, which guides the Group and its employees in their daily activities.

We pursue the sound and efficient execution of our business activities by striving to accelerate the penetration and implementation of the Fujitsu Way and to promote structures and procedures to ensure that business dealings are appropriate throughout the Group.

### Status of Implementation

The Company, through a resolution by the Board of Directors, has adopted the following basic stance on the framework for internal control (resolved on May 25, 2006, and revised on April 28, 2008). In terms of putting an internal control system in place, an organization with executive responsibility for internal control has been established. The Company is, moreover, pursuing initiatives to implement an even more robust operational execution structure by reviewing and revising its regulations and business operations.

To accelerate the penetration and implementation of the Fujitsu Way and ensure the appropriateness of business operations, four committees were established directly under the Management Council and tasked with pursuing more robust and efficient business execution: the Fujitsu Way Promotion Council, the Risk Management Committee, the Compliance Committee, and the Environmental Committee.

The functions of each are described below.

#### ●FUJITSU Way Promotion Council

The Fujitsu Way Promotion Council promotes the inculcation and implementation of the Fujitsu Way. In addition, it has also been promoting Project EAGLE, which is a Group-wide activity for building an internal control system for effective and reliable financial reporting in compliance with the Financial Instruments and Exchange Act. By establishing a promotion organization dedicated to this endeavor, the Council has been working to implement this internal control system across the Group. Along with improving controls over financial reporting, the goals of the project also include achieving greater efficiency through the pursuit of business process reforms across the Group.

#### ●Risk Management Committee

This committee promotes risk management in the Fujitsu Group. By instilling awareness of risk and bringing to light risk information, including latent risk information, the committee continuously confirms the execution status of risk mitigation measures. It also implements policies for verifying information regarding specific instances of risk and mitigating their effects on customers and the Group as a whole. Moreover, as a preventative measure to deal with major unforeseen events such as natural disasters, the committee promotes business continuity management (BCM), providing customers with a stable supply of the high performance, high-quality products and services that they need. It reports to the Management Council and the Board of Directors on significant matters and holds discussions with them on countermeasures, seeking thereby to disseminate information throughout the Group and strengthen the Group's overall risk management posture.

#### ●Compliance Committee

This committee promotes adherence to social norms and corporate rules as well as the creation of corporate systems and initiatives for fostering a corporate culture of respect for norms. In conjunction with efforts to maximize compliance, a helpline system was set up as a confidential liaison point to receive reports from employees and provide guidance to them on matters of conduct.

#### ●Environmental Committee

This committee is responsible for promoting the environmental protection activities of the Fujitsu Group, which are based on the Fujitsu Group Environmental Policy and the Fujitsu Group Environmental Protection Program.

For further details, please see the "Fujitsu Limited Corporate Governance Report."

 **Corporate Governance**  
<http://www.fujitsu.com/global/about/profile/governance/>

\* The Corporate Governance Report is available through a link at the foot of the corporate governance page.

# Risk Management

Working to strengthen our Group-wide risk management structure, we are promoting activities aimed at preventing risks from materializing and minimizing the effects should an incident occur.

## Business Risks

The global deployment of Fujitsu's business is affected by various risks. Examples of such risks follow. The Fujitsu Group is aware of these risks, and we are making efforts to prevent them from arising, avoid potential risks altogether, and immediately confront risks should they occur.

### Examples of Business and Other Risks

- Risks from financial and economic market trends (economic trends in key markets, high-tech market volatility, exchange-rate fluctuations, interest-rate fluctuations, stock-market trends, etc).
- Risks of changes in customers' IT investment trends and of being unable to maintain lasting ties with customers.
- Risks in trends of competitors/industry (price competition, competition from other companies, and competition in technology development, etc).
- Risks from procurement, collaborations, alliances and technology licensing.
- Risks from public regulations, public policy and tax matters.
- Risks of deficiencies or flaws in products and services, information security, project management, investment decisions, intellectual property rights, human resources, environmental pollution, credit ratings and other credit-related risks.
- Risks of natural disasters and unforeseen incidents.

The above examples of risk factors are by no means exhaustive. More detailed risk-related information can be found in our financial results and other reports to shareholders.

## Risk Management Structure and Risk Management Cycle

We have established a Risk Management Committee as the body to promote risk management in accordance with the Fujitsu Way. By establishing rules and guidelines for risk management, we have set practical action standards focused on both preventing potential risks from arising and responding to any incidents that do materialize, so as to advance global risk management.

To manage potential risks, the Risk Management Committee maintains close coordination with risk management executives of each business group to extract, evaluate and analyze a variety of risk-related information. At the same time, it continuously monitors the progress of risk incident prevention measures.

To prepare for the case that an incident occurs or is seen to be threatening to occur despite these preventive measures, rules have been established for reporting risk-related information and these are enforced at all locations throughout the group, including overseas. When the incidents occurring or seen to be threatening concern deficiencies or flaws in products and services, or information security, etc., all related divisions must report them immediately to the Risk Management Committee and to the management in each related business group. With regard to major risks, these are immediately reported to senior management, including the Management Council and Board of Directors as necessary. Then, in collaboration with the risk management executives of the frontline management, the affected divisions and each related business group, an ad hoc response headquarters is set up to resolve the problem quickly and minimize its effects, to determine the cause, and to make and implement proposals to prevent its recurrence.

### Risk Management Structure and Risk Management Cycle

(as of 22 June, 2009)



## Business Continuity Planning

The risks of unforeseen events that threaten economic and social continuity, such as natural disasters like earthquakes and large-scale flooding, disruptive incidents, accidents, and epidemics like the new strain of influenza, have increased greatly in recent years. We are currently working to assure stable supply of the high-performance high-quality products and services our customers require in the event of such incidents by creating business continuity plans and firmly establishing business continuity management.

In April 2008, we were the first company in Japan to receive certification under BS25999\*, the de facto international Business Continuity Management System standard, for our maintenance service business.

Our suppliers have been cooperating to improve continuity throughout the supply chain, and we have conducted a survey on each supplier's approach to ensuring the continuity of its business. Based upon our own experience, we have been holding seminars for our suppliers on how to plan for business continuity.

### \*BS25999

The British Standards Institution (BSI) has published guidelines to clarify the ability of enterprises to minimize the threat to the continuity of their business operations caused by the effects of disasters and epidemics, etc., on their organizations. Part 1, consisting of action guidelines, was published in November 2006 and Part 2, the standards for certification, was published in November 2007.

## Group-wide Disaster Prevention Network

We are organizing a Group-wide disaster prevention network to ensure that the Fujitsu Group can both quickly grasp the situation in the event of a major disaster and recover from it. To minimize harm to persons and property we perform frequent disaster prevention inspections and simulation exercises at all

our business locations and since 1995 have carried out annual nation-wide disaster prevention drills in conjunction with Japan's Disaster Prevention Day. In 2008, we implemented a business recovery plan that assumes an earthquake with its epicenter in the metropolitan area, and conducted training not only for the resumption of our operations but also for the restoration of customer IT systems.

## Risk Management Education

To prevent incidents from occurring, and to minimize the extent and spread of damage if incidents occur, we have put in place a systematic training curriculum to educate employees on the importance of compliance and risk management and to provide training in specific ways of dealing with risk issues. We offer code-of-conduct training specific to job title, including risk management education for all the managers of Fujitsu and Group companies in Japan. We also carry out educational programs in information security, the environment and natural disasters as necessary.

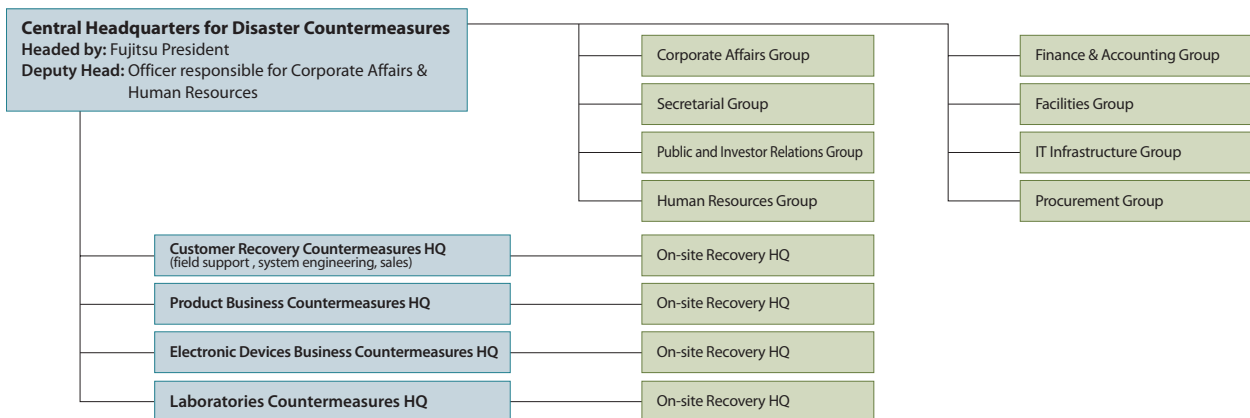
### Risk Management Education

In FY 2008 all officers and employees of Fujitsu and Group companies in Japan took an e-learning course on the new strain of influenza.

### Information Security Training

The Fujitsu Group promotes information security training as part of its measures to prevent the loss or leakage of information. Employees of Fujitsu and Group companies in Japan are given face-to-face education in this field when they join the company and when they are promoted, and all employees including officers take e-learning courses every year.

### Earthquake Disaster Prevention Network



# Compliance

Ensuring thorough compliance in line with the Code of Conduct of the Fujitsu Way

## Our Basic Stance

The Fujitsu Way, the philosophy of the Fujitsu Group, includes the Code of Conduct stipulating the basic rules that each and every employee is expected to follow in realizing our Corporate Vision.

This Code of Conduct clearly spells out the stance of the Fujitsu Group with respect to strict observance of laws, regulations and social norms, and indicates the rules and guidelines followed by everyone working in the Group.

 **Code of Conduct (full statement)**  
<http://www.fujitsu.com/global/about/profile/philosophy/>

## Compliance Promotion Structure

In 2004, we established the Compliance Committee including an independent lawyer as an outside member.

Aiming to achieve strict compliance with the social norms indicated in the Code of Conduct, this committee is responsible for ensuring the thorough diffusion and implementation of internal company rules, nurturing a corporate culture to comply with the Code of Conduct, and for constructing the necessary systems and structures.

Furthermore, in cooperation with Legal Division, Corporate Affairs, we carry out activities aimed at instilling an awareness of compliance.

## Operating the Helpline System

In September 2004, we established an internal helpline system to handle reports and provide consultations for all Group employees (including seconded, contracted, part-time or other short-term employees as well as temporary staff) in order to promote compliance with the Code of Conduct.

This system is a resource for employees who, in the course of performing their duties based on the Code of Conduct, cannot decide on a particular course of action, or who cannot report through normal management channels their suspicions that an action may offend against the Code of Conduct, or who have a question whether it may violate laws or social norms. The system forbids any and all sanctions against employees for making such reports, and meticulous care is taken in handling the information so as to preserve their anonymity.

Each of our domestic Group companies has also built and started operating similar helpline systems.

## Information Security

### Our Approach to Information Security (System of Related Rules)

We are working to strengthen information security based on our policy of promoting appropriate information management and use in strict compliance with internal rules and regulations.

Specifically, the Fujitsu Way "Code of Conduct" clearly spells out our confidentiality policy and clarifies the foundation of our attitude to information security. In accordance with this policy we have devised seven rules relating to information management, including "Rules for Management of Confidential Information," "Rules for Management of Personal Data" and "Rules for Management of Third Parties' and Customers' Confidential Information," which we have been applying to Fujitsu and domestic Group companies and ensuring that their employees fully observe.

### Strengthening Information Security at the Business Group Level

To assure the strongest possible information security management, we are working to implement a company-wide security management structure.

The Group is at work in a wide variety of industries and is promoting individual businesses by organizing them into business groups. Information security policy is implemented to reflect the individual characteristics of each business.

A number of business units at Fujitsu and some domestic Group companies have acquired ISMS (Information Security Management System) certification and are working to provide thorough management of confidential information including customers' information.

### Building Awareness of Information Security

In FY 2008, using a common slogan that translates as "Declaration for complete information management! Information management is the lifeline of the Fujitsu Group," Fujitsu and domestic Group companies displayed posters at each of their business locations and affixed seals to all employees' PCs in an effort to increase the awareness of information security in every individual employee.



The seal: "Declaration for complete information management!"

### Personal Data Protection Initiatives

In addition to implementing a Personal Data Protection Policy we have stipulated Rules for Management of Personal Data based on Japan's Act on the Protection of Personal Information, which came into force in April 2005. Every year, training and audits are conducted on the management of personal data in accordance with these rules. In August 2007, we acquired company-wide PrivacyMark certification and are working to further strengthen our personal data protection.

Domestic Group companies are also acquiring PrivacyMark certification individually as necessary, and promoting thoroughgoing management of personal data.

Overseas Group companies are also publishing privacy policies that meet their various national legal and social requirements on their main public Internet websites.



**Information Security Report (in Japanese)**  
<http://jp.fujitsu.com/about/csr/management/security/>

\* Please use the link appearing at the bottom of this web page to access the Information Security Report.

### Protecting Intellectual Property Our Basic Stance towards Intellectual Property Protection

"We protect and respect intellectual property" is a basic tenet of the Code of Conduct of the Fujitsu Way. In line with this statement, all Fujitsu Group employees recognize intellectual property as an important business asset that supports Group activities and gives our customers a sense of safety and trust in the Group as their partner, so employees are required to keep this constantly in mind as they perform their duties.

#### Organizational Structure and Its Mission

Our Intellectual Property Unit is responsible for handling

everything from general issues of legal compliance concerning intellectual property through company-wide strategic planning and proposals and practices for acquisition, maintenance and management of intellectual property rights; negotiation of licensing agreements; the strategic planning, proposals and promotion of standardization activities; and the investigation and acquisition of information related to Fujitsu's business and its provision to each division within the company.

Each business unit has appointed a manager or director in charge of intellectual property to utilize it properly in its business or research and development. For patents, we have a research subsidiary, Fujitsu Techno Research Limited, that performs prior art searches\* and surveys other companies' patents affecting products and services.

#### \* Prior Art Search

This is to check whether an invention that we intend to patent has already been made public by another party.

### Respecting Intellectual Property

Infringing the intellectual property rights of other companies would not only directly threaten the business of the Fujitsu Group itself but also cause major problems for our customers. To prevent this happening, we are therefore implementing various working rules and procedures.

We are also aware that any product or service that infringes intellectual property rights is defective, so from the initial stages of research on products and services to final shipment we take the greatest care to thoroughly check other companies' patents to avoid infringement.

And while we respect others' rights, we deal resolutely and swiftly with any and all infringements by other companies of Fujitsu's rights.

**Intellectual Property Report**  
<http://www.fujitsu.com/global/about/ir/library/intellectualproperty/>



## Global Activity

### Our Stand on Intellectual Property Rights Worldwide

We seek to ensure the smooth deployment of the Group's global business by taking practical measures to obtain, maintain and actively employ intellectual property rights in accordance with the practices of the nations and regions within which we operate, concentrating on all processes from research and development through manufacturing to sales.

For example, we have established local representative offices in the United States and the People's Republic of China, and seek to identify all of the results of our research and development performed there, without exception, and prepare patent applications for them. For US patents, in particular, we not only extract inventions but have also set up a system to handle the whole patent prosecution process to ensure that we obtain the highest and most effective patent coverage.

# With Our Customers



## Our Basic Stance

Based on the statement “We seek to be their valued and trusted partner” in the Corporate Values of the Fujitsu Way, 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.

## Implementing Customer-Centric Management

As members of the Fujitsu Group, we all seek to see things from the customers’ point of view and find out how we can best contribute to their business. With this principle in mind we think and act in our business activities, striving to become indispensable partners to our customers.

Fast changing social and economic environments make this a difficult time in which to see far ahead, so 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. We are aiming for management innovation through using “The Program to Improve the Quality of Management”<sup>\*</sup> and taking a number of initiatives to form an innovative corporate culture that can keep pace with the changes at our customers.

### \* The Program to Improve the Quality of Management

This is the framework for customer-centric management excellence modeled on the Malcolm Baldrige National Quality Award of the United States, the de facto global standard for Management Innovation.

## Communicating with Our Customers

In addition to the support provided by our sales, system engineering and field support staff who work directly with customers to build their systems, we have set up various customer service desks to improve customer satisfaction and are working to enhance communication with our customers.

### ● The Fujitsu Customer Relations Center

From June 2003, the Fujitsu Group has been operating a Customer Relations Center to handle queries and other problems concerning services and products from customers who are not sure where to address their inquiries.

From July of the same year, we have also been providing rapid responses to customers concerning the functions and prices of products before they make their purchases. All such pre-purchase telephone queries are referred to a single “Contact Line,” with the telephone number for access published on our corporate website and in catalogs, press releases and advertising.

The Customer Relations Center and Contact Line act as a clearing house that links the customer to the best line of communication for answering their queries and accelerates

responses. They also extract information reflecting customer feedback, which is reported to the departments responsible for developing the products and services. This information is used for development and quality improvements in our efforts to increase customer satisfaction.

For example, if the opinions and suggestions in customer feedback to the Center or the Contact Line include intrinsic matters concerning the institution and system which should be shared throughout the entire Group, these suggestions and feedback are presented together with improvement cases and shared at regular Group management meetings.

**WEB** Fujitsu Customer Relations Center (in Japanese)  
<http://jp.fujitsu.com/contact/customer/>

## Typical Improvements Based on Customer Feedback

### ● Clarifying Disposal Methods for Products Containing Harmful Substances

The way to dispose of condensers containing PCBs (harmful polychlorinated biphenyls) which were manufactured by Fuji Tsushinki Manufacturing Corp. (former name of Fujitsu Ltd.) has been clarified and displayed on our public website.

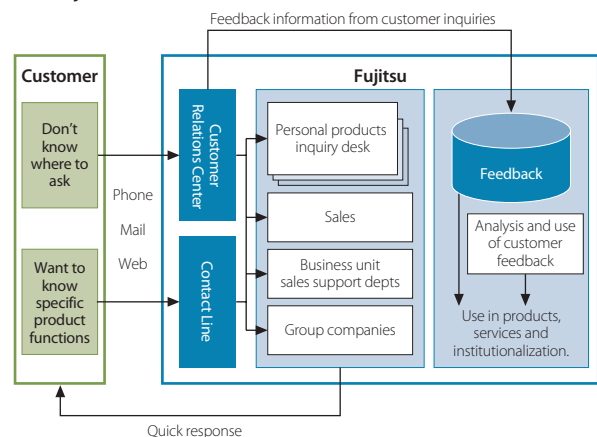
**WEB** Regarding PCBs in Fujitsu Condensers (in Japanese)  
<http://jp.fujitsu.com/about/csr/eco/products/recycle/pcb.html>

### ● Development of Low-noise Servers

In response to a number of customers who found our small servers for office use (PRIMERGY) noisy, we developed and marketed low-noise servers.

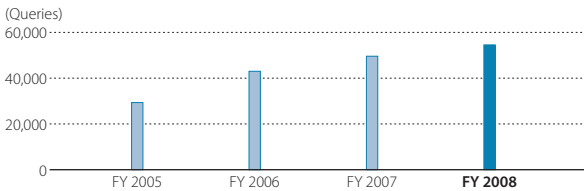
**WEB** The Quiet Server  
<http://www.fujitsu.com/global/services/computing/server/ia/featurestories/fs03-quietserver.html>

## The Fujitsu Customer Relations Center





### Trends in Queries Addressed to the Customer Relations Center



#### ● Fujitsu Family Association/LS Research Committee

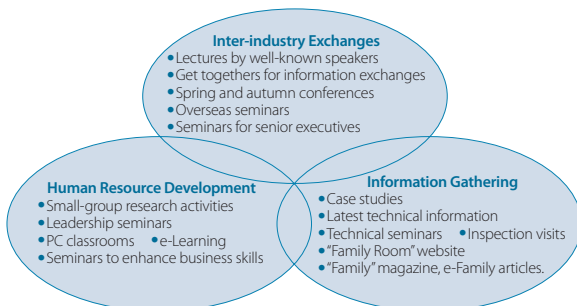
The Fujitsu Family Association was founded in 1964 as our user community. In 2007, it absorbed the Leading-edge Systems Users Group (now the LS Research Committee). It currently has 3,700 members in 11 branches throughout Japan. Its activities are intended to help members exchange information and improve each other's skills.

In FY 2008, in the face of the rapidly worsening financial situation, meetings between members, trainings and research activities were primarily directed at the use by management of information systems to support sustained corporate growth. Specifically, conferences were held in spring and autumn, and overseas seminars in Europe and America, while six issues of the members' magazine "Family" were published during the year. Also, LS Research Committee members held 17 research group meetings on themes in advanced management and IT research and published their results. All 11 branches held seminars and trainings closely linked to the local situation within the regions as support to their members' problem-solving and implementation activities.

In FY 2009, entering the third year since the groups were combined, Family Association members are committed to further enhancing the synergy with LS Research Committee, that will make it an even more attractive user group.

 **Fujitsu Family Association (in Japanese)**  
<http://jp.fujitsu.com/family/>

#### Fujitsu Family Association Activities



### Initiatives to Improve Quality

Based on the statement "We enhance the reputation of our customers and the reliability of social infrastructure" in the Corporate Values of the Fujitsu Way, we view quality as fundamental to our business activities and are committed to continuous quality improvement.

#### The Quest for Quality and Safety

Fujitsu responds to changes at our customers and their business environments to continue providing them products and services with the quality that they expect. At every stage from research and development, through design, evaluation, production, to sales and support, we perform our quality improvement activities in line with the following principles.

#### ● Quality Principles

1. We pursue quality from the customer's perspective.
2. We build in quality that anticipates changes.
3. We achieve quality consistent with our social responsibilities.
4. We use first-hand feedback based on the actual situation.
5. We work with our business partners to improve quality.
6. We seek to make public quality-related information transparently.
7. We foster employees who think about quality.

Fujitsu products and services perform increasingly important functions in modern society, and penetrate every area of the family and social life. We therefore see our corporate mission as to keep safety levels of products and services as high as possible. Success in this mission requires us to consider safety in every aspect of our corporate activities, and requires us to work day after day to achieve safety by gathering and disclosing incident information and handling incidents appropriately.

## TOPICS

### Fostering Experts who Support Product Safety

In supporting product safety, we have Product Safety Experts who are approved by the company to check product safety. When they are unable to confirm safety, the affected product cannot be approved for shipment.

These Product Safety Experts have been fostered since 2003 under our own system of approvals. The curriculum they must follow to qualify includes acquiring thorough familiarity with case-study research on incidents and non-conformity with safety requirements and training in safety standards covering domestic, international and Fujitsu's own standards. It also features acquiring practical skills by performing simulated design reviews. The qualification must be renewed annually so as to maintain and enhance their expertise.



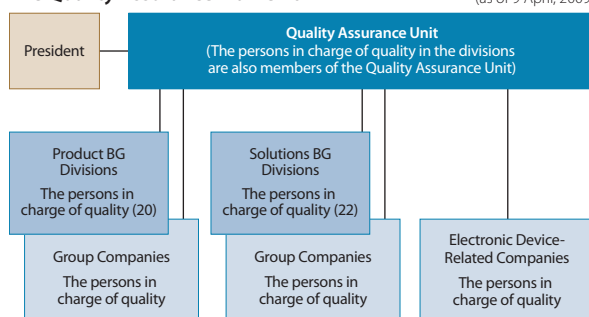
Product Safety Experts confirm product safety.

## The Framework that Supports Quality

In order for customers to be able to use safe and secure systems, we have organized specialist departments engaged in quality improvement in our various divisions and Group companies. The representatives (the persons in charge of quality) in the divisions and Group companies are appointed to the Quality Assurance Unit, deploy measures and processes across the related divisions, and aim to improve total system quality.

### The Quality Assurance Framework

(as of 9 April, 2009)



We deploy quality assurance activities laterally, across the related divisions, to ensure the stable operation of customers' systems. The result has been that Fujitsu customers received good independent evaluations and Fujitsu itself also received good evaluations from customers.

### ●Main Awards from Customers and Associations

- Top award for improvements in fieldwork processes by systems engineers, SPI Japan 2008.
- Letter of appreciation for contributions to stable operation of customer's systems and the establishment of a management base (from a financial institution).
- Letter of appreciation for successful implementation of online system citing high technology and quality, and on-time completion (from a governmental office).
- Letter of appreciation for activities to stabilize operation of customer's systems (from a manufacturing company).

### Accumulated Know-how on Quality Improvements

Fujitsu seeks to become an indispensable partner to customers and to grow with them, so quality improvements are seen as a fundamental part of our corporate activities. Over the years, this attitude has led to the accumulation of quality improvement know-how, and specialized companies have been established to marshal this know-how to support society's needs.

### ●Fujitsu Quality Laboratory Ltd.

Companies are responsible for the efficient use of limited resources, and high quality directly contributes to lower environmental burdens. This company reduces the burdens on the environment of customer companies and of society

as a whole by providing comprehensive services including consultations ranging from the evaluation of component and product reliability through the analysis of failures and the content of chemicals subject to restrictions, to the analysis of soil and water quality.

### ●Fujitsu Advanced Quality Ltd.

To improve the quality of system development and integration by reducing the risks inherent in development, this company provides independent evaluation of quality and provides quality-related education.

### ●Fujitsu Advanced Technologies Ltd.

For customers in the electronic component and equipment manufacturing sectors of industry, this company accepts subcontracts for development and design and provides technological consulting.

### Improving the Quality in All Our Work through Qfinity Activities

We launched the "Qfinity" program with the aim of pursuing quality improvement activities suited to the new age. The Qfinity concept emphasizes a quality improvement model using the PDCA (plan, do check, act) cycle that exhaustively pursues not only better product functions and reliability but also quality improvements in all phases of work, including efforts to improve customer response and delivery and reduce costs.

The themes of quality improvements range from the major strategies of each division to everyday issues arising in the workplace. These themes are then addressed by groups of employees who work on specific projects, and by individual employees who actively propose reforms and improvements. In principle, all Fujitsu employees participate in at least one of these activities.

We also aim to make thorough use of IT in our Qfinity activities. Using the web-based Qfinity information system on our intranet, all Qfinity information can be shared, enabling information and knowledge on the benchmarking of objectives and processes, the technologies, know-how and other expertise to be used effectively. In addition, the Group promotes sharing the successes achieved by Qfinity activities, actively spreading information through the Qfinity system, and holding a Group-wide Qfinity conference every year at which cases of Qfinity activities are presented.

We intend to earn even more trust from our customers in future by using quality management in Fujitsu and Group companies to improve the processes that give birth to products and services.



The word Qfinity was created by combining "Quality" and "Infinity" to express the concept of the infinite pursuit of quality.

## Promoting Universal Design

We believe that universal design is a corporate social responsibility and are actively putting it into practice. By incorporating universal design principles in our products and services we aim to increase user satisfaction and contribute to further advances in our customers' businesses.

## Contributing to Customers' Businesses with Universal Design

Information technology is an indispensable part of business and daily life, and it is being used in a variety of ways. As the gathering momentum of globalization weaves IT throughout the fabric of society, so too have its users become more diverse. To ensure that the benefits of IT are equally accessible to all, environments that facilitate its effective use become more desirable than ever.

The Fujitsu Group advances universal design to enhance its customers' businesses, using it to improve office productivity and increase satisfaction with the services they provide.

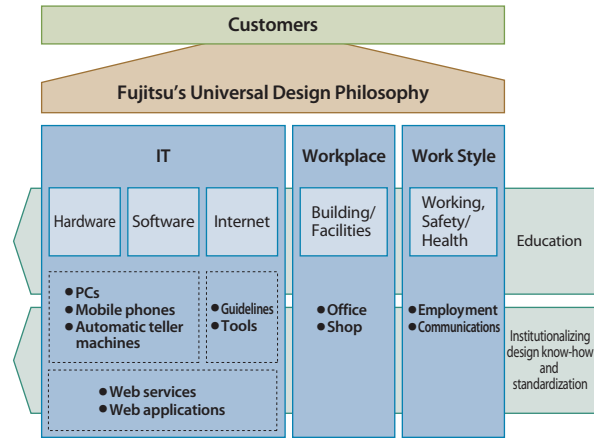
 **Fujitsu Design Policy**  
<http://www.fujitsu.com/global/accessibility/policy/>

## Seeking Universal Design Solutions

The Fujitsu Group's development policy adopts "human-centered design," which takes human characteristics into account so that even more customers can use their IT safely, securely and efficiently. In our commitment to universal design, this principle is extended in four ways: by supplementing the five senses; by allowing for physical limitations; by respecting differences in experience and culture; and by optimizing ease of use.

Specifically, we give the closest consideration to understanding the workplace where IT will be used, and survey the working procedures and modes of communication—the "work style"—of those who will use it rather than just clarifying necessary functions and specifications of IT systems. This illuminates the issues affecting the workplace and aims at providing our customers with the most effective solutions from the point of view of universal design based on our in-house know-how so as to make an IT-oriented society in which all can participate.

## Fujitsu Group IT Universal Design Policy



## TOPICS

### For an IT-oriented Society in which All Can Participate "ColorAttendant," an Application to Distinguish Colors.

Those with impaired vision or who find it difficult to distinguish between colors suffer many inconveniences in daily life, the least of which may be wearing unmatched socks.

Fujitsu Design Ltd. uses mobile-phone cameras to identify colors and name them on the screen or by voice synthesis in its "ColorAttendant" application. This application was released, free of charge, in September 2008, and is compatible with Raku-Raku Phone V (easy-to-use mobile phone) and other Fujitsu mobile phones intended for NTT Docomo i-mode operation (compatible phones are listed on our corporate website). In March 2009, it was one of 17 applications from 18 nations to receive a Universal Design Award 09.

This application was developed primarily by an employee who himself suffered from impaired vision.

 "ColorAttendant" uses a mobile phone to tell colors.  
<http://www.fujitsu.com/downloads/MAG/vol45-2/paper14.pdf>

**universal design award 09**



The photograph taken by the mobile-phone camera is used to display the name of the color.

With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment



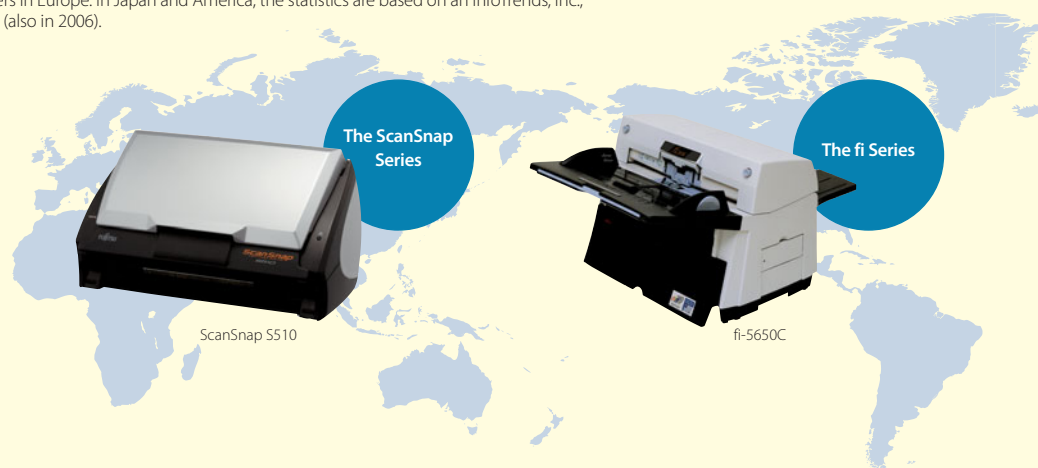
## Global Activity

### Fujitsu Group's Business-use Image Scanners Contribute to a Safe and Secure Society Around the World.

Group company PFU Ltd. develops, manufactures and markets image scanners ranging from the fi-Series for rapidly and efficiently processing large volumes of documents to the ScanSnap Series for simple and convenient office use. It holds the world's No.1 share in the business-use image scanner market.\*

Both the fi-Series and the ScanSnap Series support the safety and security of society, as shown by the following examples from around the world.

\* As estimated by PFU from InfoSource statistics (in 2006) for business-use image scanners in Europe. In Japan and America, the statistics are based on an InfoTrends, Inc., survey (also in 2006).



### 1 Keeping children safe UK: United Kingdom Scouts

Once every three years, a branch of the UK Scout Association, with its 10,000 members near London, holds a big event for some 4,500 children.

The organizers are held responsible for the safety of participants, and one of their main jobs is to collect and manage information on the children, which is collected on 9,000 pieces of paper. In the 2008 event, a ScanSnap S510 was used to digitize the children's health management information, something that the ScanSnap S510 did at a great saving of effort and cost.

### 2 Acquiring farming village information China: Statistics Bureau

China, with its huge population, attaches great importance to agricultural policy, and a national census that provides an accurate grasp of the actual situation in farming villages is performed once every ten years.

In the survey performed for this census at the end of 2006, several hundred fi-5650C scanners were set up in the 31 provinces, autonomous regions and municipalities throughout China. They successfully digitized the enormous volume of 500 million hand-written documents covering the 230 million homes surveyed in only three months.

### 3 Improving the quality of medical treatment America: Pediatric Associates of Richmond, Inc.

Pediatric Associates of Richmond, Inc., with its thirteen pediatricians, was finding it difficult to manage the clinical records for thousands of patients, but by introducing fi-Series scanners (fi-5120C, fi-5650C) they were able to digitize these records and improve their labor-intensive health record system.

Using mobile PCs with scanners, the doctors can access and share patient records and information at any time. This not only contributes to improved medical services but also reduces the costs and time previously spent in manual paper-based activities and improves staff productivity.

### 4 Improving services to citizens Japan: Kawasaki City Office

To provide electronic administrative services that ensure high citizen satisfaction, Kawasaki City Office has been implementing practical plans under the slogan "A Better Electronic City Office." As part of this work, fi scanners were adopted in February 2007.

The fi scanners are located in each department, where they improve citizen services by digitizing official documents and notification forms, etc. At the same time, they improve the efficiency of office procedures by creating workflows based on electronic transactions, sharing the information in the documents and extending its secondary use.

# IN FOCUS

## Field Innovation is a Three-fold Reform—of People, Processes and IT—that Builds a Corporate Culture of an Innovative Mind.

Field Innovation proceeds with the following steps:

- Extract a specific area (called "Field") from various areas of business activities.
- Render visible People, Process and IT in the Field.
- Understand the true problems, generate and execute the ideas for improvement together with the customer.

Field Innovation aims to develop the foundation of ongoing improvements and an innovative mind.

### 1. Field Innovation—the Background

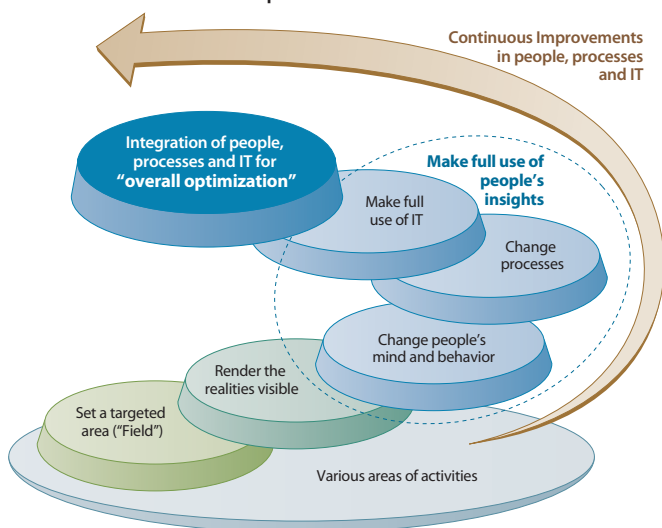
Facing diversifying markets and abrupt changes in current economic situation, enterprises are forced to adjust themselves and their business operations are becoming more complex. Fujitsu aims to become an indispensable partner to its customers, to grow with them and to enhance the effectiveness of the customer's IT investments. We do not believe it is enough merely to consider IT applications in isolation.

Fujitsu has implemented its own new application system replacing one which has been used for 25 years. Through this effort, we have re-recognized the importance of investigating and resolving problems in people and processes prior to the IT implementation. We have always been assessing the effectiveness of IT investments by the measures of how well the system is used by users after the implementation. This return to the principle which seeks to address IT issues from the users' viewpoint, is aimed at achieving ongoing improvements and creating new inherent value. We will now offer Field Innovation to our customers based on the experience we have gained.

### 2. Field Innovation—the Content

Fujitsu defines "Field" as an area in which customers have issues to resolve arising from changes in their business environment. So, Field Innovation starts with defining the problem area and the visualization of the facts.

#### Field Innovation Concepts



### ●Rendering the facts visible

We conduct face-to-face interviews, use visualization tools, and clarify in readily visible form previously undefined personal preconceptions and working processes.

### ●Analysis and proposals of improvement for overall optimization

Rendering the facts visible gives awareness of the real problems, and leads to changes in behavior and new thinking. Analysis based on these facts leads to improvements that can optimize the whole problem area.

### ●An Innovative Mind generated from ongoing improvements

The problem area—the "Field"—changes with its environment. A single success is not enough; it is essential to go on making improvements. By continuing to implement reforms, enterprises will build an innovative mind to renew itself and enhance its inherent strengths.

### 3. Fostering Human Resources with Hands-on Business Experience and Skills in Visualization

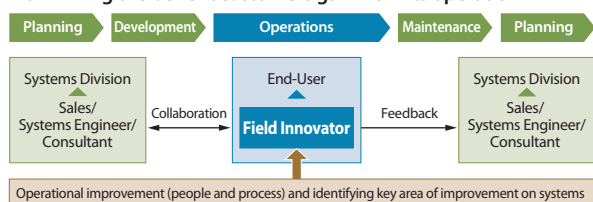
We need to foster the development of human resources who can share the problems faced at the customers' departments and can discuss with them the ways to resolve the issues. Our first class of Field Innovators started their training in October 2007. Our aim is to foster human resources who, based on their front-line business experience, can offer new, independent insights, and become capable of rendering visible the issues that actually affect the workplace.

### 4. Field Innovators' Activity Model

Fujitsu considers that Field Innovators should be introduced from the operation phase. The Field Innovators must identify any issues related to the developed system from the users' perspective. Then, the Field Innovators must understand the realities of the workplace and work with the customer to improve their operation, tying this to proposals for further IT improvements.

By monitoring the actual use of the IT system from an independent perspective, and giving feedback to the customer, the Field Innovators contribute to the evaluation of the effectiveness of IT investment. In other words, the Field Innovators' activity model is that they put their focus not only on implementing the new systems but also on maximizing the benefit customers gain from its operation.

#### Maximizing the benefit customers gain from its operation



### 5. The Goal of Field Innovation

The ever-closer integration of IT with business management means that Fujitsu must join with its customers in the ongoing improvement of People, Processes and IT. By increasing the value provided by IT, we contribute to our customers' businesses, and become an indispensable partner so that we can continue to grow together.



# With Our Employees




## Our Basic Stance

Based on the statement “We respect diversity and support individual growth” in the Corporate Values of the Fujitsu Way, we 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.

## Respect for Human Rights

The shared principles articulated in the code of conduct of the Fujitsu Way are guidelines for each employee to use in conducting daily business operations. Prime among them is “We respect human rights,” a principle that underpins all our corporate and individual activities and informs the actions of every member of the Group.

In conjunction with these principles, we have also stipulated and published “Guidelines on Respect for Human Rights in Employment” to articulate our stance on human rights in employment.

 **FUJITSU Guiding Principles of Respect for Human Rights in Employment (in Japanese)**  
<http://jp.fujitsu.com/about/csr/society/employees/humanrights/>

## Promoting Awareness of Human Rights

The Fujitsu Group provides ongoing education for all employees on various human rights issues, including sexual and other forms of harassment and discrimination. The purpose of this is to extend an awareness of human rights throughout the organization. We have also set up a consultation desk to address employee concerns over human rights.

Through these activities, we are striving to foster a climate of respect, create a flexible and comfortable working environment, and educate our employees to play their part as members of society in the effort to eliminate discrimination.

## Respect for Diversity Our Stance on Diversity

Based on the statement “We respect diversity and support individual growth” in the Corporate Values of the Fujitsu Way, in June 2008 we set up the Diversity Promotion Office as an organization to promote respect for diversity throughout the company.

The Diversity Promotion Office’s vision for Fujitsu is:

- Maximize the potential capability of each employee by respecting and utilizing each other’s various individualities.
- Continue to create new wisdom and technology through innovation among various organizations and project teams throughout the company.

With these two objectives in mind, we are committed to changing workplace environments and attitudes, aiming to create workplaces where people can work energetically,

to create new values and to realize coexistence and mutual prosperity with society.

## Our Approach to Diversity Promotion

In February 2008, top management made a call for Fujitsu to show respect for, and commitment to, diversity. In response, and as a way of assessing the present situation, all officers and employees completed a survey questionnaire, and interviews were conducted with members of the various groups to which they belonged.

While the survey revealed general satisfaction with Fujitsu and our workplace environment, a number of issues surfaced. As a result, we adopted the theme “Cultivating awareness of diversity” for FY 2008.

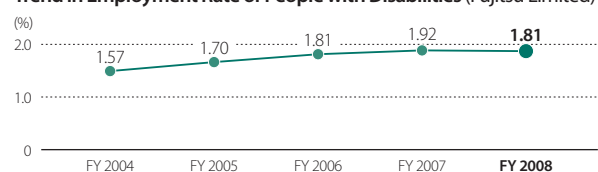
Following establishment of the Diversity Promotion Office in June, the results of the survey and interviews with top management were published in three issues of our in-house employee magazine. In September, a Diversity Promotion Office website in English and Japanese was launched on our corporate intranet, and a whole range of information on diversity provided to staff, starting with profiles of key role models and the introduction of various diversity promotion activities. In January 2009, a company-wide diversity forum was held in which many staff participated. This presented an opportunity for all members of staff to consider diversity issues and increase their understanding of them. Throughout the year, diversity was included in position-specific training such as workplace management training, newly appointed executive training, and general manager training.

## Employment of People with Disabilities

Employees with disabilities are working in various departments throughout the Fujitsu Group, as researchers, engineers, sales, and system engineers, etc. There are many opportunities to meet prospective employees with disabilities through our own recruitment seminars, interviews arranged by national job agencies and other job placement support agencies.

In order for the prospective candidates to picture their career at Fujitsu, we also provide information about current employees with disabilities who play an active part in the company through our recruiting pamphlets and websites. With respect to workplace assignments, we cooperate with workplaces to enable individuals to make the most of their abilities, and provide long-term support, including follow-up interviews, to promote their further development and continuation of work.

Trend in Employment Rate of People with Disabilities (Fujitsu Limited)





## Recruitment of Global Talent

The Fujitsu Group, including its group companies within Japan, promotes global recruiting, mainly targeting Japanese students studying abroad as well as foreign students inside and outside of Japan, in accordance with the globalization of our business. We proactively recruit such global talent through job forums held both domestically and abroad by holding in-house seminars, as well as by conducting on-campus recruitment at leading universities overseas. We will actively continue recruiting with a global perspective.

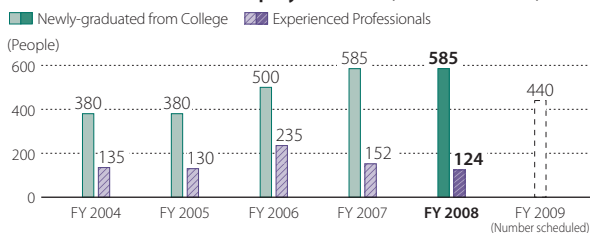
In addition, to ensure that employees coming from outside Japan are able to develop their abilities to the full, we initiated the "Integr8" project in August 2008. This support project established an English website on our intranet, giving the information on rules and regulations for working at Fujitsu, how to apply for reimbursement of business travel expenses or for visas, and other details about clothing, food and housing to help foreign nationals cope with life in Japan. It also supports a network linking Fujitsu Group employees from outside Japan.

## Striving to Provide Equal Opportunity in Employment and Advancement

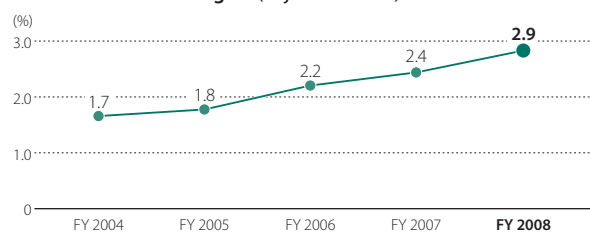
Together with our employment policy of not discriminating by education, age, gender or other factors, we offer opportunities for promotion once someone has entered employment commensurate with performance and general competence. We are also actively supporting the promotion of female employees to managerial positions as part of our equal opportunity efforts in all areas of the Group.

In FY 2008, a workshop was held that encouraged female leaders to review their careers and express themselves more fully through their work.

### Transition in Number of Employees Hired (Unconsolidated)



### Trend in Women Managers (Fujitsu Limited)



## Voice

### Expectations of a corporate culture that respects diversity and supports individual growth.

By Kimiko Horii, Representative Director of NPO GEWEL

"I think highly of Fujitsu's activities in promoting diversity over the past year. These began with a survey of employee awareness to identify the issues, top management then distributed its views, and finally a diversity forum was held, which was followed by diversity awareness training for newly appointed executives and the senior management of Fujitsu and Group companies. These and other activities clearly convey management commitment.



Promoting diversity is a very important management strategy contributing to corporate growth. It encourages all individuals to develop their full potential and maximize their personal strength, regardless of gender, age, nationality, disability. Based on this understanding, I would like to see continuing efforts in fiscal 2009 to establish a corporate culture that respects diversity and supports individual growth."

## Creating Good Working Conditions Balancing Work with Pregnancy, Child Care and Nursing Care Needs

We offer flexible working conditions and a favorable working environment to make it easier for our employees to balance a career with raising a family or providing nursing care to a family member, thereby enabling all employees to develop their abilities to the full. In Japan, in accordance with the Law for Measures to Support the Development of the Next Generation, we formulated our first action plan\* (for the period 1 April, 2005 through 31 March, 2007) that was approved by the Minister of Health, Labour, and Welfare in 2007. In addition, we provide babysitter subsidies, paid leave to honor long-term service as well as volunteer activities, and we have established and are operating in-house childcare facilities at some of our sites. Moving forward, in addition to continuing to improve workplace conditions, we will also be reviewing the ways we work and proceeding according to these plans.

\*We are currently implementing our second action plan (for the period 1 April, 2007 through 31 March, 2010).



Logo mark stipulated by the Minister of Health, Labour, and Welfare according to Article 14, Item 1 of Japan's Law for Measures to Support the Development of the Next Generation (Next generation approval mark)

## Number of Employees Using the Care Leave Support System (FY 2008, Fujitsu Limited)

(units: no. of people)

System	Users	Men	Women
Child care leave	109	7	102
Family care leave	13	8	5
Reduced working hours (child care)	163	3	160
Reduced working hours (family care)	2	2	0
Paternity leave	586	586	-

### Attitude Survey to Improve Employee Satisfaction

To gauge employee motivation and assess the level of satisfaction within the organization, we conduct an annual survey of employees. In FY 2008, we targeted about 56,000 employees (including some Group companies) and received responses from some 47,000—an overall response rate of 84%. On a scale from one to five, the average overall employee satisfaction in FY 2008 was 3.57, an improvement on the previous year. Based on the results of this survey, managers are facing up to the realities of their own departments, holding departmental discussions, and devising and implementing improvement plans so that employees can themselves take the lead in working to the best of their abilities. These measures include, for example, promoting communications that match the needs of the organization, holding information-sharing meetings to create frequent dialogs between management and staff, and encouraging intra-departmental discussions between employees to foster a sense of solidarity.



## Global Activity

### Fujitsu Services (U.K.) Two Managers Benefit from Job Sharing.

In the Fujitsu Group companies in Europe, several initiatives are being taken to respect and promote employee work-life balance. Leveraging the IT technologies and developing the infrastructure, we lighten the burden of business travel on employees, and the environment, by encouraging the use of teleconferencing and video conferencing. We also promote job sharing.

For example, two female managers in the HR Dept. run a job-sharing arrangement. This enables them to continue their current responsibilities without facing undue stress while raising their children. As a result, the company not only retains valuable, skilled and capable people but also gets the benefit of two insightful minds.



The two managers who share their work.

Among our overseas subsidiaries, Fujitsu Services (U.K.), which plays a central role in our IT services, regularly conducts a People Engagement Survey. In 2007, the survey was distributed to some 20,000 employees across twenty countries in eight different languages. Based on about 13,000 responses (a response rate of 64%, the highest ever), the company made a donation to UNICEF (the United Nations Children's Fund) and the international medical and humanitarian aid organization Médecins Sans Frontières.

### Health and Safety at Work

To ensure that all Group employees have a working environment that is safe, pleasant, and secure, we carry out health and safety educational programs and training aligned to particular workplace situations. Our suppliers are required to do the same.

We do not overlook the requirements of mental health either, and proper care is taken to ensure employee well-being.

### Promoting Health Management, the Necessary Framework for Employee Safety and Well-being.

To ensure that all Group employees work in safety with a sense of well-being, we have made a strategic commitment to employee health as part of our corporate social responsibility (CSR) agenda. This consists of both in-house distribution of health-related information and the fostering of a healthy corporate culture. Our approach to supporting good health is not limited to employees themselves, but extends to the members of their families and those who have retired. We have started to provide annual health checkups for retirees, and active measures to support the health of family members are included in planning and operating our health promotion services.

### The Framework of Health Management

At each Fujitsu business location we have established a Health Promotion Center or Health Care Center. These are responsible for performing health checkups and providing education to increase health awareness, offering guidance and consultations to maintain good health, and providing counseling for those in need of mental health care.

#### ● Health Education to Prevent Lifestyle Related Disease

We run a walking rally program, discourage smoking, run classes on how to prevent metabolic syndrome (by eating healthy lunches, etc.), and provide employee education that includes addressing the specific health needs of women.

#### ● Support for Overseas Appointments and Extended Business Trips

For employees dispatched overseas we provide educational support (including overseas seminars) and have specialists in occupational health visit overseas locations to provide clinical services.

●Mental Health Support

We were quick to set up in-house counselors whose work is now supplemented by counseling provided from external organizations. Other enhanced self-care options include e-learning for all employees on stress diagnosis. Based on the results of this stress analysis, each organization is diagnosed and we are committed to a program of workplace improvement activities. Mental health education is provided to managers as part of their management training, and we are working to improve care through the training given to newly hired employees and by seizing other opportunities for health education.

●Officially Specified Health Checkups and Guidance

Officially specified health checkups and guidance (health checkups for metabolic syndrome) were introduced in FY 2008, and our insurer, Fujitsu Kenpo (Corporate Health Insurance Society), is cooperating with us on their implementation. A new Group company, Best Life Promotion Ltd., was formed to strengthen health support and will support us in providing guidance to employees.

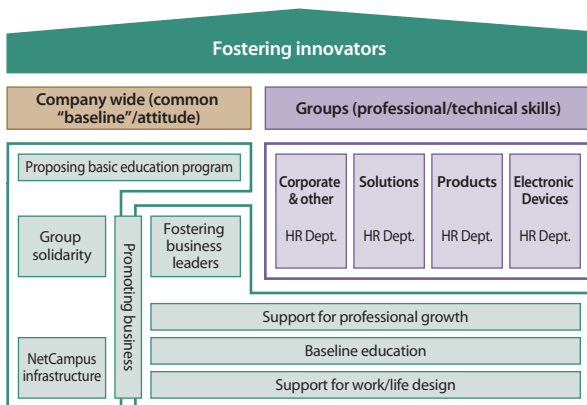
**Human Resources Development**

We consider the development of human resources and employee education as key management priorities. We believe they are essential to ensure continued growth in an increasingly complex and changeable operating environment. We are committed to developing a first-class workforce across the globe.

**Fujitsu University for HR Development**

Drawing together the collective knowledge and expertise of the Fujitsu Group, Fujitsu University was established in 2002 to carry out world-class human resources development to lead the Fujitsu Group and our industry.

**Fujitsu University**



Here, closely aligning human resources strategies with the Group's business strategies, we offer employees a variety of courses aimed at (1) training professionals who are able to provide customers with a high degree of added value; (2) fostering business leaders who can exhibit global business leadership; and (3) promoting the shared values and skills of all employees—these form the "baseline" of the Group's capabilities as a comprehensive solutions provider. Through these efforts, we are striving to cultivate the leaders who will support the Group in the future.

Furthermore, we are enhancing the presence of the Fujitsu Group through active collaboration with universities and other external educational institutions, hosting international students at the Japan-America Institute of Management Science (JAIMS) and other initiatives.

**Fujitsu NetCampus**

This is the educational platform open to all employees in our 185 companies in 28 countries around the world.

As a learning management system, it introduces all currently available courses, accepts applications, and provides learning support functions. It represents a strong impetus for the widespread implementation of e-learning.



**Global Activity**

**China  
Our Approach to a Common  
Group-wide Educational Program**

There are more than ten Group companies in China, and if we include companies in which they have invested, the total rises to roughly 50. Fujitsu is concentrating efforts on developing and training the human resources of these companies from a long-term perspective.

For example, all employees at or above the section manager level in Fujitsu Group-related companies in China receive a total of eight weeks of training (including two residential training sessions). Training on this scale, which would be difficult for individual companies to give, enables programs to include group work and action learning. They also serve to foster personal networking within the Group and the formation of active communications between members.



Group work at a residential training session.

# 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.

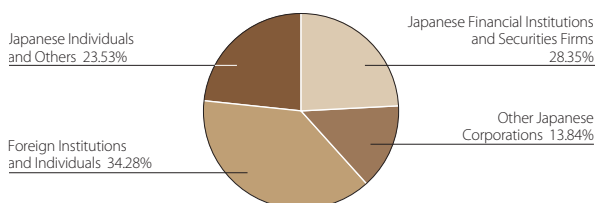
In fiscal 2008, although the company's performance in the first half of the fiscal year was solid, particularly in Japan, its performance in the second half was adversely affected by the economic recession and the appreciation of the yen. As a result, we will pay a year-end dividend of 3 yen per share, 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.

 **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



# With Our Business Partners



## Our Basic Stance

Based on the statement “We build mutually beneficial relationships” in the Corporate Values of the Fujitsu Way, 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.

## Promoting Socially Responsible Procurement

In our procurement activities, we pursue a policy based on harmonious coexistence with our business partners, fair and proper evaluation and selection of suppliers, and the promotion of socially responsible procurement activities. Not just in our own business activities but throughout the entire supply chain, we work together with our suppliers to implement procurement activities grounded in the principles of corporate social responsibility (CSR). In March 2006, we articulated a basic stance on procurement under the theme of “promoting CSR-conscious procurement,” and at the same time published CSR Procurement Guidelines outlining for our business partners various CSR related considerations we require in order to do business.

In fiscal 2007, to further strengthen CSR procurement, we not only performed a survey of the state of CSR in our business partners in Japan but also confirmed the status of CSR in individual overseas partners, primarily those in Southeast Asia.

In fiscal 2008, we added the state of CSR management to the standards by which we assess our business partners and, for those in Southeast Asia, we have started to promote global CSR procurement by giving briefings that explain CSR.

 **Fujitsu Procurement Policy and CSR Procurement Guideline**  
<http://www.fujitsu.com/global/about/procurement/policy/>

## Collaboration with Business Partners in Procurement

### Promoting Green Procurement

We have set out the basic requirements for environmentally sound procurement of parts, materials and products in the “Fujitsu Group Green Procurement Direction” and are working with our business partners on green procurement activities (see page 67).

In the Stage V Fujitsu Group Environmental Protection Program, to promote further reductions in environmental burdens, we requested cooperation from our business partners in configuring, operating and enhancing their environmental management systems (EMS). In practical terms, we held explanatory meetings urging them to further advance and acquire third-party accreditation of their EMS and/or comply with the Fujitsu Group Environmental Management System (FJEMS).

Also, to achieve the proper control of the use of chemical substances in products throughout the entire supply chain, we are asking partners to cooperate in applying the guidelines issued by JGPSSI\*1 by forming a CMS\*2 to strengthen control of the chemical substances contained.

#### \*1 JGPSSI

Abbreviation for the Japan Green Procurement Survey Standardization Initiative.

#### \*2 CMS

Chemical substances Management System.

 **Fujitsu Group Green Procurement Direction**  
<http://www.fujitsu.com/global/about/procurement/green/>

## Fujitsu CSR Procurement Guideline

### 1. Protection of the Global Environment

Complying with the Fujitsu Group Green Procurement Direction, we promote the establishment of environmental management systems (“EMS”), and we aim to supply products and services that involve low environmental load and do not contain hazardous substances.

### 2. Compliance with Laws and Regulations

We adhere to applicable laws, regulations and accepted social practices governing our local and global businesses.

### 3. Respect for Human Rights, Labor, Health and Safety

- We respect individuals’ human rights and do not unfairly discriminate against people based on race, color, religion, creed, sex, social status, and physical or mental disability, and we do not engage in human rights abuses such as sexual harassment. Also, we do not induce anybody to infringe such human rights.
- We establish comfortable work environments for the security and health of our employees.
- We do not use child labor or any form of forced or compulsory labor.

### 4. Assurance of Safety and Quality of Products and Services

We maintain high standards of safety and quality in our products and services.

### 5. Maintenance and Promotion of Information Security

We maintain and promote information security in order to properly protect our own information and information systems and those of third parties.

### 6. Fair Trade and Corporate Ethics

#### 1. Fair Trade

We promote fair, transparent and free competition and do not engage in any illicit trade.

#### 2. Protection of Confidential Information

We maintain and promote proper handling of confidential information, including third parties’ confidential and personal information.

#### 3. Protection of Intellectual Property

We strive to obtain, maintain and utilize the intellectual property of others, understanding the role that intellectual property plays as an important resource to underpin organizations’ business activities.

#### 4. Prohibition of Bribes

We do not engage in any bribery of public officials or any similar activities, or any corruption, extortion, or appropriation through the abuse of one’s position in the organization.

## Promoting CSR in Collaboration with Our Business Partners

### ●CSR Seminars

In November 2007, Fujitsu held a meeting to brief some 180 business partners on CSR. The briefing covered the principles of Fujitsu CSR Procurement and the Fujitsu CSR Deployment Guidebook (which conforms with the JEITA Supply Chain CSR Promotion Guidebook), etc.

Simultaneously with the briefing, we carried out a questionnaire-based survey of the state of our partners' implementation of CSR. In February 2008 we gave them feedback on the results of the survey and requested them to make their own improvements.

In future, as well as continuing the above CSR surveys, we intend to promote CSR procurement while considering the need to create a support framework for those partners who need to make improvements.



The Fujitsu CSR Deployment Guidebook

### ●Rigorous Compliance

The Group is working to ensure rigorous compliance throughout the entire supply chain including business partners.

The rapidly deepening recession in the second half of fiscal 2008 formed a severe operating environment for procurement in manufacturing industry, but Fujitsu worked in good faith, giving precedence to full compliance with the laws governing procurement transactions, including the law on subcontractors and the Worker Dispatch Law.

Also, in the period from December 2008 through January 2009, we held trainings that directed the attention of management and workers in our major solutions-related partners towards legal-compliance issues.

### ●Promoting Information Security Measures

The Group's efforts since fiscal 2006 to strengthen information security have proved effective, stopping the use of file-swapping software, a major cause of information leakage, but there are still occasional accidents due to the careless loss of entry passes and mobile phones, or the theft of briefcases, etc., so we cannot claim to have eliminated the problem. We are therefore continuing with efforts to prevent reoccurrences and further strengthen information security (including measures to protect personal information) within the Group.

In fiscal 2008, working with business partners who perform software development and services or who manufacture some of our hardware, we have mainly taken the following approaches:

- Information Security Seminars (May 2008 through Jan. 2009)  
A total of some 3,000 companies and 4,000 individuals.
- Questionnaires on the status of our business partners' information security measures (Nov. 2008 through Jan. 2009)
- Audits (on-site) of the information security measures of our business partners (Apr. 2008 through Mar. 2009)  
A total of some 200 companies.

Particularly, we have carried out information security audits of our business partners to verify the state of their operational management of confidential information. If a major problem is discovered, and if subsequent improvements are not apparent, we review our dealings with that company and implement a cessation of new orders to that company as necessary.

### Our System for Evaluating Business Partners

In 1997, Fujitsu established its suppliers' performance review (SPR\*1) system. Since then, to strengthen our business partnerships, we have introduced a total evaluation program to some 220 of our main suppliers based on this system and it covers their quality, technology, price, supply, environment and reliability.

Also, from fiscal 2008, in the category of "environment and reliability" we have added evaluation standards for the status of our partners' CSR and information security.

For partners in our solutions business, we set up a similar review system (PPR\*2) in 2004, and extended this in 2008 to each of the partners of some 20 Fujitsu Group companies.

- \*1 SPR  
Suppliers' Performance Review
- \*2 PPR  
Partners' Performance Review

### Social Gatherings with Our Business Partners

Since 1997, Fujitsu has held social gatherings with business partners. At these gatherings, as well as presenting letters of thanks to suppliers who have made exceptional contributions, Fujitsu seeks to encourage stronger cooperation by sharing purchasing policy based on the Fujitsu business plan. The fiscal 2008 meeting was held in January 2009, attended by representatives from some 300 companies.

# With Global and Local Communities



## With Global and Local Communities

Based on the statement "In all our actions, we protect the environment and contribute to society" in the Corporate Values of the Fujitsu Way, we take a leading role in sustaining the well-being of society through our business activities as good corporate citizens.

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, international exchanges and other local initiatives.

### Social Contribution Activities in Fiscal 2008

#### Promoting Learning & Education and International Exchange

- Management of the Japan-America Institute of Management Science (JAIMS)
- Support for the Mathematical Olympiad Foundation of Japan & the Japanese Committee for the International Olympiad in Informatics
- Sponsorship of the Fujitsu Scholarship Program
- Fujitsu Kids' Site (Japanese website)

#### Cultural & Artistic Activities

- Sponsorship of the Fujitsu Concert Series
- Sponsorship of the Fujitsu Concord Jazz Festival
- Hosting of the 16th Fujitsu Cup Masters Tournament (the only senior level Shogi tournament of its kind)
- Hosting of the 21st World Go Championship Fujitsu Cup
- Sponsorship of the Fujitsu Ladies Golf Tournament
- Support for the Kawasaki Frontale Professional Soccer Team

#### Company Sports

- Track and field
- American football
- Women's basketball

#### Local Activities

- Spring Festival at Kawasaki Research and Manufacturing Facilities
- Tea-picking Festival at Numazu Plant
- Kusunoki Festival at Fujitsu Solution Square

#### Disaster Relief Support

- Disaster relief support for the Myanmar cyclone (May 2008)
- Disaster relief support for the Sichuan earthquake (China, May 2008)
- Disaster relief support for the Iwate-Miyagi inland earthquake (Japan, June 2008)



#### Fujitsu Kids' Event 2008

This event is held jointly with The Japanese Olympiad in Informatics. About one hundred children selected by lottery learned how computers work and their technology by playing games.



#### The Beijing Olympics

A total of six members of the Fujitsu track club competed. Naoki Tsukahara and Shinji Takahira were in the team that took the bronze medal for the 400m relay event. Our thanks go to the many who cheered them on.



#### The All-Japan New Year Ekiden (Road Relay) 2009

Held every New Year's day in Joshu (central Japan) for company teams, this event was again won by Fujitsu, who also won in 2000. The activities of the Track Club brought it the "Top Athlete Support Award" from the Japanese Olympic Committee (JOC). (Photo courtesy Osamu Ikeda)



#### Spring Festival at Kawasaki Research and Manufacturing Facilities

Under the catch phrase "Welcome to the Kawasaki Facilities Honoring Environment, Technology and Sports," a wide variety of activities were introduced.



#### The Fujitsu Scholarship Program

This program provides opportunities for businesspersons from 18 nations of the Asia-Pacific region to study JAIMS management programs. (A total of 360 students had received scholarships by 1 April 2009.)



#### Soccer Coaching by Kawasaki Frontale

Fujitsu supports the Kawasaki Frontale professional soccer team, and the team cooperated in holding soccer coaching sessions to encourage the children of earthquake-stricken Iwate Prefecture.

## Our Stance on Social Contributions

Coexistence with local communities and society as a good global citizen is an important principle guiding the Fujitsu Group's actions. We combine our concern for profitable growth with our responsibility to promote the sustainability of society by reconciling the best interests of all of our stakeholders, including customers, employees, shareholders and investors, suppliers and business partners, global and local communities, public institutions and government authorities.

Along with this philosophy, the Fujitsu Group engages in social contribution activities that include educational programs for young people who will become future leaders, as well as a variety of initiatives to actively promote communications with global and local communities and environmental preservation (see page 69).

 See the following site for more on Fujitsu's social contribution activities.  
<http://www.fujitsu.com/global/about/responsibility/community/>

## Highlights of Activities in FY 2008

### Management of Japan-America Institute of Management Science (JAIMS)

JAIMS is a non-profit educational institution set up with the full backing of Fujitsu in 1972 to provide post-graduate level education. Anticipating the increasing importance of US-Japan business relations, the institute was established based on the vision of Yoshimitsu Khora, then Fujitsu President, to foster the development of globally minded business people who could act as future bridges between the two nations. Currently, its mission is to contribute to the development of the human resources and the formation of a community through knowledge co-creation in the Asia-Pacific region.

Fujitsu has continued to provide financial assistance for operating funds, while setting up a dedicated support organization within the company which functions as the Japan office of JAIMS. This office is active within Japan in advertising, publicity, handling the administration of overseas studies at JAIMS, planning seminars, and in supporting the acceptance of overseas internship students. It contributes to society through academic and educational promotion and international exchanges.

There are now about 3,000 graduates of the JAIMS programs, and approximately 20,000 have attended overseas seminars, totalling 23,000 who have participated from 54 nations and regions. These participants are actively pursuing their careers in countries all over the world by using the multicultural communication and management skills they acquired



Students of JAIMS

through JAIMS programs and seminars along with its global network of contacts.

In 2006, JAIMS was awarded the Japanese Foreign Minister's Commendation for that year in recognition of contributions to international exchange extending for more than three decades.

### Support for the Mathematical Olympics & Olympiad in Informatics

Fujitsu supports the Mathematical Olympiad Foundation of Japan and the Japanese Committee for the International Olympiad in Informatics (a designated NPO) to discover and foster valuable human resources expected to play leading roles in the future development of society.

The Mathematical Olympiad Foundation of Japan was established in 1991 in order to discover gifted mathematicians for selection and entry as national representatives in the International Mathematical Olympiad (IMO), to further develop their skills, and to help improve and promote mathematical education from an international perspective. Fujitsu provided the basic funds for the establishment of the Foundation together with two other companies and one individual, and presents supplementary prizes to the top performers at the Japan Junior Mathematical Olympiad and the Japan Mathematical Olympiad from which national representatives for the IMO are selected.

The Japanese Committee for the International Olympiad in Informatics was established in 2005 to train human resources in support of Japan's mathematical information science sector. It provides participants and cooperation for the International Olympiad in Informatics (IOI), a programming contest that targets junior and senior high school students. As a supporting member, Fujitsu provides assistance in the committee's operation, and presents supplementary prizes to the top performers at the Japanese Olympiad in Informatics from which national representatives for the IOI are selected.



The award ceremony for the eighth Japanese Olympiad in Informatics

### Cooperation with the United Nations World Food Program

Every year, on the day we celebrate the anniversary of our foundation, a commemorative lunchbox is distributed to all employees.

From fiscal 2008, part of the cost of these commemorative goods is donated to the United Nations World Food Program. We plan to continue these donations from fiscal 2009 with the aim of enhancing employee awareness of the need to contribute to society and linking this to individual participation in moves to relieve world famine and poverty.



**PC Assembly Workshops**

In July 2008, Fujitsu Isotec (FIT), and in August, Shimane Fujitsu (SFJ), held PC assembly workshops for grade school and junior high-school pupils. At FIT it was the desktop PC FMV-DESKPOWER LX/A50D, which provides for the enjoyment of digital broadcasts and DVDs, while at SFJ participants assembled the FMV-BIBLO NF/A70, a notebook PC in which the top cover can be removed and replaced with another of the “Color Lid” series in a different color, both taking about an hour and a half to assemble the computer. The children and their parents worked hard to complete assembly of their computers, and cries of delight were heard when the displays came on.

After assembly, participants visited the recycle center at FIT, inspected the assembly line at SFJ, and practiced using the PCs they had just assembled.

The carefully assembled PCs were then returned to the plant for inspection and later delivered to the children’s homes.



Children earnestly concentrating on PC assembly.

**WEB** Report of the Event (in Japanese)  
<http://jp.fujitsu.com/about/kids/events/>

\* Please select from the list of events on the Fujitsu Kids’ website.

**Biometric Authentication Technology—Experiential Learning**

In August 2008, Fujitsu Laboratories gave lessons in biometric authentication to the pupils of Kawasaki City’s Hirama Junior High School as part of an effort to arouse interest in technology among the younger generation.

Biometric authentication uses voices, fingerprints or other distinctive individual features to establish the identity of the individual. The teacher was a researcher active in research and development of palm vein authentication for use in controlling entry to and exit from restricted areas. The participating pupils were given actual experience of several different forms of authentication, from fingerprints, through voice recognition, facial recognition, to palm vein pattern recognition so as to deepen their understanding of the technology.



The experiential session.

**Support for “Information Ethics” Education for Children**

The number of cases where children get into trouble through their use of the Internet or mobile phones is rising. NIFTY Corp., a Fujitsu Group company providing Internet connectivity and other services, offers support for “information ethics” education in Japan so that children can enjoy the convenience and fun of the Internet in greater safety.

Broadly speaking, there are two aspects of information ethics. The first consists of knowledge-based methods to eliminate threats to the safety of daily life in an information-oriented society. Basically, it involves acquiring the knowledge and technical skills to achieve security. The other is the realm of hearts and minds, and involves enhancing the power to make proper judgements, to adopt the right attitudes, and to develop empathy and civic mindedness. NIFTY actively supports educational activities in both of these areas.

From June 2008, the company has been holding special classes on the safe use of mobile phones and the Internet for children at public elementary schools in Tokyo’s Shinagawa Ward, where its head offices are located. The classes describe actual examples of how children get into trouble, making participants think where they go wrong and how they can avoid trouble, and telling them what to keep in mind and how to keep out of danger.

In fiscal 2008, 28 NIFTY employee volunteers taught more than 1,300 children at 23 Shinagawa Ward elementary schools, and held similar lectures for parents, guardians and teachers on how to maintain parental control over mobile phone access to harmful Internet sites and services.

NIFTY also updated its homepage, first in September 2008 with Internet experience “drills” for the senior pupils of elementary schools (in the “knowledge” area), then in January 2009 with “animal egograms” to help junior high and high school students to better understand themselves and others (in the “hearts and minds” area). These attracted over 520,000 accesses, and are finding use at schools and as self-help learning materials in the home.

**WEB** NIFTY educational support activities (in Japanese)  
<http://www.nifty.co.jp/csr/edu/>



“Information ethics” lesson given by visiting NIFTY staff at an elementary school in Shinagawa Ward.



The top page of “Internet Drills”





# Global Activity

## Examples of Overseas Group Company Activities in FY 2008

### 1 Publishing a CSR Report and Employee Volunteering

**UK: Fujitsu Services Ltd. (FS)**

FS is the nucleus of Fujitsu's European IT services capability (outsourcing business). Our front-line volunteering efforts are coordinated through regional Impact on Society (IOS) groups at key business locations in the U.K. To promote these activities, an IOS community site has been created on the corporate intranet where people can find out more about the programmes.

For several years, FS has been providing human, financial and physical resources to a growing number of disadvantaged South African schools. FS supports the ONE Foundation in undertaking a project to install a PlayPump® Water System in South Africa in 2009. This life-changing and lifesaving invention pumps fresh, clean water from deep underground into a storage tank for use by the community using the energy of children playing on the roundabout.

In addition, FS published its first CSR report in January 2009. The report describes the responsible business practices from four complementary perspectives, Environment, Marketplace, Workplace and Community, including examples of employee contributions to society like the above. It has established clear objectives for each as "Metrics."



A school in Zambia that is supported

 **Corporate Responsibility Report 2008**  
<http://www.fujitsu.com/uk/about/corporate-responsibility/>

### 2 Contributing to Next-Generation Education through Planetarium Operation

**USA: Fujitsu America, Inc. (FAI)**

FAI (formerly Fujitsu Computer Systems Corporation) contributed to the educational activities at De Anza College in Cupertino, California, in support of the campus planetarium. The contribution supports the planetarium's programs for students and the Silicon Valley community. Because of the generous contribution, the facility was renamed Fujitsu Planetarium at De Anza College with the naming ceremony in May 2008.

The Fujitsu Planetarium at De Anza College is the largest planetarium on a college



Inside the Fujitsu Planetarium

campus west of the Rocky Mountains and the second largest planetarium facility in Northern California. Each year, more than 25,000 students from 450 local schools visit the planetarium to enhance their space science education.

### 3 Contributing by Tree-planting and Seminars

**Indonesia: PT. Fujitsu Indonesia (FID)**

In August 2008, working with customers, partner, and media companies, and with cooperation from the Indonesian Institute of Science's Research Center for Biotechnology, FID planted about a 100 mangosteens and other tropical plants in the Cibinong Eco Park of Bogor City, 60km from Jakarta. Although tropical rainforests extend over large areas of Indonesia, the palls of smoke generated by slash-and-burn farming have become a problem with neighboring countries.

FID also gives various seminars, distributes information on environmental technology in Indonesian society, promotes energy-saving and eco-leadership activities for the company's own use of electricity, water and paper, and is expanding sales of Super Green products as an effective means of preserving the environment.



The planting activities in the Cibinong Eco Park

### 4 Supporting Local Human Resources by Scholarships and IT Education

**The Philippines: Fujitsu Philippines, Inc. (FPI)**

FPI is putting its efforts into developing local human resources. In 1990, it established the FPI Scholarship to support local students from economically impoverished areas in obtaining IT- and computer-related academic qualifications. The company has given such scholarships to 75 students by April 2009. The company also teaches at universities in the Philippines the basic IT skills for use at small- and medium-sized businesses through an APEC-IT seminar. In 2008, 257 people took this seminar. FPI also sponsors a one-year Japanese language course at a university in Makati City.

FPI puts the stress on recycling in its environmental activities, and has been recycling electronic waste products since 2006.



Recycling in progress

With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment

# For the Environment



## Environmental Activities

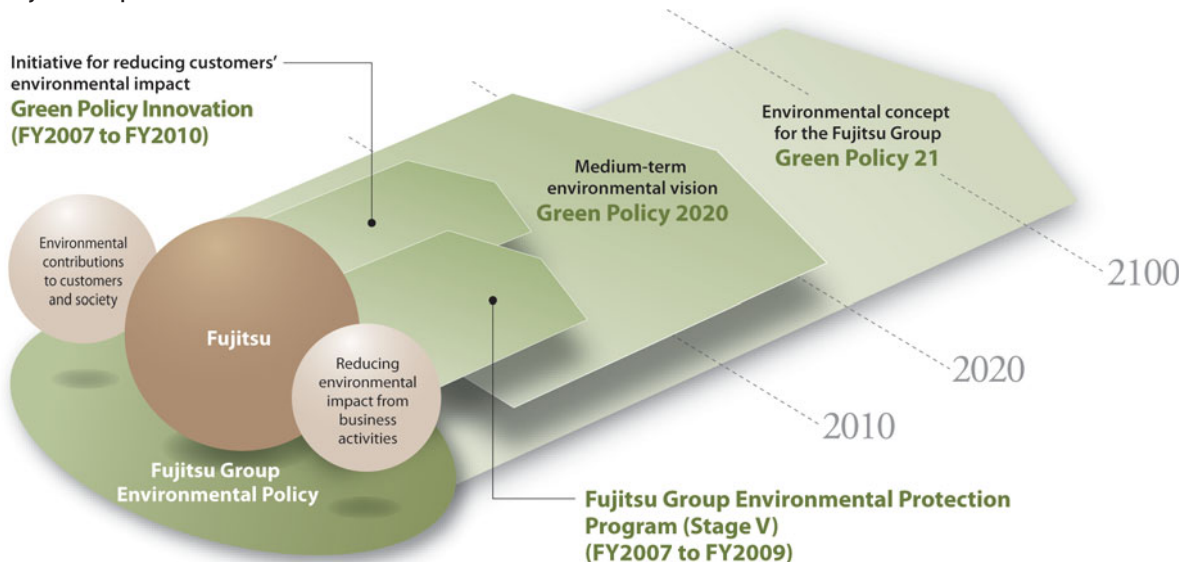
Based on the statement "In all our actions, we protect the environment and contribute to society" in the Corporate Values of the Fujitsu Way, we have made environmental protection one of top management priorities to contribute to the creation of a sustainable environment for future generations.

From this approach, we drafted the Fujitsu Group Environmental Policy to promote environmental management in a way that reflects the distinct nature of our business. In addition, we formulated our Green Policy 21 environmental concept; Green Policy 2020, our medium-term environmental

vision with targets to meet by 2020; and the Fujitsu Group Environmental Protection Program (Stage V), designed to clarify specific objectives. In parallel with these policies, we are promoting Green Policy Innovation, which aims to mitigate the environmental impact of our customers and society as a whole by offering innovative Green IT solutions.

In pursuing these policies and targets, Fujitsu is striving to reduce the environmental impact of its own business, its customers' businesses, and society as a whole by planned and continuous promotion of activities across its business domains.

## Fujitsu Group Environmental Activities



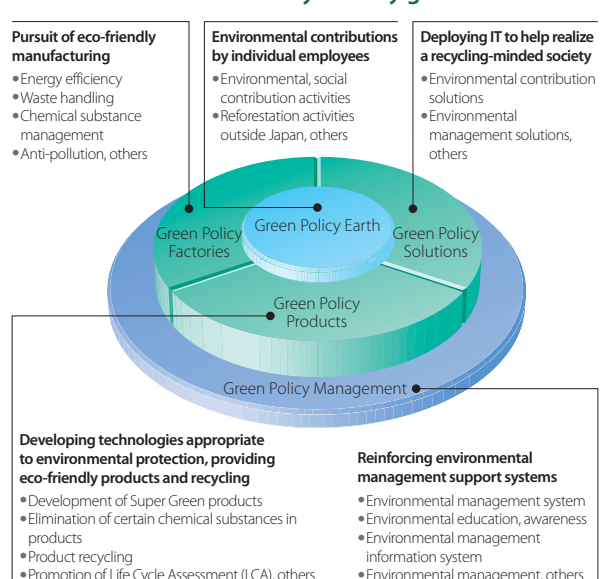
## Environmental Concept Green Policy 21

Green Policy 21 is a bold concept for action that embodies efforts by Fujitsu since its establishment to move beyond declarations of intent and entrench the idea of "manufacturing in harmony with nature" in the mindset and day-to-day activities of Group employees. Bonded by the slogan, "We make every activity green," the Fujitsu Group is working to implement this environmental concept in all of its business domains.

In Green Policy 21 our global scale environmental activities are positioned centrally, under the title Green Policy Earth. Meanwhile our practical activities for realizing Green Policy Earth are organized under the headings Green Policy Products, Green Policy Factories, and Green Policy Solutions. The underlying support structure for these activities is called Green Policy Management.

**WEB** Environmental Concept "Green Policy 21"  
<http://www.fujitsu.com/global/about/environment/approach/greenpolicy21>

## We make every activity green



## The Fujitsu Group Environmental Policy

In 1992 (when Agenda 21\* was adopted at the Rio de Janeiro Earth Summit), Fujitsu set out its Commitment to the Environment, based on the Global Environment Charter announced by Japan Federation of Economic Organizations the previous year. Then, in October 2002, (when the Johannesburg Summit was held, where the more effective implementation of Agenda 21 was discussed), Fujitsu revised its Environmental Commitment and renamed it The Fujitsu Group Environmental Policy. This was done in order to promote the kind of environmental management that would reflect the unique nature of the Group's business, in view of the increasing diversity of environmental issues and the growing importance of environmental management.

### \* Agenda 21

Agenda 21 is a concrete action plan that all countries and international organizations are supposed to follow in order to achieve sustainable development. It sets forth programs for addressing social and economic problems such as population, poverty and habitation, and environmental issues such as atmospheric and soil pollution, deforestation, desertification, sustainable agriculture, biodiversity, water resources, harmful waste emissions, and chemicals.

**WEB** Fujitsu Group Environmental Policy  
<http://www.fujitsu.com/global/about/environment/approach/policy/>

## Green Policy 2020 Medium-term Environmental Vision

In our quest for solutions to global environmental problems, we devised Green Policy 2020, a medium-term environmental vision that defines the role and direction of the Fujitsu Group through to the target date of 2020. Anchored by the keywords "Creation," "Collaboration," and "Change," this vision will promote environmental innovation at Fujitsu and within society as a whole by leveraging the power of IT, with the goal of realizing a prosperous, low-carbon society.

Three goals we have set towards achieving this vision are to contribute to customers and society in general (by contributing to a 30 million ton reduction in CO<sub>2</sub> emissions in Japan by 2020), to achieve change within Fujitsu, and to preserve biodiversity. These goals form a framework for our ongoing initiatives.

**WEB** Medium-Term Environmental Vision: "Green Policy 2020"  
<http://www.fujitsu.com/global/about/environment/approach/greenpolicy2020/>

### Green Policy 2020 Concepts



## Fujitsu Group Environmental Protection Program (Stage V)

We drafted Stage V of the Fujitsu Group Environmental Protection Program to guide our environmental activities during the period from fiscal 2007 to fiscal 2009. The program is founded on two basic policies: Develop environmental activities in which all employees can play an active role, and expand the scope of environmental activities to the entire supply chain. In line with these policies, we are working to achieve concrete targets in five

priority areas: improving the environmental value of products and services, implementing global warming countermeasures, reinforcing governance, reinforcing risk management, and making environmental contributions to society (see page 45).

**WEB** Stage V Fujitsu Group Environmental Protection Program  
<http://www.fujitsu.com/global/about/environment/management/program/stage5/>

## Green Policy Innovation Initiative to Reduce Customers' Environmental Burden

In December 2007, the Fujitsu Group unveiled a new initiative called "Green Policy Innovation" to leverage the accumulated environmental expertise and technologies of the Fujitsu Group. With this project, we are vigorously promoting the reduction of customers' environmental burden by using "Green IT\*" in two ways: first, reducing the environmental burden of IT infrastructure, and second, utilizing Green IT to reduce customers' burden on the environment. Our aim in this project is to reduce CO<sub>2</sub> emissions by 7 million tons or more over the 4-year period from fiscal 2007 to fiscal 2010 (see pages 10 to 17).

\* "Green IT" is a general term that refers to eco-conscious IT equipment with greater energy efficiency, compact size, and other eco-friendly features, as well as IT solutions that, when adopted, can reduce the environmental burden.

**WEB** Project for Reducing Environmental Burden through Green IT  
<http://www.fujitsu.com/global/about/environment/gpi/>

## The History of Fujitsu's Environmental Activities

- 1935 ● Park-style design adopted for new Kawasaki Plant at the suggestion of Fujitsu's founder, Manjiro Yoshimura.
- 1938 ● Kawaski Plant completed.
- 1972 ● Environmental control sections established at each plant.
- 1989 ● Environmental Committee established.
- 1991 ● Environmental Engineering Promotion Center established.
- 1992 ● Fujitsu's Commitment to the Environment formulated.
- 1993 ● Fujitsu Environmental Protection Program (Stage I) formulated.
- 1997 ● All domestic manufacturing sites certified ISO14001 compliant.
- 2000 ● Corporate Environmental Affairs Unit established.
- 2002 ● Fujitsu Group Environmental Policy established.
- 2006 ● ISO14001 globally integrated certification acquired, including overseas Group companies.
- 2007 ● Fujitsu Group Environmental Protection Program (Stage V) formulated.
  - Green Policy Innovation project, which reduces our customers' environmental burden through Green IT, started.
- 2008 ● Green Policy 2020 medium-term environmental vision formulated.

With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment

# Targets and Achievements

Establishing clear objectives that apply to all business areas of the Fujitsu Group, as well as carrying out well-planned and continuous environmental protection efforts.

## Progress Status of the Stage V Fujitsu Group Environmental Protection Program

Five Priority Areas	Stage V Targets (to be achieved by end of FY 2009)	Targets (FY 2008)	Performance (FY 2008)	Status*	Related Pages
Improving the Environmental Value of Products and Services	<b>Increase the number of Super Green Products**1</b> Targeting the Green Products being newly developed in all business units, by the end of fiscal 2009 we aim to increase to over 50% the proportion of products that are Super Green Products with top-class environmental characteristics.	Super Green Products ratio: 33%	Certified 42 product families among Super Green Products. Achieved a 46% ratio of Super Green Products in all Green Products.	○	P53-
	<b>Achieve an improved environmental efficiency factor</b> By fiscal 2009 we will strive to achieve an environmental efficiency factor of "2" relative to products in fiscal 2005 for newly developed Green Products in all business units.	Achieve Factor: 1.75	Achieved a factor of 2.9 on average across the Fujitsu group newly-developed products in fiscal 2008	○	P55
	<b>Maintain resource reuse and recycling rate of recovered end-of-life products**2</b> Maintain the resource reuse and recycling rate of business IT equipment achieved in the Stage IV Fujitsu Group Environmental Protection Program (at 90% or higher).	Resource reuse and recycling rate: 90% or higher	Resource reuse and recycling rate: 91.5%	○	P59-
	<b>Expand environmental solution offerings</b> We will strive to offer Environmentally Conscious IT Solutions in all areas of our business by fiscal 2009.	Expand to 28 the number of areas where our environmental solutions have been certified or registered in the SI and outsourcing areas.	Increased the number of areas with certified or registered environmental solutions to achieve 28 in the SI and outsourcing areas.	○	P57-
Global Warming Counter-measures	<b>Reduce CO<sub>2</sub> emissions from energy consumption</b> ● Global: Reduce CO <sub>2</sub> emissions per unit sales to 28% below fiscal 1990 levels by the end of fiscal 2010. ● Japan: Limit energy consumption-related CO <sub>2</sub> emissions at our business sites to below fiscal 1990 levels by the end of fiscal 2010	● Global: Reduce by 60 to 68% from fiscal 1990 levels ● Japan: Hold down to a 17% increase over fiscal 1990 levels	● Global: Reduced by 67.8% from fiscal 1990 levels ● Japan: Held down to a 3.0% increase over fiscal 1990 levels	○	P61-
	<b>Reduce greenhouse gases other than CO<sub>2</sub></b> We will work to reduce emissions of greenhouse gases other than CO <sub>2</sub> by 10% relative to fiscal 1995 emissions by the end of fiscal 2010.	Hold down to a 140% increase over fiscal 1995 levels	Held down to a 65.3% increase over fiscal 1995 levels	○	P61-
	<b>Apply Green Factory and Green Office systems</b> We seek to achieve a two star or higher ranking* in the Green Factory or Green Office systems at all our business sites by the end of fiscal 2009. * Specific achievement level under an original Fujitsu evaluation standard	Achieve two star (★★) or higher ranking at 80% of business sites	● Factories: achieved at 81% of sites ● Offices: achieved at 77% of sites	○ △	P63-
	<b>Reduce VOC emissions</b> We aim to reduce volatile organic compound (VOC) emissions by 30% relative to fiscal 2000 levels by fiscal 2009.	Keep to ±0% relative to fiscal 2000 levels	Reduced by 28% from fiscal 2000 levels	○	P63-
	<b>Reduce waste generation</b> We will strive to reduce waste generation by 3% relative to 2005 levels by the end of fiscal 2009.	Keep to ±0% relative to fiscal 2005 levels	Reduced by 10.4% relative to fiscal 2005 levels	○	P63-
	<b>Reduce CO<sub>2</sub> emissions during distribution and transport**3</b> We will strive to reduce the volume of transport-related CO <sub>2</sub> emissions by 40% from fiscal 2000 levels by the end of fiscal 2010.	Reduce by 27% from fiscal 2000 levels	Reduced by 38% from fiscal 2000 levels	○	P68
Reinforcing Governance  Reinforcing Risk Management  Environmental Contributions to Society	<b>Improve our environmental management system (EMS)</b> We will strengthen environmental activities in our business by improving our globally integrated environmental management system.	1. Broaden scope of application of EMS. 2. Strengthen environmental programs of main businesses by devolving responsibility to individual BUs (business units). 3. Improve quality of internal auditing by increasing number of publicly-certified auditors. 4. Strengthen office environmental activities.	1. Introduced EMS to a wider range of companies. 2. Established environmental activity councils at product BUs. 3. Registered 46 publicly-certified auditors. 4. Increased number of offices with Green Office status.	○	P46-
	<b>Advance green procurement activities</b> We will strengthen environmental activities throughout our supply chain and support the activities of our business partners. ● We will promote improvements in our business partners' environmental management systems, for example, encouraging them to obtain third-party certification such as ISO14001. ● We will promote construction of chemical substance management systems (CMS) by our business partners.	1. Operate a level II (FJEMS) or higher EMS for 85% of structural material business partners 2. Construct CMS systems for 95% of structural material business partners	1. Operating rate for Level II or higher EMSs: 92.9% 2. CMS construction rate: 97.6%	○	P67
	<b>Activities for environmental contributions to society</b> We will carry out locally attuned activities that make environmental contributions to society and in which each of our employees can play an important role.	Number of activities that make environmental contributions to society implemented ● Japan: One per year at all business sites ● Overseas: One every three years at all business sites	● Japan: Implemented at all sites ● Overseas: Implemented at 33% of all sites	○	P69

\*1 As the level achieved in fiscal 2007 far exceeded the original target, the target was increased by 50% from FY 2008 on.

\*2 Since the quantity of products recovered decreased as products were downsized, the target was changed in FY 2008 to 'maintain a resource reuse ratio of 90% or higher', and it was redesignated from an action-plan target to an internal management indicator.

\*3 As the level achieved in FY 2008 far exceeded the original target, the target was increased by 40% from FY 2009 on.

\*4 A circle (○) indicates full achievement of a target, while a triangle (△) indicates only partial achievement.



# Environmental Management

We are continuously working to improve our ISO14001-based environmental management system and to promote unified environmental management of the Fujitsu Group.

## EMS Implementation and Operational Status Environmental Promotion Structure

The Fujitsu Group's environmental management system (EMS) is based on the company's business group organization in order to facilitate rapid management decision-making, and consists of a matrix structure combining 'line programs' for promoting environmental protection activities tailored to each group's particular operating characteristics and 'business-site programs' under which individual factories and offices tackle common themes.

The final decisions on environmental management are taken at meetings of the Management Council, which is headed by the company's President and has two committees – the Environmental Committee and the Low Carbon Committee – under its direct authority. The Environmental Committee sets up subcommittees staffed by those responsible for specific environmental protection programs, transcending the structure of business groups and units, to consider matters such as environmental action plans and improving the EMS. The Environmental Committee manages and integrates the results of these subcommittees' deliberations and reports them to the Management Council. The new Low Carbon Committee, established in September 2008, is staffed by business group operations executives and was set up to review company policy particularly in relation to the prevention of global warming, for example by reducing emissions associated with the Group's own operations.

An EMS Committee with a Factory Working Group and Overseas EMS Committee under its authority has also been set up to communicate the results of these discussions and reviews throughout the Group and ensure that they are understood, assimilated, and acted on dynamically. The EMS Committee convenes those responsible from each business

group and informs the various divisions and group companies of what the Group requires them to do. The Factory Working Group brings together environmental coordinators from the Group's manufacturing facilities to deliberate matters such as establishing common environmental standards, and issues affecting the operation of the EMS. Meanwhile, environmental coordinators from Group companies outside Japan attend Overseas EMS Committee meetings to hear about and discuss the Group's environmental requirements.

In FY 2008, the Stage V Fujitsu Group Environmental Protection Program called for the Group's main businesses to be strengthened by raising the quality of its globally integrated EMS. In line with this, the scope of EMS application was broadened, environmental activities in its main businesses were strengthened, and policies implemented to improve the quality of internal auditors.

### Establishment of BU Environmental Activities Councils

In the Stage V Fujitsu Group Environmental Protection Program, Fujitsu has specified strengthening the environmental programs of its main businesses.

Moving towards practical implementation, it was decided in the FY 2007 management review to promote a shift toward more autonomous environmental activities. BU Environmental Activities Councils, attended by the senior managers of the BUs under the control of each business group, were set up at the BU level for this purpose. This has made the BUs the key stakeholders and has enabled them to implement environmental programs tailored to their particular operations (both products and services), strengthening their activities not only at the site (factory or office) level but also at the line (business) level.

In FY 2008, these activities were centered mainly on product BUs, but it is planned to extend them to include solutions BUs and address them in similar ways from FY 2009 on.

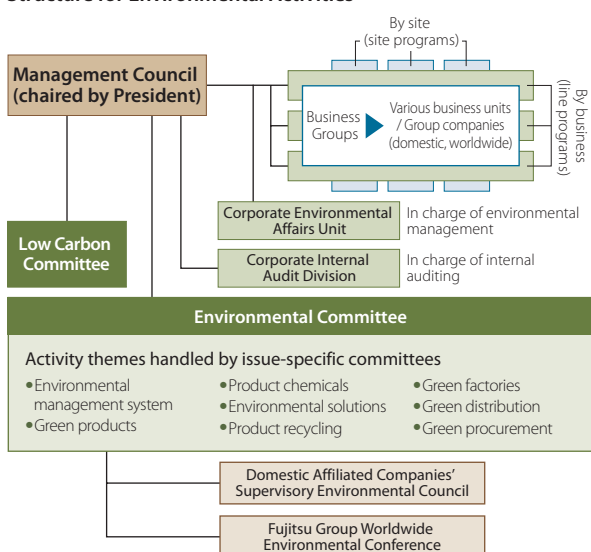
### Operation of globally integrated ISO14001 certification

We obtained integrated ISO14001 certification, which is an international EMS standard, covering our domestic consolidated subsidiaries at the end of fiscal 2004. Fujitsu and Group companies in Japan (a total of 97 companies), together with 11 overseas companies, now operate their environmental programs under a single management system. After acquiring integrated certification, an annual surveillance audit was performed until FY 2007, and then in FY 2008 the first renewal audit was performed and the certification registration document was rewritten.

Since 31 of our consolidated overseas non-manufacturing subsidiaries have constructed and are operating an EMS based on common standards derived from the Fujitsu Group's environmental policy, we have now established an environmental management system that covers the entire Group.

We are also aiming to utilize the EMS to achieve strengthened group governance through, for example, achievement status

### Structure for Environmental Activities



With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment



## Environmental Management

reports for the Environmental Protection Program (Stage V), efforts towards compliance in each group company, handling of emergency situations, environmental communication activities, collection of quarterly environmental protection activity reports, and implementing management reviews also covering overseas operations.

### Fujitsu Group Wins Continuation Award for its EMS.

The Fujitsu Group has won an award from JACO (Japan Audit and Certification Organization for Environment and Quality) for operating its EMS continuously for the last 13 years. This award recognizes the sustained improvement of environmental programs run by registered organizations. Corporate First Senior Vice President Junichi Murashima received the trophy on behalf of the Fujitsu Group from JACO's President Yasunori Shimoi.

To commemorate the winning of this prize, EMS 10-Year Continuation Award trophies were also presented to 25 Fujitsu factories and Group company sites that had maintained their registration for a period of at least ten consecutive years.

### Implementing Environmental Audits (internal audits)

To ensure that our internal audits are fully objective and independent, they are directed by a Corporate Internal Audit Division unaffiliated with any line organization and are performed by auditors from Fujitsu and Group companies.

From July through December of FY 2008, 536 Fujitsu Group factories, offices and other facilities in Japan and abroad were internally audited. During these audits, the trends in items highlighted in the FY 2007 round of internal audits were examined together with the results of external audits, with two top priorities: (1) confirming compliance and (2) confirming main business activity status and supporting performance improvement. Sales divisions also audited each other in fiscal 2008, with the aim of stimulating their environmental programs by reflecting their experience of auditing another division in their own activities.

The result of these internal audits was a total of 584 findings, including 89 minor nonconformances and no major ones. Most of the findings related to compliance (mainly to do with industrial waste), operations management (observance of self-imposed rules) and environmental aspects (either omitted or not evaluated satisfactorily). All of the findings had been resolved by the end of fiscal 2008.

External audits were also performed from July through December of fiscal 2008. Group companies in Japan were audited by JACO, which listed seven minor nonconformances, while overseas Group companies were audited by DNV (Det Norske Veritas), which found 16. Neither auditing company discovered any major nonconformances. When the results of the audits were combined, it was found that, in Japan, most of the nonconformances related to objectives and targets, operational management and management reviews. In Japan, all of the nonconformances had been corrected by the end of fiscal 2008,

while their status at overseas companies will be reviewed in the fiscal 2009 round of external audits.

### Status of Environmental Compliance

While the Fujitsu Group made no major violations of environmental law and caused no accidents that had any major impact on the environment in FY 2008, there were 13 events in which laws were violated or our own standards were exceeded. These consisted of matters like exceeding the allowable limits for water quality and noise, inadequacies in contracts and other documentation, and failing to make the required submissions to official authorities.

We will do our best to prevent any recurrence of such incidents.

### Environmental Education and Enlightenment

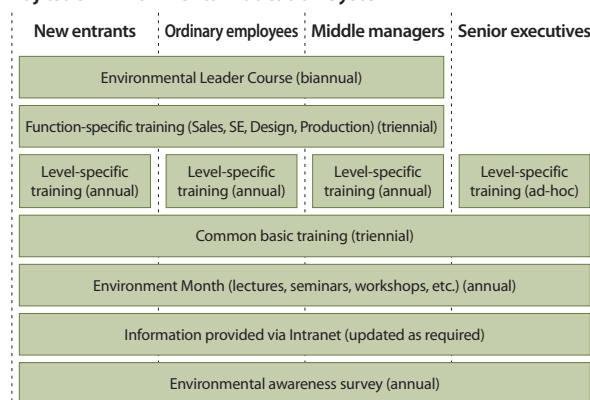
In order to promote environmental activities with the participation of all employees, the Fujitsu Group is implementing a wide range of environmental education and enlightenment efforts for employees in all divisions based on the idea that improving the environmental awareness of every one of our employees is required. We have also established a system for recognizing outstanding efforts.

### Our Environmental Education System

To ensure that our environmental activities take firm hold, the Fujitsu Group believes it essential to inculcate and raise the environmental awareness of each and every employee to a point where it translates into actual practice. To this end, the Group has been carrying out environmental education and enlightenment training since 1995, based on the system described below.

In addition to having all of our employees undertake environmental E-learning once every three years to acquire a basic understanding of environmental issues, environmental education also forms a part of the general training given to new entrants when they join the company and to ordinary employees, middle managers and senior executives whenever they are promoted. On top of this, customized environmental

#### Fujitsu's Environmental Education System



training is also delivered to individual areas of the business such as sales, systems engineering (SE), design, quality assurance and production.

Some Group companies also run their own environmental training programs. Fujitsu CoWorCo, for example, set up its 'Eco-Creator' internal certification system in 2008, and the whole company is working on developing a workforce highly aware of environmental considerations.

### Internal Award System

To raise the environmental awareness of employees in all the Fujitsu Group companies, we have operated an Environmental Contribution Award scheme and an Environmental Contest (with a photo division and an eco-life division), open to all employees, every year since 1995. Since fiscal 2002, the Environmental Contribution Awards 1st Award has been designated a 'Key Award' and is conferred by our President at the company's annual Foundation Day celebration held each June.

### Implementing Environmental E-Learning

Once every three years, we run an environmental e-learning program for all Group employees with the object of implementing environmental protection activities conforming to ISO14001 and promoting the awareness, understanding and implementation of the Stage V Fujitsu Group Environmental Protection Program.

Also, in FY 2008, we delivered an E-learning program titled 'Win the Deal with Green IT!' for sales and SE employees from all of our domestic Group companies. This program, designed to teach trainees about Fujitsu's environmental business and Green IT in an easily-assimilated way through the use of dialogs and case studies, was participated in by some 12,000 people.



An E-learning screen

### Environmental Leader Course

In April 2009, people responsible for promoting the Fujitsu Group's environmental management system gathered at the Group's Nakatosa Kuroshio no Mori resort house in Nakatosa-cho, Kochi Prefecture, for a one-night, two-day training course.

The theme of the course was biodiversity, and the participants gained a new awareness of this issue while learning about ecosystems, by observing local soil organisms and undertaking exercises designed to encourage thinking about what companies should do to lighten the burden they place on biodiversity.

### Development of Environmental Learning Materials

In order to share with the outside world the environmental education expertise it has developed for its employees, Fujitsu has teamed up with Fujitsu FOM Limited to create a set of learning materials for environmental education entitled Global Environmental Issue Keywords, and has been marketing them since May 2008 in the form of books and E-learning materials.

These materials cover a wide range of subjects including basic global environmental issues, other companies' environmental businesses, and IT's contribution to the environment. They are designed to promote a wider understanding not just among people engaged in environmental business but also among ordinary employees.



Global Environmental Issue Keywords book and E-learning Screen

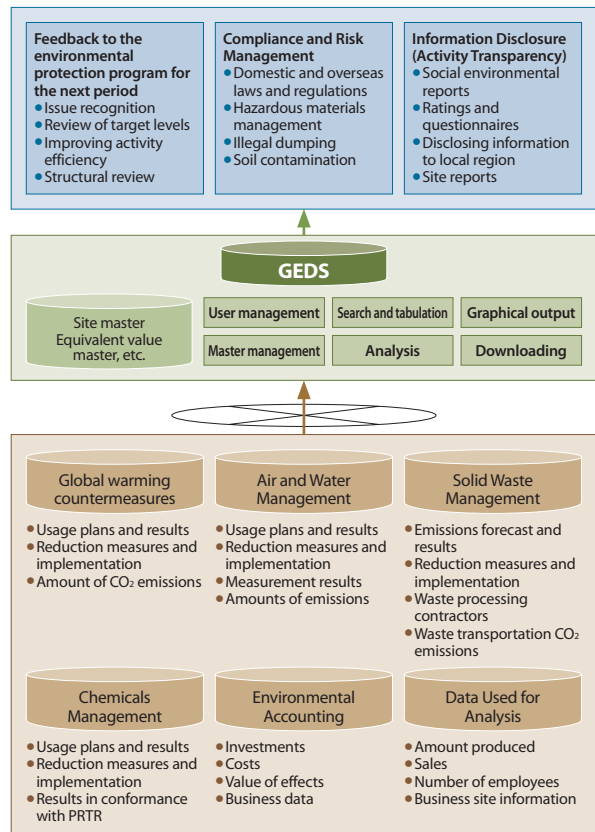
### Promoting Environmental Management Utilizing IT

To improve the efficiency and visibility of our environmental management, the Fujitsu Group makes aggressive use of its unique environmental management tools, which take full advantage of IT.

### Use of the Global Environment Database System

The Fujitsu Group uses the Global Environment Database System (GEDS) to collect the environmental burden (performance) information for the Fujitsu Group companies and business sites worldwide and to manage plans, results, and policy information uniformly.

### Global Environment Database System



With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment

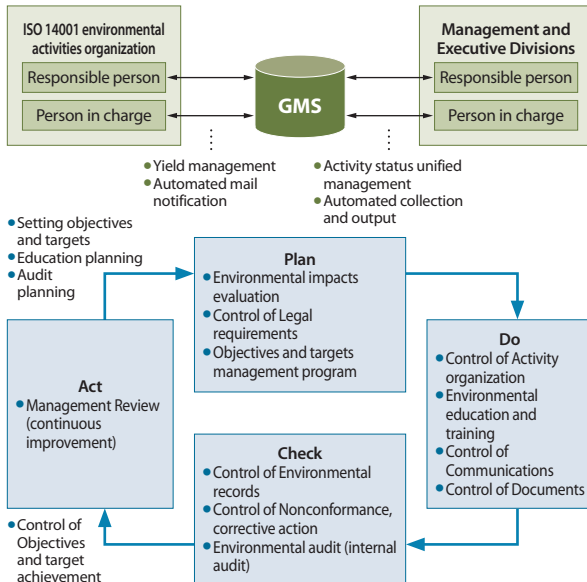
## Environmental Management

### Use of the ISO 14001 Green Management System

The ISO 14001 Green Management System (GMS) is used to exercise unified control over the operational status of the EMS, and to monitor the situation involving improvements to, and legal compliance with, nonconformance issues notified at environmental audits; communications activities; direct and indirect effects and risk/countermeasure levels identified in environmental impact assessments; the setting of environmental management goals and objectives; and the implementation of the environmental management program itself.

This enables corrective measures and objectives to be soundly managed, and effectively ensures continual improvement of the activities with reduced risks.

### ISO 14001 Green Management System



### Conservation of Biodiversity

The mass consumption of energy and natural resources through human activities such as industry, the emission of greenhouse gases and the expansion of populated areas all promote climate change and environmental destruction, severely affecting global ecosystems.

Against this background, Fujitsu joined other companies in signing the Initiative on Business and Biodiversity leadership declaration at the 9th Meeting of the Conference of the Parties to the Convention on Biological Diversity held in May 2008 in Germany. Conservation of biodiversity was also cited as one of the objectives in the Fujitsu Group's Green Policy 2020 medium-term environmental vision published in July of the same year, in which the



Signing the Initiative on Business and Biodiversity

Group pledges to promote all of the items in the "Initiative on Business and Biodiversity" leadership declaration and implement specific initiatives by the year 2020.

The Fujitsu Group addresses the conservation of biodiversity from the twin aspects of its business activities (working to reduce the burden these place on biodiversity) and its social contribution programs (using these to promote biodiversity regeneration and conservation). It also implements a wide range of programs concerned with educating people about the natural environment.

### Reducing the Environmental Burden Placed on Biodiversity by Business Activities

In the business activities of manufacturing industry, there is a need to tackle the reduction of the environmental burden on biodiversity in all phases of a product's life cycle, namely research, design, development, procurement, production, transportation, marketing, utilization and recovery. Fujitsu is currently formulating internal guidelines for conserving biodiversity, and will promote environmental impact assessment and reduction initiatives at every phase.

Furthermore, in order to extend the initiative reducing the environmental burden on biodiversity to cover the entire supply chain, we promote and evaluate the biodiversity initiatives of our suppliers. Supplier biodiversity initiatives have been included for this purpose since FY 2009 in the list of environment/reliability items evaluated under our supplier evaluation system. This system evaluates our principal suppliers from the perspectives of quality, technology, price, supply, and environment/reliability.

Now and into the future, the Fujitsu Group aims to contribute to the conservation of biodiversity through the provision of IT products and services while progressively reducing the environmental burden placed on biodiversity by Group business activities.

### Promoting Biodiversity Regeneration and Conservation through Social Contribution Programs

More than half of the main distribution areas of rare species in Japan are said to exist in SATOYAMA, natural environments close to populated areas. However, the number of exotic species in such areas is increasing, leading to a decline in indigenous species.

In November 2008, 44 Fujitsu Group employees and family members took part in a SATOYAMA conservation day at Shishitsuka, Tsuchiura City, Ibaraki Prefecture, to help eradicate bluegills, black bass, Canada goldenrod and other non-native species. Guided by members of the Shishitsuka Nature and History Association (an NPO that conducts ongoing conservation of the local natural environment), the participants also enjoyed observing wild fungi and making eating utensils from bamboo.



Participants Enjoying the Conservation Day

# Environmental Accounting

Understanding and evaluating the costs and benefits of effective environmental protection activities helps to identify problems and share best practices across the Group.

## Fiscal 2008 Results

As the table below indicates, the Fujitsu Group's FY 2008 environmental accounting results showed a 1.76 billion yen investment in plant and equipment (20 million more than the previous year), expenses of 206.4 billion yen (1.21 billion more than the previous year), and an economic benefit of 27.12 billion yen (4.58 billion less than the previous year).


The main reason why expenses increased by around 1.2 billion yen over the previous year was that administrative costs (chiefly expenses for environmental advertising campaigns such as a series of corporate commercials publicizing the Group's vigorous initiatives to reduce environmental burden by Green IT) went up by approximately 1.5 times to around 4.6 billion yen.

The main cause of the decline in economic benefit of around 4.6 billion yen below the previous year was a large drop in the contribution of environmental conservation activities to value added in manufacturing (the pollution prevention benefit). This is one of the benefits estimated in accordance with the Group's own guidelines. The drop was due to a decrease in the value added by Group companies resulting from the sudden deterioration in the business environment prompted by the worldwide recession. The global environmental conservation benefit also fell by around 600 million yen as a result of the completion of a round of energy-saving programs (such as improving the operation and tightening the control of environmental conservation equipment). Profits from the sale of valuable resources no longer needed by electronic device subsidiaries, which had been increasing until the previous fiscal year, reversed into a decline with the slowdown in surging market prices for precious metals. Nevertheless, increased benefits associated with the promotion of reduce-and-reuse activities continuing from the previous fiscal year helped to keep the decline in the resource circulation benefit

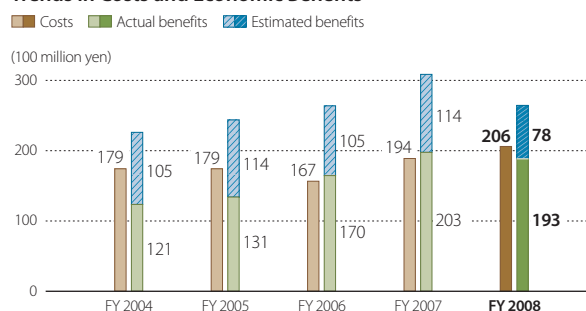
to around 300 million yen.

Also, while it had no effect on the results of the Group as a whole, the breakdown of the overall results changed as a consequence of the LSI business having been spun off into a separate company the previous fiscal year, so that around 200 million yen's worth of equipment investment, 2.7 billion of expenses and 3.7 billion of economic benefits were subtracted from the results for Fujitsu alone and added to the results of its subsidiaries.

There has also been a change to the scope of the aggregation; Fujitsu Automation Limited ceased to be subject to Fujitsu's consolidated accounting in December 2008, so it has been removed from the aggregation for fiscal 2008 in the environmental accounts. However, the effect of this is insignificant, since its equipment investment, expenses and economic benefits were all less than 100 million yen based on the results for the previous fiscal year.

 **Environmental Accounting**  
<http://www.fujitsu.com/global/about/environment/management/accounting/>

## Trends in Costs and Economic Benefits



## Environmental Accounting

Item	Main areas covered	Capital investment (100 million yen)	Costs (100 million yen)	Economic benefits (100 million yen)	Related Pages
Business area costs/benefits	Pollution prevention costs/benefits	2.9 (-2.9)	49.7 (-2.1)	51.3 (-31.2)	P63-65
	Global environmental conservation costs/benefits	9.9 (+1.7)	27.5 (+1.9)	20.0 (-5.5)	P61-62,68
	Resource circulation costs/benefits	0.9 (+0.4)	34.5 (-3.5)	165.9 (-2.7)	P63-64
Upstream/downstream costs/benefits	Collection, recycling, reuse, and proper disposal of products, etc.	0.1 (-0.3)	10.3 (-2.1)	5.2 (-1.2)	P59-60,67
Administration costs/benefits	Provision and operation of environmental management systems, environmental education of employees, etc.	1.4 (-0.5)	46.3 (+16.3)	5.9 (-2.3)	P46-49 P63-64,66
R&D costs/benefits	Research and development on products that contribute to environmental protection, etc.	2.1 (+1.5)	22.9 (±0.0)	19.0 (+1.2)	P53-56
Social activity costs	Donations to, and support for, environmental groups, etc.	0.0 (±0.0)	0.2 (±0.0)	-	P69
Environmental remediation costs/benefits	Restoration and other measures related to soil and groundwater contamination	0.2 (+0.2)	15.0 (+1.6)	4.0 (-4.0)	P65
<b>Total</b>		<b>17.6 (+0.2)</b>	<b>206.4 (+12.1)</b>	<b>271.2 (-45.8)</b>	-

- Numbers in parentheses indicate increases or decreases in comparison with the previous year.
- Due to rounding, figures in columns may not add up to the totals shown.
- See pages 51 and 52 for details on the environmental performance index (environmental conservation benefits).

With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

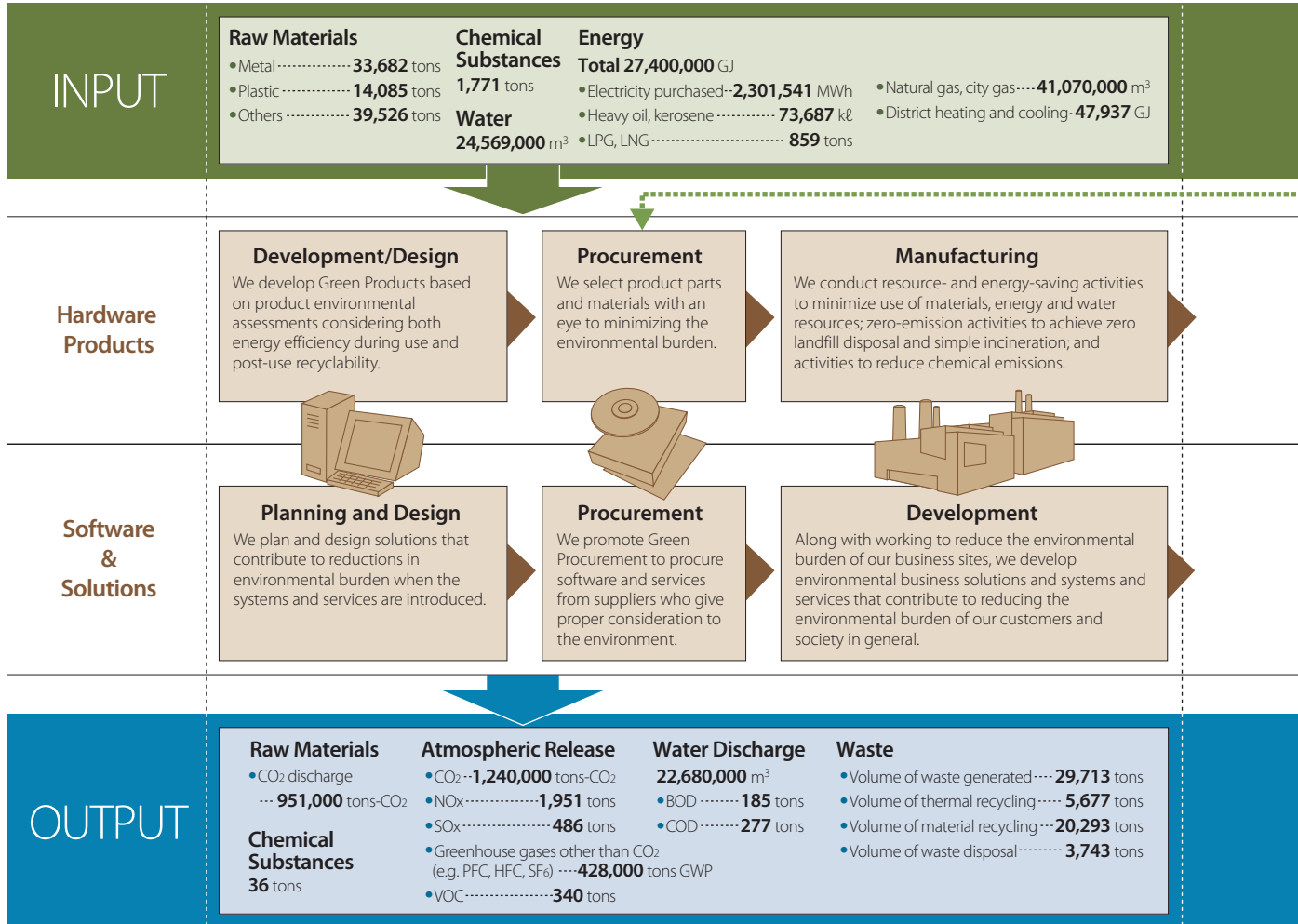
With Global and Local Communities

For the Environment

# Operating Activities and Environmental Burden(Material Balance)

We promote environmentally friendly business activities through overall quantitative assessment of our environmental burden from the life cycle and supply chain standpoints.

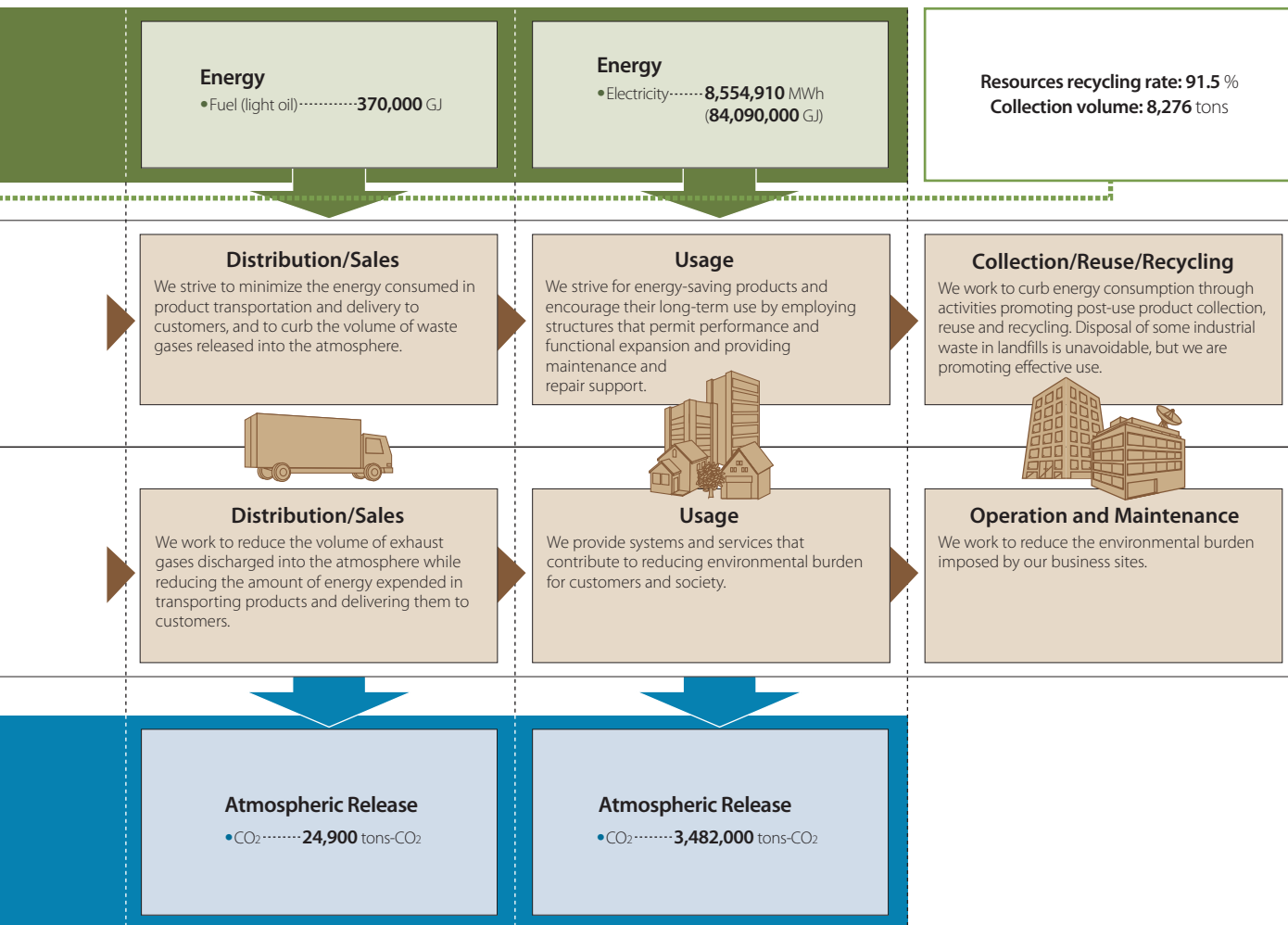
## Material Balance



## Calculation Methods

INPUT		
Development / Planning & Design	Raw Materials	Material inputs to our major products* shipped in fiscal 2008 (raw materials per unit for each product times the number of units shipped in fiscal 2008) * Major products: Personal computers, mobile phones, servers, workstations, storage systems, magnetic disk drives, MO drives, printers, scanners, financial terminals, retail terminals, routers, LAN access equipment, access network products, mobile phone base stations, and electronic devices.
Procurement	Chemical Substances	Volume of PRTR Law target chemicals handled by plants/sites in fiscal 2008
Manufacturing / Development	Water	Volume used by plants/sites in fiscal 2008
	Energy	Electricity, oil and gas consumed by plants/sites in fiscal 2008
Distribution/ Sales	Energy	Energy consumption in transportation in fiscal 2008
Usage	Energy	Electricity consumption by major products shipped in fiscal 2008 (Assumed hours of use per product x age-based electricity consumption x the number of units shipped in fiscal 2008)
Collection/Reuse/Recycling		The weight ratio of recycled parts and resources with respect to the processing volume of post-use products is calculated according to the method of the Japan Electronics and Information Technology Industries Association. It excludes collected waste other than post-use electronic products.





**Calculation Methods**

OUTPUT		
<b>Development / Planning &amp; Design</b>	<b>Raw Materials</b>	Material inputs to our major products* shipped in fiscal 2008 (per-unit volume of CO <sub>2</sub> emitted from mining the resource until it becomes a raw material for each product times the number of units shipped in fiscal 2008) * Main products: Personal computers, mobile phones, servers, workstations, storage systems, magnetic disk drives, MO drives, printers, scanners, financial terminals, retail terminals, routers, LAN access equipment, access network products, mobile phone base stations, and electronic devices.
<b>Procurement</b>	<b>Chemical Substances</b>	Measuring the concentrations of PRTR Law target chemicals discharged through plants' drains and exhaust ports in fiscal 2008 and multiplying the total volume discharged (nickel compounds, manganese compounds, etc.) or total volume emitted (xylene, toluene, etc.), or calculating based on the chemical substance balance (xylene and toluene).
<b>Manufacturing / Development</b>	<b>Atmospheric Release</b>	CO <sub>2</sub> : CO <sub>2</sub> discharge volume associated with energy consumption by plants/sites in fiscal 2008 (Energy consumption times CO <sub>2</sub> conversion factor) NO <sub>x</sub> , SO <sub>x</sub> : Calculated from concentrations in gases discharged from vents (boilers, etc.) by plants/offices in fiscal 2008 Greenhouse gases other than CO <sub>2</sub> : Discharge volume of process gases used in semiconductor manufacturing in fiscal 2008. (Calculated by formulas such as <volume of gas used> x <ratio consumed in reactions> x <detoxification ratio>) VOC: Emission amounts of the substances subject to emissions restrictions stipulated by the four electric and electronics associations for factories and business sites for fiscal 2008
	<b>Water Discharge</b>	Wastewater volume discharged by plants/sites into sewerage or rivers in fiscal 2008 BOD: A measure of the emission volume of organic pollution of water discharged by businesses employing the volume of oxygen consumed when organic matter in water is removed by microbial activity. COD: A measure of the emission volume of organic pollution of water discharged by businesses employing the volume of oxygen consumed when organic matter in water is removed chemically by oxidation.
	<b>Waste</b>	Quantity of Waste Generated: amount of waste generated by plants/sites in fiscal 2008 Volume of Waste Disposal: The volume of landfill disposal and simple incineration by plants/sites in fiscal 2008 (including waste which is not a zero emission target)
<b>Distribution / Sales</b>	<b>Atmospheric Release</b>	The total volume of CO <sub>2</sub> emissions in fiscal 2008, including both fuel consumption by Fujitsu's shipping business when measurable, and shipping distance x freight weight x coefficient when the freight of companies other than Fujitsu is included, as in mixed load transportation
<b>Usage</b>	<b>Atmospheric Release</b>	The volume of CO <sub>2</sub> emissions during use of major products shipped in fiscal 2008 (Amount of energy consumed x CO <sub>2</sub> conversion coefficient. The amount of energy consumed is calculated by multiplying the quantity of electricity used during the estimated time of use of each product unit by the number of units shipped in FY 2008)

## Eco-Friendly Products

We are accelerating the development of Green Products and Super Green Products and are working to reduce environmental burdens throughout the product life cycle.

### Green and Super Green Product Development

The Fujitsu Group has adopted a unified Group-wide approach to eco-design for newly designed products and works to improve environmental performance throughout the product life cycle. We have been implementing our own environmental assessments for products since 1993, and we strive to develop eco-friendly products that reflect environmental considerations in such areas as energy saving, 3R design,\* non-use of hazardous chemical substances, packaging materials, and information disclosure.

Moreover, in 1998, to further strengthen development of eco-friendly products, we established Green Product Evaluation Standards and positioned the products that satisfy them as Green Products. Then, in fiscal 2004, we combined what had previously been two separate sets of regulations—for product environmental assessment and for Green Product evaluation—into a single set of standards with even higher levels of consideration for the environment. We called these Product Environmental Green Assessment Regulations, and they have helped to both strengthen our Green Product development efforts and make them more efficient.

Furthermore, since fiscal 2004, we have been working on what we call “Super Green Product” development for newly developed products. Super Green Products are those that meet the required conditions for Green Products and are also top class in terms of low energy consumption and/or 3R design technology, non-use of hazardous substances, packaging materials and use of eco-friendly materials and technologies. Super Green Products are products or systems recognized as having superior environmental characteristics to others we supply or are available on the market.

In fiscal 2008, 42 product families were recognized as Super Green Products.

#### \* 3R design

Design based on the principles of reduce, reuse and recycle

### Carrying Out Life Cycle Assessment (LCA)

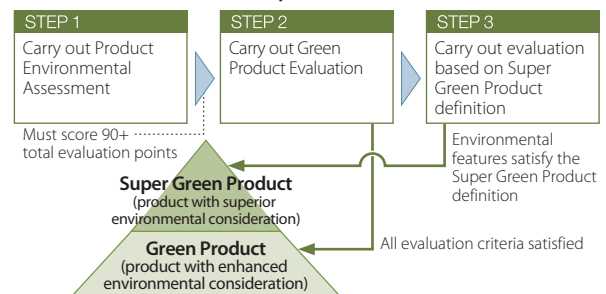
The Fujitsu Group has made it obligatory to perform LCA for all its green products. Calculation standards have been formulated for each product family, and the Group efficiently evaluates the environmental burdens of its products using its own database\*.

Performing LCA makes it possible to determine which parts of a product’s life cycle account for the greatest proportion of the environmental burden, so that environmentally-friendly products can be designed effectively. We also apply the expertise developed through our LCA activities to calculate the eco-efficiency factor, and are actively using this as a tool for communicating with our customers.

#### \* Our Own Database

This is our own unique database of unit values, created by Fujitsu Laboratories Ltd based on input-output tables.

### Mechanism for Green and Super Green Product Evaluation



### Super Green Product Development Achievements (Fiscal 2008)

#### Fujitsu Limited

- SIP telephones: IP Pathfinder / CL Series
- Network servers: IPCOM EX2200 / EX2200 duplex power source type
- SIP server IP-PBX: IP Pathfinder CS RM60S2 and RM65D2
- Real-time image transmission devices: IP-900 Series (IP900E, IP-900D, IP-910E and IP-910D)
- Optical transmission system: FLASHWAVE 9500
- Wireless base station equipment: W-CDMA-OF-TRX
- UNIX server: SPARC Enterprise M3000
- Notebook PCs: FMV-LIFEBOOK R8250, FMV-LIFEBOOK P8260, FMV-LIFEBOOK B8260, FMV-LIFEBOOK T8160 / T8260, FMV-LIFEBOOK TB14/B, FMV-LIFEBOOK E8260 / E8270, FMV-LIFEBOOK A8260, FMV-BIBLO NF/B50, FMV-BIBLO LOOX U/B50 and FMV-BIBLO LOOX R/B70 / R/B50
- PC Workstation: CELCIUS J360
- Desktop PCs: FMV-DESKPOWER CE/B90, FMV-DESKPOWER EK/B50, FMV-DESKPOWER F/B50 and FMV-ESPRIMO D5170
- PC Servers: PRIMERGY Econel 100S2, PRIMERGY TX120 S2, PRIMERGY RX300S4 and PRIMERGY TX150S6
- Blade server: PRIMERGY BX620 S4
- Mobile phones: Raku-Raku Phones (F884i, F883iS and F884iES)
- Hard disk drives:
  - Portable HD: HandyDrive 400 series
  - 2.5" SATA HDDs: MHZ2 BH series, MHZ2 BS series, MHZ2 BJ / MHZ2 CJ series, MHZ2 BK series, MHZ2 BT series and MJA2 BH / MJA2 CH series
  - 2.5" SAS HDDs: MBD2 RC series and MBE2 RC series

#### Subsidiary companies and affiliates

- Access Network Equipment: FA2132 GE-PON-ONU gigabit ethernet passive optical network system (Fujitsu Telecom Networks Ltd)
- Banking terminal: UBT-First (Fujitsu Frontech Ltd)
- Connectors: 10 Gbps capable test board and 260S-type connector (Fujitsu Component Ltd)
- Power source controller: IP Remote Power Source Controller (4-Port RPC2) (Fujitsu Component Ltd)
- Keyboards
  - Compact and Light 1618 for FA (Fujitsu Component Ltd)
- Touch panels: Cushioned Touch Panel (Fujitsu Component Ltd)
- Relays: FTR-F3P Relay, FTR-F1L Relay (Fujitsu Component Ltd)
- Thermal printers
  - FTP-63AMCL401-R (Fujitsu Component Ltd)
  - FI-32L (Fujitsu Isotec Ltd)
- Multiplex wireless device: NFRX-DT (Fujitsu Wireless Systems Ltd)
- Converter ICs: MB39C308 6-ch DC/DC converter IC for UMPC and MB39C309 7-ch DC/DC converter IC with integral SW FET (Fujitsu Microelectronics Ltd)
- FCRAM: MB81EDS256545 256-Mbit consumer FCRAM (Fujitsu Microelectronics Ltd)

\* New products developed in fiscal 2008 are shown

Super Green Product Development Examples

**UNIX server  
SPARC Enterprise M3000**



**Energy savings**  
Achieves an achievement ratio in excess of 500% relative to the target values in Japan's Energy Conservation Law  
57% reduction in operating power consumption (maximum power consumption)

**3R design technology**  
Approximately 60% reduction in volume and mass per performance unit

**Blade server  
PRIMERGY BX620 S4**



**Energy savings**  
Achieves an achievement ratio in excess of 1,000% relative to the target values in Japan's Energy Conservation Law

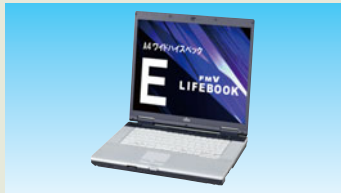
**3R design technology**  
Mounting space reduced from 14U to 7U (1/2)  
Number of cables reduced to from 70 to 30 (1/8)

**PC server  
PRIMERGY TX120 S2**



**Energy savings**  
Complies with International Energy Star Program (first compact server in the world to do so)  
Power consumption reduced by 30% compared with conventional model

**Notebook PC  
FMV-LIFEBOOK E8270**



**Energy savings**  
Achieves an achievement ratio in excess of 1,000% relative to the target values in Japan's Energy Conservation Law

**Desktop PC  
FMV-ESPRIMO D5170**



**Energy savings**  
Power consumption reduced by 50% compared with conventional model  
Over 30% reduction relative to International Energy Star power consumption value (45.4% when idle, 38% when asleep, and 66.5% when off)

**2.5" SAS HDDs  
MBD2 RC series**



**Energy savings**  
Power consumption reduced by 20% compared with conventional models  
Achieves an achievement ratio in excess of 1,400% relative to the target values in Japan's Energy Conservation Law

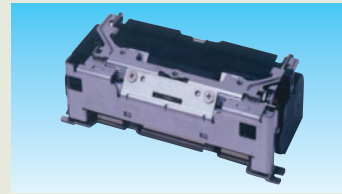
**Chemicals**  
Halogenated (brominated, chlorinated, etc) substances and antimony have been eliminated from all the products' components

**Gigabit ethernet PON system  
FA2132 GE-PON-ONU**



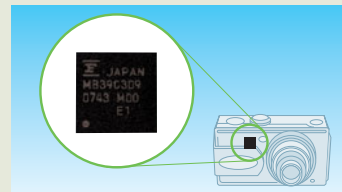
**Energy savings**  
Operating power consumption reduced by 41% compared with conventional models

**Thermal printer  
FTP-63AMCL401-R**



**3R design technology**  
Volume reduced by 24% compared with conventional models

**Power source IC for digital cameras  
MB39C309**



**3R design technology**  
Chip area reduced by 38% through high-density integration

**Energy savings**  
Cross-converter (voltage-raising function) power loss halved

**WEB** Table of Certified Super Green Products (in Japanese)  
<http://jp.fujitsu.com/solutions/eco/products/sgp/>

With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment

## Eco-Friendly Products

### Disclosure of Environmental Information on Products

We actively disclose environmental information on our products, both via the Internet and in the form of environmental labels.

Since the end of FY 2006, we have registered notebook personal computers under the EPEAT\*<sup>1</sup> system, which encourages the purchase of green PCs and is used chiefly by US government bodies. Product environmental information for computers, magnetic disk devices, displays, printers and scanners covered by green purchasing laws\*<sup>2</sup> is published on the Ministry of the Environment's website\*<sup>3</sup>, while the equivalent information for computers, displays, printers and scanners conforming to the International Energy Star Program in Japan is published on the website of the Energy Conservation Center, Japan\*<sup>4</sup>.

\*1 EPEAT website

<http://www.epeat.net/>

\*2 Green purchasing laws

Laws related to promoting the purchase of eco-friendly goods and products by the country or other parties.

\*3 Ministry of the Environment web site

<http://www.env.go.jp/en/laws/policy/green/index.html>

\*4 Energy Conservation Center, Japan website

[http://eccj06.eccj.or.jp/cgi-bin/enestar/pub\\_productsE.php](http://eccj06.eccj.or.jp/cgi-bin/enestar/pub_productsE.php)

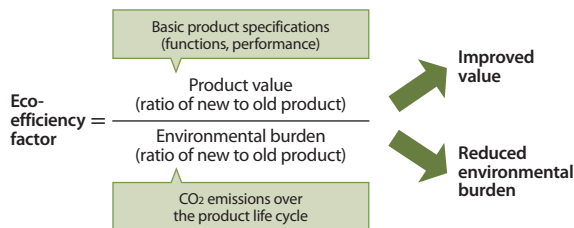
### Reducing Product Environmental Burden by Using the Environmental Efficiency Factor

In fiscal 2007, the Fujitsu Group introduced the eco-efficiency factor\*, which evaluates both increases in product value and reductions in its environmental burden at the same time. The factor is calculated for newly-developed Green Products in comparison with FY 2005 products.

On average, the factor was 2.9 for the Fujitsu Group as a whole for products developed in fiscal 2008, considerably exceeding that fiscal year's target of 1.75. Fujitsu will continue to work for improvements in environmental performance to maintain our eco-efficiency factor at a high level in future product development.

#### \* Eco-efficiency factor

A method for comparing old and new products that quantitatively grasps improvements in both product environmental burden and value (functionality and performance). This is an environmental index that promotes the creation of products that can provide even higher values at even lower environmental burden.



### Research and Development on Leading-Edge Environmental Technologies

Fujitsu and Fujitsu Laboratories, Ltd. carry out R&D on advanced environmental technologies to support the development of Green Products and Super Green Products. In addition to adopting bio-based plastics in notebook PCs for the first time in the industry, we have achieved a variety of successes, including developing (in April 2008) technology for real-time monitoring of the temperature distribution in data centers.

#### Developing Technologies that Help to Combat Climate Change

One of the energy-saving technologies that Fujitsu Laboratories, Ltd., has developed is an innovation, based on optical fibers, that enables detailed, real-time temperature distribution measurement in large datacenters containing many servers.

Through a single optical fiber, this technology makes it possible to measure simultaneously the temperature of over 10,000 areas in a facility, thereby enabling detailed visibility of temperature distribution in large datacenters. Combining this technology with an air-conditioning control system will enable finely-tuned air conditioning, allowing for more energy-efficient large-scale data centers. We intend to offer this as an air conditioning monitoring and control solution in the future.



Fujitsu Develops Technology Enabling Real-time Multiple-Point Temperature Measurement

<http://www.fujitsu.com/global/news/pr/archives/month/2008/20080404-01.html>

#### Developing Plant-Based Plastics

Although plant-based plastics impose a lower burden on the environment and help to reduce the consumption of petroleum resources, their use in products such as PCs has been problematical because of their poor heat resistance and lack of flameproofing.

Fujitsu has developed a new plant-based plastic with better heat resistance, and has incorporated it into its FMV-BIBLO NW90C notebook computer model (released in Spring 2009), where it forms 70% of the notebook's case.

Fujitsu will continue to develop versatile plant-based plastics applicable to a wide range of products and promote their more extensive use in electronic equipment. It will also pursue the use of non-food raw materials that do not compete with food crops



The FMV-BIBLO NW90C, which utilizes plant-based plastic

in the production of these plastics.

## Management of restricted chemical substances in products

The Fujitsu Group designates substances that have been scientifically proven to be harmful to people and the environment and whose use is either prohibited or regulated by law as 'Fujitsu Group Specified Banned Substances.' We provide products that do not contain such substances by strictly prohibiting their use in our products and by working to eliminate them through our green procurement programs.

We also recognize that minimizing the risks posed by certain chemicals is of the highest priority in ensuring our customers' safety. For this purpose, we follow the precautionary principle and designate substances suspected of being harmful (Substances of Concern) as 'Fujitsu Group Specified Controlled Substances,' even when their harmfulness has not yet been fully demonstrated.

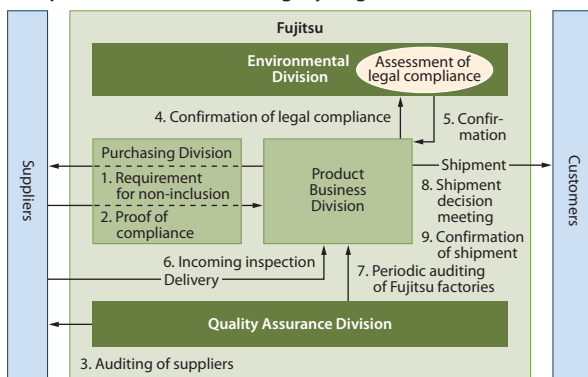
### Compliance for Legally-Regulated Chemicals

The Fujitsu Group defines legally-regulated substances as 'Fujitsu Group Specified Banned Substances,' and provides products that do not contain them.

We have also established Fujitsu Group Green Procurement Standards and are strengthening our control of the chemicals included in our products by focusing on source control and advising our suppliers on how to achieve rigorous control of the chemicals in their products by constructing chemical management systems (CMS).

In response to regulations such as the RoHS\*<sup>1</sup> Directive, we have taken systematic action covering the entire supply chain by constructing a system headed by our product business division (which is responsible for product operations) and including our quality assurance, purchasing, and environmental divisions, to manage chemical substances rigorously and comprehensively in all processes from design through to delivery.

### Compliance Framework for Legally-Regulated Chemicals



\* Fujitsu Group companies are also constructing their own frameworks based on the above

As far as our response to the REACH regulation\*<sup>2</sup> is concerned, we regard this as an issue for the entire supply chain. Participating in the activities of industry associations such as the Joint Article Management Promotion-consortium (JAMP) and the Japan Green Procurement Survey Standardization Initiative (JGPSSI), we are working out how to construct a scheme for communicating information efficiently. In fiscal 2008, we promoted the compatibility of our internal structures and systems with the REACH regulation.

**\*1 RoHS Directive**  
Restriction of the use of certain hazardous substances in electrical and electric equipment

**\*2 REACH Regulation**  
Regulation concerning the Registration, Evaluation, Authorization, and Restriction of Chemicals.

### Some Examples of Fujitsu Group Specified Banned Substances

- Asbestos
- Lead
- Polybrominated diphenyl ethers
- Cadmium
- Mercury
- Polybrominated biphenyls
- Hexavalent chromium
- PFOS
- Polychlorinated biphenyls

### Controlling Substances of Concern

The Fujitsu Group defines Substances of Concern as 'Fujitsu Group Specified Controlled Substances,' and controls the amounts of such substances included in our products.

As far as PVC is concerned, we not only control the amounts included in our products but also require in our Green Procurement Standards that it be used as little as possible, and restrict its use in everything except sheathing for cables and insulating materials for electronic components.

We plan to carry out a review of substances in fiscal 2009 with a view to bringing them into line with the REACH regulation and other directives.

### Some Examples of Fujitsu Group Specified Controlled Substances

- Brominated flame retardants (except PBBs and PBDEs)
- Some phthalic acid esters (DEHP, DBP, DINP, DIDP, BBP, DNOP)
- Polyvinyl chloride (PVC)

### Using IT to Control the Chemicals in Our Products

The Fujitsu Group gathers information on the chemicals contained in the components and materials it purchases from its suppliers through its supply chain. It compiles this information on a database and operates a system devised to enable eco-friendly materials to be selected at the design stage.

It also offers an environmental business solution called PLEMIA/ECODUCE\*, a software package that utilizes this in-house expertise. In fiscal 2008, the Group launched a version of this software compatible with the REACH regulation.

\* The PLEMIA/ECODUCE website (in Japanese):  
<http://jp.fujitsu.com/solutions/plm/pdm/plemia/option-04.html>

With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment



## Environmental Solutions

The Fujitsu Group develops and offers a wide range of environmental solutions to support environmental management, aimed at both reducing environmental burdens and increasing economic value.

### The Basic Thinking behind Our Environmental Solutions

Companies' environmental initiatives need to go forward not only as a means of reducing the burden their operations impose on the environment and as a response to risks such as laws and regulations, but also in the form of the kind of environmental management that leads to the company's growth, through the implementation of environmental activities matched to its business strategy.

At Fujitsu, we support the continual advancement of our customers' environmental management by providing solutions that help the environment (reducing the environmental burden while increasing economic value) and environmental management solutions.

### Providing Solutions that Help the Environment


The Fujitsu Group utilizes environmental impact assessment techniques to quantitatively evaluate the environmental burden reduction benefits of using our software and IT services/solutions, and develop and provide eco-friendly solutions that help to reduce our customers' environmental burdens. By the end of fiscal 2008, we had certified a total of 160 products (including an increase of 55 in fiscal 2008), and had provided them to customers in a wide range of businesses and industrial fields.

From 2007, we have also introduced the Environmentally Conscious Solutions Registration System, a qualitative environmental assessment. This is not limited to earlier business areas but also targets efficiency-improving tools for corporate internal use. We have registered 206 proposals as a system that all employees can work with.

We are also expanding the software and IT solutions business areas we offer as Eco-Friendly and Environmentally Conscious Solutions from a package-centered approach (we achieved complete coverage of all areas in Stage IV) to the SI and outsourcing areas, and have deployed this approach in all of the business areas.

The Stage V Fujitsu Group Environmental Protection Program included a fiscal 2008 standalone target of expanding to 28 the number of SI and outsourcing areas in which our environmental solutions have been certified or registered, and we were able to meet this target.

In fiscal 2009, we aim to probe even more deeply in all areas.

 **Environmentally Conscious Solutions**  
<http://www.fujitsu.com/global/about/environment/solutions/esolutions/>

### Environmental Impact Assessment Techniques

The Fujitsu Group utilizes techniques developed by Fujitsu Laboratories Ltd to quantitatively assess from the following viewpoints how much our customers' environmental burdens have been reduced by introducing our IT solutions products (see page 10).

- Evaluating the environmental benefits of introducing IT solutions, including the benefits of increasing efficiencies such as working efficiency as well as the potential energy-saving and resource-saving benefits.
- Indicating the overall environmental benefit by evaluating from the standpoints of both the factors that increase the environmental burden and the factors that decrease it.
- We evaluate by converting the environmental burden to a CO<sub>2</sub> emission quantity.

#### Case Study ① Nakano Ward

Nakano Ward in Tokyo, a local government authority with sophisticated use of IT, has introduced our 'IPKNOWLEDGE' internal information system into its ward office, and is using it to improve its working efficiency and reduce its environmental

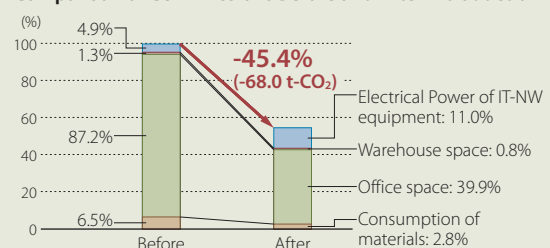


Nakano Ward Office

burden. The result of a trial calculation of the reduction in the environmental burden indicated that introducing the system had led to a 45.4% decrease in CO<sub>2</sub> emissions.

Nakano Ward submitted this initiative as a case study titled 'Case Study on the Introduction of an IT Solution into a Ward Office's Internal Communications' for a Ministry of Internal Affairs and Communications' study group's Case Studies on Reducing Environmental Burdens through ICT (Information and Communications Technology), and it was published in the study group's report in April 2007.

#### Comparison of CO<sub>2</sub> Emissions Before and After Introduction



 **Overview of Nakano Ward on the Internet**  
<http://www.city.tokyo-nakano.lg.jp/en/index.html>

### Providing Environmental Management Solutions

We provide environmental management solutions based on the Group's extensive track record of consulting and introducing environmental solutions and its expertise built up over many years of conducting internal environmental activities.

Based on our own original assessments developed by condensing the Group's knowledge and accomplishments, we utilize the Environmental Management Framework newly developed by Group company Fujitsu Research Institute to evaluate our customers' management activities. We use the

results of this evaluation to render visible the issues that need to be addressed. We also propose ways of resolving them by adopting strategic and effective measures that utilize the Fujitsu Group's wide range of IT solutions.

### Consulting for Evaluating and Improving Environmental Management

This is a consulting service that utilizes the Environmental Management Framework to comprehensively evaluate customers' environmental programs and put forward improvement proposals.

In line with the six constituent elements and approximately 100 assessments of our Environmental Management Framework, we evaluate these programs from viewpoints such as legal/regulatory and other requirements, industry standard level, economic impact on management, and degree of standardization of in-house implementation. We also consult on continuous improvement of management, based on the evaluation.

### Consulting for Evaluating and Improving Environmental Conservation Activities

This is a consulting service that focuses on environmental conservation activities (one of the constituent elements of the Environmental Management Framework).

Having exhaustively identified the environmental conservation activities that a customer should undertake at each phase of its business process, we evaluate the efficiency, soundness and other aspects of its current activities and propose solutions for resolving the issues.

### Environmental Business Solutions

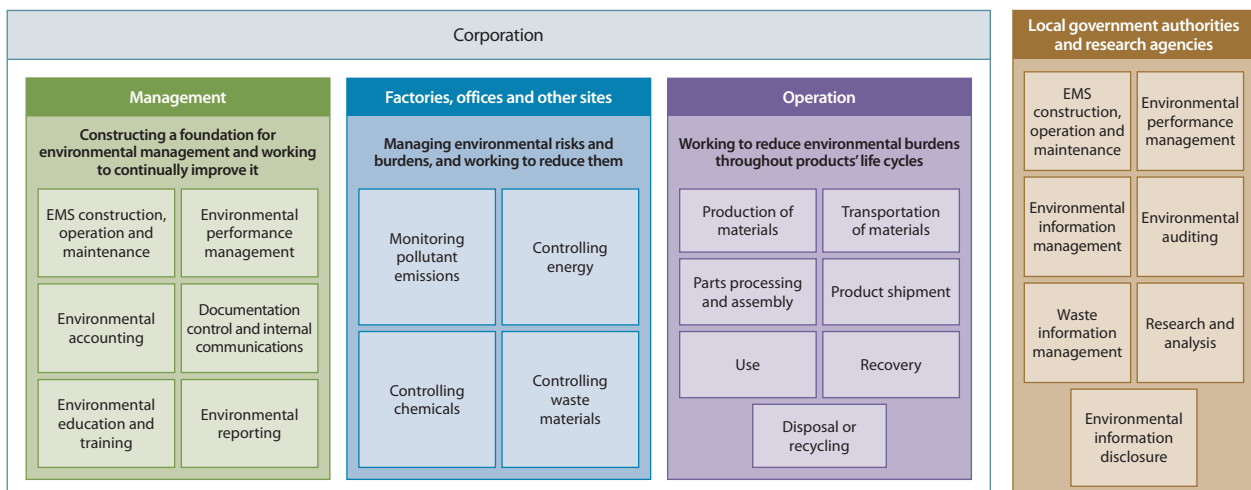
Using the expertise cultivated within the Group's environmental activities as a reference model, we support our customers' environment-related work with 33 different IT solutions.

### Some Examples of Environmental Business Solutions

- SLIMOFFICE EX Environmental Management Information System
- PLEMIA/ECODUCE Product Chemicals Management Solution

Case Study ②	Toyota Motor Corporation Australia
<p>In 2005, Toyota Motor Corporation Australia (Toyota Australia) launched its Five Year Environment Plan, and in 2007 published its first annual Sustainability Report. Toyota decided, as part of this initiative, to address the promotion of Green IT in order to help it to achieve its environmental targets.</p> <p>Using its own independently developed model including questions and assessments regarding sustainability and Green IT, Fujitsu Australia Ltd (FAL) conducted multiple interviews and measurements to determine what Toyota Australia's IT greenhouse gas footprint was and what solutions were needed to meet their Green IT policy and objectives. The strategy recommended a range of initiatives to help the company achieve its Green IT vision, including optimizing the infrastructure, minimizing energy usage, and implementing life-cycle management of its IT equipment. These initiatives are helping the company to render its sustained contribution to the environment visible through the establishment of key performance indicators and to implement environmental programs with its suppliers and other business partners.</p> <p>The plan that FAL developed for Toyota Australia through its environmental consulting services was a package of measures to enable the company to reduce its greenhouse gas emissions by 43%. Toyota Australia accepted this plan and is already halfway through a program designed to deliver this reduction. FAL intends to go on helping its customers to reduce their environmental burden and realize a prosperous, low-carbon society.</p> <p>FAL has also started working with Fujitsu Research Institute Ltd (which is launching an environmental consulting service in Japan) and Fujitsu itself to offer the best solutions in the Fujitsu Group all over the globe.</p>	

### Framework and Structure for Environmental Business Solutions



With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment

## Promoting Product Recycling

Advancing collection and recycling of end-of-life IT products from the global perspective to help create a recycling-minded society.

### The Concept of Producer Responsibility

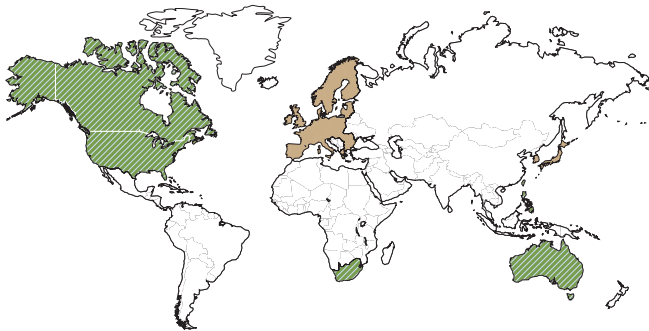
In accordance with the concept of Extended Producer Responsibility (EPR), under which the producer's responsibility for its products is not limited to the product design and manufacturing stages but extends to the disposal and recycling stages as well, the Fujitsu Group carries out recycling programs that comply with the waste disposal and recycling laws and regulations of the various countries in which it operates. We also try to do as much collection, reuse and recycling as we can even in countries where recycling is not obligatory, in line with the concept of Individual Producer Responsibility (IPR), which sees each producer as responsible for its own products.

IPR is a major challenge for the Fujitsu Group in expanding its business globally, but we believe that responding to this challenge and that of EPR in collaboration with industry associations and governments will enable us to help create a recycling-minded society in which the requirements and demands of all stakeholders are met.

### Promoting Product Recycling Overseas

The Fujitsu Group constructs and operates its own recycling systems in Europe, North America (the USA and Canada) and Asia (Singapore, the Philippines, and Australia).

#### Recycling Services



■ Countries with recycling legislation in place  
■ Countries in which Fujitsu voluntarily provides recycling services

\* The recycling service in South Africa is an effort of Fujitsu Technology Solutions

### Promoting Product Recycling in Japan

As an enterprise with official designation for wide-area industrial waste disposal in Japan, Fujitsu has developed a nationwide recycling system based on Fujitsu Recycling Centers and other facilities, and engages in various kinds of contracts for accepting industrial waste for appropriate processing throughout Japan.

This system provides for rigorous traceability and security, and achieves



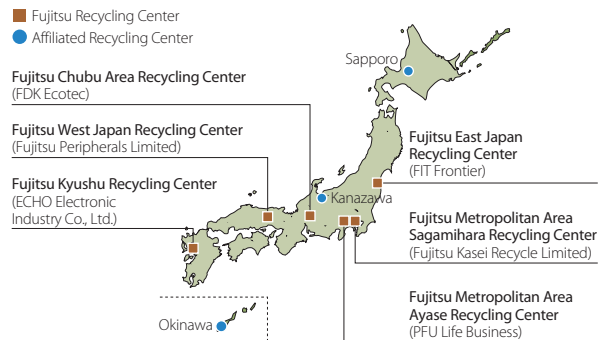
Wide Area Industrial Waste Disposal Certificate

a high delete resource reuse rate\*. By providing this safe and secure service, we are fully discharging our Extended Producer Responsibility (EPR).

#### \* Resource reuse rate

The ratio of the amount (by weight) of recycled parts and resources to the amount of end-of-life business IT products processed.

#### Fujitsu Recycling Centers throughout Japan



### Achievements in Collection and Recycling End-of-Life IT Products

We recycled 8,276 tons of IT products from corporate customers in fiscal 2008, and achieved a resource reuse rate of 91.5%.

We collected more notebook computers and liquid crystal monitors from individual customers and recycled more of their materials, boosting the number of end-of-life PC units to 67,939.

#### Trends in resource reuse rate of end-of-life business IT Products



### Promoting Recycling

Experienced workers carefully dismantle collected products by hand and separate the materials into categories such as steel, copper, aluminum, precious metals, glass and 20 different types of plastic. They also strive to raise their manual disassembly standards through the use of animated disassembly manuals. Materials recognition equipment has been introduced for plastics that are difficult to discriminate, so as to allow the complete segregation of different types of plastic.

In addition to minimizing the quantity of waste materials in this way, we are continually trying to turn them back into resources that can be reused

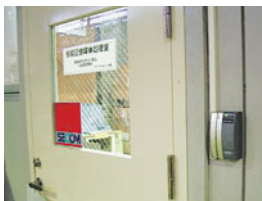


Device for recognizing scrap plastic

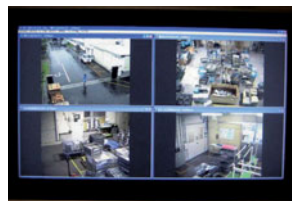
to make products. To keep our customers informed of these initiatives, we distribute ballpoint pens made from recycled plastic at exhibitions and other events, as well as demonstrating PCs being manually dismantled.

### Operation of Security Systems

A high level of security is maintained at Fujitsu Recycling Centers by using infrared cameras to monitor automatically for intruders and check the storage status of the accepted products.



Security system



Security Camera Monitoring System

### Providing Product Recycling Information

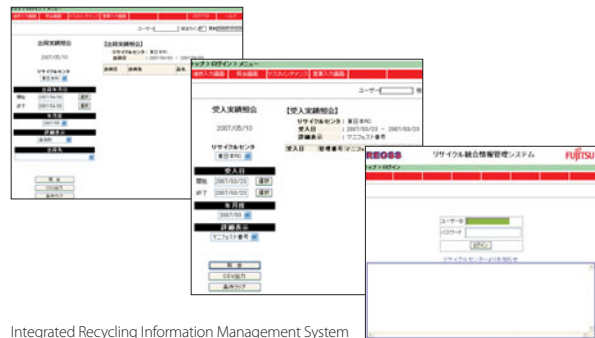
To process end-of-life IT products appropriately, Fujitsu develops and operates an electronic disassembly manual management system that provides, using internal web sites, Fujitsu recycling centers with both the information necessary for product recycling and disassembly manuals in an animated format. In particular, this system provides information on chemical substances, plastic materials, and units that may retain customer data.



Electronic Disassembly Manual Management System

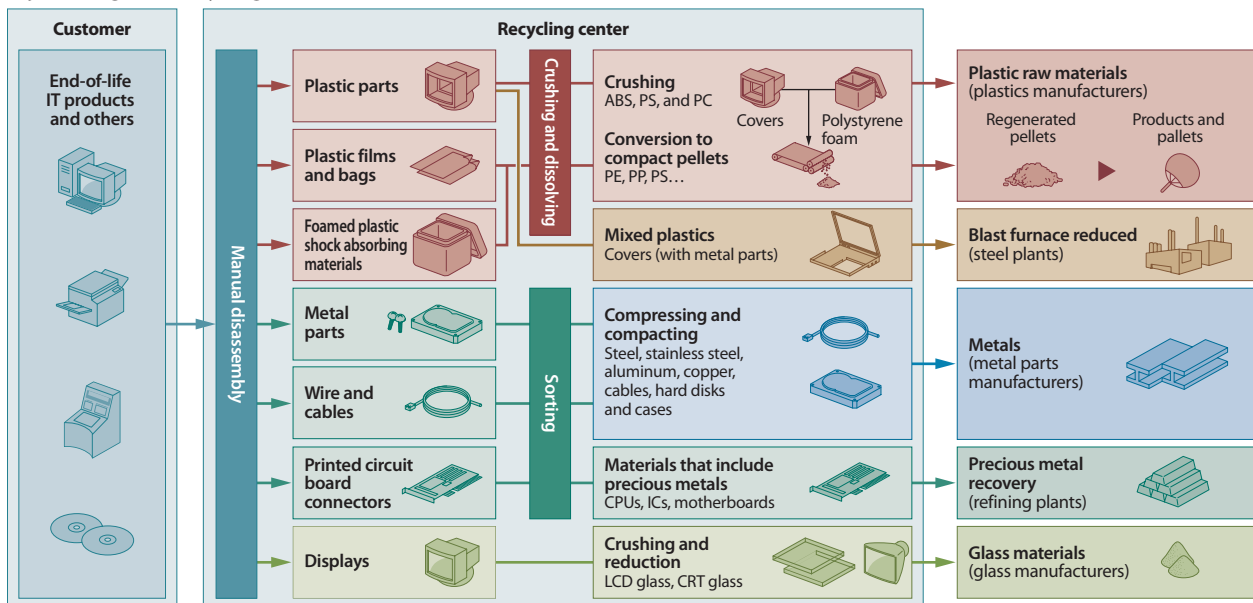
### Developing a Traceability System

We developed an integrated recycling information management system and have adopted it at the Fujitsu recycling centers. This system prevents theft and illegal dumping by attaching barcodes to customers' IT products and managing data on the history of the recycling process from acceptance at the recycling center through disassembly and destruction of the hard disks on a per-customer basis.



Integrated Recycling Information Management System

### Fujitsu Integrated Recycling Process



With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment

## Efforts to Prevent Global Warming

We are examining all of our business operations in our efforts to reduce greenhouse gas emissions — not only factories and offices but also transportation and the products and services we provide.

### Basic Approach

We are working to reduce emissions of greenhouse gases associated with all our group business activities. These efforts include reducing emissions of CO<sub>2</sub> due to energy consumption and other greenhouse gases at our factories and offices and reducing emissions associated with transportation (see page 68). Furthermore, we are working to prevent global warming throughout all areas of business activity by contributing to reduced emissions of greenhouse gases by our customers, industry, and society in general by developing IT products (see page 53) that achieve energy savings and by providing IT solutions (see page 57) that have the effect of reducing environmental burden.

### Low Carbon Committee Newly Established

Since preventing global warming will become an increasingly important business issue and will have a correspondingly greater effect on the way we conduct our operations, we set up a new Low Carbon Committee at the corporate level (see page 46).

The committee's remit is to make those in charge of our businesses aware of the quantities of CO<sub>2</sub> emissions associated with their operations and to deliberate and formulate clear policies on how our businesses should be operated in the Group as a whole with attention to global warming.

Specifically, the committee has begun discussing policies such as setting reduction targets and business evaluation indicators for each business group and budgeting for equipment investment.

### Reducing Greenhouse Gas Emissions Associated with Manufacturing

In our Stage V Environmental Protection Program, we established the goals for annual CO<sub>2</sub> emissions from energy consumption of (1) holding emissions levels to under those of fiscal 1990 for business sites in Japan and (2) reducing emissions per unit of actual sales by 28% relative to fiscal 1990 levels by the Group as a whole, including overseas businesses, both by the end of fiscal 2010. We have implemented and are continuing to move forward with the following energy-saving measures.

- Energy-saving equipment, focusing on motive-power facilities (introduction of free cooling, inverters, energy-saving facilities, fuel conversion, etc.)
- Increased efficiencies through revised manufacturing processes, accompanied by proper motive-power facility operation and improvement of management
- Adjusting appropriate room temperature for office air conditioning, saving electricity for lighting and office automation equipment
- Promotion of the measurement and visualization of energy consumption and proactive use of that data
- Use of natural energy sources such as solar and wind power

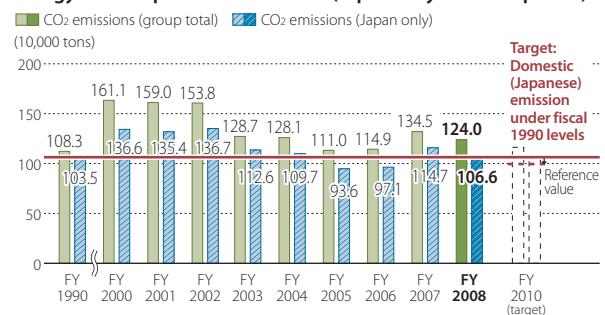
As a result of these efforts, our CO<sub>2</sub> emissions due to energy consumption in fiscal 2008 were 1.066 million tons in Japan. While this figure represents a year-on-year decrease of 81,000 tons, which was attributable to business realignment in response

to market changes, among other factors, it was a 3.0% increase compared to fiscal 1990.

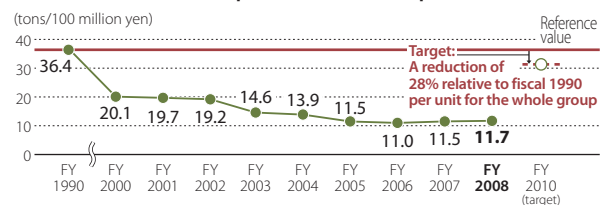
CO<sub>2</sub> emissions for the entire Fujitsu Group were roughly 1.24 million tons, or 67.8% of levels in fiscal 1990 in per unit of real sales terms.

We are also participating in the Japanese Government's domestic emissions trading scheme pilot project, launched in fiscal 2008 with the aim of examining further global warming countermeasures based on a medium-to-long-term viewpoint.

### Energy Consumption CO<sub>2</sub> Emissions (Japan Only and Group Total)



### Trends in CO<sub>2</sub> Emissions per Unit Sales (Group Total)



\* **CO<sub>2</sub> conversion coefficient for purchased electric power:** Our results for fiscal 2002 and later are calculated as 0.407 tons CO<sub>2</sub> per MWh. (We expect the coefficient to be 0.34 tons CO<sub>2</sub> per MWh in 2010.)

\* **Actual sales:** Consolidated sales compensated by the Bank of Japan's corporate goods price index (electrical equipment). (Per unit value = CO<sub>2</sub> emissions/actual sales)

### Case Study ① Promoting the Visibility of Individual Businesses' CO<sub>2</sub> Emissions (Fujitsu Oyama Factory)

When attempting to reduce energy usage in factories, it is important to address it not only from the equipment aspect but also from the process aspect in the production and other departments. To do this, Fujitsu's Oyama Factory installed meters to measure the cumulative power consumption on the primary side of the distribution panels in its main production and testing equipment (in 25% of the total) in order to make the amount of electricity being used for production visible.



Evaluating Performance by Comparison with a Designated Day

Rendering the electricity consumption of the most power-hungry departments visible in this way enables us to set energy reduction targets, monitor progress, and keep our day-to-day energy-saving activities invigorated.



**Case Study ②** **Reviewing Heating Systems and Converting Equipment to Save Energy (Fujitsu Kansai Systems Laboratory)**

Fujitsu Kansai Systems Laboratory kept the number of heating units down by turning its computer room into an office.

It also converted a heat storage water tank to produce chilled water for its air conditioning system at night, when electricity is cheaper. This enabled it not only to reduce its annual CO<sub>2</sub> emissions by 74 tons but also to save on its electricity costs.

This initiative won the laboratory a prize for effort in fiscal 2008 as one of the case studies on improvements to the operation and control of heat storage systems collected by the Heat Pump & Thermal Storage Technology Center of Japan.

**Preliminary Verification of Benefits from Remodeling a Heat Storage Water Tank Using Thermal Fluid Simulation**

1 hour from start of heat storage

8 hours from start of heat storage

Temperature of chilled water produced in heat storage water tank.

**Cutting Emissions of Greenhouse Gases Other than CO<sub>2</sub>**

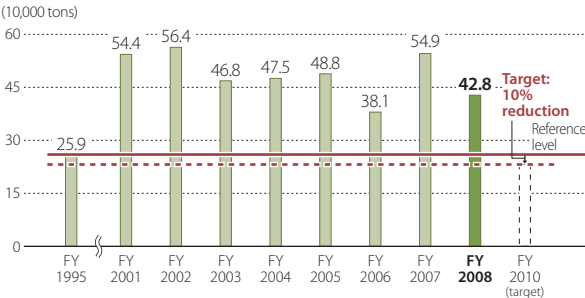
The semiconductor industry has established a voluntary action plan to cut the emissions of PFC, HFC and SF<sub>6</sub>, which are all greenhouse gases.

We have set a target of reducing emissions of greenhouse gases other than CO<sub>2</sub> to 10% below the fiscal 1995 level by the end of fiscal 2010. Our Electronic Devices units are continuing to change over to gases with lower global warming potential as well as to install equipment to extract such gases on new manufacturing lines.

In fiscal 2008, the most up-to-date reduction technology and scrubbing devices were introduced as part of a NEDO assisted product (NEDO: the New Energy and Industrial Technology Development Organization, an incorporated administrative agency), making emissions of approximately 428,000 tons after conversion using the global warming potential index (GWP).

Although there are differences in our scale of production and manufacturing processes, this represents a 65.3% increase from fiscal 1995.

**Emissions of Greenhouse Gases other than CO<sub>2</sub> (total for semiconductor business)**



**Promoting the Use of Renewable Energy**

Some Fujitsu business sites have introduced renewable energy in the form of solar power, wind power, etc. Some data centers that have introduced solar power have, for example, devised ways of monitoring the contribution of renewable energy, rendering the solar radiation intensity, instantaneous power generation and cumulative power generation for the day visible on display panels.

Renewable energy is actively introduced when new data centers and other facilities are built (see page 16). We intend to go on increasing the proportion of renewable energy we use, and are considering setting targets for its introduction in the future.

We also perform carbon offsetting of the electricity we consume by using Green Power certificates\* at events and exhibitions such as Fujitsu Forums and stockholders' meetings. In fiscal 2008, we purchased a total of approximately 44,000 kWh worth of these certificates.

**\* Green Power certificates**  
This is a system whereby a certificate issuer issues tradable certificates accredited by a third party (the Green Energy Certification Center) for the environmental added value of electricity generated by natural energy.

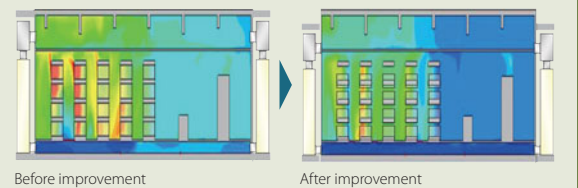
**Case Study ③** **Project to Improve Air Conditioning Efficiency in Data Centers (Fujitsu Shikoku Systems Limited)**

Fujitsu Shikoku Systems Limited carries out regional systems integration, package development and outsourcing services. There is a data center (IDC) in the Kochi Fujitsu Technoport building that the company occupies. A through-floor air conditioning system is used in the data center's IDC Machine Room to cool machines such as host computers and servers efficiently, but the equipment was being operated with the specifications unchanged from when the facility had been constructed, with the racks' air intakes and outlets facing each other.

Starting in fiscal 2008, the company addressed this issue by optimizing the position and number of outlet grilles in the floor and intakes in the ceiling so as to adjust the airflow balance to suit the way in which the racks were populated. This increased the air conditioning efficiency and allowed the system to be run with fewer units and the operational settings to be adjusted and relaxed.

As a result, the building's total CO<sub>2</sub> emissions dropped by around 7% compared with fiscal 2007.

**Airflow and Temperature Distribution Simulation (Cross-Sectional View Showing Machine Room from Side)**



With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment

# Reducing the Environmental Burden of Factories and Business Offices

Advancing eco-friendly business activities through comprehensive environmental protection activities in our factories and offices

## The Thinking behind Our Activities to Reduce Environmental Burdens in Factories and Offices

The Group continually strives to reduce the quantities of materials and energy used in its operations, as well as the amounts of chemicals and waste materials generated and atmospheric pollutants emitted, while trying to minimize manufacturing costs. It also takes a rigorous approach to complying with laws and regulations and eliminating environmental risks.

We are also continually trying to raise our standards by introducing systems for comprehensively evaluating these activities, rendering their level of eco-friendliness 'visible,' and extending them throughout the Group.

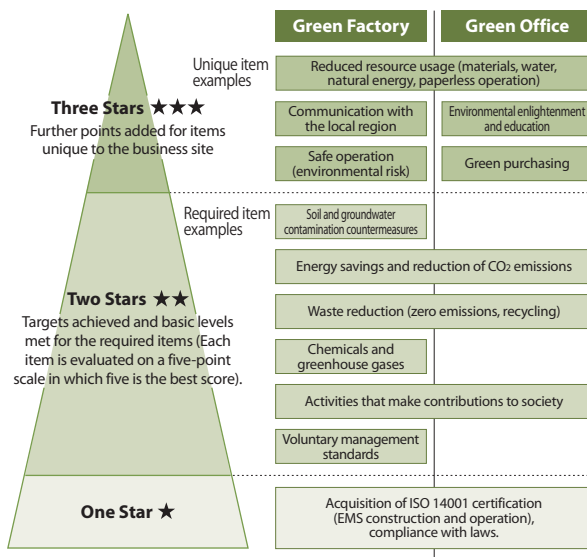
## Applying the Green Factory and Green Office Systems

To reduce even further the environmental burden of our factories and business offices, we initiated in fiscal 2007 our Green Factory and Green Office systems, designed to comprehensively evaluate our level of eco-friendliness and autonomous initiatives and render them 'visible.'

In our Stage V Environmental Protection Program, we propose achieving a two star (★★) or higher level in the Green Factory or Green Office system at every one of our relevant business sites in Japan by the end of fiscal 2009, and we continue working to achieve the certified levels and improve and heighten our eco-friendliness.

In fiscal 2008, 40 (81%) of our factories subject to the Green Factory system and 338 (77%) of our offices subject to the Green Office system achieved a two-star or higher ranking. Of these, 118 sites (two factories and 116 offices) that had promoted their own independent initiatives reached the three-star level.

### Certification Levels



## Using Green Process Activities to Reduce the Environmental Burden in our Manufacturing Processes

The Group promotes Green Process activities with the aim of further lightening our environmental burden by reducing energy usage in our factories, rigorously controlling chemicals, reducing waste, etc.

These activities are conducted in parallel with cost-reduction activities, and consist of initiatives such as optimizing the amount of energy and raw materials used in manufacturing processes and switching to alternatives with a lower environmental burden. In these activities, we first identify the total input of materials (raw materials, chemical additives, etc.) and energy into the process, together with their purchasing costs, and then establish our own

### An Example of a Green Process Activity

#### Improving Final Testing in a Semiconductor Production Process (Fujitsu Integrated Microtechnology Ltd)

At Fujitsu Integrated Microtechnology Ltd's Aizu Plant (which offers LSI package assembly and testing services), the components of the testers used in the testing process, and their method of disposal, were improved as part of the factory's Green Process activities.

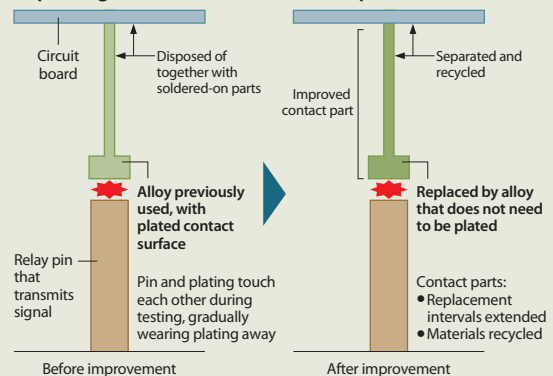
For example, a plated alloy was used as the material for the contact parts used in the test measurements, and the plating wore off slightly with every measurement, eventually leading to spurious results. Changing the material to a different alloy that requires no plating alleviated this problem.

It is still necessary to replace the contact parts periodically, but this used to be done by replacing the entire circuit board (with the contact parts soldered onto it) and throwing the old one away. Now, the worn-out contact parts are removed from the board, and both the board and the parts are recycled.

Measures like this have enabled the factory to purchase new parts and replace old ones far less often, and (by recycling) to greatly reduce the amount of material disposed of. In addition, costs have gone down because new parts are purchased less frequently.

As a result of a series of detailed improvements like this carried out on the testing process, both the CG value and costs have decreased by approximately 11%.

### Improving Contact Parts and their Disposal Methods



original CG (Cost Green) index\*. We then set quarterly reduction targets (planned values) at the production line level for each factory and evaluate the degree of attainment of these targets while rotating through the PDCA cycle. Based on the results, we try to continually improve our production processes through initiatives like introducing new manufacturing technology, revising our processes, and improving the work procedures.

**\* CG index: Cost/Green index**

This index describes the product of input volume used per product, the cost, and the environmental impact (on a scale from 1 to 10).

## Reducing the Amount of Waste Generated

### Basic Approach

In working towards creating a recycling-minded society, we have adopted a basic 3R policy (reduce, reuse and recycle) and in aiming for an even higher level of 3R achievement, we encourage all our employees to separate waste materials into different categories for more effective recycling.

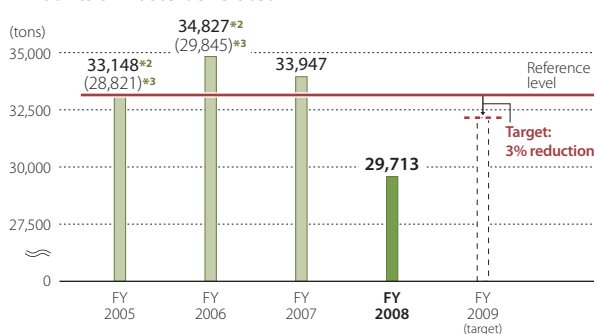
### Fiscal 2008 Performance

In the Stage IV Environmental Protection Program, we set the goal of reducing the amount of waste generated by our business operations by 3% compared to fiscal 2005 levels by the end of fiscal 2009.

The total amount of waste generated by the Fujitsu Group came to 29,713 tons in fiscal 2008. While the results for the previous fiscal year corresponded to a 12.5% decrease, they corresponded to a 10.4% decrease compared to fiscal 2005.

This was due not only to converting things like waste paper and waste acid into valuable resources and using the sludge from cleaning tanks as fertilizer, but also to significant market changes.

### Amounts of Waste Generated\*1



\*1 Statistics for eight Fujitsu sites and 32 Group companies.

\*2 The values for 2005 and 2006 include the values for Fujitsu Semiconductor Technology, which was consolidated starting in 2007.

\*3 Values in parentheses are for the range that was reported in fiscal 2006.

## Basic Policy for Chemical Substances Management

### Basic Approach

We have established "Prevention of environmental risks that could lead to environmental pollution or adverse health effects due to the use of harmful chemical substances" as our basic policy for chemical substances management, we manage the amounts used for about 1,200 chemicals, and we work to reduce the amount discharged and implement appropriate management at every business site.

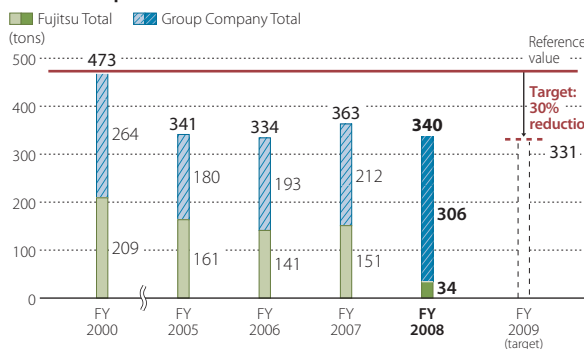
### Results for Fiscal 2008

In our Stage V Environmental Protection Program, we propose the target of reducing VOC atmospheric emissions from business sites by 30% from fiscal 2000 levels by the end of fiscal 2009.

In addition to aiming for thoroughgoing and appropriate management of the target VOC chemicals and review of our manufacturing processes, in fiscal 2008 we also implemented reduction measures such as installing organic solvent collection units in semiconductor plants. As a result of these efforts, the total VOC atmospheric emissions for the whole group in fiscal 2008 was 340 tons, which corresponds to a 28% reduction from fiscal 2000 levels.

Although we have not set targets for target PRTR substances, we are managing the amounts handled and the amounts emitted.

### VOC Atmospheric Emissions



\* Because the Electronic Device Division became a Group company, a change in the proportion has arisen in fiscal 2008

### Operation of the Chemicals Control System

The Fujitsu Group operates the Chemicals Control System.

Because this can be used not only to register and monitor chemicals at every site but also to manage Materials Safety Data Sheets (MSDS) and control income and expenditure in conjunction with purchasing data and inventory control, it is helping the Group to strengthen its chemicals control and make it more efficient.

With Our Customers

With Our Employees

For Our Shareholders and Investors

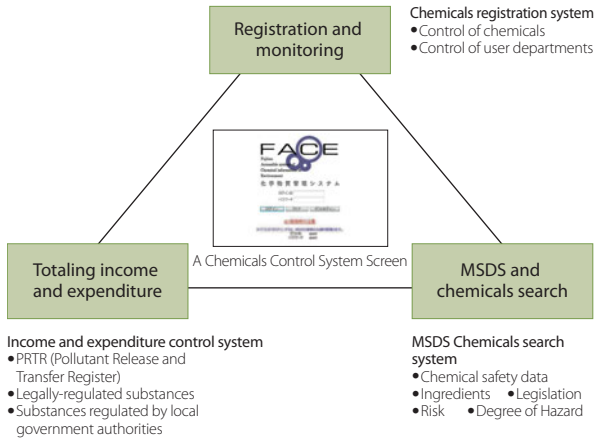
With Our Business Partners

With Global and Local Communities

For the Environment

## Reducing the Environmental Burden of Factories and Business Offices

### Overview of Chemicals Control System



### Comprehensively Assessing Risk

The Group has until now carried out periodic disaster-prevention inspections of the buildings, facilities and environmental equipment at all of its sites, using teams of facility specialists and environmental experts, to prevent the emergence of risks due to deterioration or natural disasters such as earthquakes, typhoons and heavy rainfall.

However, because of the current importance of ensuring operational continuity, the Group has recently commenced new third-party verification programs, adding teams specialized in operational continuity, safety/hygiene and risk finance to address potential risks from all possible aspects, not just from the conventional approaches for facilities and the environment. We intend to continue these activities with the aim of further lowering the risks associated with our buildings and equipment.

### Responding to Soil and Groundwater Pollution

We have reviewed our internal rules established in fiscal 2006 in response to soil and groundwater problems and will handle such problems based on these revised rules for soil and groundwater surveys, policies, and disclosure.

In the future, at the same time as performing planned surveys and, if pollution is discovered, implementing cleanup operations and countermeasures appropriate for the conditions at each business site, we will also disclose relevant information in collaboration with government authorities.

The following website gives an overview of our initiatives to combat soil and groundwater pollution, together with the results of our surveys of groundwater pollution at our sites in Japan and the status of our cleanup operations at those sites:

**Our initiatives to combat soil and groundwater pollution (in Japanese)**  
<http://jp.fujitsu.com/about/csr/eco/factories/gwater/>

### Status of New Soil and Groundwater Pollution Measures Undertaken in Fiscal 2008

In fiscal 2008, as a result of a voluntary survey we performed, we found soil and groundwater contamination at two business sites. For both of these, we reported the state of the contamination and explained the countermeasures we would take to the relevant authorities and the local citizens.

### Sites Continuing to Undertake Cleanup Operations and Institute Countermeasures in FY 2008 Stemming from Past Business Activities

We have dug wells to monitor the influence outside our sites of contamination due to groundwater at business sites where soil or groundwater contamination has been found. We continuously monitor those wells. In fiscal 2008, these measures were continued at five sites.

The table below lists the largest of the most recent measurements for chemicals whose measurements are recognized to have exceeded legal limits in fiscal 2008 stemming from past business activities.

Site Name	Location	Cleanup and countermeasure status	Monitoring well maximum value (mg/ℓ)		Regulation value (mg/ℓ)
			Substance	Measured value	
<b>Sites Where Groundwater Pollution Was Confirmed before FY 2008</b>					
Kawasaki plant	Kawasaki, Kanagawa Prefecture	We are continuing to cleanup VOCs by pumping and aeration.	1, 1-dichloroethylene	0.024	0.02
			Cis-1, 2-dichloroethylene	7.4	0.04
Suzaka plant	Suzaka City, Nagano Prefecture	We are excavating and removing contaminated soil	PCB	0.0006*	Must not be detected.
Oyama plant	Oyama City, Tochigi Prefecture	We are continuing to cleanup VOCs by pumping and aeration and other methods.	Cis-1, 2-dichloroethylene	3.589	0.04
			Trichloroethylene	0.485	0.03
Nagano plant	Nagano City, Nagano Prefecture	We are continuing to cleanup VOCs by pumping and aeration	Cis-1, 2-dichloroethylene	0.24	0.04
Shinetsu Fujitsu	Shinano machi, Kamiminodhi Gun, Nagano Prefecture	We are continuing to cleanup VOCs by pumping and aeration.	Cis-1, 2-dichloroethylene	0.18	0.04
			Trichloroethylene	0.067	0.03
<b>Sites Where Groundwater Pollution Was Newly Confirmed in FY 2008</b>					
Fujitsu Optical Components	Tochigi Prefecture Oyama	Continuing VOC cleanup operations by means of pumping and aeration	Cis-1, 2-dichloroethylene	0.68	0.04
			Trichloroethylene	0.340	0.03
<b>Sites that Have Completed Cleanup Operations and Continue to Monitor Groundwater</b>					
Old Minami-Tama Factory	Tokyo Inagi	Cleanup using the in-situ iron filings admixture method (iron filings injection) has been completed. The groundwater is now being monitored	Cis-1, 2-dichloroethylene	Below threshold	0.04
			Tetrachloroethylene	Below threshold	0.01

\* Was detected in April 2008, but has not subsequently exceeded limit

## Reducing the Environmental Burden in Offices

The Fujitsu Group also promotes environmental activities in its administrative offices, saving energy, working toward zero waste emissions and contributing to society and, of course, ensuring legal compliance. In fiscal 2007, we began operating our Green Office System, with the aim of instilling even more vigor into these activities and raising them to even higher levels. Under this system, the level each office has achieved in its environmental activities is evaluated and awarded one-to-three stars. Our target is to have all of the offices that come under this system achieve at least a two-star ranking by the end of fiscal 2009 (see page 63).

In this way, we plan to render the details of the activities carried out by our offices 'visible,' construct databases that allow the activities to be shared with and rolled out to other offices, and continue to raise the level of environmental activities throughout the Fujitsu Group.

### On-Site Waste Disposal Auditing

One of the most important pieces of environment-related legislation applying to all offices in Japan is the 'Law on Waste Disposal and Cleaning.'

To confirm that IT equipment and other types of industrial waste are being properly dealt with, we operate a system we have formed to perform standardized Group-level checks of the periodic on-site audits carried out at the Fujitsu Recycling Centers that have selected to dispose of in-house IT equipment. Specifically, a member of the Fujitsu Group Environmental

Division visits the recycling center once a year with the person in charge of waste disposal from the relevant office, using a standardized checklist to check the documentation and the on-site disposal operation itself.



An On-Site Waste Disposal Audit in Progress

### Creating a Database of Environmental Activity Measures, and Utilizing Checklists

By operating the Green Office system, we survey energy-saving, waste reduction and paper reduction measures and build them into a database, which we then use to make checklists.

These checklists are proving useful not only as materials for considering the measures to adopt when our offices set their environmental objectives and targets but also for invigorating and improving the activities by making it possible to 'see' operational improvement issues and measures that require investment.

### Conducting a Field Survey in Response to the Revised Energy Conservation Law

The promulgation of the revised Energy Conservation Law in Japan on 30th May 2008 made it necessary for administrative

offices, like other sites, to identify their energy usage.

In order to respond readily to this requirement, we used the operation of the Green Office system to investigate and identify matters such as the theoretical and actual value of the electricity allocation (apportioning) method and the positioning of meters in all the relevant offices.

#### A Green Office Example

### Constructing the First Nationwide Paper Recycling System in Japan

Although the Fujitsu Group has always worked hard to recycle as much waste paper as possible, a new fact-finding survey of the relevant offices based on the Green Office system revealed that approximately 20% of confidential documents and 30% of general waste paper was not being recycled, and that our regional offices and branch offices were using various different methods of recovering and disposing of paper waste. In order to resolve these issues and achieve zero emissions of waste paper in our offices, the Group began to construct and operate Japan's first nationwide paper recycling system.

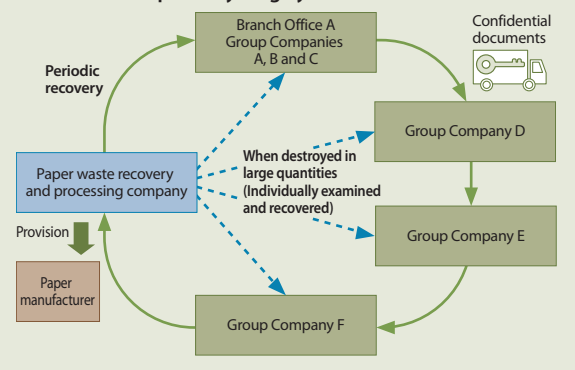
Under this system, paper waste recovery and recycling companies were integrated region by region, and Fujitsu established its own original system for recovering and recycling confidential documents, rigorously enforcing its own domestic standards for such documents (rules specifying recovery frequency, processing methods, preservation of confidentiality, etc.) to ensure both a high recycling rate and high security. We also greatly increased the recovery and recycling rates for general waste paper.

During fiscal 2009, we plan to extend the application of this system to 79 Fujitsu sites and to 276 sites and ten neighboring factories of 53 Fujitsu Group companies in Japan. We intend to use this initiative not only to reduce our environmental burden but also to decrease our transportation, processing and other costs and lower our security risks.

#### Internet Press Release: Japan's First Nationwide Paper Recycling System Constructed

<http://www.fujitsu.com/global/news/pr/archives/month/2009/20090317-01.html>

#### Flowchart of Paper Recycling System



With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment



# Green Procurement

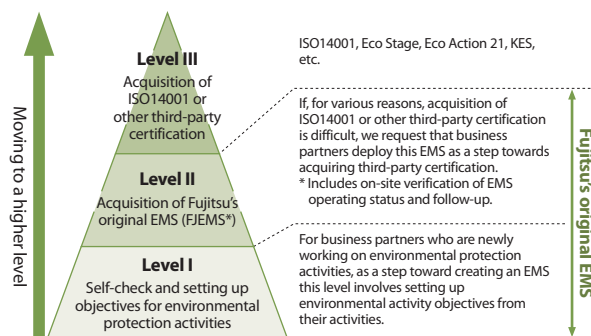
In cooperation with our business partners, we promote green procurement —from parts and materials for manufacturing through software and services —to provide our customers with products and services with superior environmental efficiency.

## Our Approach to Green Procurement

In our procurement activity, we give priority to purchasing parts, materials, and products that are eco-friendly. We stipulate our basic requirements for green procurement in the Fujitsu Group Green Procurement Direction and promote green procurement activities together with our business partners.

**WEB** Fujitsu Group Green Procurement Direction  
<http://www.fujitsu.com/global/about/procurement/green/>

### EMS Construction for Green Procurement



\* FJEMS  
 Fujitsu Group Environmental Management System. The Fujitsu Group's original EMS.

## Green Procurement Activities

The Fujitsu Group is engaged in the following two proactive efforts as green procurement activities in the Environmental Protection Program (Stage V).

### Improving Our Business Partners' Environmental Management Systems (EMS)

In the Environmental Protection Program (Stage V), we are aiming at raising the level of our business partners' EMS.

In order to further promote our business partners' environmental burden reduction activities, we use EMS Upgrade Meetings and other events to urge them to raise their EMS standards by acquiring third-party certification and constructing an FJEMS. We have set 'Raising the EMSs operated by our materials suppliers to Level II or above' as a specific target, and this had been 92.9% achieved by fiscal 2008.

### Construction of Business Partners' Chemical Substances Management System (CMS)

In the Environmental Protection Program (Stage V), we target the construction of chemical substances management systems (CMS<sup>\*1</sup>) by our business partners. To achieve appropriate management of chemical substances throughout the whole supply chain, we request and support the construction of CMS based on the Guideline for the Management of Chemical Substance in Products issued by JGPSSI<sup>\*2</sup>, and promote

strengthened management of chemical substances with a strong emphasis on source management.

Specifically, we audit the status of CMS construction at our materials suppliers, and help them when their management systems are found to be inadequate. By fiscal 2008, the proportion of suppliers with a properly-constructed CMS had risen to 97.6%.

In the future, we will continue to stress the importance of supplier source management through briefing sessions and periodic audits, and aim at raising the level of chemical substances management in the whole supply chain.

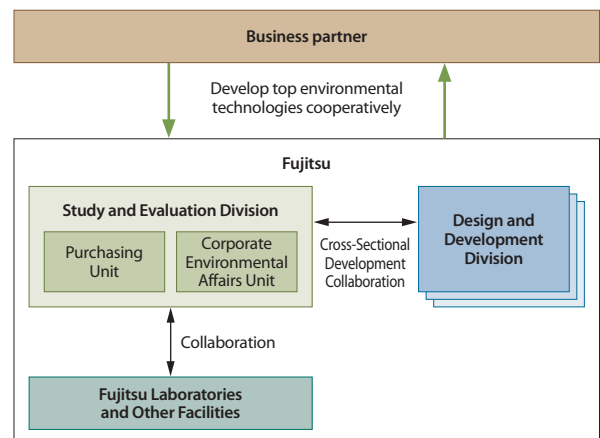
- \*1 CMS  
Chemical Substances Management System
- \*2 JGPSSI  
Japan Green Procurement Survey Standardization Initiative

## Promotion of Green Policy Innovation by Strengthening Green Procurement Activities

In order to implement the Green Policy Innovation initiative (reducing our customers' environmental burdens through the provision of Green IT) announced in December 2007, we started a program that solicits proposals from our business partners for excellent environmental technologies and materials, and, having considered and evaluated them, we propose their adoption in a timely, inter-departmental way to our Design and Development Division.

In fiscal 2008, we set up systems for soliciting proposals and evaluating them internally, and constructed a proposals database. Some of the proposals we have received from our business partners have already been evaluated in detail with a view to adopting them in the next round of products to be developed. We intend to go on developing products with outstanding environmental functionality by actively adopting excellent environmental technologies and materials.

### Infrastructure for Achieving Green Policy Innovation



## Environmental Considerations in Distribution

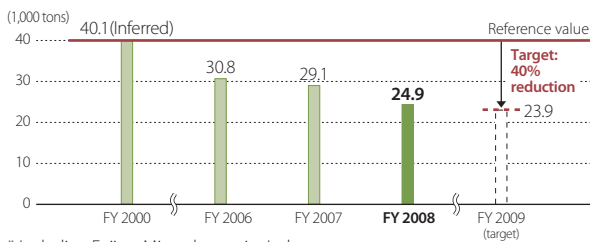
We promote the efficiency and rationalization in distribution which keeps the whole supply chain in view and striving to reduce the environmental load.

### Reduction of Distribution-Associated CO<sub>2</sub> Emissions

We promote Green Logistics Activities which strive to reduce CO<sub>2</sub> emissions associated with transportation by coordination between the distribution divisions of all group companies and cooperation between manufacturing and sales divisions. Furthermore, we take advantage of partnerships with our business partners and strive to reduce the environmental burden associated with distribution across the whole supply chain.

In fiscal 2008, Fujitsu set itself the target of 'reducing CO<sub>2</sub> emissions from transportation by 27% compared with fiscal 2000,' and, as a result of measures such as expanding modal shifts and reducing the number of trucks used, we were able to achieve this target. If we take into account the effect of changes in quantities of materials, we actually achieved a reduction of 38% compared with fiscal 2000. We will now proceed to take action with the aim of 'reducing these emissions by 40% compared with fiscal 2000' by the end of fiscal 2010.

#### Trends in CO<sub>2</sub> Emissions from Transportation (Fujitsu)



\* Including Fujitsu Microelectronics Ltd

### Expanding the Application of Modal Shifts

Fujitsu is working to reduce its CO<sub>2</sub> emissions through modal shifts, promoting the effective utilization of railroad and sea transportation and reducing the proportion of air transportation.

In fiscal 2008, in addition to further advancing the modal shifts of PCs and mobile phones, we started modal shifting of purchased materials and server products for the first time.

#### ●PCs

In fiscal 2008, we expanded the modal shift ratio from Fujitsu Isotec by approximately 15% compared with fiscal 2007. Thanks to this, our FMV-ESPRIMO enterprise desktop PC and our PRIMENERGY PC server were both accredited as Eco Rail Mark Products under the scheme established by the Ministry of Land, Infrastructure, Transport and Tourism in conjunction with the Railway Freight Association. This was the first time that any PC or PC server had received this accreditation.



#### ●Mobile Phones

We have implemented various initiatives regarding to start the transportation from Fujitsu Peripherals Limited for mobile phones.

#### ●Servers

Since July 2008, we have stopped shipping some of our server products from Fujitsu IT Products destined for North America to Tokyo Bay by truck, and are now sending them by rail in 31-foot containers.

#### ●Purchased Materials

In March 2009, we switched some of our shipments of imported materials transported from Tokyo Bay to Fujitsu Frontec Limited and Fujitsu IT Products Limited from truck to rail freight, using 20-foot sea-going containers.

### Promoting the Green Logistics Partnership Project Business Model

In FY 2006, Fujitsu implemented a project to reduce CO<sub>2</sub> through intensive vehicle-allocation control integrated from parts procurement through to product delivery (accredited as a model business under the Green Logistics Partnership Project\*). This was initially mainly in the Tokyo area but we now intend to extend this project well beyond greater Tokyo.

#### \* Green Logistics Partnership Project

This is a project in which a cargo owner and a distribution company join forces to reduce CO<sub>2</sub> emissions in distribution, as determined by the Green Logistics Partnership Council (organized by the Japan Institute of Logistics Systems, the Japan Federation of Freight Industries, the Ministry of Economy, Trade and Industry and the Ministry of Land, Infrastructure, Transport and Tourism, with the help of Japan Federation of Economic Organizations).

### Reducing the Number of Trucks

Fujitsu has improved freight loading by reviewing domestic product delivery routes, increasing mixed loading of cargo between Group companies and increasing the number of stacking layers per pallet.

### Reduction of Environmental Burden Associated with Distribution

To reduce the whole environmental burden of the distribution process, we are promoting 3R efforts for packaging products and parts.

### Reducing Stretch Film Usage

Stretch film is used to wrap maintenance parts in order to prevent the cargo from collapsing during transportation. By changing to an alternative, reusable material, we were able to greatly reduce the amount of film we use and discard.



Using an Alternative Type of Stretch Film

## Environmental Contributions to Society

We vigorously promote activities that make environmental contributions to society and foster mutually beneficial relationships in our communities worldwide.

### Our Basic Approach

All employees of the Fujitsu Group recognize the importance of the global environment and, to assure that the next generation inherits a beautiful planet-wide environment, they contribute to their local community through activities that make environmental contributions to society based on the following three pillars: regional contributions, nature conservation, and environmental education. For details of our other activities that contribute to society, see page 39-42.

### Regional Contributions

The Group implements programs that contribute to society and the environment as a site-based activity within our Environmental Management Systems (EMS) at branch offices, factories and other facilities throughout Japan.

We carry out associated programs of cleaning, planting vegetation and so on, with the aim of providing the local people with a pleasant environment.

### Cleaning and Flower-Planting (Fujitsu Makuhari Systems Laboratory)

Since 2003, Fujitsu's Makuhari Systems Laboratory has joined with neighboring businesses to plant flowers and clean up the surrounding areas.

In 2008, Fujitsu Group employees did cleaning work on two occasions and flower-planting on four, with a cumulative attendance of 262.

### Nature Conservation

The Fujitsu Group carries out tree-planting and forest conservation programs with the objective of protecting natural abundance and regenerating the natural environment.

Overseas, we have carried out tree-planting programs in Thailand and Vietnam, and are continuing to implement a tree-planting program in Malaysia for regenerating tropical rainforest. We also engage in activities in Japan that help to conserve biodiversity, such as forest regeneration work in company forests and other locations in Kochi Prefecture, Wakayama Prefecture and around the base of Mt. Aso.

### Helping to Conserve Tokyo's Satoyama and Woodlands and other Natural Areas

In the Tokyo Greenship Action campaign, companies work with NPOs and local citizens to conserve designated conservation areas such as Satoyama (urban woodlands) and natural hilly areas in Tokyo. Fujitsu has participated in this campaign since 2005.

A cumulative total of 62 Fujitsu Group employees and their family members attended three conservation exercises during fiscal 2008: tree-thinning at Hachioji's Ooya Green Conservation Area in June 2008, rice harvesting and mowing at Yokosawairi Satoyama Woodland Conservation Area in October 2008, and tree-thinning and preparing 'hodagi' (natural logs for growing

shiitake mushrooms) at Tobuki Kita Green Conservation Area in Hachioji in March 2009. The participants commented; "I'm more aware of what's going on now, knowing that NPOs, government and businesses are working together to conserve these natural areas in and around our cities," and; "It was great to see children playing around, getting all muddy, and having a good time getting in touch with nature."



Tree-thinning at Tobuki Kita in Hachioji

### Regenerating Tropical Rainforests in Borneo, Malaysia

Fujitsu is working, from the standpoint of protecting biodiversity, for the revitalization of the tropical rainforest in Borneo, Malaysia, Southeast Asia, which is said to be one of the world's three largest tropical rainforests.

Since 2002, Fujitsu employees, as volunteers, have been reforesting the 150 hectares of the Fujitsu Group Malaysia Eco-Forest Park with the support of the Sabah State Forestry Development Authority and the Japan International Forestry Promotion and Cooperation Center. So far, we have planted 37,500 dipterocarpaceae (a tree indigenous to tropical rainforests) in a 150-ha area colonized by *Acacia mangium*.

In fiscal 2008, in addition to planting more dipterocarpaceae seedlings, we girdled (cutting off rings of bark to make the trees dry out and die) *Acacia mangium* trees growing around the seedlings we had previously planted, in order to encourage the seedlings' growth by allowing them more sunlight.

We now intend to start periodically surveying the wildlife in the area in order to assess the degree of biodiversity in these tropical rainforests as they regenerate.

### Environmental Education Activities

The Fujitsu Group holds environmental seminars, and visits schools to give lessons, in order to make local adults and children aware of the importance of the environment.

In fiscal 2008, we gave lessons in some 54 schools and other facilities, for around 3,000 people, in which we presented the 'PC 3R' exercise (in which students learn about 3R while dismantling a PC), the 'Importance of Nature' lesson, which introduces students to the importance of conserving the natural environment, focusing on the function of forests, and the 'My Earth' card game (in which students study global environmental problems). Also, to respond to the demand for more of these lessons, we held an instructor development course in August 2008 in which a further 23 Fujitsu Group employees learned how to deliver the lessons.



Environmental lesson using the 'My Earth' card game at Musashino Higashi Gakuen School

# Independent Assurance Report

The 2009 Fujitsu Sustainability Report has been reviewed by an independent body, Ernst & Young ShinNihon Sustainability Institute Co., Ltd., whose independent assurance report is appended.

Furthermore, this report has been duly granted the sustainability report audit and registration mark stipulated by The Japanese Association of Assurance Organizations for Sustainability Information, which assures that the reliability of the information presented here meets its standards.

## TRANSLATION

### Independent Assurance Report

June 19, 2009

Mr. Kuniaki Nozoe  
President and Representative Director  
FUJITSU LIMITED

#### 1. Purpose and Scope of our Assurance Engagement

We have performed certain assurance procedures, based on the engagement with Fujitsu Limited (the "Company"), on the "Company's Key Sustainability Performance Indicators". These comprise the "environmental accounting data" and the "material sustainability information" of the Company and its major subsidiaries for the year ended March 31, 2009, as stipulated in the "2009 Sustainability Reporting Assurance and Registration Criteria" of the Japanese Association of Assurance Organizations for Sustainability Information ("J-SUS") and that were reported in the "Fujitsu Group Sustainability Report 2009" (the "Report"). The assurance procedures are with respect to whether the Key Sustainability Performance Indicators have been measured and calculated accurately and whether material information has been fully disclosed in accordance with the reporting standards for sustainability reports<sup>1</sup>.

The preparation of the Report is the responsibility of the Company's management. Our responsibility is to express an independent opinion on the Key Sustainability Performance Indicators.

<sup>1</sup>The reporting standards refer to the "2007 Environmental Reporting Guidelines" of the Ministry of the Environment, the "2006 Sustainability Reporting Guidelines" of the Global Reporting Initiative, and the "2009 Sustainability Reporting Assurance and Registration Criteria" of the J-SUS in the context of specifying the material subject matter to be disclosed.

#### 2. Outline of the Assurance Procedures Performed

We have performed limited assurance procedures<sup>2</sup> in accordance with the "2003 International Standard on Assurance Engagements (ISAE) 3000: Assurance Engagement other than Audits or Reviews of Historical Financial Information" of the International Federation of Accountants (IFAC) and the "2008 Practical Guidelines for the Assurance of Sustainability Information" of the J-SUS. Therefore, our assurance engagement provides relatively limited assurance compared to a reasonable assurance engagement.

<sup>2</sup>We have mainly reviewed and assessed the Company's procedures for the collection and aggregation of data, performed analytical procedures, as well as recalculated and reconciled them with the corroborating evidence on the quantitative sustainability information on a test basis. In addition, we have mainly made inquiries and reviewed the minutes on the qualitative sustainability information.

#### 3. Conclusion

Based on the assurance procedures performed, nothing has come to our attention that causes us to believe that the Key Sustainability Performance Indicators have not been measured and calculated accurately in accordance with the reporting standards of sustainability reports, or material information has not been disclosed in accordance with the "2009 Sustainability Reporting Assurance and Registration Criteria", in all material respects.

#### 4. Independency

We, as a subsidiary of Ernst & Young ShinNihon LLC, comply with the "Certified Public Accountants Law", and the "Ethics Regulations" of the Japanese Institute of Certified Public Accountants. Therefore, there has been no interest to be noted between the Company and us.

Akihiro Nakagome  
Representative Director  
Ernst & Young ShinNihon Sustainability Institute Co., Ltd.

Note: This Independent Assurance Report has been prepared as a translation of the original Japanese version.



The Fujitsu Group  
Environmental Emblem



Sustainability report  
audit and registration mark

### Legibility Considerations

We have reviewed this report using our ColorSelector tool to choose a highly accessible color combination so that the text and figures will be as legible as possible to the widest range of readers.

### Consideration for the Environment

This report uses forest-registered paper, VOC-free ink, and a waterless printing process that generates no harmful liquids.

