MANAGEMENT SYSTEM MANUAL
FUJITSU IN CEMEA&I

FUJITSU

Contents

PREFACE

Satisfied customers, motivated and committed employees as well as a positive atmosphere are pre-requisites for the durable economic success of our company. Market-driven prices, quality of products and services, plus stable tools and work-flows guarantee customer satisfaction and the protection of both employees and the environment.

To permanently meet this significant challenge, we have developed and implemented our management systems in one integrated management system.

This integrated management system forms the basis and the means to ensure the operative implementation of our strategic objectives. It comprises all those main activities that guarantee customer benefit, sustainability, and stability. It is focused on our business processes, our work methods, and our corporate culture.

The integrated management system provides our customers, partners, employees, suppliers and shareholders with an insight into what we do and how we do it. While it is basically designed for the benefit of our customers, it also acts as a guideline for our employees to ensure successful action and interaction within our business processes.

This manual provides an overview of the integrated quality, environment, information security and IT service management systems that have been established at Fujitsu in CEMEA&I, together with their structure and operations*.

Released October 2010

Heribert Göggerle
Executive Vice President

Armin Kumpf
Senior Director
Quality Management

Corporate Certificates

*) in the context of this document the term "Fujitsu in CEMEA&I" covers the complete organisation of Fujitsu Technology Solutions (FTS) and Fujitsu Services (FS) in Continental Europe, Middle East, Africa and India

1. PRESENTATION OF COMPANY
VISIONS AND OBJECTIVES

1.1 FUJITSU GROUP AND FUJITSU GLOBAL BUSINESS GROUP

Fujitsu – headquartered in Tokyo – is a leading provider of IT based business solutions for the global marketplace. Approximately 172,000 employees support customers in more than 70 countries.

The Fujitsu Group is divided into five regions, namely Japan, the Americas, Asia & Pacific (APAC), China, and Europe, Middle East and Africa (EMEA). The EMEA region consists of the three sub-regions Continental Europe, UK & Ireland and Nordics, where the sub-region Continental Europe is covered by Fujitsu Technology Solutions.

All operations outside Japan build the Global Business Group (GBG) - including Fujitsu Technology Solutions and Fujitsu Services - and comprise such consolidated global functions as global marketing, global delivery and global client management.

The Continental Europe, Middle East and Africa, plus India region (CEMEA&I) is part of the Global Business Group and covers most of Fujitsu Technology Solutions' territory. It is headed by a Chief Executive Officer (CEO), who is also President & CEO of Fujitsu Technology Solutions.

The execution and transformation of the Fujitsu Group's business strategy is steered from the Global Business Group headquarters in London.

1.2 THE FUJITSU WAY

The Fujitsu Way embodies the philosophy of the Fujitsu Group, our reason for existence, our values, and the principles that we follow in our daily business. The complete description is available at http://www.fujitsu.com/global/about/profile/philosophy/.

Based on a thorough understanding of its components, we fully embrace the Fujitsu Way so that our conduct naturally reflects its spirit and intent. Especially when faced with difficult decisions, we use the Fujitsu Way to guide our actions.
(> see figure page 5)

FUJITSU WAY

CORPORATE VISION	The reasons for the existence of the Fujitsu Group
CORPORATE VALUES	A set of value statements for achieving our Corporate Vision
PRINCIPLES	The principles we adhere to in all business dealings and actions in accordance with Corporate Values
CODE OF CONDUCT	The rules and guidelines followed by everyone in the Fujitsu Group

BUSINESS POLICY	Our current Strategies pursued in accordance with the Fujitsu Way

Elements of the Fujitsu Way

1.3. FUJITSU IN CEMEA&I

The Continental Europe, Middle East and Africa, plus India region (CEMEA&I) is part of the Global Business Group. This territory is mainly covered by legal entities of Fujitsu Technology Solutions (FTS) and Fujitsu Services (FS) – hereinafter called as Fujitsu in CEMEA&I. It is headed by a Chief Executive Officer (CEO).

Fujitsu in CEMEA&I is a leading IT infrastructure provider with a presence in all key markets in Europe, the Middle East and Africa, plus India, serving large, medium, and small-sized enterprises, as well as consumers.

With its business approach the company offers a full portfolio of IT products, solutions and services, ranging from clients to datacenter solutions, Infrastructure-as-a-Service and Managed Infrastructure.

TDS is also a Group member – since 2007. Headquartered in Neckarsulm, Germany, it currently employs more than 1,100 staff at some 20 sites in Germany, Austria and Switzerland. As outlined later, TDS applies its own management system.

1.4 VISION, MISSION, AND STRATEGY

The vision of Fujitsu in CEMEA&I is derived from the Global Business Group to become a Tier 1 trans-national IT provider, uniquely differentiated by its Japanese parentage. Transnational, for us, is summarized by the expression "Think Global, Act Local" – we are globally capable, but at the same time locally responsive to our customers' needs.

During the period of our strategic Mid-Term Plan (MTP) Fujitsu intends to substantially increase the percentage of its business outside Japan. The Global Business Group is crucial to achieving this ambition. We have three goals over the MTP period:

- To act on a focused set of growth initiatives which will drive us deeper into selected vertical industry sectors, while simultaneously developing innovative offerings targeted at both mature and developing markets around the globe.
- To build differentiation externally, by bringing products and services to market together and presenting "One Fujitsu" to our customers.
- To configure ourselves for efficiency. We will simplify and transform our regional organizations to meet the needs of our global clients, and derive lasting benefits from best practice and standardized offerings across the regions.

The Fujitsu in CEMEA&I is a cornerstone of this international organization. We have the potential – and also the obligation – to implement the model in an exemplary manner.
Our key strategies are:

- Become a leading IT infrastructure and service provider by moving up the value chain.
- Provide customers with a complete portfolio of Dynamic Infrastructures, Application Services, and Business Services – fitting their needs.
- Create a common approach to all cloud computing stacks that will successfully attract customers – based on partnerships inside and outside of the Fujitsu organization.

1.5 CORPORATE OBJECTIVES

Each year clearly defined operative corporate objectives are presented by the Chief Executive Officer (CEO) and the Management Council (MC) for the individual divisions and subsidiaries.

The corporate objectives are drawn up by the Corporate Strategy and Finance & Controlling departments and presented for approval. They are developed in a budgeting process based on market data, general trends, and the specific strengths and improvement potential provided by Fujitsu in CEMEA&I. Medium-term aspects (3-year plan summary) are also taken into account.
Furthermore, corporate objectives regarding such important topics as quality, service management, information security and environment management are specified as general targets and programs.

1.6 RESPONSIBILITY AND DELEGATION

A prerequisite for the implementation and fulfillment of our strategic targets is an organization with an organizational and operative lucidity and the clear assignment of tasks, competencies, resources, and responsibilities.

1.6.1 MANAGEMENT COUNCIL

The Management Council (MC) under the direction of the Chief Executive Officer (CEO) sets the business targets and decides on the strategies for Fujitsu in CEMEA&I.
The Management Council comprises our business functions (Technology Solutions Portfolio, Service Operations, Supply Operations, Regional Sales Clusters, Finance and our indirect channel business) and is assisted by our Business Support functions. Important managerial elements for the MC are the strategic and operative planning processes as well as target agreements with the regional and functional units. Planning and reporting is based on business according to the countries, regions, product lines, and market segments.

1.6.2 DELEGATION OF ENTREPRENEURIAL RESPONSIBILITIES

The fulfillment of delegated tasks, which arise from entrepreneurial duties, is organized and documented.

This delegation comprises the selection of suitable employees, their instruction and monitoring. It begins with the executive management, which has the overall responsibility, and proceeds across different management levels down to the employee concerned.

The assignment of duties is combined with the assignment of competencies. They are all interrelated in a suitable manner. The relevant tasks, responsibilities and competencies are documented in job profiles and procedures.

1.6.3 QUALITY REPRESENTATIVE

The management council is responsible for setting up, maintaining and developing the management system regarding quality, environment, information security and IT service management as described in chapter 3. A dedicated member of the management council controls the proper function of these systems besides entrepreuneurial responsibilities on a four eyes principle.

Specialized compliance officers are appointed based on legal and business need for specific topics such as
- Environmental protection
- IT security
- Product safety
- Occupational health and safety

1.7 ORGANIZATIONAL STRUCTURE

The main feature of our business model is its clear alignment according to the business responsibilities of each operative function and their interaction: Sales (South-Eastern Europe, Southern & Western Europe, Germany, Emerging Markets), Supply Operations, Service Operations, Technology Solutions Portfolio and Corporate Functions.
(> see figure page 9)

We position this responsibility as closely to the customer as possible – and in the interest of the customer, namely in the country organizations, which are members of the Sales organization. The Fujitsu in CEMEA&I business model is characterized by the clear focus on business responsibilities of the operative functions and their cooperation: Sales, Supply Operations, Service Operations, Technology Solutions Portfolio, and Support Functions.

Sales is divided into four regional infrastructure sales organizations so as to strengthen our customer proximity, simplify our processes, make us stronger locally, as well as to suitably align the infrastructure products, solutions, and infrastructure services to our Dynamic Infrastructures Portfolio.

Supply Operations is instrumental in ensuring that we can deliver the products and solutions that our customers need to be successful in their business. Supply Operations is responsible for the economical procurement, manufacturing, and logistics (both inbound and outbound) of the products. Continuously optimizing its end-to-end processes along the value chain, Supply Operations achieves best-in-class product, service and delivery quality.

Service Operations is a business function that acts as the interface between the Technology Solutions Portfolio (TSP) and the Sales regions to ensure that we can deliver and implement as promised. Service Operations puts its entire focus on Service Delivery and offers the appropriate governance, experience, and central delivery capabilities.

Technology Solutions Portfolio defines, develops, and implements our products and services, infrastructure solutions, and managed infrastructures, as well as our "Infrastructure as a Service" offerings in a joint portfolio of platforms and services. TSP is responsible for its part in our Dynamic Infrastructures portfolio throughout the entire lifecycle, and thus needs to ensure an end-to-end approach to its implementation.

Corporate Functions are Finance, Channel, Region Support, Legal Services, Human Resources, Information Systems, Communication, Strategy and others.

CUSTOMER

| CORPORATE FUNCTIONS | SOUTH-EASTERN EUROPE | SOUTHERN & WESTERN EUROPE | GERMANY | EMERGING MARKETS |

SUPPLY OPERATIONS

SERVICE OPERATIONS

TECHNOLOGY SOLUTIONS PORTFOLIO
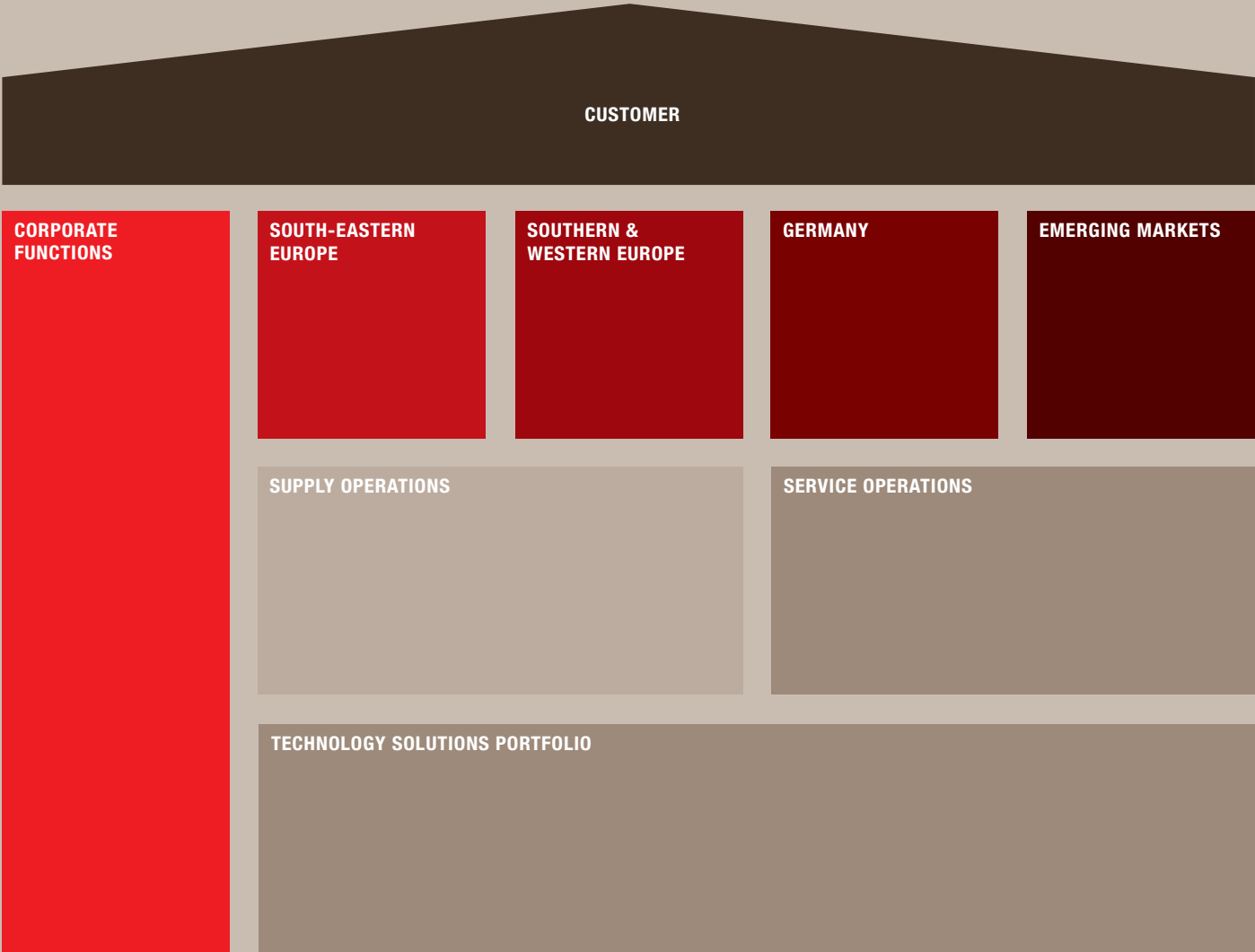
Organization Chart Fujitsu in CEMEA&I

2. INTEGRATED MANAGEMENT SYSTEM (IMS)

In general, management systems are tools for the realization of entrepreneurial targets. They configure the relevant basic requirements of operational activities and support business processes. This is enabled by the implementation of operational and organizational structures and the corresponding rules, as well as internal reviews, e.g. by means of audits. The introduction of a process-specific system for measuring performance is essential for enabling the assessment of processes.

2.1 MANAGEMENT SYSTEM PRINCIPLES

In order to facilitate synergies, Fujitsu in CEMEA&I has consolidated various management systems into one integrated management system. (> see figure page 10)
This IMS supports employees and management in the transformation of legal requirements and verbalized guidelines derived from our vision and the corresponding company's objectives. Our integrated management system defines:

- Where we want to go.
- Who is responsible.
- How targets are precisely met.
- How improvements are systematically transformed.

A management system can only reveal its full effect once all important processes are identified, described, and integrated into the general management and have really become an integral part of our daily business.

2.2 OBJECTIVES OF THE INTEGRATED MANAGEMENT SYSTEM

The objectives of the Fujitsu in CEMEA&I integrated management systems are:

- Improvement of process performance, including additional requirements from spheres of activity, especially quality management, environmental management, IT service management, information security and additional management systems,
- Reduction of risks due to ambiguous organizations, structures, and workflows,
- Retention of conformance to laws by compliance with corresponding legal requirements and contractual agreements,
- Optimization of interfaces.

IMS

QUALITY MANAGEMENT	ENVIRONMENTAL MANAGEMENT	IT SERVICE MANAGEMENT	INFORMATION SECURITY MANAGEMENT	ADDITIONAL MANAGEMENT SYSTEMS
FULFILLMENT OF CUSTOMER REQUIREMENTS	REDUCTION OF ENVIRONMENTAL IMPACT	EFFICIENCY BY IT SERVICE MANAGEMENT	EFFECTIVE RISK REDUCTION, CONSTANT FULFILLMENTOF REQUIREMENTS	AS DESCRIBED IN CHAPTER 2.4
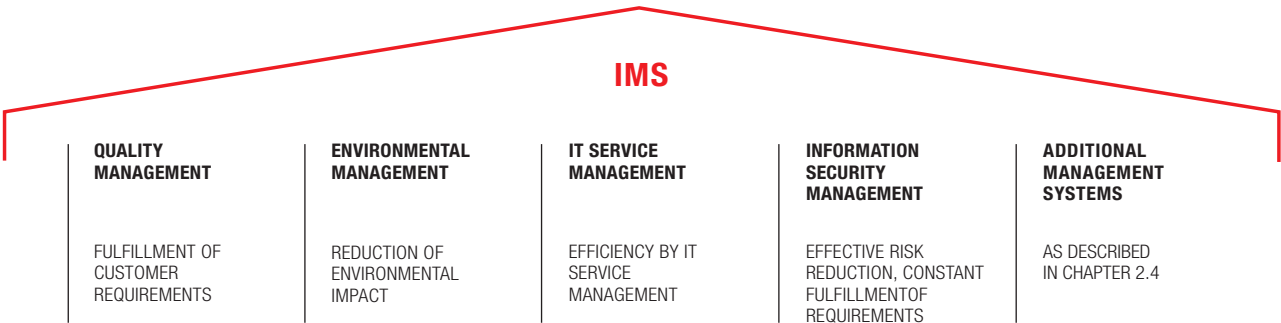
Our Integrated Management System

2.3 CERTIFIED SYSTEMS

Our products and services for customers are based on globally valid guidelines and laws, including the relevant standards. Relevant corporate and local specifications and regulations can be accessed by all employees via the Intranet. Specific regulations are accessible only for authorized users and are stored in restricted areas of our information systems.

Governance and specific control mechanisms are a prerequisite to managing and operating the IMS for the certified systems. The Quality Representative of the company – assigned by the CEO – is responsible for the overall management of this system.

As a consequence of the Fujitsu Way, where quality is defined as an essential value, the absolute minimum requirements for all our activities must adhere to the following standards:

- Quality Management
- Environmental Management
- IT Service Management
- Information Security Management

2.3.1 QUALITY MANAGEMENT (EN ISO 9001:2008)

General targets have been defined based on our quality policy, "We enhance the reputation of our customers and the reliability of social infrastructure":

- Outstanding quality is essential for our customers and for our success.
- We stick to our company values and ethical principles.
- Process oriented (model).

These general targets are subdivided by the individual organization units. Individual targets and measures are defined within the process descriptions. The documentation and interaction is checked in internal audits.
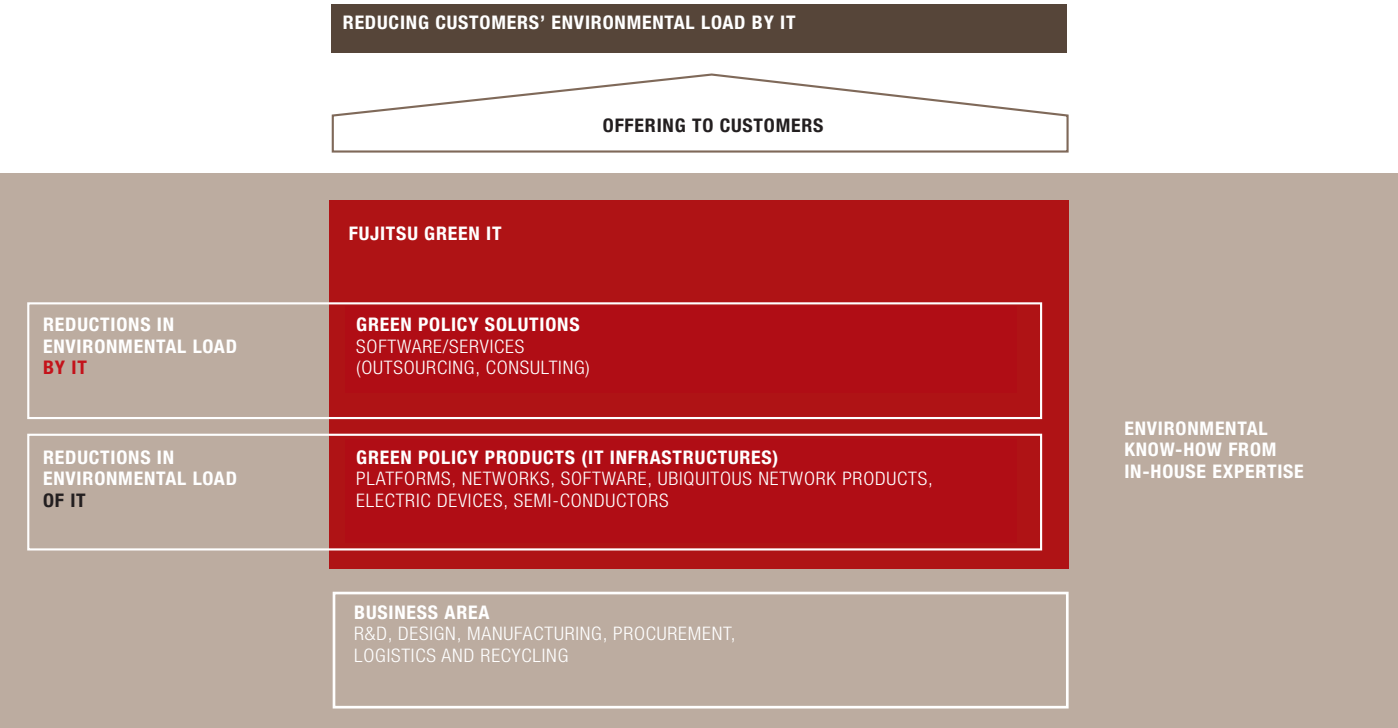
The quality objectives of our portfolio are already defined during the development phase by our Technology Solutions Portfolio organization. These targets are forwarded via the product introduction to Service Operations and to Supply Operations.

2.3.2 ENVIRONMENTAL MANAGEMENT (ISO 14001:2004)

In recent years, Fujitsu has accelerated its green IT initiatives in various regions outside Japan by combining the strengths of its worldwide operations and leveraging its technological expertise and environmental program experience.

As part of this expansion, Fujitsu has created new global targets for the Green Policy Innovation program, aiming to reduce CO_2 emissions worldwide. The global expansion of the program will help customers around the world reduce their environmental footprint while serving as a pillar for the company's medium-term environmental vision, Green Policy 2020.
(> see figure page 12)

For years now, we have been operating an environmental management system in accordance with the international standard ISO14001 as the basis of all activities. We are strengthening "sustainable management" and aim to improve on our environmental performance.

REDUCING CUSTOMERS' ENVIRONMENTAL LOAD BY IT

OFFERING TO CUSTOMERS

FUJITSU GREEN IT

REDUCTIONS IN ENVIRONMENTAL LOAD BY IT

GREEN POLICY SOLUTIONS
SOFTWARE/SERVICES
(OUTSOURCING, CONSULTING)

REDUCTIONS IN ENVIRONMENTAL LOAD OF IT

GREEN POLICY PRODUCTS (IT INFRASTRUCTURES)
PLATFORMS, NETWORKS, SOFTWARE, UBIQUITOUS NETWORK PRODUCTS, ELECTRIC DEVICES, SEMI-CONDUCTORS

ENVIRONMENTAL KNOW-HOW FROM IN-HOUSE EXPERTISE

BUSINESS AREA
R&D, DESIGN, MANUFACTURING, PROCUREMENT, LOGISTICS AND RECYCLING

Green Policy

2.3.3 IT SERVICE MANAGEMENT (ISO/IEC 20000-1:2005)

The ISO/IEC 20000 standard promotes the adoption of an integrated process approach to effectively deliver managed services so as to meet business and customer requirements.
(> see figure page 13)
A coordinated integration and implementation of the service management processes allows for ongoing control, greater efficiency and opportunities for continual improvement. The ISO/IEC 20000 defines the requirements for delivering managed services at an acceptable quality for our customers.

Standardized IT Service Management processes conforming to ISO 20000 have been defined and introduced throughout the entire Fujitsu CEMEA & I Region based on our corporate strategy. The transformation of the standard's requirements is detailed in a management system for service.

2.3.4 INFORMATION SECURITY MANAGEMENT (ISO/IEC 27001:2005)

The adoption of an ISMS should be a strategic decision for an organization. The design and implementation of an organization's ISMS is influenced by its needs and objectives, security requirements, the processes employed, plus the size and structure of the organization. It is anticipated that these and their supporting systems will change over time. It is expected that an

ISMS implementation will be scaled in accordance with the needs of the organization, e.g. a simple situation requires a simple ISMS solution.
Fujitsu in CEMEA&I has established an "Information Security Policy" and an "Information Security Management System (ISMS)" based on the following principles:
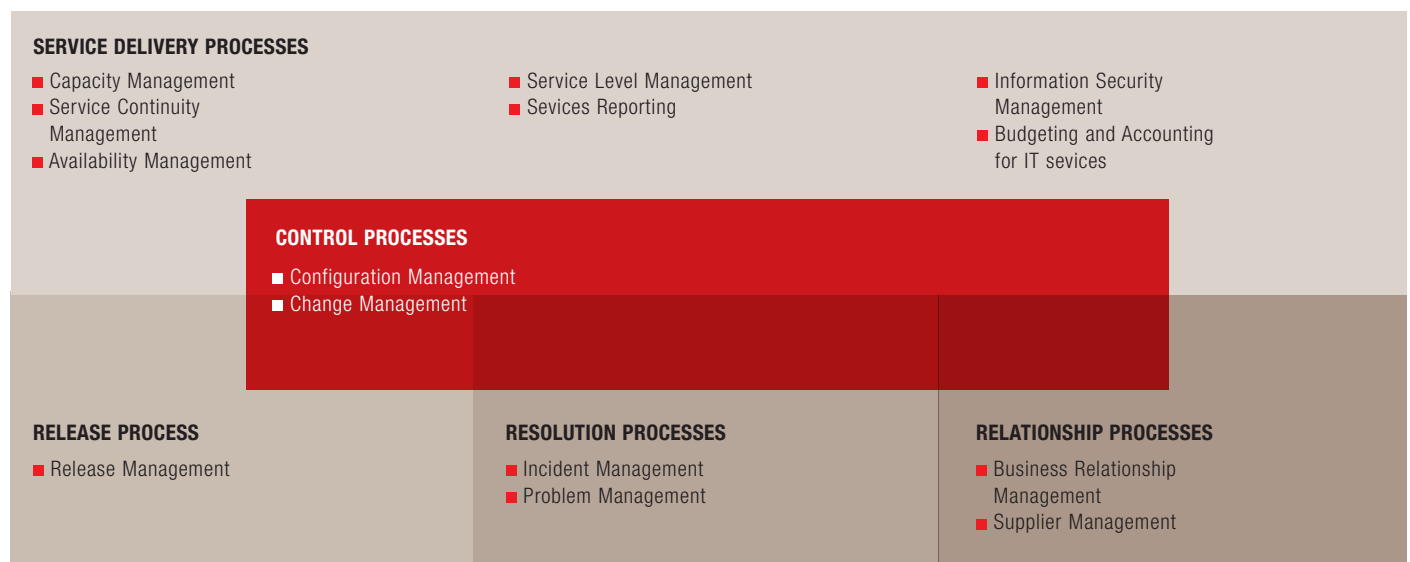
- Information is only available to authorized users.
- Data is protected against loss or manipulation.
- Information can be clearly assigned to a responsible person.
- Anti-virus measures are implemented everywhere – at all levels.
- Central contact persons for such topics are named by each department.
- Constant control processes are established, supported by internal audits.

2.3.5 SCOPE OF STANDARDS

The ISO 9001 and ISO 14001 standards apply for all employees of Fujitsu in CEMEA&I.

ISO 20000 and ISO 27001 basically apply to the employees involved in the provision of managed services to customers.

TDS applies its own Management System.

SERVICE DELIVERY PROCESSES
- Capacity Management
- Service Continuity Management
- Availability Management
- Service Level Management
- Sevices Reporting
- Information Security Management
- Budgeting and Accounting for IT sevices

CONTROL PROCESSES
- Configuration Management
- Change Management

RELEASE PROCESS
- Release Management

RESOLUTION PROCESSES
- Incident Management
- Problem Management

RELATIONSHIP PROCESSES
- Business Relationship Management
- Supplier Management

Overview of IT Service Management Process

2.4 ADDITIONAL MANAGEMENT CONCEPTS, LAWS AND REGULATIONS

While the term "integrated management system" is often used to describe "a system to meet the requirements of more than one external standard", we consider it as a "system of integrated management", which requires the understanding, integration, and application of additional concepts, frameworks, and requirements.

2.4.1 COMPLIANCE AND ETHICS

Integrity is a key factor of sustainable business success and the backbone of good corporate governance. Additionally, compliance has become an even more important aspect of doing business. Customers, business partners, our shareholders, and the public alike scrutinize how businesses approach compliance.

For this very reason, we established an Ethics Policy when Fujitsu in CEMEA&I was formed and we decided to further develop it into a more comprehensive Corporate Compliance Program. Every one of us must be aware of, understand, and be committed to conducting Fujitsu's business in a manner that is consistent with the highest ethical and legal standards.

2.4.2 BUSINESS CONTINUITY MANAGEMENT

The aim of Business Continuity Management is to ensure the capability of the company to act in the event of a contingency. This is done by continuously reducing the risks involved in business processes. Business continuity is supported by a process for the planning and implementation of risk-minimizing measures.

All the identified process risks are included in the risk inventory and weighted with a risk potential index. This index is made up of the economic/financial impact, possible damage to the company's image, probability of occurrence and the probability of non-identification. Possible corrective measures, including the costs, are planned and the residual risk after possible implementation calculated. The decision-maker derives a cost/benefit analysis from this information and commissions the implementation of the necessary measures.

Thus, when delivering services and products for its customers, Fujitsu in CEMEA&I ensures that in the event of operational failure contingency concepts/planning are available for central and regional processes and operations, which either rule out any possible damage to the customer's business, or keep it to a minimum. The aim is not to let the customer's business suffer under the circumstances.

2.4.3 RISK MANAGEMENT

Fujitsu in CEMEA&I is subject to a wide variety of risks in each of its areas of activity, including development and production, as well as sales of IT hardware, software, solutions, and services.

In view of this strongly diversified risk portfolio, the Executive Management of Fujitsu in CEMEA&I regards an efficient and anticipatory uniform risk management approach and program as a core element of good corporate governance and a key element for the success of Fujitsu's entrepreneurial activities.

In addition, the company's commercial success depends to a considerable degree on the effective management of opportunities and risks in complex projects. Therefore, Fujitsu in CEMEA&I has developed a common, systematic and comprehensive project risk management system that tracks and supports every single project.

2.4.4 ESCALATION AND CRISIS MANAGEMENT

A crisis is the highest level of escalation, and can only be declared within Fujitsu in CEMEA&I by the Sales organization. Escalation and crisis management provides specialized and qualified management in critical project and customer situations. It coordinates solution finding and the implementation of corrective actions. The main goal is to restore customer satisfaction. Its purpose is also towards preventing escalations and crisis situations as well as improving and optimizing processes, services, and products (lessons learned). The target is to increase operational efficiency in customer projects.

Escalation and crisis management acts across functions for Technology Solutions Portfolio, Supply Operation, Service Operations and for regions throughout the world.

2.4.5 OCCUPATIONAL HEALTH AND SAFETY (OHS)

Occupational health and safety is not just a management task, but also a constant obligation for all employees, as part of their own responsibility in implementing effective work protection measures. It is based on legal requirements applicable to the organization and management and creates a people-centric working environment. The aims of health and safety at work are achieved through:

- Preventive work and safety measures to protect employees and customers.
- Assessment and reduction of risks through corrective measures.
- Active integration and cooperation of employees.

2.4.6 PRODUCT SAFETY AND LIABILITY

All products placed on the market must comply with relevant safety directives to avoid any personal or property damage. Any reasonably foreseeable risks that a product might pose to a customer during its intended use must be prevented.

Internal company guidelines define how legal and standard company regulations for product safety and liability are to be met. Our authorized test laboratories guarantee that our products conform to the requirements of the relevant safety standards.

State-of-the-art technology protects against possible product risks, such as fire, hazardous voltages, mechanical and chemical hazards, radiation, and more. A comprehensive process has been introduced to cover product liability and possible damages in the field.

2.4.7 CORPORATE FINANCE

Fujitsu in CEMEA & I follows established legal principles of financial reporting. which are based on the International Financial Report Standards (IFRS). As a full member of the Fujitsu family, Fujitsu in CEMEA & I is additionally required to comply with J-SOX, which is the informal name for the legislative framework of internal controls governing financial reporting. It falls within the scope of the Japanese Financial Instruments and Stock Exchange Law. J-SOX is the Japanese equivalent of the better-known Sarbanes-Oxley (SOX) Act of 2002 passed by the US government, which reformed public company accounting and protects investors.

Corporate Finance is directly linked to the Chief Financial Officer and consists of the controlling responsibilities for the Sales and Service organizations, as well as all headquarter functions.

All relevant financial principles and processes are described in dedicated documents. The main components of the system are the budget, forecast, and the reporting process.

The aim of the annual budget process is to set targets and measurements for each business entity that are in line with the company goals by reflecting the strategic direction while considering the current product portfolio as well as engaged resources. Once the budget is approved, it will be compared to almost every key figure during the fiscal year in order to identify gaps and objections at the earliest possible opportunity, and so take actions for further improvement.
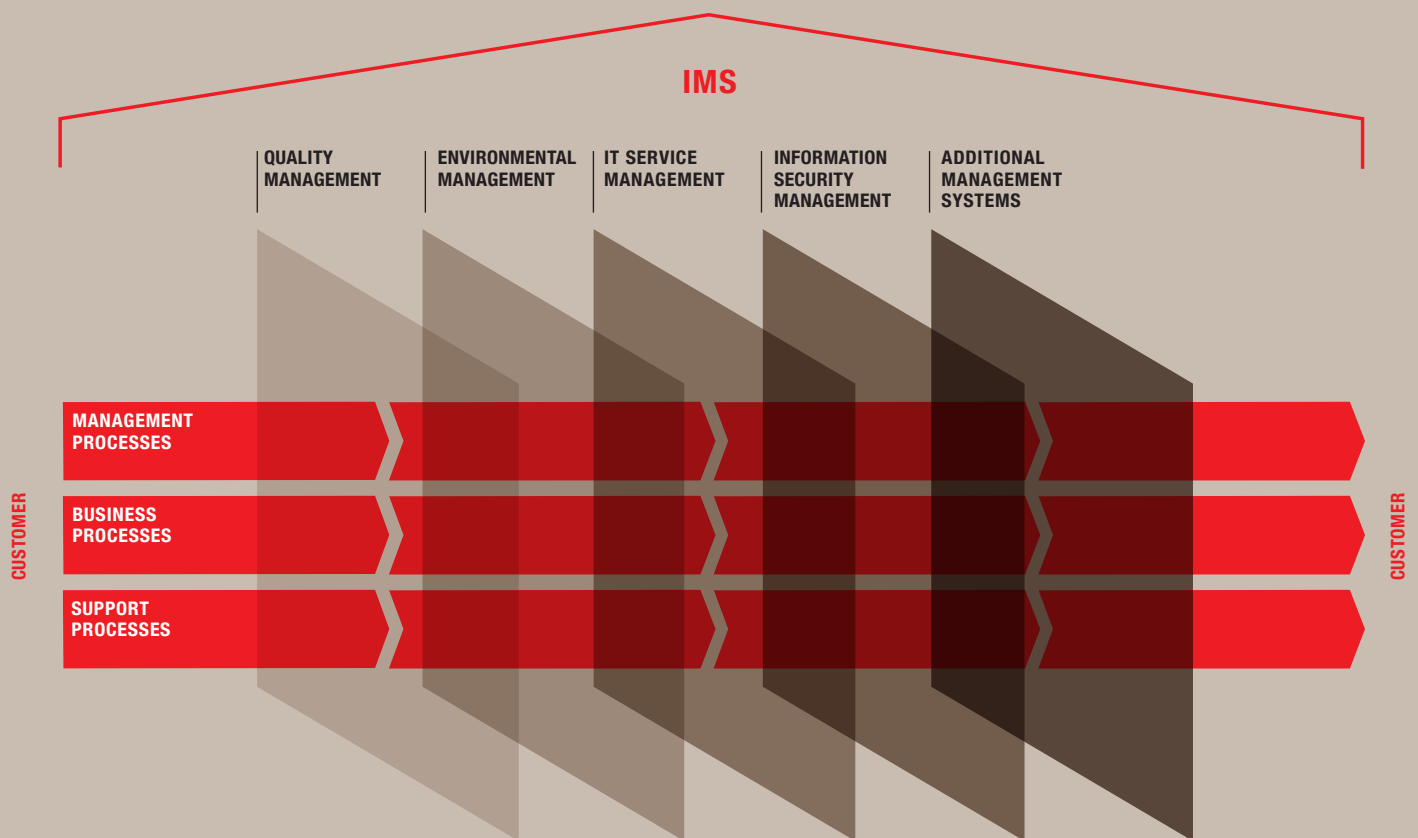
The forecast process provides an outlook for the near future to be proactive in taking countermeasures in order to avoid negative budget deviations before they become reality.

Reporting processes are based on dedicated analysis and query tools retrieving their data from several data warehouses and databases.

3. PROCESS FRAMEWORK AND DOCUMENTATION

3.1 PROCESS ORIENTATION

The assembly of our holistic management systems is based on our business processes, which must fulfill standard requirements with regard to Quality, Environment, IT Service and Information Security Management. The key component in the assembly of our management system is the process orientation.
(> see figure page 17)

IMS

| QUALITY MANAGEMENT | ENVIRONMENTAL MANAGEMENT | IT SERVICE MANAGEMENT | INFORMATION SECURITY MANAGEMENT | ADDITIONAL MANAGEMENT SYSTEMS |

CUSTOMER

MANAGEMENT PROCESSES

BUSINESS PROCESSES

SUPPORT PROCESSES

CUSTOMER

Processes in an Integrated Management System

3.2 PROCESS ARCHITECTURE

The core component of the Fujitsu in CEMEA&I process management framework is the process architecture/process house. (> see figure page 19)

The process architecture is the mandatory generic base for our company-wide process management, it:

- Describes the management, business and support processes as "to be" processes by using the defined level structure,
- Covers all business types (products, systems, projects, solutions, and services),
- Enables the configuration of end-to-end business processes by the selection of appropriate processes and their phase-oriented linkage,
- Is the baseline for user-specific views.

Fujitsu in CEMEA&I has a customer-oriented process architecture. The three end-to-end running core processes each have a direct interface to the customer. Our activities start with customer requirements and finish with the delivery of our product or service to the customer.

These three core processes are: "Portfolio Lifecycle Management", "Customer Relationship Management" and "Supply Chain Management". The "Management and Support Processes" are used to support the core processes on a long-term basis.
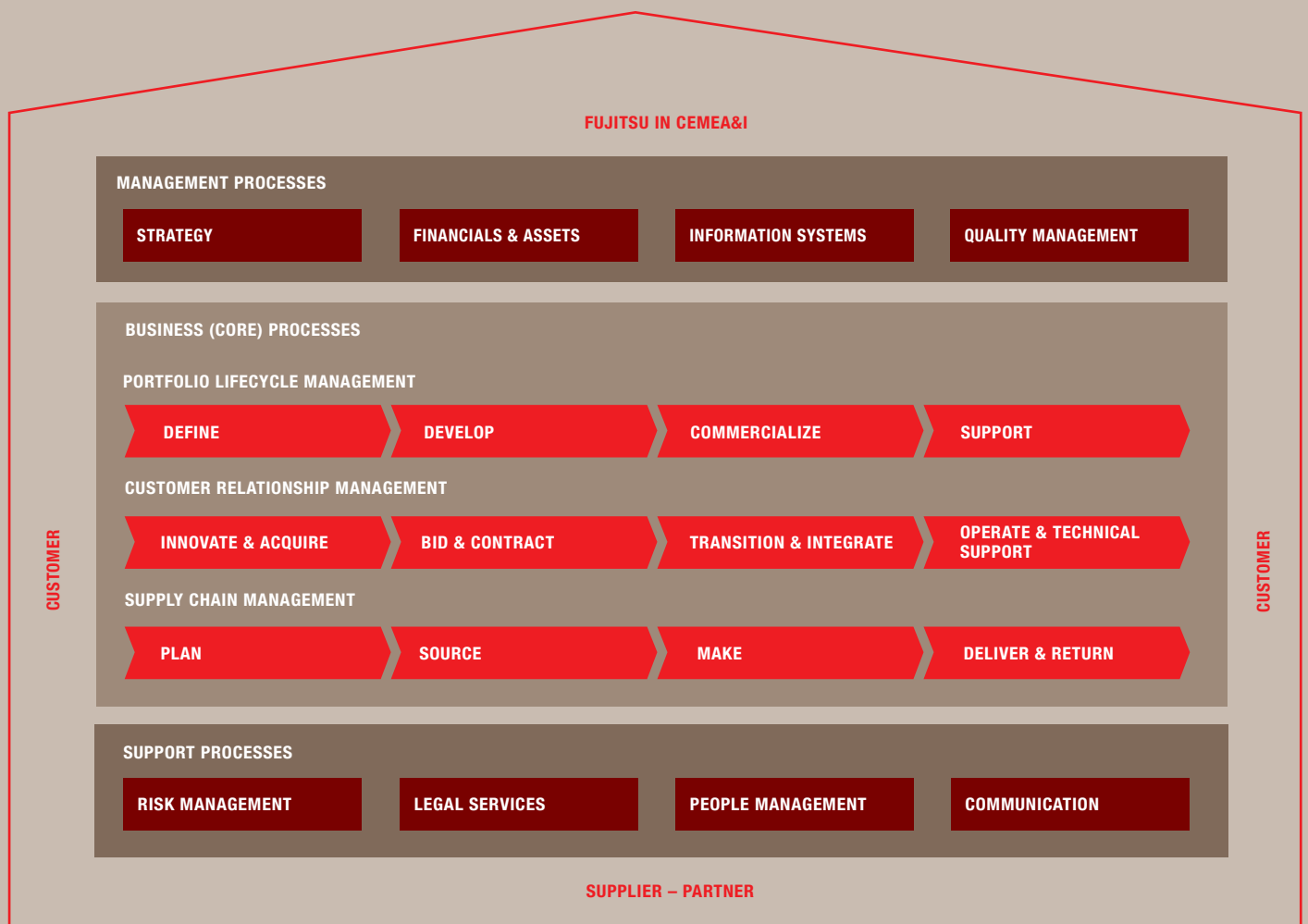
3.3 PROCESS MANAGEMENT

The Fujitsu in CEMEA&I business processes are defined, described and managed in a standardized manner as defined in the process management policy.

Important elements are:

- Distinct ownership for each process,
- Transparency through formalized process descriptions,
- Clear targets and measurement,
- Integration in regular business reviews.

Those responsible for ensuring that our processes are fit for the intended purpose are the process owners and process managers. The process owner's responsibilities include sponsorship, design, and change management, as well as the continued improvement of the process and its metrics. He or she represents the interface with business users and functions to review, define and authorize current and future process models.

FUJITSU IN CEMEA&I

MANAGEMENT PROCESSES

| STRATEGY | FINANCIALS & ASSETS | INFORMATION SYSTEMS | QUALITY MANAGEMENT |

CUSTOMER

BUSINESS (CORE) PROCESSES

PORTFOLIO LIFECYCLE MANAGEMENT

DEFINE → DEVELOP → COMMERCIALIZE → SUPPORT

CUSTOMER RELATIONSHIP MANAGEMENT

INNOVATE & ACQUIRE → BID & CONTRACT → TRANSITION & INTEGRATE → OPERATE & TECHNICAL SUPPORT

SUPPLY CHAIN MANAGEMENT

PLAN → SOURCE → MAKE → DELIVER & RETURN

CUSTOMER

SUPPORT PROCESSES

| RISK MANAGEMENT | LEGAL SERVICES | PEOPLE MANAGEMENT | COMMUNICATION |

SUPPLIER – PARTNER

Process Architecture

3.4 DOCUMENTATION OF THE INTEGRATED MANAGEMENT SYSTEM

The management system manual provides a framework for policies, processes and functions that ensures Fujitsu in CEMEA&I can achieve its objectives.
(> see figure page 20)

Specific documents are part of the framework, e.g. method handbooks, process manuals, and procedures. The country profiles are the national links between the management system manual and country-specific documentation.

Formally documented management expectations and intentions are documented in policies. Policies are used to direct decisions, and to ensure consistent and appropriate development and implementation of processes, standards, roles, activities, IT infrastructure etc.

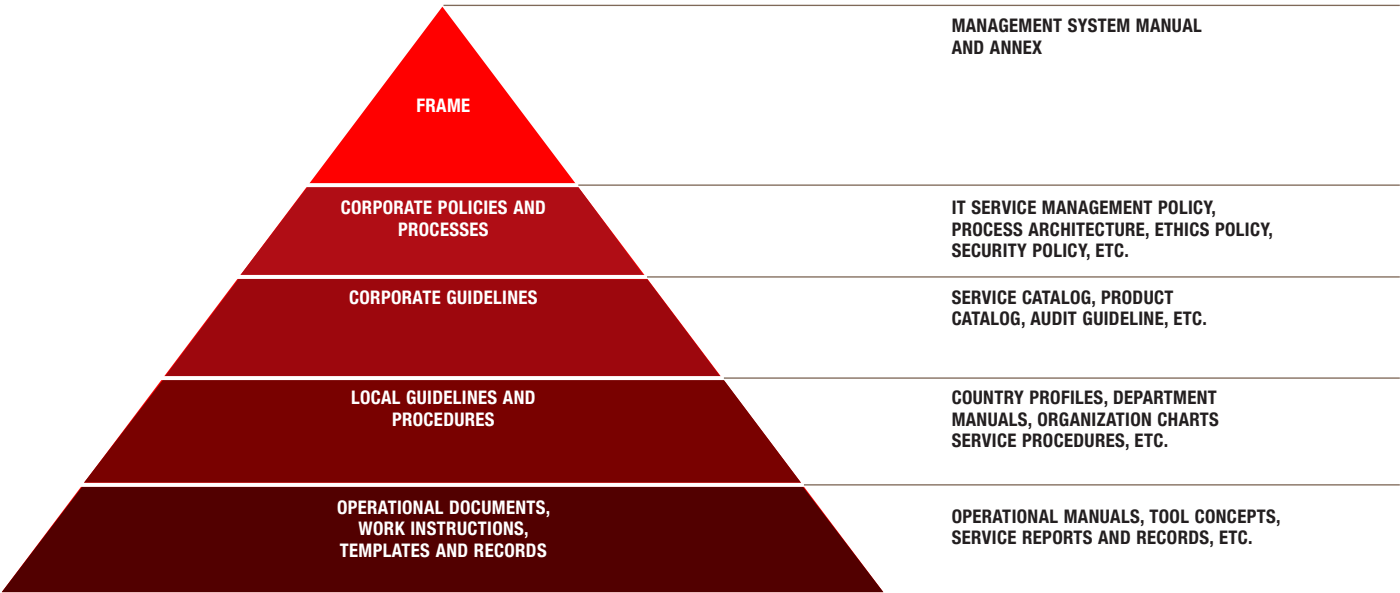Procedures are defined as part of processes. Procedures contain steps that specify how to achieve an activity.

Work instructions contain much more detail than procedures and are only created if very detailed instructions are needed.

3.5 DOCUMENT MANAGEMENT

All important documents must be managed. Document management is described in relevant guidelines.
In general, documents must be:
- Approved regarding suitability before they are published,
- Updated as necessary and approved again,
- Available at the respective locations,
- Easy to read and find,
- Labeled with version and/or date, author, page, number of pages
- Archived in a suitable manner.

FRAME	**MANAGEMENT SYSTEM MANUAL AND ANNEX**
CORPORATE POLICIES AND PROCESSES	**IT SERVICE MANAGEMENT POLICY, PROCESS ARCHITECTURE, ETHICS POLICY, SECURITY POLICY, ETC.**
CORPORATE GUIDELINES	**SERVICE CATALOG, PRODUCT CATALOG, AUDIT GUIDELINE, ETC.**
LOCAL GUIDELINES AND PROCEDURES	**COUNTRY PROFILES, DEPARTMENT MANUALS, ORGANIZATION CHARTS SERVICE PROCEDURES, ETC.**
OPERATIONAL DOCUMENTS, WORK INSTRUCTIONS, TEMPLATES AND RECORDS	**OPERATIONAL MANUALS, TOOL CONCEPTS, SERVICE REPORTS AND RECORDS, ETC.**

Documentation Framework

4. MEASUREMENT, IMPROVEMENT, AND INNOVATION

4.1 CUSTOMER SATISFACTION

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 through a close relationship built on customer satisfaction and trust.

Customer satisfaction is monitored via customer surveys performed in our sales regions. In addition, we obtain feedback from our customers by way of the systematic evaluation of direct and indirect customer contacts. This mainly includes feedback from our sales and service partners, evaluation of pilot experience, and manager visits to top customers.

The findings gathered from this information are used to draft and introduce improvements regarding processes, services, and products.

4.2 MEASUREMENT

Quality is one of the most important factors in business success. Our measurement system integrates all important quality and process information based on predefined key performance indicators (KPI) measured throughout our processes.

The objectives of our measurement system are:
- Link targets with current KPIs,
- Transparent descriptions of process, product, and service quality,
- Communication and motivation.

Our measurement system covers all the traditional financial indicators while also containing the indicators for operative processes, which in turn create the prerequisites for future business results.

While financial KPIs generally show the results of decisions that were taken in the past, we understand our operative KPIs to be management criteria that will help us to reach our (strategic) targets. The Management Scorecard is based on a range of KPIs from the lower-level processes.

According to the motto "what gets measured, gets done" we link our KPI system to amendment measures and assign each improvement measure to a responsible person.

4.3 CONTINUAL IMPROVEMENT

Regulations for the implementation of continual improvement procedures are defined in an appropriate process description and follow the rules and regulations based on the PDCA cycle (Plan – Do – Check – Act).

The process owners are responsible for the continual improvement of their respective process, product, and service. Process management supports a structured approach to identify improvement potential and take appropriate measures. All agreed actions become part of an Action Item List (AIL), which is introduced in order to continually improve the processes, as well as to document, monitor and check the effectiveness of the improvement measures.

4.4 INNOVATION

Innovation is a key driver of success. Innovation secures our future, creates added value for our customers, and delivers competitive advantage. All of this can be realized by way of the technology we provide, the products and processes we develop and the services we deliver.

For the sustainability and competitiveness of our company, innovation must be a long-term commitment. This means that we all need to foster a corporate culture of innovation.

Inspiring innovation in your own organization/area – using the innovation intents as a guideline – is a challenge ultimately helping our company to compete in the tough IT market.

Our innovation scope will mostly consist of innovation
- New to the world,
- New to the company,
- New to the customer.

This helps us to thrive in the present while shaping the future.

4.5 AUDITS, ASSESSMENTS, AND MANAGEMENT SYSTEM REVIEW

Audits and assessments – internal as well as external – are used to check that the processes and results within our integrated management system meet the predefined requirements with the necessary efficiency. As additional benefit they are an instrument for monitoring and sharing good and best practice. They are scheduled in audit plans, which ensure that all elements of the integrated management system are regularly monitored. The planning and performance of audits is described in internal guidelines applicable for the entire company.

Besides external audits performed by authorized certification bodies, several customers require their own audit to ensure that their specific requirements are met by our services and products. Even additional requirements from a market outside our core business can help us improve on our services and products and build greater customer intimacy.

As our customers rely on Fujitsu in CEMEA&I, we are also obliged to maintain our high quality standards for those components and modules purchased from third party suppliers. Therefore, supplier audits and assessments are carried out at predefined intervals to ensure the greatest possible customer satisfaction. Necessary social and environmental elements are also audited.

At regular intervals, executive management checks and assesses the efficacy and suitability of the integrated management system. All relevant items, such as audit reports, feedback from customers, quality statistics etc., are examined. Based on these results, decisions and actions are taken to improve services, products, and processes.

5. MANAGEMENT OF RESOURCES

5.1 PROVISION OF RESOURCES
Executive management constantly determines the resources needed to implement and maintain the integrated management system and to constantly improve its effectiveness, as well as customer satisfaction – especially when customer demands rise.

5.2 HUMAN RESOURCES
To deliver excellent services and products, Fujitsu in CEMEA&I ensures the continuous development of all its employees. Frameworks and specially assigned resources are provided to maximize the skills, management capability, and performance of all employees. Fujitsu in CEMEA&I also encourages and financially assists appropriate professional development and further education, so as to motivate employees, improve performance, raise professional standards and deliver high quality to our customers.

5.2.1 ASSIGNMENT
Job descriptions, job advertisements, role descriptions and project vacancies include requirements for skills and education. Supported by a development and training process, these requirements are checked against the skills to assign employees to adopt a certain role.

5.2.2 EMPLOYEE DEVELOPMENT AND TRAINING
The task of employee development and learning is the design, realization, implementation, and application within the four areas:
- **Attract** – Position the company as an attractive employer on the job market. Ensure a positive internal and external company image.
- **Develop** – Promote and challenge skills, knowledge, expertise and abilities of employees.
- **Retain** – Create a working environment that motivates and commits employees.
- **Evaluate** – Provide effective and high quality People Management processes and services to evaluate the nominal/existing conditions.

Qualified employees offer a decisive competitive advantage and are a prerequisite for the company to adopt a leading position in the market. This means that employee skills must be continuously improved with regard to specialist knowledge and experience.

It is the task of both employees and managers to improve skills via target-oriented training so that specific results are achieved. Annual reviews and feedback meetings are used to discuss the success of such agreed and implemented training measures and to compare the achievements with the agreed targets.

5.2.3 COMPENSATION AND BENEFITS
Employees are paid according to their personal performance and/or scope of their responsibility, according to the success of Fujitsu in CEMEA&I or a department in meeting its specific business targets, or according to their own personal incentive targets.

There are regulations to establish an international standardized design for variable income components. Policies define the structure of the variable income based on the organization affiliation, role and level in order to efficiently align employees according to the strategic targets set at Fujitsu in CEMEA&I.

5.3 INFRASTRUCTURE
Executive management also ensures that the necessary infrastructure is not only defined but also provided and maintained. The main infrastructure elements are the office, production, and datacenter areas with the corresponding technical equipment, as well as the central networks. Furthermore, the dimensions of the IT systems used to manage important processes and the internal flow of information must be correct. The same applies for the employee workplace. Regular operative planning explicitly determines not only personal resources but also such infrastructure resources. The responsible managers regularly monitor the infrastructure resources.

ts.fujitsu.com