2010
FUJITSU GROUP
SUSTAINABILITY
REPORT

FUJITSU

shaping tomorrow with you

Seeking to Be a Truly Global ICT Company That Contributes to the Sustainable Development of Society

As a Group, We Contribute to the Creation of a Networked Society That Is Rewarding and Secure.
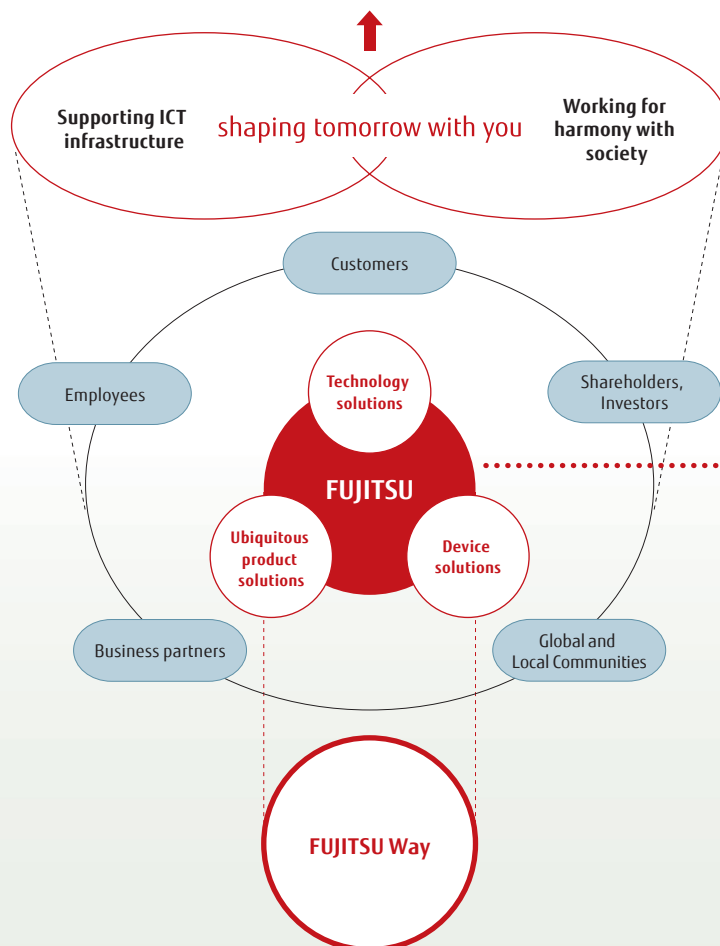
At Fujitsu, we recognize that our role and responsibilities are to support the information and communication technology (ICT) infrastructure that is indispensable to our personal lives and society and to engage in activities in harmony with local communities. Our commitment to fulfill these responsibilities and support a sustainable society is reflected in our corporate vision, the Fujitsu Way, as it clearly states that we "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." In communication with our various stakeholders, the Group seeks to be an ICT company that makes discretionary efforts to many challenges and contributes to the sustainable development of society.

Fujitsu's Brand Promise –

shaping tomorrow with you

To commemorate our 75th anniversary this year, the Fujitsu Group has announced the brand promise "shaping tomorrow with you." Here, "shaping tomorrow" is about shaping the future of society and business, and "with you" describes our way of doing business, building on our long-term relationships with our customers. We work with customers, using our experience and the power of ICT, to contribute to their success and to the future of society.

To a prosperous future and society

Supporting ICT infrastructure

shaping tomorrow with you

Working for harmony with society

Customers

Employees

Technology solutions

Shareholders, Investors

FUJITSU

Ubiquitous product solutions

Device solutions

Business partners

Global and Local Communities

FUJITSU Way

Regarding Our Business Segments

The Fujitsu Group provides a wide range of services and products with the advanced technology, high performance and high quality essential for the future of the ICT sector, and operates an integrated total solutions business, from the development, manufacturing and sales of those products and electronic devices to the provision of maintenance services.

Technology Solutions

System integration/Consulting/Front-end technologies (ATM and POS systems, etc.)/Outsourcing services/Network services/System support services/Security solutions
System Platforms: Servers/Storage systems/Software/Network products/Network management systems/Optical transmission systems/Mobile phone base stations

The PRIMERGY RX600 Rack Server

The Integrated Control Room of Tatebayashi System Center

Ubiquitous Product Solutions

PCs, mobile phones & optical transceiver modules

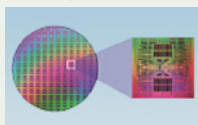Notebook PC FMV-BIBLO LOOX U/C50N ECO model

docomo PRIME series™ F-04B

Device Solutions

Logic LSIs/Memory LSIs/Semiconductor packages/SAW devices/Functional components (relays, connectors, etc.)

The H.264 Full HD Codec LSI achieves ultralow power consumption.

The SPARC64™ VIIIfx wafer, the world's fastest processor

contents

Seeking to create a truly global ICT business that can sustain society and the lives of seven billion people worldwide

Q **What is the Fujitsu Group's fundamental policy behind its corporate social responsibility (CSR)?**

We will continue to fulfill our responsibility as a corporate citizen while contributing to society through information and communication technology (ICT).

ICT has become an indispensable part of the social infra-structure for interpersonal communications, business, finance and the economy. The Fujitsu Group, through the constant pursuit of innovation, aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world. This is our corporate vision, and implementing it is at the heart of our CSR.

To realize our corporate vision, we must maintain compliance, reduce environmental burdens and ensure that each employee of the Fujitsu Group continues to be a good corporate citizen in the process. In this context, to fully instill the ideals we strive to reach as employees and as a business, in accordance with the corporate values and principles of the Fujitsu Group as embodied in the Fujitsu Way, we are placing a strong emphasis on activities such as employee training.

To further strengthen our commitment, we announced in December 2009 our support for the United Nations Global Compact both within and outside the company.

Masami Yamamoto

Masami Yamamoto
President, Fujitsu Limited

Q In particular, how will you contribute?

We will make contributions by helping to solve the many challenges facing society today, starting with the environment.

Environmental problems are said to be the greatest challenge we are facing in the 21st century. The Fujitsu Group set forth its Commitment to the Environment in 1992, and since then has made consistent efforts to reduce its environmental impact. However, the scope of ICT in reducing the environmental burdens of our customers and society is considerable. By contributing to the optimization of transportation and physical distribution systems, as well as the usage of power grids and electricity, ICT can minimize energy consumption and CO_2 emissions. In addition, high-level simulation technology involving global carbon circulation and climate change will prove useful in taking measures against global warming.

Furthermore, ICT can be used in innovative ways to handle any challenges found in the areas of medicine, social welfare, education and agriculture.

Q What is necessary for a large number of people worldwide to reap the benefits of ICT?

We need to make ICT more familiar and easier to use.

ICT needs to become something that is easier for people to use. Until now, it has been as if people were the ones being used by computers due to the amount of data inputting required. However, with advances in cloud computing, sensor technology, multifunctional mobile terminals, and mobile communications technology, a wide variety of services have become available to people. This is regardless of whether or not the user is aware of what is physically behind the technology. This would include cloud computing, which allows the use of computer resources without having to think about the server equipment and complex processing behind it. The Fujitsu Group will drive

forward the "Human Centric" era, in which the use of ICT does not require special knowledge. At the same time, we are committed to improving accessibility for everyone via better user interfaces and design.

However, there is another challenge we must not forget to address, which is that of the world's economic disparities. Access to ICT can pave the way to help the underprivileged lead a more comfortable lifestyle, but the cost barrier still remains. One successful approach to resolve this issue has been technological innovation. Day-to-day advances in technology have the potential to provide the same functions and performance at a dramatically lower cost. For example, the combination of wireless communications with the Internet has enabled the creation of very low-priced audio communication systems. This technology has already driven the use of telephones in parts of Africa.

Q Fujitsu aims to achieve a "prosperous society" through ICT, but what kind of society will this be?

We are aiming for a "Human Centric Intelligent Society" that is rewarding and secure for the people who live in it.

I have already mentioned the power of ICT to change business, daily life and society. The Fujitsu Group has a long-term vision of achieving, through the increased use of ICT and computer science, a "Human Centric Intelligent Society" that is both secure and rewarding for people.

Behind all of this is a "Human Centric" ICT environment. In this context, cloud computing will allow ICT to be utilized

in areas where it was previously underutilized. By making full use of this environment, data can be accumulated from human knowledge and wisdom, from changes in behavioral patterns and local situations. By analyzing this data, we hope to identify newfound answers to existing social challenges.

Take agriculture, for example. By acquiring and accumulating data on the climate, soil and water, as well as crop conditions through sensors, it should become possible to devise new business models that secure better harvest yields with lower expenditures of labor and energy. As a result, many people will be able to take up the challenges of enhancing productivity and safety, as well as improving the ability of people to feed themselves, and aim for sustainable business growth. In the area of transportation, we can acquire information on traffic congestion and road surface conditions using sensors embedded in cars and roads. By monitoring information on the way drivers operate their vehicles, we can relieve traffic congestion and prevent accidents. When looking at healthcare, conveying your health condition to a physician or a hospital databank using mobile phones would not only be useful in daily health management, but also in preventing illness and making the delivery of better medical services possible.

Q In closing, do you have a message for our readers?

We are aiming to become a truly global ICT company by "shaping tomorrow with you."

The Fujitsu Group seeks to achieve sustainable growth together with its customers and stakeholders. This means ensuring the implementation of our three management priorities of focusing on the customer's customers, globalization and environmental sustainability.

Partnerships, particularly with our customers, will be essential if we are to contribute to society through ICT and realize a "Human Centric Intelligent Society." In April 2010, we created our brand promise "shaping tomorrow with you" to convey our commitment to working with our customers to build a prosperous tomorrow. This is not a mere slogan. It embodies our serious commitment towards the achievement of a "Human Centric Intelligent Society". It is the brand promise under which all 170,000 employees of the entire Fujitsu Group will come together to fulfill our responsibility as corporate citizens aiming to become a truly global ICT company which supports the lives of seven billion people and the society in which they live around the world.

Outside auditor comments regarding the resignation of former president, Kuniaki Nozoe

The actions taken by Mr. Nozoe, the former president, who should have been the highest embodiment of the Fujitsu Way, were inappropriate. The outside directors and auditors were kept well informed in regard to the issue and fully considered this. As a result, the decision to ask Mr. Nozoe to resign was made. In our view, this matter only demonstrates the exceptional effectiveness and high functionality of Fujitsu's corporate governance and risk management systems and we sincerely hope the public agrees with our view.   Hiroshi Mitani, Statutory Auditor

*For further information on the resignation of former president, Kuniaki Nozoe, please refer to notices found on our homepage.
http://www.fujitsu.com/global/

We seek a sustainable relationship between our customers, international society and the environment.

Responsibilities and Activities That Support Fujitsu Group Globalization

We aim to become a truly global ICT company that contributes to the creation of a secure and rewarding networked society with a prosperous future for the peoples of the world in which their dreams can be fulfilled. The Group is currently committed to three transformations that will address the management issues faced by our customers and social issues, and has adopted three business policies.

- We are focusing on the customer's customer in working with them on ICT uses that contribute to their business results.
- We are adopting the global perspective necessary to provide high quality services worldwide.
- We are working towards a low-carbon society in our commitment to environmental sustainability.

The Group is concentrating a major effort on these three transformational policies not only to create the values required of a truly global ICT company but also to take responsibility for implementing corporate activities that will ensure the sustainable growth of customers and stakeholders around the world.

1 Focusing on the Customer's Customer

Field Innovation is crucial for ICT to solve management issues.
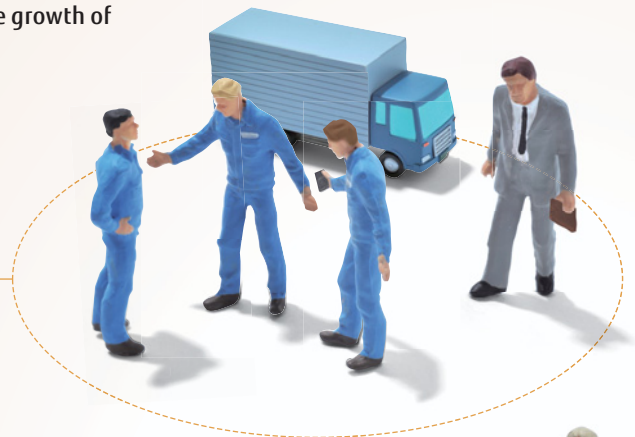
2 Adopting a Global Perspective

Under the motto "One Fujitsu," we are establishing a global business standard.

3 Reinforcing Our Commitment to Environmental Sustainability

The use of ICT in creating a green social infrastructure is the route to a sustainable low-carbon society.

1 Focusing on the Customer's Customer
—The theme is promoting the use of ICT and creating an innovative mindset.

Field Innovation is crucial for ICT to solve management issues.

ICT is used for various purposes as an essential tool for rendering corporate management and the social infrastructure more efficient and creative. However, it would be premature to claim that ICT is being used to its fullest effect in companies and organizations. Fujitsu, in performing its mission to solve these issues and build a networked society that is comfortable and secure, seeks to focus on people and processes, which are important when we implement ICT. As ICT applicability becomes more pervasive, it is important to get back to the starting point, where ICT is seen as only a tool to support people in their work and increase efficiency in their working processes.

In its awareness of such issues, Fujitsu uses Field Innovation methodology, which concentrates on the customer's workplace to determine the true nature of the issues by visualizing relationships between people, processes and ICT. This increases the value of using ICT by working with the customer to make full use of these insights from the workplace.

The Field Innovation Process
•We insist on rendering all the facts visible.
  Field Innovation starts by identifying the target field in which innovation is to be applied, gaining a firsthand understanding of the field facts and factors.
•Facts modify attitudes and build consensus.
  Issues only become clear when the basic facts are known, and this then opens up the possibility of using workplace insights to devise effective measures to address them. When minds are changed to think "if this is really how things are, we need to do something about it," then we have a consensus rooted in the workplace for the innovations required.
•Ongoing innovation brings an innovative mindset to businesses and organizations.
  Our innovation methodology is threefold—in People, Processes and ICT, for ICT is effective where people's mindset, actions and work processes have changed. By continuing such efforts in line
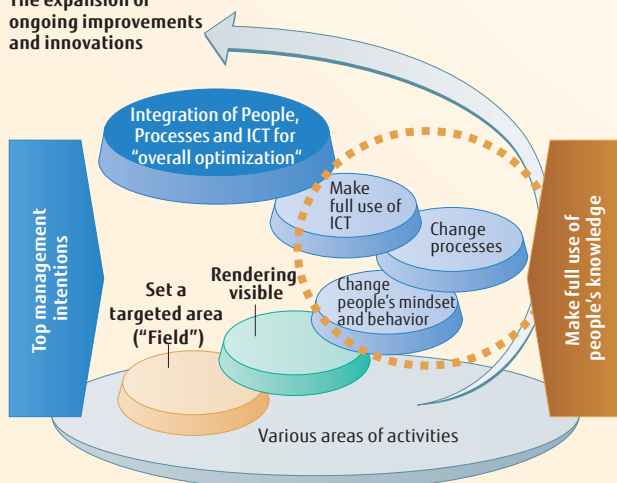
with customers' top management intentions, we aim to establish powerful companies and organizations that will themselves continue to innovate.

Field Innovators Work with Customers to Solve Business Issues
To carry out Field Innovation requires those who can understand the issues faced at the customers' premises, and can make the facts visible and measures can be considered. Then, they can build consensus and a common mindset for innovation as part of a single, integrated process.

Fujitsu has fostered specialists known as Field Innovators, and they are now promoting Field Innovation at customers' locations.

Results of Activity (from Oct. 2007 through Mar. 2010)
•Customer oriented projects: 183
•Fujitsu Group internal projects: 173

Maximizing the Benefit Customers Gain from Its Operation
Field Innovation involves identifying specific problems in the problem area (Field) from the users' point of view, observing at firsthand the practical realities of the customer's workplace, and then proposing ICT improvements relating to the roles played by people and improvements to their skills and work processes. In other words, Field Innovation attaches importance to the customer's operations and does much more than just install an ICT system.

Maximizing the Benefit Customers Gain from its Operation

Operational improvement (people and processes) and identifying key area of improvement on systems
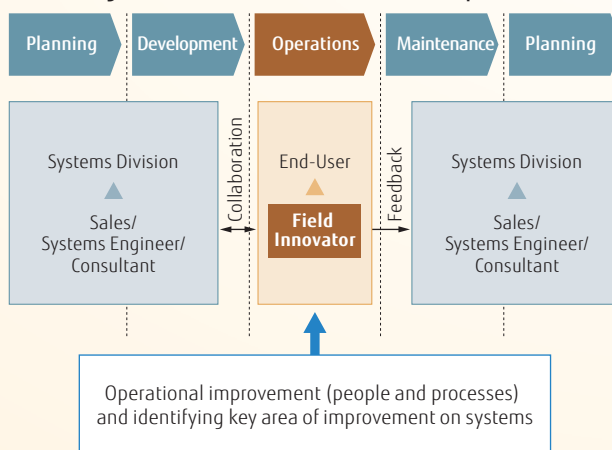
The Goal of Field Innovation
Fujitsu sees Field Innovation as a customer-centric management approach that also represents our own basic attitude to business innovation.

We use this approach in implementing our own innovations in an ongoing effort to add higher value and so to become an indispensable partner to our customers and to grow with them.

The expansion of ongoing improvements and innovations

Business Showcase 1 | Joyful Honda Co., Ltd.

"The Desirable System" Based on Management Philosophy

Joyful Honda operates 14 large home centers in the North Kanto region. Based on their management philosophy of "Selling Dreams," they concentrate on providing a wide range of products. They had not previously introduced a POS system because these normally concentrate on top-selling items, but in January 2009, they started a joint project with Fujitsu to consider POS system introduction, aiming to achieve further growth. From June, Field Innovators participated and confirmed that unless every employee agreed with the purposes of introducing a POS system it would prove ineffective. Actual data obtained through Business Field Work at the stores showed that the workload within them was much higher than expected. This made the need for improvements to work procedures visible and enabled a consensus to be reached on the purpose of POS system introduction so as to reduce the workload and spend the time saved on higher value-added procedures. As system construction proceeded, employees involved in the work were heard to say that they had come to understand the reason for system introduction, indicating a real change of mindset.

Customer Comments

As we work to establish our own unique approach, we look forward to future cooperation with Fujitsu, including the education of our staff in the workplace so that they make the best use of the system.

Yoshiyuki Yagyu
Manager, Information Systems,
Administration Department, Administration Division
Joyful Honda Co., Ltd.

By installing a system that does not sacrifice the attraction of our large selection of merchandise, I hope to impress the next generation with the importance of preserving the essentials that must not be lost by automation.

Hideki Aihara
Manager, Information Management Office,
Merchandise Department, Sales Division
Joyful Honda Co., Ltd.

Business Showcase 2 | Kokushikan University

Rendering the Process Visible Smoothes Course Registration

Since it was founded as a private school in 1917, Kokushikan University has stressed educational character formed by a combination of academic and athletic disciplines. The University had been using a web-based course registration system for its 14,000 or so students, but in 2008 the registration of students for the new semester that should have been completed in a week took several weeks. One of the reasons was the move to a new campus in the same year, but the real reasons were unclear. The Field Innovators went to the workplace and they were able to grasp the relationship between the tasks in the processes performed by each department (academic affairs, student administration, and the information platform center) through interviews and procedural analysis. They found that there were many idiosyncratic procedures followed in each department, and that the lack of communications between these procedures affected the system. So, to render visible all inter-related procedures necessary for web registration, Field Innovators created a process overview, workflows, and an issue association chart, and they improved the business processes across the organizations. The result was that in 2009 the web registration went smoothly and without confusion. The university is currently working with Fujitsu on workplace innovations with the theme of "becoming a campus that takes good care."

Customer Comments

We were given ideas for innovation and how to foster personal growth, many of which were unexpected revelations that were highly instructive.

Eiji Uesugi
Manager, Office of Academic Affairs, Kokushikan University

Through the project activities each of us on the staff changed our mindset. They also planted a growing sense of unity and cooperation among us.

Tadayuki Ohira
Manager, Information Platform Center, Kokushikan University

300 Field Innovators Form a "Knowledge Network" to Promote Innovation

Since October 2007, Fujitsu has selected some 300 people from departments throughout the company. Managers with a rich variety of working experience, they have been trained in the skills of visualization, logical treatment and presentation, and facilitation, enabling them to become Field Innovators with practical experience acquired through the internal project phase. In October 2008, they started their activities at customers' workplaces. Field Innovators share each others' practical knowhow and their knowledge of working procedures throughout the Fujitsu Group (acquired in the various departments from which they come), forming a knowledge network.

Fujitsu continues to promote Field Innovation activities by utilizing this knowledge network and increasing the value brought by ICT.

Hiroshi Yamamoto
President,
Field Innovation Group

2 Adopting a Global Perspective

——Focusing on our governance and competitive strengths in the global market.

Under the motto "One Fujitsu" we are establishing a global business standard.

The Fujitsu Group is further strengthening and expanding its business outside Japan to create sustainable growth in the global ICT industry. As part of this initiative, Fujitsu has reorganized the Group's regional structure and established an integrated "One Fujitsu" business platform to support global accounts more effectively.

From this global perspective, we are concentrating on the "Think Global, Act Local" approach, which is achieved by standardization and sharing of our products and services within the Fujitsu Group companies and taking different actions to meet the specific needs of each customer in each country or region. At the same time, we promote foundation work, such as Project Eagle*, which seeks to extend our framework of internal controls globally so that we can gain trust in global markets.

*This project aims to set up an internal control system that satisfies the requirements of Japan's Financial Instruments and Exchange Act. Each Group company was instructed to review its business processes and take necessary action starting in 2005. In FY 2009, responding to the business formation changes in Europe and the United States, the project focused on the companies in those areas.

Sales by Region/Employees by Region (as of the end of March, 2010)

APAC & China **9.5%**
Americas **6.9%**
EMEA (Europe, Middle East, and Africa) **21.0%**
Japan **62.6%**

Consolidated sales for FY 2009
4,679.5 billion

APAC & China **15.7%**
Americas **4.7%**
EMEA (Europe, Middle East, and Africa) **17.4%**
Japan **62.2%**

Consolidated total no. of employees
172,438

"Think Global, Act Local" and "One Fujitsu"

To provide excellent services for our customers worldwide, Fujitsu has adopted a "Think Global, Act Local" approach. Deeply conscious of our role as a global citizen, we are continuously expanding our global portfolio of ICT solutions to support customers internationally as "One Fujitsu."

Our aim is to provide Human-Centric computing to enable an intelligent society. In line with the Fujitsu Way, our employees take responsible action to deliver service sustainably to all of our customers.

Richard Christou
Corporate Senior Executive Vice President & President of Global Business Group

In EMEA 🌍 Our Approach in Europe

In April 2009, Fujitsu made Fujitsu Siemens Computers (FSC), a joint-venture centering on the manufacture and sale of business servers, into a wholly owned subsidiary, changing its name to Fujitsu Technology Solutions (FTS). Pursuing synergies between FTS and UK-based Fujitsu Services (FS), where services comprise the core business, and reintegrating their various geographical locations, will enable Fujitsu to provide their diverse expertise smoothly to customers. For example, customers in Finland previously purchased their servers from FTS Finland and their services separately from FS Finland, but now the two companies, combined as Fujitsu Finland, will provide a wide-ranging and seamless service firmly rooted in the region.

A System of Governance to Follow European Realignment

FTS, with over 30 subsidiaries in Europe, the Middle East, Africa and India has completed the requirements of Project Eagle in a single year in cooperation with Fujitsu and Fujitsu UK & Ireland. FTS members showed logical and coherent approaches. The exchanges and cooperation among staff across regional and national boundaries provide invaluable resources enabling Fujitsu to 'Think Global' and 'Act Local.'

The FTS Eagle promotion team
M. Hoffmann, M. Notz, S. Barata, R. Baierl, R. Knippschild

Business Showcase | British Department for Work and Pensions

UK's Biggest Desktop Service Order

Fujitsu UK & Ireland has won an order from the Department for Work and Pensions (DWP), which addresses the needs of the elderly, the handicapped, children and the unemployed, among the most disadvantaged members of society, for some 140,000 energy-saving desktop PCs and thin-client PCs at over 1,000 locations. This major contract covers total support from rollout to maintenance.

Operations Development Manager at London North Data Center, providing services to DWP

In the Americas 🌎 Our Approach in the US

In the US, Fujitsu Consulting (FC) provided ICT consulting and integration services, while Fujitsu Computer Systems (FCS) sold and maintained hardware and Fujitsu Transactions (FTXS) developed business in the retailing sector. The three companies were merged to form Fujitsu America (FAI) in April 2009. Using their rich portfolio of products and services the new company supports its customers' businesses by providing optimum ICT solutions. It is now concentrating on accelerated growth.

Three Companies Pass the Merger Test

To establish the internal controls required under Project Eagle, representatives from all three former companies were appointed to a special project team, and worked tirelessly to achieve their objective. Their year-long project showed how valuable close communications and teamwork are between members of both genders, from different races and backgrounds, and with different ways of thinking.

Mahito Mori
Vice President, Compliance, FAI

Business Showcase | Kroger

Providing a High Volume of Self-Checkout POS Systems

Kroger is one of the largest supermarket chains in the US, with over 2,400 stores, and FAI has provided Kroger with self-checkout POS systems. Kroger is a self-checkout pioneer in the grocery industry, and has already installed over 1,600 systems. Kroger proved the rapid consumer acceptance of this technology.

Self-checkout POS system (U-Scan Series)

In Asia, Pacific 🌏 Our Approach in Australia

In May 2009, Fujitsu Australia (FAL) acquired KAZ Group, which has strong experience in government-related ICT service business, and Supply Chain Consulting (SCC), which has an excellent record in SAP consulting business. FAL has become the third largest ICT service provider in the Australian market. With the resources of acquired ICT services and the consulting technology, FAL can now provide customers with comprehensive services covering consulting, solutions and infrastructure services.

Progress in Setting up Internal Controls

Acquiring KAZ and SCC, FAL is now big enough to be counted as a major element of the Fujitsu Group and has to prove sufficient internal management controls from FY 2010. It is currently cooperating closely with the Japanese Project Eagle team in establishing strong internal controls.

Edwin Tan
Leader of Project Eagle in FAL

Business Showcase | Qantas Airways

Providing an Outsourcing Service Linking 460 Locations in Over 50 Nations

In May 2009, FAL won an order from Qantas for a complete outsourcing service including PCs and servers. The global contract covers 460 locations in over 50 nations. According to the responsible Qantas executive: "We can form a strong relationship with confidence with Fujitsu as a key supplier in ICT business."

3 Reinforcing Our Commitment to Environmental Sustainability
——The themes are strengthening global services and preserving the environment.

We are using ICT for green social infrastructure and moving towards a sustainable low-carbon society.

ICT has become essential not only to daily life and industry but also to the preservation of the global environment. Particularly in recent years, enterprises have become interested in using "cloud computing" to secure the services they need, as and when they need them, rather than possessing their own ICT resources. It is hoped that this will both make for an efficiently optimized ICT environment and promote the use of ICT throughout society while contributing to increased safety and environmental preservation.

This means that data centers, which provide the basis for ICT services and "cloud" business, play a vitally important role in social infrastructure. On the other hand, data centers use many items of ICT equipment and consume large amounts of energy, inevitably raising the issues of how to reduce energy consumption and environmental burdens.

Here, Fujitsu is promoting the building and reform of Environmentally-Friendly Data Centers. We see improving customer productivity and reducing environmental burdens as the way to achieve a sustainable low-carbon society.

A Multifaceted Approach to Low Energy Consumption, Stability and Security.

The prime characteristic of Fujitsu's Environmentally-Friendly Data Centers is the high quality service they provide to customers, with full attention given not only to energy saving but also to safety and security. And by rendering the pattern of energy consumption visible, we clearly establish the effects of using a data center.

In configuring an Environmentally-Friendly Data Center, seven design categories are considered (see the illustration below). The first three essentials are to render every factor visible (whatever the technologies or policies to be implemented) then to optimize the use of energy so that energy losses are minimized, and then to optimize the amount of air conditioning used. These can then be weighed against cost factors, and proper consideration given to the introduction of clean energy, any special features of the building, the selection of the ICT platform with the latest energy-saving models and the energy linkages with other facilities.

This is the framework used by the Fujitsu Group and through which it will acquire the technologies and know-how to design or upgrade data centers within and outside Japan.

The General Technological Framework for Configuring an Environmentally-Friendly Data Center

1 Rendering Factors Visible
- Monitoring power usage from upstream equipment to terminals
- Analysis and evaluation of energy use
- Monitoring temperature, humidity and air circulation
- Analysis and evaluation of airflow
- A sensor network that can adapt flexibly to extensions

2 Optimizing Energy
- Optimizing the allocation of circuit breakers
- High-efficiency transformers
- High-efficiency UPS

3 Optimizing Air Conditioning
- Simulating heat-flow
- Free cooling
- Local air conditioning

4 Clean Energy
- Solar energy generation
- Wind power generation
- Fuel cells

5 Special Building Features
- Heat insulation
- Eliminating windows
- Special structural features of buildings

6 ICT Platform
- Middleware-facility linkage
- Dedicated data-center racks & servers
- Virtualization technologies

7 Energy Linkage Among Facilities
- Power sharing between company centers
- Power sharing with neighboring facilities
- Locating data center near power station (NG power station)

Global Deployment of Environmentally-Friendly Data Centers

The Fujitsu Group has over 90 data centers around the world, and is actively introducing technologies and equipment that contribute to the environment.
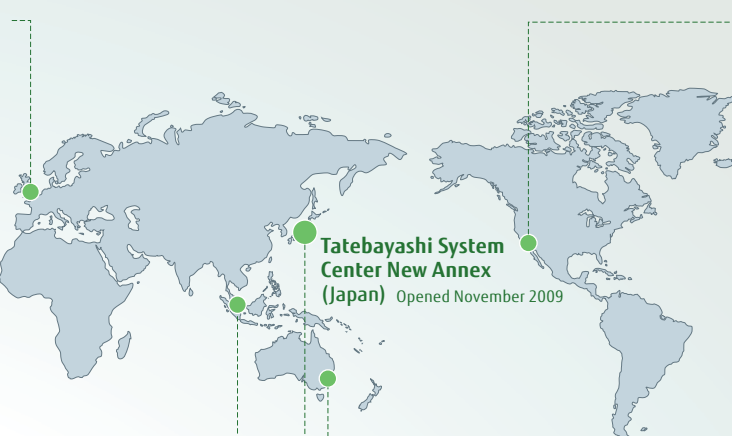
London North Data Center
(U.K.) Opened June 2008

Here, energy-usage simulation technology is being used experimentally to achieve optimization of the data center's facilities and ICT equipment. Also, by adopting free cooling and high-efficiency UPS units, etc., the CO_2 discharged annually by the data center facilities is some 3,000 tons less than that of the previous data center (see page 47).

Sunnyvale Data Center
(America) Expanded April 2010

A hydrogen-fuel cell and power generator using biofuel are among measures introduced to save energy at this center.

Tatebayashi System Center New Annex
(Japan) Opened November 2009

FeDC (Singapore)
Opened January 2009

Energy savings are being achieved here by using highly efficient motive power, temperature monitoring and control equipment and a lighting control system.

Homebush Data Center
(Australia) Opened October 2008

The adoption of a cooling system that re-uses cooling water and optimization of the layout for heat flow enables it to use 80% less water than the conventional system while consuming up to 32% less energy. The addition of centralized control and auto-sensor lighting systems that only switch on when needed takes the energy consumption down by as much as 60%.

The Latest Environmentally-Friendly Data Center, the New Annex of the Tatebayashi System Center

In November 2009, Fujitsu responded to increases in outsourcing needs by opening an annex of the Tatebayashi System Center as a new location to provide the latest in data center solutions and the next generation of "cloud" business services.

It uses Japan's most advanced technology to ensure the facility's highest availability, robustness and disaster resistance. This, combined with proprietary operating technology, provides sophisticated solutions while the latest in green technology makes it the ultimate in Environmentally-Friendly Data Centers. In addition to using solar energy generation and highly efficient UPS units, cooling and transformers, repeated thermo-fluid simulations in the server room enabled the layout to be optimized so that the required flow of cooling air can be supplied whenever and wherever it is needed, whatever the conditions. The rooftop cooling towers use free cooling, making effective use of cooler outside air. New systems jointly developed with Fuji

Electric Systems were also used—an energy-saving operating management system and a "local" air-conditioning system.

This spectrum of measures promises to reduce the amount of electrical power consumption for the facility by 40% compared with other existing centers.

The Tatebayashi System Center has operated without interruption for the entire 14 years since it was built, and customers trust and evaluate it highly. Now, increasing the value of the facility by making it the latest and most advanced of Environmentally-Friendly Data Centers will contribute to reducing the environmental burdens imposed by our customers.
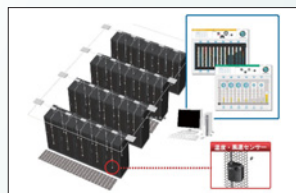
Energy-saving operating management system
This system renders visible the power consumed by each and every server rack, along with the temperatures and volumes of air, and achieves optimized usage and control of air conditioning on the basis of this information.
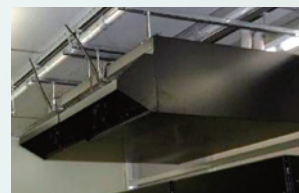
Local Air-Conditioning System
To eliminate the hot spots that can arise at certain locations within the data center, this small system is installed in the space above the server racks.

We will respond to customers' needs for cloud computing by combining our advanced technology and wealth of experience in Environmentally-Friendly Data Centers.

Fujitsu predicts that by 2015, use of cloud computing will rise to account for some 20% of enterprise computing. If we are to be chosen by our customers as their partner in this move, this leaves very little time for us to configure our systems. The most advanced data centers in Japan are the ones that we built at Tatebayashi in Gumma Prefecture in 2009 and at Yokohama in 2010. They will be joined in the coming year by five data centers at locations overseas to provide the basis for a common cloud computing service. This is just one of the means we are adopting to meet customers' new needs and strict requirements.

The basis of this service will be Fujitsu's standardization of its services at the global level as we bring together facilities, technologies and operations. Specifically, in energy saving, we will not hesitate to use the most advanced technology available from other companies within or outside Japan. We have a record as No.1 in outsourcing within Japan, and by marshalling the combined powers of the entire Group we are confident that we can contribute to optimizing our many customers' environmental policies and costs. I invite you to look to Fujitsu for Environmentally-Friendly Data Centers in the future.

Takaaki Abe
President of the Service Business Unit

The Fujitsu Group's CSR

Through carrying out our activities in accordance with the Fujitsu Way, the Corporate Philosophy of the Fujitsu Group.

What CSR Means to the Fujitsu Group

Ever since its establishment in 1935, Fujitsu has made contributions to the development of social infrastructure with its innovative information and communication technologies. The thoughts of successive managements that paved the way for Fujitsu Group success are condensed into the Fujitsu Way, which is the basis of our management.

For the Fujitsu Group, Corporate Social Responsibility (CSR) means reflecting the Fujitsu Way in its actions, addressing a variety of social issues and contributing to a sustainable networked society. This requires management to focus on operational excellence through sound corporate governance and integrity of ethical, social and environmental aspects of the company as well as financial results.

With this in mind, the Group promotes a management style based on the Fujitsu Way from a global perspective and we have close communications with all our various stakeholders—customers, employees, shareholders and investors, business partners and global and local communities. We continue to take responsible corporate action, that is attuned to social issues.

FUJITSU Way

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.

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 encompass 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 global and local societies.

Fujitsu Supports the United Nations Global Compact

Fujitsu announced its support of the United Nations Global Compact in December 2009. By upholding the Global Compact's ten principles as well as actively implementing corporate social responsibility initiatives to meet the needs of stakeholders and society, Fujitsu is promoting responsible management as a truly global ICT company while contributing to the building of a sustainable society.

WE SUPPORT

What is the Global Compact?

The UN Global Compact consists of ten principles in the four areas of human rights, labor standards, the environment, and anti-corruption with which companies should rigorously comply.

Human Rights

Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2 make sure that they are not complicit in human rights abuses.

Labor

Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4 the elimination of all forms of forced and compulsory labor;

Principle 5 the effective abolition of child labor; and

Principle 6 the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7 Businesses are asked to support a precautionary approach to environmental challenges;

Principle 8 undertake initiatives to promote greater environmental responsibility; and

Principle 9 encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.

As published by the UN Global Compact Office, October 2008.

FUJITSU Way, CSR Activities and the UN Global Compact

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

This summary aims to facilitate understanding of the links between the Fujitsu Way and CSR activities, and how they relate to this report and the UN Global Compact.

Main contents of this report — Related Global Compact principles

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.

For the Environment ► P37 ~P76

- Reductions in Environmental Burdens from the Fujitsu Group's Business Activities ► P43
- Reducing the Environmental Burden from Customers and Society as a Whole ► P45
- Leading-Edge Green ICT Research and Development ► P49

Environment: principles 7,8,9

With Global and Local Communities ► P34

For Our Shareholders and Investors
- Basic Policy on Information Disclosure ► P33
- Basic Policy on Returns to Shareholders ► P33
- Communicating with Shareholders and Investors ► P33

Seeking Profits & Growth
(Please refer to our Annual Report)

With Our Employees
- Respect for Human Rights ► P27
- Respect for Diversity ► P27
- Creating Good Working Conditions ► P28
- Efforts to Improve Communication ► P29
- Health Management and Occupational Safety and Health ► P30
- Human Resources Development ► P30

With Our Customers
- We Seek to be Their Valued and Trusted Partner ► P23
- Communicating with Our Customers ► P23
- We Seek to Provide Safety and Security ► P24
- We Seek to Care for People ► P25

With Our Business Partners
- Promoting Socially Responsible Procurement ► P31
- Collaborative Promotion of CSR with Suppliers ► P31

Human rights: principles 1,2

Labor: principles 3,4,5,6

Environment: principles 7,8,9

Anti-corruption: principle 10

Ensuring Compliance
- Compliance Promotion Structure ► P21
- Information Security ► P21
- Protecting Intellectual Property ► P22

Human rights: principles 1,2

Labor: principles 3,4,5,6

Environment: principles 7,8,9

Anti-corruption: principle 10

Special Feature:
Three Transformations & CSR ► P6
- Focusing on the Customer's Customer
- Adopting a Global Perspective
- Reinforcing Our Commitment to Environmental Sustainability

The Fujitsu Group's CSR

Organization and Activities Promoting CSR

Four committees have been set up as the organization charged with the propagation and firmer establishment of CSR activities in accordance with the Fujitsu Way. Reporting directly to the Management Council, they are the Fujitsu Way Promotion Council, Risk Management Committee, Compliance Committee and the Environmental Committee.

Company-Wide Committees

Management Council
- FUJITSU Way Promotion Council
  (Chaired by the President)
- Risk Management Committee
  (Chaired by the President)
- Compliance Committee
  (Chaired by the executive responsible)
- Environmental Committee
  (Chaired by the executive responsible)
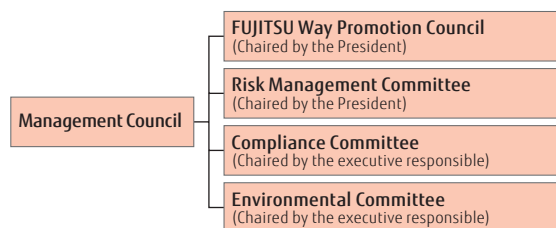
Newly Established CSR Communications Promotion Office

A CSR Communications Office was established within the Public Relations Unit in April 2010 to focus on communications with stakeholders and to encourage CSR activities on a company-wide basis.

The office manages a CSR Promotion Task Force, which develops basic CSR strategies, strengthens communications (both in-house and external), coordinates CSR activities within the Group as a whole, and engages in dialog with stakeholders.

Members of CSR Promotion Task Force

- Global Business Management Unit
- Corporate Environmental Strategy Unit
- Corporate Planning and Business Strategy Office
- Purchasing Unit
- Corporate Brand Office
- Customer-Centric Management Promotion Office
- Corporate Affairs & Human Resources Unit
- Diversity Promotion Office
- FUJITSU Way Unit
- Marketing Unit
- Fujitsu Laboratories Ltd., etc.

Liaison office: CSR Communications Promotion Office of Public Relations Unit

Promoting CSR
- Communications with stakeholders
- Setting objectives
- Evaluating results
- PLAN
- DO
- CHECK
- ACT

Setting KPI of CSR

From FY 2009, Fujitsu has started activities to set Key Performance Indicators (KPI) of CSR. The KPI express quantitative objectives and are used to measure the result of activities. KPI will further intensify CSR activities by the PDCA cycle management.

Activities to Disseminate the Fujitsu Way

Promoting global awareness campaign

In the Fujitsu Group, all companies around the world adopt the Fujitsu Way and carry out their activities in accordance with it to fulfill their corporate social responsibility. Not only the top management of Group companies in every corner of the globe refer to the Fujitsu Way in their messages to employees but also the Fujitsu Way leaders selected from each group company or business unit in Fujitsu Limited work with management as a team to ensure dissemination in every way.

Roll-out of training programs on the Fujitsu Way

To ensure further dissemination of the Fujitsu Way in the Group, a joint training session was held in July and August 2009 for 250 Fujitsu Way leaders. At the kick-off meeting of this training program, top management explained their expectations of the leaders in disseminating the Fujitsu Way. After the meeting, over ten workshops were held in small groups. At the workshop, the Fujitsu Way leader reconfirmed the importance of the Fujitsu Way through case studies and the thoughts behind the wording of the Fujitsu Way. The training also aimed to share the knowledge and expertise on identifying issues they may face in implementing dissemination programs and finding measures to solve them.

A training session

Providing e-learning courses

To deepen the understanding of the Fujitsu Way, an e-learning course was made available to all Group employees in Japan in the first half of FY 2009. Specifically, about 100,000 employees representing 58% of the Group total are trained, the equivalent of 50,000 hours of training. The e-learning course consists of two parts. In the first part, employees look back at the history of Fujitsu and examine Fujitsu's identity and the essential elements of the Fujitsu Way. The second part focuses on promoting a better understanding of the Fujitsu Way so that employees can conduct their activities in accordance with it. In the end-of-course questionnaire, approximately 87,000 employees expressed commitments to reflect the Fujitsu Way in their activities. The course materials are translated into English for training held outside Japan.

■ Providing Fujitsu Way tools

Fujitsu Way booklets and credit-sized cards are prepared in four languages and distributed to all employees so that the Fujitsu Way is fully embraced by them. Fujitsu Way posters are also made available in twelve languages and posted in the workplace so that our employees can be aware of it at all times.

■ Roll-out of the dissemination programs at workplaces

Together with managers at workplaces, the Fujitsu Way leaders take the initiative to implement the dissemination programs. In the program, they clarify the link between policies and objectives of the participating organization and the Fujitsu Way and motivate employees to find the meaning in their work through discussions. As a result, in the follow-up survey, many made comments such as "I now act with a much stronger awareness of the Fujitsu Way" and "In my work, I have become attuned to the association with local communities and the environment."

Examples (1)
Solution Procurement Unit, Fujitsu Ltd.

After discussing how our activities should be carried out to reflect the Fujitsu Way, we compiled the shared understandings into a guidebook called "CSR: How to go about it" to raise the awareness of our members. As a result of this activity, many members found the Fujitsu Way more meaningful in their work.

Yutaka Sugama
Manager, Procurement Planning Department Solution Procurement Unit, Fujitsu Limited

Examples (2)
Fujitsu Broad Solution & Consulting, Inc.

We examined failed projects and discussed the causes in terms of the Fujitsu Way. By doing so, we realized that following the Fujitsu Way, which describes the essence of our business, guides us in the right direction and that deepened our insight. In this way, our program is designed to present the Fujitsu Way as not only our guide but also to show how it is reflected in our activities. Also, by implementing various training programs, including e-learning, I feel growing interest in the areas of corporate social responsibility at workplaces.

Katsumi Umezawa
General Manager, Business Support Group Fujitsu Broad Solutions & Consulting, Inc.

Socially Responsible Investment (SRI) Ratings

Fujitsu has been incorporated into the SRI stock indexes and SRI funds listed below.

In June 2010, Fujitsu received the Silver Class Award from SAM Sustainability Asset Management as one of the top 20 sustainability-conscious companies in Japan.

Executive Vice President Fujita receiving the award from SAM

Status of Inclusion in SRI-related Stock Indexes

Name of Index	Rating Company
Dow Jones Sustainability Indexes (World, Asia Pacific)	Dow Jones Indexes (USA) and SAM Group (Switzerland)
FTSE4Good Index Series	FTSE International, Ltd. (UK)
oekom research	oekom research AG (Germany)
Morningstar Socially Responsible Investment Index	Morningstar Japan K.K.

Status of Inclusion in Major SRI Funds

Name of Fund	Operating Company
Daiwa Eco Fund	Daiwa Asset Management Co. Ltd. (As of May 2010)
Daiwa SRI Fund	Daiwa Asset Management Co. Ltd. (As of February 2010)
Mitsubishi UFJ SRI Fund (Family Friendly)	Mitsubishi UFJ Asset Management Co., Ltd. (As of February 2010)
Eco Partners (Green Wings)	Mitsubishi UFJ Asset Management Co., Ltd. (As of April 2010)

Stakeholder Dialog
Identifying priority issues: Comments by authorities

Fujitsu is developing priority issues to tackle in relation to company-wide CSR activities. As a part of this work, in May 2010 we engaged in a stakeholder dialog with CSR experts. Here, we introduce the main points made by those who participated.

Jiro Adachi
Executive Director
The Japan Center for a Sustainable Environment and Society

The basis of corporate activities is the provision of products and services that satisfy customers' needs. In promoting CSR, what is needed are activities firmly rooted in providing good products, not self-satisfying activities.

Japanese companies are facing competition from Chinese and Korean companies. From now on, they also have to take responsible actions, such as job creation within and outside of Japan, and the protection of human rights and the natural environment.

Companies will be increasingly evaluated in terms of CSR and environmental activities. ICT companies are generally accepted as not harmful to the environment. Based on these conditions, each company must find its essential priorities. We even have to recognize necessary changes of world-wide rules, and act in acceptance of these rules.

Fujitsu should keep close communication with specialists of global warming and biodiversity and find out its effective areas and methodology.

Kaori Kuroda
Co-Director
CSO Network Japan

In Japan, the homogeneity of employees used to be a key competitive strength, but not any more. Customer needs have diversified. To adapt Fujitsu to this situation, it is vitally important to promote diversity. I learned that Fujitsu was pursuing diversity like other advanced companies and I expect Fujitsu to set a good example in this area.

Also, when a business expands globally, CSR is vital in procurement and the management of supply chains. Companies with strong brands catch the attention of influential stakeholders including the media and NGOs. Fujitsu should be aware of their intentions and needs to be prepared for their actions.

There are still many regions where ICT is not common in daily life. I anticipate that Fujitsu will contribute to the needs of the poor and middle classes in those areas. Through CSR activities, Fujitsu can establish a distinctive brand.

Mika Takaoka
Professor, College of Business,
Rikkyo University

To establish a corporate brand, you need to select appealing points, and communicate your messages consistently over a period of time.

Fujitsu, which supports the social infrastructure, has to position itself through familiar examples which we face in our daily life. In the era of cloud computing, ICT is becoming the basic infrastructure, so for a message to appeal requires differentiation.

Branding will create CSR expectations in individuals. The expectations are different depending on the industry. For Fujitsu, as an ICT company, I assume people expect contributions to society through outstanding products and services that are safe and secure.

As the natural environment continues to be under pressure, mankind's mental health may also suffer. Fujitsu should be attentive to the mental problems of employees and consider what it can do to help them.

Response by Fujitsu

Etsuro Yamada
President, Public Relations Unit, Fujitsu Ltd.

We respect the opinions in the dialog, and try to reflect them in our CSR activities.

In FY 2010, starting with this dialog, we plan other occasions to exchange opinions with our stakeholders and enrich our CSR activities. Top management executives of Fujitsu are planning to participate in some of the dialogs.

Participants from Fujitsu
Corporate Environmental Strategy Unit, Corporate Planning and Business Strategy Office, Corporate Affairs & Human Resources Unit, Diversity Promotion Office, Fujitsu Laboratories, FUJITSU Way Unit, Public Relations Unit

Corporate Governance

We are 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 company through the ongoing growth and development of the Fujitsu Group. In order to continually 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 continuosly enhance its corporate value.

The Framework for Strengthening Corporate Governance

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

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

*The information above is as of March 30 2010. For the latest information please refer to our Corporate Governance Report.

WEB Corporate Governance Report
http://www.fujitsu.com/global/about/profile/direction/governance/

Corporate Governance Framework

(as of 21 June, 2010)
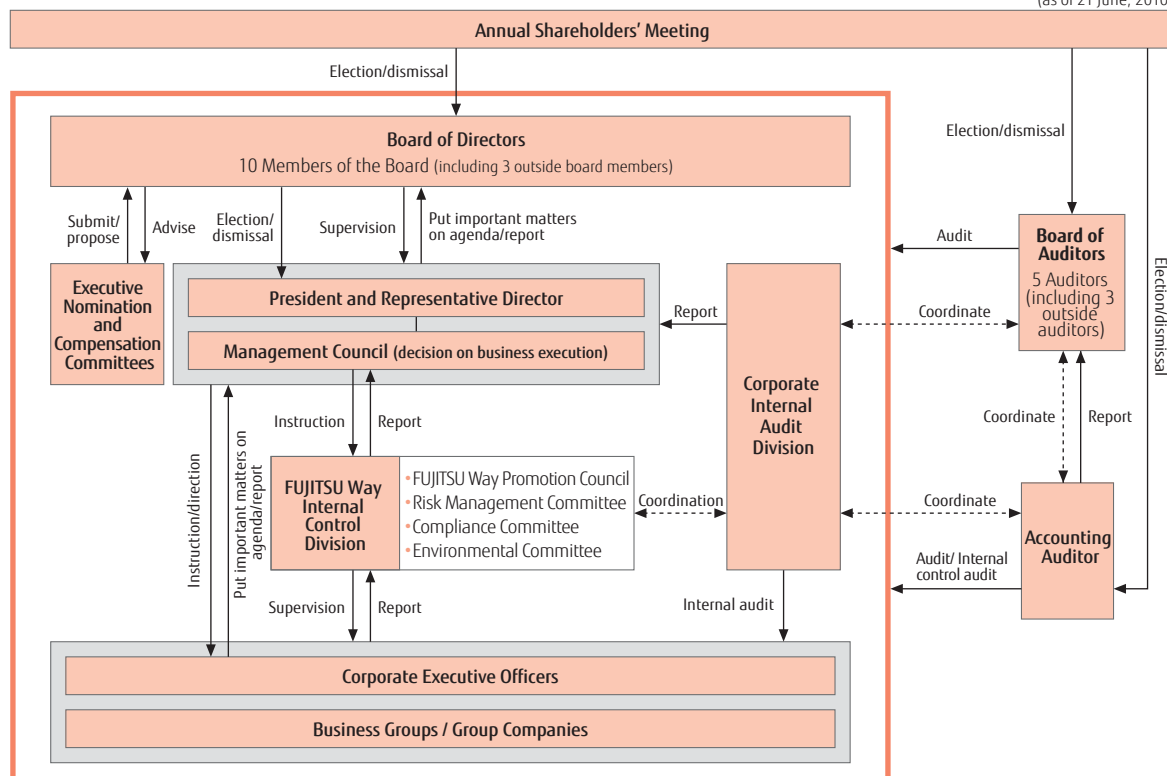
Risk Management

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

Through its global activities in the ICT industry, the Group continuously seeks to increase its corporate value, and to contribute to its customers, local society and indeed all stakeholders. Properly assessing and dealing with the risks that threaten the achievement of our objectives is assigned a high priority by management. The entire Group has built a risk management system in accordance with the Fujitsu Way, and is committed to its continuous implementation and improvement.
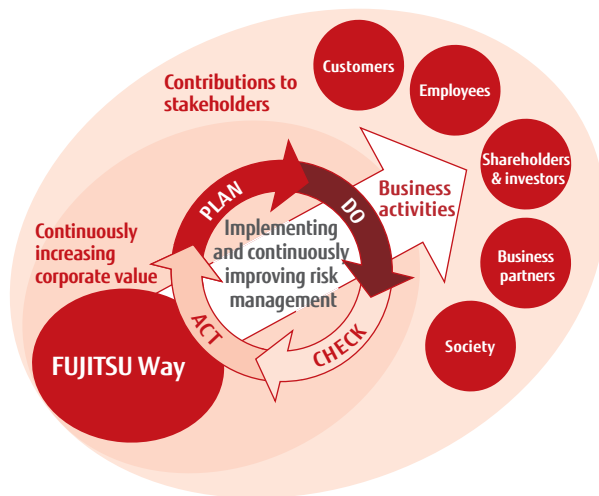
Risk Management Structure

We have established the Risk Management Committee as a body to perform risk management in accordance with the Fujitsu Way. This committee reports directly to the Management Council.

The Risk Management Committee appoints risk management executives in all business units and companies throughout the Group, and encourages cooperation among them both to guard against potential risks and to mitigate risks that are threatening, forming a risk management structure for the entire Group.
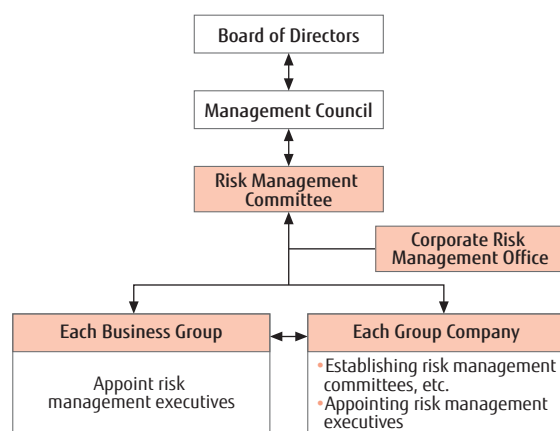
Business Risks

The Group identifies, analyzes and evaluates the risks that accompany business activities and works on measures to avoid or reduce them, and to deal with them quickly in the unlikely event that they materialize.

Examples of Business Risks

- Financial and economic market trends
- Changes in customers' ICT investment trends and being unable to maintain lasting ties with customers
- Competitors' strategies and industry trends
- Procurement, collaborations, alliances and technology licensing
- Public regulations, public policy and tax matters
- Deficiencies or flaws in products and services, information security, project management, investment decisions, intellectual property rights, human resources, environmental pollution, credit ratings, etc.
- Natural disasters and unforeseen incidents

*These are just some of the risks of doing business. More detailed risk-related information can be found in our financial results and other reports to shareholders.

The Risk Management Framework

The Risk Management Committee is responsible for grasping the risk management situation in all Fujitsu business groups and Group companies, establishing the appropriate policies and processes, etc., and both implementing and continuously improving them.
In practical terms, it decides on risk management regulations and guidelines, applies them and regularly reviews and improves them.
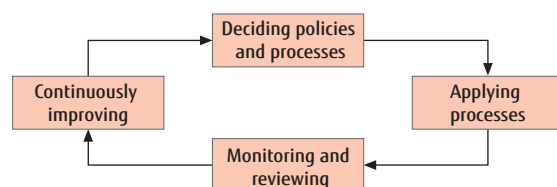
Risk Management Processes

The Risk Management Committee, which maintains regular liaison with risk management executives, identifies, analyzes and evaluates the risks of business activities, confirms the detailed measures intended to deal with major risks by averting, minimizing, transferring or retaining them. It also reports important risks to the Management Council.

Whatever the measures being implemented, when a risk takes the form of deficiencies or flaws in products and services, or incidents in information security, the division concerned reports it to the Risk Management Council, and if the risk is large, it will be reported as and when necessary to the Management Council or the Board of Directors. Then, in collaboration with the workplace and organizations concerned, the Risk Management Committee will set up an ad hoc response headquarters to resolve the problem quickly, identify the causes, and plan and implement proposals to prevent its recurrence.

The Risk Management Committee continuously confirms implementation and works to make improvements.

		Handling risks that threaten
Assessment	• Identify risks • Analyze and evaluate	• Rapid escalation • Rapid response by multiple divisions, minimize influence • Propose and implement measures to prevent recurrence
Counter-measures	• Study and implement measures to eliminate, prevent or reduce risks • Consider transferring or retaining risks and act accordingly	

Monitoring, reviewing, and continuously improving

Business Continuity Management

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 the stable supply of the high-performance, high-quality products and services that our customers require in the event of such incidents by creating business continuity plans among other measures to firmly establish business continuity management.

With cooperation from our suppliers, we are investigating the extent to which each supplier is planning for business continuity, holding seminars for them to assist them based on our experience in business continuity management, and working to improve the continuity of our supply chain.

Measures Against the New Strain of Influenza

Immediately after the new A (H1N1) strain of influenza was identified in April 2009, a central emergency headquarters was set up with a three-fold influenza policy: to safeguard lives; to stop the spread of infection; and to ensure uninterrupted business. In practical terms, we decided the responses to be made to the threat-levels announced by the World Health Organization and the changing situation with respect to the spread of infection in Japan and other nations. We sought to keep employees and their families fully informed, and drew up a basic action plan that showed the processes to be followed in dealing with cases of the new strain of influenza and prepared preventive measures for daily use. All Fujitsu business groups and Group companies drew up business continuity plans for social infrastructure and customers' businesses in the event that the new strain of influenza should prove highly contagious and toxic.

Group-Wide Disaster Prevention

We have organized a Group-wide disaster prevention network for the event of a major disaster. To minimize harm to persons and property we perform frequent disaster prevention inspections and simulation exercises at all our business locations. Since 1995, we have carried out in Japan annual nation-wide disaster prevention drills in conjunction with Japan's Disaster Prevention Day. In FY 2009, we carried out an initial- response disaster drill on the assumption that a major earthquake scoring an upper six on the seven-point Japanese scale had taken place off the coast of the Kii Peninsula and affecting wide areas of the island of Shikoku and the Kansai and Tokai regions. Each business location was required to report on its damage situation and the safety of its employees. In accordance with business continuity plans, the training covered the restarting of business operations and the restoration of customers' systems affected by the earthquake.

Risk Management Education

To prevent incidents from occurring, and to minimize the extent and spread of damage if incidents do occur, we have put in place a systematic training curriculum to educate employees on the importance of risk management and specific ways of dealing with risk issues. Training programs at various levels include risk management education for the entire management in Fujitsu and Japanese Group companies.

In FY 2009, a booklet was distributed to all Group employees (including temporary staff) giving basic details of what to think about the new strain of influenza and how to cope with it. Training was also given from time to time on information security, environmental issues and natural disasters.

Compliance

We are ensuring thorough compliance in line with the Code of Conduct of the Fujitsu Way.

Compliance Promotion Structure

The Fujitsu Compliance Committee includes an independent lawyer as an observer and promotes the thorough diffusion and implementation of internal company rules, nurturing a corporate culture to comply with the Code of Conduct, and constructing the necessary systems and structures.

Furthermore, in cooperation with Legal Division for Corporate Affairs, the Compliance Office (as the administrative office of the Compliance Committee) carries out activities aimed at instilling an awareness of compliance.

WEB Code of Conduct
http://www.fujitsu.com/global/about/profile/philosophy/codeofconduct/

Activities Promoting Compliance

The Fujitsu Group engages in various activities to ensure widespread awareness of the need for compliance.

In FY 2009, the Fujitsu Way e-learning course was carried out for the employees of all Group companies, with some 100,000 participating. The program cited practical examples of the Code of Conduct to increase their understanding of it.

Furthermore, to assist in obeying the Code of Conduct in daily work and the workplace, a guide entitled "Understanding and following the Code of Conduct" was published on the company intranet, introducing anti-monopoly and anti-corruption issues, etc. An internal system to handle reports and inquiries from employees on anti-monopoly issues has been established.

■ **Compliance education**

To ensure strict compliance, the Group invites external lawyers as lecturers on compliance to educate executives of Fujitsu and Japanese Group companies. The heads of sales divisions and branches are also given in-house training in anti-monopoly and other legal issues. Newly appointed managers are given regular instruction by in-house lecturers on the Code of Conduct, and the vital importance of compliance, with typical examples where legal decisions may be difficult.

Operating an Internal Reporting System

■ **Helpline**

Since September 2004, we have been operating 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).

■ **Compliance line for suppliers**

In August 2009 the existing helpline system was extended by a compliance line for suppliers to handle reports and inquiries directly from the employees of companies that supply Fujitsu with products, services or software, etc.

The system forbids any and all sanctions against employees and suppliers for making such reports, and meticulous care is taken in handling the information so as to preserve their anonymity.

Information Security

Our Basic Approach to Information Security

Within the Fujitsu Group, the commitment to information security is seen as an expression of the Corporate Values of the Fujitsu Way, which says that we seek to become our customers' valued and trusted partner, and to build mutually beneficial relationships with our business partners. This commitment also leads to the practice of maintaining confidentiality, which is included in the Code of Conduct. We see it as a vital aspect of our social responsibility.

In line with this approach, we have established the Fujitsu Group Information Security Policy, consistent throughout the world, and we are promoting information security in accordance with it.

WEB Fujitsu Group Information Security Policy (in Japanese)
http://jp.fujitsu.com/about/csr/management/security/

■ **Our framework of information security rules**

Each Group company codifies related rules in accordance with the Fujitsu Group Information Security Policy, and implements information security measures.

Fujitsu Group Information Security Policy	
Japanese Group Companies	**Overseas Group Companies**
Information Management / **ICT Security**	Information Systems Security Policy, etc. Codifying specific company rules, policy, etc.
• Rules for Management of Confidential Information • Rules for Management of Third Parties' and Customers' Confidential Information • Rules for Management of Personal Data / • Rules for Information System Security • Rules for the Use of Fujitsu PKI*	
Procedures	Procedures

* PKI: Short for Public Key Infrastructure. Rules governing authentication of individuals, encryption, etc.

Strengthening Information Security at the Business Group Level

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

The Group operates in a wide variety of industries and is promoting individual businesses by organizing them into business groups. Information security measures are

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.

■ Teaching and promoting awareness of information security

Following on from FY 2008, using the same slogan which 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 in FY 2009. A mail checker tool was introduced to prevent E-mail being sent outside the company in error, and in parallel with promoting the use of ICT we increased the awareness of information security among all employees.

E-learning courses are held for all employees including executives every year.

Personal Data Protection Initiatives

We have stipulated a Personal Data Protection Policy and Rules for Management of Personal Data in accordance with Japan's Act on the Protection of Personal Information. Based on these rules, we give education on how private information should be handled and carry out surveys in an ongoing effort to strengthen the protection given.

In August 2007, we acquired company-wide PrivacyMark certification and this was renewed in September 2009. 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.

10123456(02)
JISQ15001:2006準拠

This mark bears text that translates as "protecting your PRIVACY."

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

Protecting Intellectual Property

Our Basic Approach Towards Intellectual Property

"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.

To encourage the proper handling of intellectual property, we established rules for its handling in 1995. These rules direct how all employees are to acquire and use intellectual property rights, and to respect those of other companies.

Respecting Intellectual Property

The Group regards any infringement of intellectual property rights by its products and services as a serious defect. To avoid infringing other companies' patents, we conduct thorough searches of their patents at the initial stages of research and development and prior to putting the products or services onto a market.

We protect our business by dealing resolutely and swiftly with any and all infringements of Fujitsu's rights, and at the same time we respect others' rights, as mentioned above.

WEB Intellectual Property Report
http://www.fujitsu.com/global/about/ir/library/intellectualproperty/

ⓉOPICS

How intellectual property rights can contribute to environmental preservation

The Fujitsu Group promotes contribution to environmental preservation also from perspective of intellectual property.

(1) Patents related to environmental preservation that we do not use ourselves are licensed to others so that they can use them effectively.

(Example)

- Fujitsu Laboratories and the University of Tokyo jointly developed photocatalytic titanium apatite (Pat.No. 3697608 and 11 others), and licensed it to third parties for application to anti-bacterial masks.

- Environmentally friendly lead-free solder (Pat. No. 3357045 and two others), which reduces the disadvantages of high thermal loads on components and the high cost of using silver, has been licensed to several solder manufacturers.

(2) To increase employees' awareness of the environment, we have established a system of awards for inventions that contribute outstanding solutions to environmental issues.

With Our Customers

We Seek to Be Their Valued and Trusted Partner

Program to Improve the Quality of Management from the Customer's Perspective

The Fujitsu Group has introduced the "Japan Quality Program*" that aims to firmly establish the concept of being an indispensable partner to the customer as part of our corporate culture.

Based on this program, we are working on periodic self-assessment in each organizational unit, in which its top management evaluates the plan and achievement of his/her group in the customer-centric perspective to identify issues to be addressed in the organization. This will allow us to improve the quality of management through a thoroughgoing PDCA cycle.

We share the results of these self-assessments within each business group in charge of a specific business, and for issues that cannot be resolved within the individual organizations, and for challenges to reforms that require cooperation between divisions, we share them at top management level, including the president. By this means, we aim at overall improvements to management quality.

* Japan Quality Program
The framework and guidelines provided by this program are modeled on the Malcolm Baldrige National Quality Award of the United States which is seen as the *de facto* standard for management innovation. It is also used as the screening standard for the Japan Quality Award (JQA) which was established in December 1995.

Communicating with Our Customers

The Fujitsu Group has set up various customer service desks to improve customer satisfaction and is working to enhance communication with its customers.

Operation of the Fujitsu Customer Relations Center and the Fujitsu Contact Line

We established the Fujitsu Customer Relations Center in 2003 to handle inquiries and other problems concerning products and services from customers who are not sure where to address their inquiries. And 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 inquiries are referred to a single window of the "Fujitsu Contact Line," with the telephone number for access published on our corporate website and in catalogs, press releases and advertisements.

The Customer Relations Center and the Contact Line act as a clearing house that links the customer to the best line of communication for answering their inquiries. They not only contribute to increasing customer satisfaction by their accelerated responses but also extract hints and suggestions from customer feedback, which are reported

to the departments responsible for development and quality improvements of the related products and services.

If the opinions and suggestions in customer feedback to the Center or the Contact Line include intrinsic matters concerning the institution and system, these suggestions and feedback are presented together with improvement cases at the regular Group management meeting.

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

Fujitsu Customer Relations Center/Fujitsu Contact Line
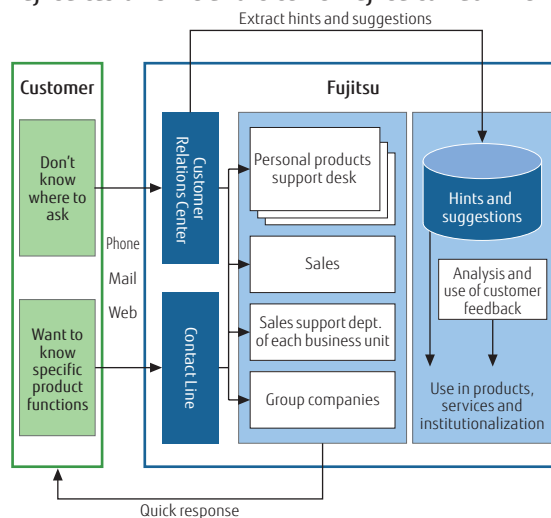
Trends in Inquiries Addressed to the Customer Relations Center
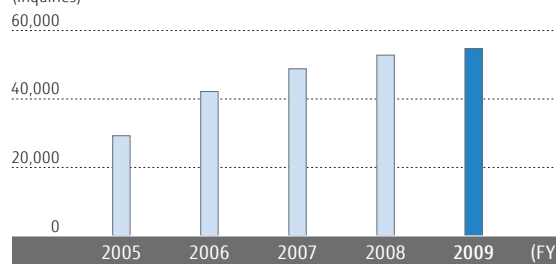
■ **PC support center for individual customers**
To handle the diversifying needs and environments of our individual customers, Fujitsu has established a system that can provide technical advice and assistance 365 days a year at our Azby Technical Center, which is a major part of the personal products support desk.

WEB Azby Technical Center (in Japanese)
http://azby.fmworld.net/support/intro/azby_tech.html

Examples of Improvements Based on Customer Feedback
■ **Improvements to packing boxes used in PC lot delivery**
When our corporate customers accepted delivery of notebook PCs in lots, they found that the amount of time and work required just to unpack the PCs was enormous, and that significant costs were incurred in transporting and disposing of the empty packing materials. To resolve this, we simplified the packing boxes to reduce the

work required to unpack the products and reduce the amount of materials used. Furthermore, in June 2009, we switched to returnable packaging that can be reused, thus reducing both environmental burdens and costs.

■ Preventing mistaken operation of server power-supply switches

We became aware from customer feedback that accidental operation of the power- supply switch could result in cutting off the power to a running PRIMERGY RX300 Server. To resolve this, we changed the shape of the power supply switch from protruding to a recessed form. After that, we also changed the form of the power-supply switches on the PRIMERGY Rack Server and the PRIMERGY Blade Server products.

Fujitsu Family Association

The Fujitsu Family Association was founded in 1964 as our user community to help members exchange information and improve each other's skills. As of the end of FY 2009, it had 3,500 members in 11 chapters throughout Japan.

Since there was increasing interest in new technologies such as cloud computing, many networking events, study and research activities were held among the members on those topics in FY 2009 covering how to apply these new technologies to their business, and so on. Also, conferences were held in spring and autumn in Japan, and an overseas seminar in the US, while six issues of the members' magazine "Family", and four issues of "e-Family" (the web version) were published during the year as activities of the main office of the Family Association. The LS Research Committee* held research section meetings on 15 themes as its research activities on leading-edge management and ICT, and published a summary report. Furthermore, we held seminars and research meetings at 11 local chapters to provide problem solving and practical business support to local members.

For FY 2010, we are aiming at creating an even more attractive user's group by focusing on the following four points as Family Association activities.

1. Promotion of activities that are useful in support of problem resolution and creating corporate value for our member corporations
2. Promotion of activities closely associated with the local area as well as eliminating discrepancies in member services between areas
3. Sharing information and promoting research activities on leading-edge ICT
4. Strengthened communication

* LS Research Committee

This committee was originally formed as the "Large Systems Research Association" in 1978, which was merged with the Fujitsu Family Association in 2007 with the renewed purpose of carrying out research on leading-edge technologies and leading-edge concepts, and implementing effective utilization of ICT that will contribute to members' growth.

WEB Fujitsu Family Association (in Japanese)
http://jp.fujitsu.com/family/

Activities of the Fujitsu Family Association

Inter-industry Exchanges
• Lectures by well-known speakers
• Networking events for information exchanges
• Spring and autumn conferences
• Overseas seminars
• Seminars for senior executives

Human Resource Development
• Small-group research activities
• Leadership seminars
• PC classes • e-learning
• Seminars to enhance business skills

Information Gathering
• Case studies
• Latest technical information
• Technical seminars • Company visits
• "Family Room" website
• "Family" magazine, e-Family articles

We Seek to Provide Safety and Security

Basic Approach to Quality Assurance

The Fujitsu Group has constructed and operates a quality management system (QMS) to provide high quality and high reliability products and services. In operating this system, Fujitsu periodically verifies the progress of the PDCA cycle in the light of ISO and other international certification standards.

Management policies

Corporate internal standards

QMS
Quality management system
Business divisions

External standards: ISO and others

Products and services
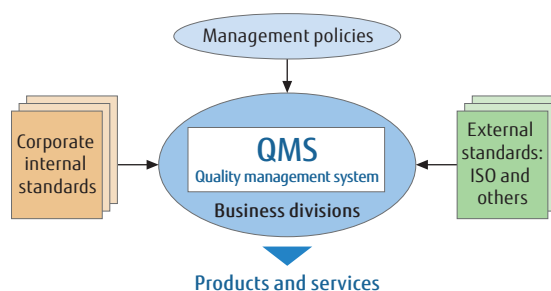
The Pursuit of Quality and Safety

Fujitsu responds by anticipating changes at our customers and their business environments so as to continue providing them products and services with the quality that they expect. At every stage from design through 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.

Based on the policy of emphasizing safety in all aspects of our business activities, we strive for assured safety in product designs, collection and the publication of information on product-related problems, and rapid response to such problems.

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Specialist Groups That Support Quality

Fujitsu has established a group dedicated to quality improvement within each division and each group company so that we can provide safe and reliable products and services to our customers.

Also, through the Quality Assurance Unit, which consists of representatives of these dedicated groups, we work to improve the quality of products and systems overall by developing countermeasures through information sharing and by improving support structures, which transcend the organizational framework.

The Quality Assurance Structure (as of 20 April, 2010)

President

Quality Assurance Unit
(Persons in charge of quality in divisions are also members of the Quality Assurance Unit)

Solutions BG Divisions
Persons in charge of quality (23)

Group Companies
Persons in charge of quality

Product BG Divisions
Persons in charge of quality (20)

Group Companies
Persons in charge of quality

Electronic Device-Related Companies
Persons in charge of quality

Qfinity Activities for Quality Improvement

Since 2001, Fujitsu has implemented Qfinity* activities, which are independent quality improvement activities, in all divisions.

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.

In each division, we are moving forward with efforts on themes that reflect the division's major policies and the issues that arise in the workplace on a daily basis. Project activities include both group activities concerned with a specific theme and individual activities to propose reform and improvement based on their findings. In principle, all Fujitsu employees participate in at least one of these activities.

Using the web-based Qfinity information system on our intranet, all Qfinity information can be shared interdepartmentally, enabling us to do the benchmarking of the other divisions' objectives and processes, and to acquire information and knowledge such as technologies, know-how and other expertise. To make active use of the results of Fujitsu Qfinity activities within the Group, we provide information to each Group company through the Qfinity website and also hold a Group-wide Qfinity conference every year at which cases of Qfinity activities and awards are presented.

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

Group-Wide Qfinity Meeting

Qfinity Group-Wide Quality Improvement Activities

Quality

Infinity

Qfinity The infinite pursuit of quality
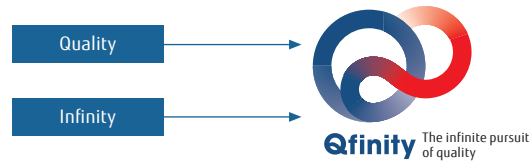
Satisfaction and Quality Surveys by Third-Party Organizations

We have implemented customer-satisfaction and quality surveys by third-party organizations for products and services delivered and provided through Qfinity activities, and we reflect the results of those surveys in our products and services. Moving forward, we will continue to work to improve quality through the twin pillars of Qfinity activities and various surveys.

Satisfaction survey/Quality survey			Quality improvement activities	
Customers	Surveys	Third-party organizations	Contracting survey	Quality Assurance Unit
	Responses		Analysis and reporting	

Making survey plans — Business divisions

Survey results
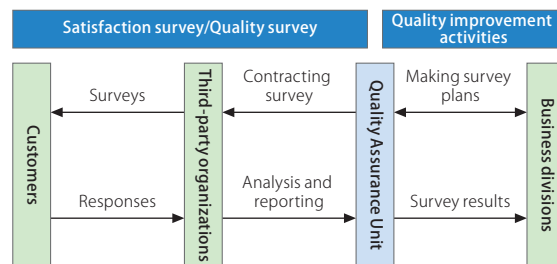
To further increase our customers' trust in Fujitsu, the Group also aims to improve the processes that create products and services through management by quality.

We Seek to Care for People

Promoting Universal Design

The utilization of ICT is increasing in all areas of society. The Fujitsu Group recognizes its social responsibility to create an environment in which a diverse range of people can benefit equally from ICT and in which ICT can be used effectively. With this in mind, we are working to promote universal design.

The Fujitsu Group positions universal design as an important corporate management strategy and we are proactively implementing it to meet our social responsibilities. By taking advantage of these results in our products and services, we will improve society's productivity, increase our customers' level of satisfaction, and contribute to their businesses.

Our Thoughts on Design

The Fujitsu Group's development policy adopts "Human Centered Design," which takes human characteristics into account so that even more customers can use their ICT easily, securely and efficiently. We are working on product and service design from the standpoint of supplementing the five senses; allowing for physical limitations; respecting differences in experience and culture; and optimizing ease of use, so that our products and services

are easy to use for everyone.

We give the closest consideration to understanding the workplace where ICT will be used, and survey the working procedures and modes of communication—the "workstyle"—of those who will use it rather than just clarifying necessary functions and specifications of ICT 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 ICT-oriented society in which all can participate.

WEB Fujitsu Design Policy
http://www.fujitsu.com/global/accessibility/policy/

Fujitsu Group ICT Universal Design Policy
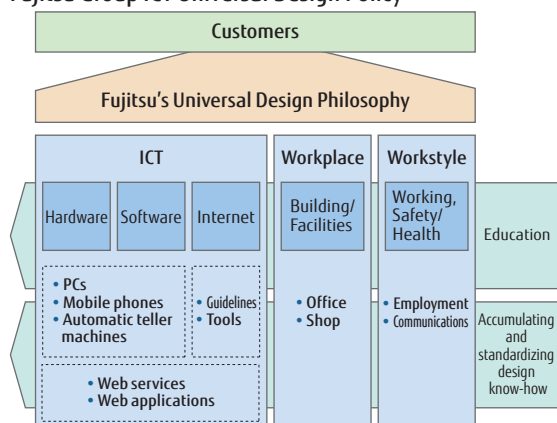
TOPICS

Human Centered Design that supports the evolution of the ATM

Fujitsu announced the FACT series of ATMs in 1975. Since then, we have promoted universal design and worked on development efforts such as the "round body" ATM that is easy to use even from a wheelchair and a voice-guided ATM that can be operated by just a numeric pad of a telephone handset. Three products, the FACT-V, the FACT-V model 10, and the FACT-V model 20 received the Long Life Design Award, which is one of the Good Design Awards, in 2009.

WEB FACT-V, FACT-V model10, FACT-V model20
GOOD DESIGN AWARD (Long Life Design Award)
http://www.fujitsu.com/global/about/tech/
design/award/gooddesign/2009-fact-v.html

TOPICS

Extensive support for universal design: Raku-Raku (easy-to-use) mobile phones and PCs

The Raku-Raku Phone, a mobile phone whose delivery to NTT Docomo began in 2001, achieved total shipments of over 15 million units through March 2009 as a multifunction product incorporating multiple ease-of-use design features. Fujitsu will continue to evolve the design of this product, one that is the handiest for most consumers, by continuing to listen to our customers' desires.

WEB Fujitsu Mobile Phone Products (in Japanese)
http://www.fmworld.net/product/phone/

We also released the Raku-Raku PC series in 2008. These PCs include a Raku-Raku keyboard that allows the user understand at a glance the characters they want to input and features the Raku-Raku menu, which allows the user to start work immediately. These products strive for ease of use, simplicity, and user confidence and are optimal as products for senior citizens and beginners.

WEB FMV Raku-Raku Personal Computers (in Japanese)
http://www.fmworld.net/fmv/rakuraku/

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

With Our Employees

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.

We have stipulated policies for human rights in employment and are working for equal employment opportunities, respect for human rights, elimination of discrimination, and the abolishment of forced labor and child labor.

We will, in accordance with our commitment to the UN Global Compact in 2009, continue to move forward with management that places a high priority on human rights.

WEB 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 continues to carry out educational activities on human rights, mainly through our Human Rights Promotion Committee.

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

Furthermore, every year in conjunction with Human Rights Week (in December), we work towards fostering an environment in which everyone—employees and their families—can discuss human rights in the workplace and at home by, for example, putting up posters on preventing sexual harassment, inviting employees to come up with slogans on human rights promotion and rewarding them, and distributing human rights promotional leaflets.

Respect for Diversity

We set up the Diversity Promotion Office in June 2008. The Diversity Promotion Office's vision for Fujitsu is:

- That all employees will have mutual respect for one another, that each will demonstrate their own personal added value, and that everyone will contribute to the organization.
- That we will continue to create new knowledge and technologies through free and active discussions from a variety of viewpoints.

With these two objectives in mind, we are aiming to create workplaces where people can work energetically, create new values, realize coexistence and mutual prosperity with society, and develop Fujitsu into an even better company.

Efforts at Promoting Diversity

To review the status of its diversity promotion, Fujitsu has been carrying out an annual survey since 2008 of all corporate officers and employees, and in 2009 we expanded coverage to include all temporary staff. Based on the results of this survey we are focusing on the following three measures: (1) a reform of mindset and culture in the organization; (2) support for individual success; and (3) promotion of diverse styles of work and improvements to productivity and individual satisfaction.

In particular, we provide a variety of information to our employees to promote diversity by including survey results and interviews with top management in the company newspaper and by introducing role models and various diversity-related efforts on the Diversity Promotion Office website (in Japanese and English), which is accessible on the company's intranet. We also hold a variety of company events, including company-wide diversity promotion forums, various networking events, and forums with individual themes, which are well attended by our employees.

Furthermore, we implement diversity-related training in our training programs at various levels, including our workplace management training, new corporate executive training, and director training.

Additionally, we study policies and resolve issues related to diversity in diversity promotion Focus Groups held by managerial staff volunteers from a variety of workplaces. We also hold seminars on diversity management for managers based on the results of those Focus Groups.

Employment of People with Disabilities

Fujitsu actively employs people with disabilities based on the concept of "consider carefully, but act without hesitation" and many people with disabilities are working in a wide variety of positions, including as researchers, developers, sales staff, and systems engineers.

When hiring new employees, in addition to holding our own seminars, Fujitsu strives to make it possible for many people with disabilities to interview with Fujitsu by participating in government job search services and employment events held by commercial employment

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

(%)

FY	2005	2006	2007	2008	2009
Rate	1.70	1.81	1.92	1.81	1.90
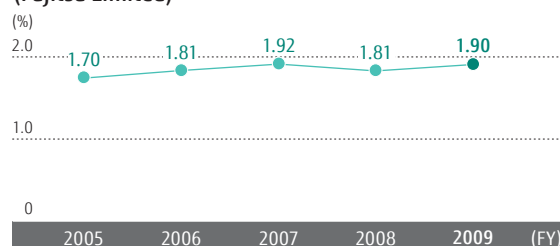
companies. Fujitsu also provides concrete examples of people with disabilities working at Fujitsu in pamphlets and on web pages. In determining workplace assignments, we work together with the workplace to bring out the best of the individual's abilities, hold post-hiring interviews, and implement long-term follow up from human resource development until the employee is established.

Recruitment of Global Talent

The Fujitsu Group, including its group companies within Japan, promotes global recruiting. Through job forums held both domestically and abroad, by holding in-house seminars, accepting foreign student interns, and other programs, Fujitsu employs a wide range of people including foreign nationals in Japan. We will continue actively to recruit with a global perspective.

■ Support for foreign employees in Japan

Fujitsu started the "Integr8" support project in August 2008 to allow employees from abroad to display their true abilities. This project invites speakers from both inside and outside the company to give seminars on topics of interest to foreign employees, such as career paths in Japanese companies and Fujitsu Group global business strategies, and supports lively communication between foreign employees. In 2009, this project held four events with over 200 attendees including Japanese and other nationalities, reflecting growing interest in these activities.

In addition to providing a website on our intranet that includes the rules and regulations that must be followed while working at Fujitsu, and other procedures necessary for living in Japan, we are also moving forward with efforts to make news and important announcements on the personnel division website available in English as well as Japanese.

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 strengthening our multifaceted efforts to increase equality of opportunity, including the introduction of a system for rehiring employees who leave Fujitsu to raise children or care for infirm or elderly family members and the proactive recruitment of women employees to management positions.

- The percentage of managers at major overseas sites (with some 50,000 employees) is 10.8% (most of whom are hired locally), and of those managers, 20.6% are women.
- In 2009, the average length of employment was 18.8 years for men and 16.4 years for women.

Trend in Women Managers (Fujitsu Limited)

(%) 3.0 2.0 1.0 0

1.8 (2005), 2.2 (2006), 2.4 (2007), 2.9 (2008), 3.1 (2009)

2005 2006 2007 2008 **2009** (FY)
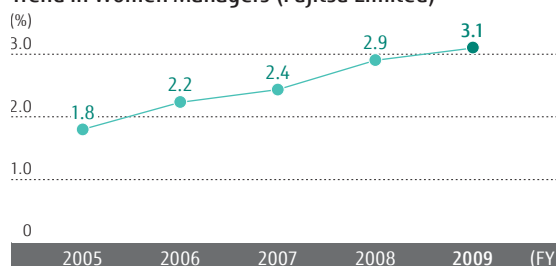
Efforts Aimed at Senior Employees

Fujitsu has established a post-retirement rehiring system aimed at providing opportunities to retirees who desire to continue work after the retirement age of 60 and who want to make the best use of their abilities.

Voice

A third-party opinion on the importance of respecting diversity

I think the fact that Fujitsu has presented a clear vision in this document and has acted positively in a number of areas since the establishment of the Diversity Promotion Office in 2008 deserves high praise. Checking the progress of the diversity promotion activities through employee awareness surveys, and having dialog with people in the workplace are indispensable methods for identifying issues. I believe that, moving forward, promoting diversity can lead to improved corporate results. This will be achieved by supporting the activities of individuals and recognizing diverse styles of working and recognizing a wide range of values in keeping with Fujitsu's concept of "a reform of mindset and culture in the organization." I hope that Fujitsu will continue these activities. I also hope that in the near future, Fujitsu can include "respect for diversity" in their approach to "Brand Promise."

By Kimiko Horii,
Representative Director of NPO GEWEL

Creating Good Working Conditions

Balancing Work with Pregnancy, Child Care and Nursing Care Needs

Fujitsu is committed to providing a work environment that is easy to work in, allows employees not only to work but also to raise children or care for family members, and supports a diverse range of work styles so that all our employees can fulfill their potential.

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

In particular, in accordance with the Law for Measures to Support the Development of the Next Generation, we have implemented our action plans*. 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 in line with the plan.

* Based on the Minister of Health, Labor and Welfare's approval of our first action plan (April 1, 2005 to March 31, 2007) and our second (April 1, 2007 to March 31, 2010), we have established and are now implementing our third action plan (April 1, 2010 to March 31, 2013).

■ Work from home system

So that each and every one of our employees can work efficiently to create even higher added value, in addition to the existing tele-work (both the satellite office and mobile work types) system, Fujitsu set up a work-from-home system as of April 2010. This system takes advantage of the results of a company-wide trial started in February 2008.

Number of Employees Using the Care Leave Support System (FY 2009, Fujitsu Limited) (units: no. of people)

System	Users	Men	Women
Child care leave	119	9	110
Family care leave	4	1	3
Reduced working hours (child care)	140	2	138
Reduced working hours (family care)	1	0	1
Paternity leave	597	597	—

Efforts to Improve Communication

Labor Relations

Fujitsu holds discussions about various employment conditions and explains management policies and business conditions to its employees through the Labor Council, Productivity Council, and other regular meetings. In Europe, starting in 2000, we also hold a congress on European labor-management relations every year, and share the management conditions of the Fujitsu Group as a whole with employee representatives.

Employee Satisfaction Survey

To gauge employee motivation and assess the level of satisfaction within the organization, Fujitsu conducts an annual survey of employees.

In FY 2009, we targeted about 64,000 employees (achieving an overall response rate of 84%, including some Group companies). Based on the results of this survey, some departments introduced an information-sharing meeting attended by all the employees in their department, and others organized a dialog sessions between top management of the organization and members of the department. We also implemented improvements aimed at fostering unity and energizing communication according to the issues each department faces, which typically include promoting discussions between employees across departments.

Thanks to these continuing efforts, the results of the surveys from FY 2004 to FY 2009 have shown increased satisfaction every year.

■ Global efforts

In the Global Business Group, which was formed on April 1, 2009, we implemented an employee engagement survey targeting approximately 1,000 senior employees. This survey was intended to create a work environment that would encourage employees to grow. It focused on the degree of employee proactive commitment (Engagement) to the organization or management and what elements (Drivers of Engagement) were related to that commitment. The results of this survey have been applied not only in the action plans at each regional level but also in the Global Business Group's medium-term planning. We plan to repeat this survey in 2011 for all 55,000 employees in the Business Group.

TOPICS

Efforts in China

In the Fujitsu Group in China and neighboring countries, we hold a workshop for the heads of HR at each company and exchange information on a wide range of topics, including personnel, labor, and education issues. When the new employment contract law was enacted in 2008, the heads of HR at 21 companies held a study session on this new law to prepare for compliance with it and to improve relations with labor. Also, after this law came into effect, we held seminars on the history and examples of labor-management relations in other countries in a labor-management relations case-study format to increase awareness of the importance of labor-management relations. When a Group company revises company rules or establishes pay levels, we hold a labor-management meeting and, at the same time as we disclose the company's business situation to employees, we listen to the opinions of the labor unions.

Health Management and Occupational Safety and Health

Support for Health Management

Fujitsu works to ensure all Group employees work in safety and with a sense of well-being.

At each Fujitsu business location we have established a health promotion center or a health care center, which is responsible for promoting good health and providing counseling for those in need of mental health care.

■ Management support

Fujitsu supports the organization and its management by implementing training and organizational evaluations around the theme of improving workplace dynamism. This is designed to improve the work performance and productivity of each employee and to strengthen the skills and expertise of our specialists.

■ Individual care support

Fujitsu provides tools and education not only to prevent individuals from falling ill but also to aid healthy employees to become even healthier.

Furthermore, our health support policies extend to the family members of our employees and our company-sponsored health checkups are made available to retired employees.

Occupational Health and Safety Efforts

To support occupational health and safety, we establish at each business site in Japan a joint management and labor committee that works to improve workplace health and safety. We promote health and safety education and training that matches the characteristics of each workplace to create a workplace environment in which all our employees can work confidently in safety and comfort.

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.

In support of these goals, we have implemented systematic education programs to foster high-level human resources development based on the following pillars.

(1) Fostering business leaders who can exhibit global business leadership; (2) strengthening the baseline (the values and skills) of our people so that they can understand our corporate vision and act based on those ideals; (3) training professionals who are able to provide customers with a high degree of added value; and (4) "work and life design support" that supports a wide range of individual needs.

In the future, Fujitsu will coordinate proactively with universities, other external educational organizations, and NPOs that provide high-level ICT human-resource development to raise the Fujitsu Group's presence to even higher levels.

Fujitsu University
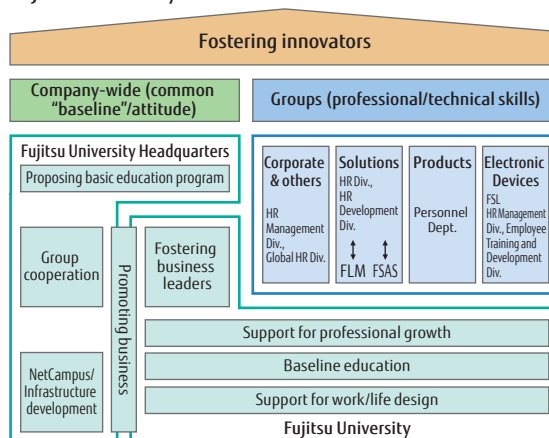
Fujitsu NetCampus

This is an online education and training platform open to all employees in our 219 Group companies in 31 countries around the world. We handle applications, provide admissions for courses, instruction, testing, questionnaire and other functions.

Human Resource Development at the Global Level

Since FY 2009, at our main global Group companies, we have introduced common global talent management and leadership development programs to foster the next generation of leaders in the top management layer.

While these programs have been implemented using similar concepts in the three areas of Asia, Europe, and the United States, we have also implemented joint sessions where some 70 leaders from the various areas are gathered in Japan to learn about Fujitsu and Japan's corporate culture, and are given an opportunity to form networks with their fellow leaders from around the world.

We also operate a foreign rotation system (Global Exchange Program) for younger employees, which started in 2008. In this system, younger employees are sent overseas for a period of from two to five years. In 2009, 50 employees were sent overseas under this program. We also assign employees from our overseas sites to Japan and thus provide career paths that allow group employees to experience international careers.

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

With Our Business Partners

Promoting Socially Responsible Procurement

Socially Responsible Procurement Efforts

In procurement, 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.

We work together with our suppliers to implement procurement activities grounded in the principles of corporate social responsibility (CSR). In particular, in March 2006, we published our CSR Procurement Guidelines which state our requirements such as respect for human rights, labor, health and safety and fair trading, asking our suppliers for their strict compliance.

Also, in 2007 we published the Fujitsu CSR Promotion Guidebook, which describes concrete efforts based on the CSR Procurement Guidelines, and held a briefing session for approximately 180 of our main suppliers. In the briefing session, in addition to explaining about the CSR Procurement Guidelines and the CSR Promotion Guidebook to suppliers, we conducted a written survey to ascertain progress status and CSR activities systems at our suppliers. We carry out this written survey every year and provide the results to our suppliers as feedback to support their proactive improvements related to CSR management.

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

■ **Informing and emphasizing the importance of CSR to buyers**

Through education and training, Fujitsu keeps employees in charge of procurement informed of the importance of CSR-conscious procurement activities. In FY 2009, we held classroom trainings on such themes as compliance with the laws governing subcontracting and worker dispatching, information security, and personal information protection in procurement activities as well as CSR-conscious procurement and green procurement activities. In FY 2010 we will continue similar education to further increase our buyers' awareness on CSR issues.

Collaborative Promotion of CSR with Suppliers

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 suppliers on green procurement activities (see page 73).

In the Fujitsu Group Environmental Protection Program (Stage V), to promote further reductions in environmental burdens, we requested cooperation from our suppliers in 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).

Fujitsu is improving its management of chemical substances by requesting that our suppliers construct a chemical substances management system (CMS[1]) based on the guidelines for the management of chemical substances included in products created by JAMP[2]. Through activities such as separate briefings to individual suppliers and requests to improve after audits, our control of chemical substances in our products is being extended

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Fujitsu CSR Procurement Guidelines

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.

throughout the entire supply chain.

To further promote activities to assure biodiversity and reduce CO_2 emissions in the supply chain, in FY 2009 we implemented surveys that asked our main suppliers about actual results of their specific efforts and issues in these areas.

*1 CMS
 Chemical substances Management System
*2 JAMP
 Joint Article Management Promotion Consortium

Supply Chain BCM

To ensure the stable supply of products and services to our customers in the event of unexpected eventualities such as natural disasters, Fujitsu has made a major commitment to strengthening its BCM (business continuity management) since FY 2007. (See page 20.)

We have so far held a total of 18 briefing sessions for our main suppliers to explain the necessity for BCM and Fujitsu's approach to it, and have surveyed the level of BCM efforts at 700 of our main suppliers. For these main suppliers, we do not just ask for their commitment to BCM, but also help them to improve their BCM capabilities by, for example, holding workshops to enhance the requisite knowledge.

Rigorous Compliance

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

The rapidly deepening recession in the second half of fiscal 2008 formed a severe operating environment for procurement in the manufacturing industry, but the Fujitsu Group worked in good faith, taking account of full compliance with the laws governing procurement transactions, including the law on subcontractors and the Worker Dispatching Act.

Furthermore, to support strengthened compliance by our business partners, in June 2009 we held training sessions that directed the attention of management and workers in our major solutions-related partners towards legal-compliance issues.

Promoting Information Security Measures

The Fujitsu Group has set the goal of eliminating information security breaches and, along with our suppliers, continuously implements measures to prevent such breaches and to prevent any reoccurrences should they still occur. These measures include education, enlightenment, auditing, and information sharing.

When we start business with a new supplier, we have made it a rule to explicitly state in the contract that the supplier must manage information security and handle personal information at the same level as Fujitsu. If a serious problem in information security occurs at a supplier, or if a supplier shows no improvement in its security management, we review the business relationship with the supplier and stop placing new orders.

In recent years, we have been working to implement information security measures equivalent to those used in our domestic (Japanese) activities for an increasing number of offshore development projects with overseas partners.

■ **Main efforts in 2009 (For suppliers of software development, services, or hardware manufacturing)**
• Information security seminars (Dec. 2009)
 A total of some 1,100 companies and 1,200 individuals attended.
• Questionnaires to suppliers on information security measures (Feb. 2010 through Mar. 2010)
• Information security audits (on-site) of our suppliers (Apr. 2009 through Mar. 2010)
 A total of some 200 companies.

Compliance Line Available to All Suppliers

Fujitsu launched a confidential communication channel called "compliance line," available to all suppliers, in August 2009. This is to receive reports from suppliers on any matters of potential or actual non-compliance with regard to our purchasing activities.

Partnerships with Suppliers

In 1997, Fujitsu established its suppliers' performance review (SPR*1) system, in which our 200 core suppliers (cover 90% or more of total procurement amount) are comprehensively evaluated for their products and efforts from the standpoint of quality, technology, price, supply, environmental action, and reliability. From FY 2008, we included in the part on environmental action and reliability the results of our survey of CSR, information security and BCM and used them to evaluate suppliers in the SPR program.

For partners in our solutions business, we set up a similar review system (PPR*2) in 2004, and since FY 2008 we have expanded the coverage of annual evaluation to about 550 partners.

With our main suppliers, we have regular business review meetings at supplier top management level in which we provide and share with them the results of our evaluation and explain the outlook of our business and our procurement strategies.

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

Social Events with Our Suppliers

Since 1997, Fujitsu has held social events with suppliers. These events are organized to strengthen our partnership with them. We offer letters of appreciation at the events to those suppliers who have made exceptional contributions to our business, and the company president and purchasing VP give presentations to share our procurement policies in line with Fujitsu's business plans.

The fiscal 2009 event was held in January 2010, attended by approximately 700 representatives from some 270 domestic and overseas suppliers.

Supplier social event

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

For Our Shareholders and Investors

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 Financial Instruments and Exchange Act 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.

Basic Policy on Returns to Shareholders

Article 40 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.

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 with all our investors.

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

The Annual Shareholders' Meeting is taken as an opportunity to improve communications with all our shareholders, for example by displaying our products so as to increase understanding of Fujitsu. We also carry out questionnaire surveys of opinions of our Annual Shareholders' Meeting, and the results are used to improve subsequent meetings.

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.

For institutional investors outside Japan, we hold road shows (explanatory meetings for investors) regularly in Europe and North America, and local staff members also visit investors individually.

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 financial results on our website, utilizing PDF files and streaming technology.

Publishing Information on Web Pages

We renovated our domestic (Japanese) IR website, which targets all our shareholders and investors, in June 2010. The pages on this site provide information that we want everyone to know, including an overview of Fujitsu itself and many other documents that we disclose to the public.

Moving forward, we will continue to improve our information disclosure and communication with shareholders and investors to deepen their understanding of Fujitsu through our IR activities.

WEB
- IR website for shareholders and investors (Japanese IR site)
  http://pr.fujitsu.com/jp/ir
- Investor Relations (overseas IR site)
  http://www.fujitsu.com/global/about/ir/
- IR website for private individuals (in Japanese)
  http://pr.fujitsu.com/jp/ir/private/
- Executive Presentations
  http://www.fujitsu.com/global/about/ir/library/presentations/

Main Results of IR Activities in FY 2009

		2009 Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	2010 Jan.	Feb.	Mar.
In Japan	Annual Shareholders' Meeting			● Annual Shareholders' Meeting									
	Management Direction Briefing				● Management Direction Briefing								
	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				● LSI Businesses	● Tour of Server Factory		● Data Center Tours	● Cloud Computing Strategies		R&D/Intellectual Property Strategy ●	
Outside Japan	Road shows		● North America ● Europe				● Asia	● Europe ● North America					

- In FY 2009 we held about 1,100 briefings for institutional investors and securities analysts (62% of them overseas and 38% within Japan).

With Global and Local Communities

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Harmony with Communities Through Social Contribution Activities

We, the Fujitsu Group, seek to be in harmony with local communities and societies as a good corporate citizen. We have developed deep roots in communities around the world and engage in social activities in harmony with them. They include the promotion of youth educational programs, cultural events, sporting activities, international exchanges, local communications and environmental protection.

Social Contribution Activities in FY 2009

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 17th Fujitsu Cup Masters Tournament (the only senior level Shogi tournament of its kind)
- Hosting of the 22nd 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
- Support for relief efforts after the earthquake in Haiti (January 2010)

Fujitsu Kids Event 2009
This event was held jointly with The Japanese Olympiad in Informatics. About one hundred children selected by lottery from the many applicants learned how computers worked and their technology by playing games and operating the self checkout system.

Spring Festival at Kawasaki Research and Manufacturing Facilities
Under the catch phrase "Welcome to the Kawasaki Facilities Honoring Environment, Technology and Sports," we held many "Play and Learn" events. As many as 15,500 people attended and we also introduced the leading technologies and various developments at the Kawasaki site.

Tea-Picking Festival at Numazu Plant
Visitors enjoyed picking tea leaves at the tea plantation in the factory grounds. They also had a chance to learn about environment-oriented activities using the natural resources in the factory and Toshio Ikeda, who contributed to the computer era of Japan. Children enjoyed the attractions.

Soccer Coaching by Kawasaki Frontale
Members of Kawasaki Frontale, the professional soccer team Fujitsu supports, held a soccer coaching session at the Fujitsu Nasu Plant grounds. After the session, a communal potato-and-meat stew party was held, which enriched relations between the local community and Fujitsu.

Fujitsu RedWave Friendship Classroom
The team members of RedWave, the women's basketball team of Fujitsu, coached grade-school students of Kawasaki City to support the physical education program and club activities. An experience of playing with top athletes enhances the pleasure of participating in sports.

Fujitsu Frontiers
Kawasaki City named the Fujitsu Frontiers, the American football team of Fujitsu, as its Hometown Sports Promotion Partner. The Fujitsu Frontiers are promoting flag football as one of their regional contribution activities.

Highlights of Activities in FY 2009

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 Kohra, 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. This unit 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.

Students of JAIMS

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 (an NPO) to discover and foster valuable human resources expected to play leading roles in the future development of society.

In particular, in 1991 Fujitsu provided the basic funds for the establishment of the Mathematical Olympics Foundation of Japan 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 International Mathematical Olympiad are selected.

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 International Olympiad in Informatics are selected.

The award ceremony for the ninth Japanese Olympiad in Informatics

Cooperation with the United Nations World Food Program

Fujitsu contributes to the United Nations World Food Program by contributing a percentage of the price of the box lunches distributed to all employees on the anniversary of the company's foundation. This will increase employees' awareness of our contribution to society and lead to actions that relieve world famine and poverty.

Support for Forest Regeneration Activities Through Sales of Beverages

In July 2009, the Fujitsu Group started to sell private brand beverages to its employees to fund the Fujitsu Malaysia Eco Forest Park, one of our tropical rainforest regeneration activities. In FY 2009, around 260,000 bottles were sold.

Support Systems for Social Contribution Activities

Fujitsu has started the following systems to support volunteer activities by employees.

- Volunteer Leave: Up to three years to participate as Japan Overseas Cooperation Volunteers or Senior Overseas Volunteers.
- Special Purpose Leave: Five days per year, and can be accumulated up to 20 days. The leave must be for volunteer or similar activities.

Examples from Domestic (Japanese) Group Companies

Recommendations for Society and Communication with Local Communities
■ Fujitsu Research Institute (FRI)

FRI, as a corporate citizen seeking a harmonious society, held a conference entitled "Japan's Challenges in the Global Environmental Age – Growth Strategies for a Low-Carbon and Biodiverse Society" on February 17, 2010 in Tokyo. Experts from Japan and other nations presented proposals for industrial policies and corporate activities to start new growth strategies considering both biodiversity and climate change.

FRI also operates the "Volunteer Holiday" portal site that provides information on volunteers and connects urban cities and local villages.

In-House Health Maintenance Activities
■ Fujitsu Advanced Solutions, Ltd. (FASOL)

In 2004, FASOL started to hire graduates from a school for the blind as health support staff. Since then, they have been helping employees to recover from over-tiredness through massage.

The massage service not only helps staff to recover from the physical stress and strain caused by their

daily work but also relieves mental stress through conversational interaction. This program is well received by FASOL employees and also increases the employment of disabled workers. Other group companies in R&D have also started similar programs.

This program provides a valuable employment opportunity for the visually impaired and is welcomed by schools for the blind.

Two health support employees and the project leader

Examples from Overseas Group Companies

Interaction with and Support for Socially Vulnerable Groups

■ Australia: Fujitsu Australia Ltd. (FAL)

In May 2009, FAL responded to a call from the Ardoch Youth Foundation (a group that supports children and families threatened by homelessness, domestic violence, drug abuse, or other dangers) and 15 employees participating as volunteers took a group of children from the Mahogany Rise Primary School in Melbourne on a trip to the Melbourne Zoo.

Also, in October 2009, 15 FAL employees from the Perth area, visited the St. Bartholomew's House in Perth, Western Australia, along with the United Way West Australia charity organization, and deepened exchanges by preparing a barbecue dinner for 75 people. St. Bartholomew's House provides resting places and accommodation, counseling and guidance to homeless and economically disadvantaged individuals.

FAL employees preparing a barbecue dinner

Cleaning a Seaside Park

■ Hong Kong: Fujitsu Hong Kong Ltd. (FHK)

In October 2009, FHK participated in the Cape D'Aguilar Marine Reserve cleanup sponsored by the Agriculture, Fisheries and Conservation Department, Hong Kong. A total of ten individuals, including employees and family members, took pleasure in cleaning up the beach while increasing their awareness of the importance of environmental protection.

Beach cleanup at the Cape D'Aguilar Marine Reserve

Activities That Support Elementary Pupils and Other Students

■ UK: Fujitsu Services Ltd. (FS)

FS has established an Impact on Society (IOS) group in regional units at each of its major business sites. Each of these groups works independently on their own social contribution activities and volunteer efforts.

In England, FS employees visit elementary schools in the Midlands and Manchester and engage in Give and Gain Days activities in which they help improve the reading and writing abilities of about 80 children between the ages of six and eight with word games.

In FY 2009, FS installed a PlayPump Water System at the Uitschot elementary school in Vermaas (South Africa) which has 500 students. The PlayPump is a pump that pumps water while children play and makes it possible to provide clean water to schools.

This project was implemented jointly between Fujitsu Group companies in England, Germany, and South Africa.

Children playing at a PlayPump

Cooperation with Educational Support Efforts

■ Thailand: Fujitsu Systems Business (Thailand) Ltd. (FSBT)

Many local schools in Thailand lack complete sets of educational materials. FSBT supports educational activities in affected areas and has donated PCs, books, educational materials, and supplies to both the new library at the Baan Tha Marid school in Petchaburi Province and to the Dongpikul school in Suphanburi Province, both in Central Thailand.

Donation of PCs, books, and educational materials to the Baan Tha Marid School.

Citizen Enlightenment Activities in Quebec City, Canada

■ Canada: Fujitsu Canada (DMR)

Jean Provencher, a consultant of DMR, established the Carrefour TerraTerre NPO in May 2007 to instill the ideal of sustainable development in local society.

This NPO aims at reforming people's lifestyles to make them sustainable and encourage social responsibility by holding free lectures, workshops, and movie screenings.

* See page 75 for Fujitsu's Environmental Contributions to Society.

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

For the Environment
Environmental Activities

The Fujitsu Group has pursued "operating in harmony with nature" since its founding in 1935. Environmental conservation is one of our highest priorities, and our environmental management is guided by Corporate Values enshrined in the Fujitsu Way, that "in all our actions, we protect the environment and contribute to society."

As a framework for the consistent practice of environmental activities in all business fields, we formulated the Fujitsu Group Environmental Policy, which clearly sets out our philosophy and guidelines for action. We also drafted the Green Policy 21 environmental concept that serves as the foundation for all environmental activities, as well as Green Policy 2020, our medium-term environmental vision with targets to meet by 2020. In addition, we are implementing Green Policy Innovation, an initiative to reduce environmental burden using Green ICT , along with the Fujitsu Group Environmental Protection Program (Stage VI). Through these measures we aim to reduce the burden the Fujitsu Group, its customers and society put on the environment.

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

• Environmental Concept "Green Policy 21"
  http://www.fujitsu.com/global/about/environment/approach/greenpolicy21/

As a Global ICT Corporation, We Reduce the Environmental Burden of Our Corporate Activities and Those of Our Customers and Society

The realization of a low-carbon society is one of the central challenges for humanity in the 21st century, as reflected in the goal put forward during a recent G8 Summit to halve emissions of greenhouse gases worldwide by 2050. To achieve this, it will be necessary for society as a whole to find more environmentally friendly ways to work and live. Multifaceted support from ICT is an increasingly important part of these efforts.

As a global ICT corporation, the Fujitsu Group develops advanced environmental technologies, and makes products and services employing these technologies available throughout the world. Through the pursuit of this mission we not only lessen the environmental burden of our own business activities but also help to reduce the environmental burden of our customers and society.

Fujitsu Group Environmental Activities

| | 2007 | 2010 | 2012 | 2013 | 2020 | 2100 |

Environmental contributions to customers and society

Initiative for reducing customers' environmental impact
Green Policy Innovation
(FY2007 to FY2012, ending March 31)

Green Policy Innovation

Fujitsu Group Environmental Protection Program (Stage VI)
(FY2010 to FY2012, ending March 31)

Medium-term environmental vision
Green Policy 2020

What the Fujitsu Group aims for
Environmental Concept
Green Policy 21
We make every activity green

Green Policy Factories Green Policy Solutions
Green Policy Earth
Green Policy Products
Green Policy Management

Reducing environmental impact from business activities

Fujitsu Group Environmental Protection Program (Stage V)
(FY2007 to FY2009 ending March 31)

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 Kawasaki Plant completed
- 1972 Environmental control sections established at each plant
- 1989 Environmental Committee established
- 1991 Environmental Engineering 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 Strategy Unit established
- 2002 Fujitsu Group Environmental Policy established
- 2006 ISO14001 globally integrated certification acquired, including overseas Group companies

- 2007 Environmental Burden Reduction Project by Green ICT, Green Policy Innovation, started
- 2008 Green Policy 2020 medium-term environmental vision formulated
- 2009 2009 Biodiversity Action Principles formulated
- 2010 Fujitsu Group Environmental Protection Program (Stage VI) formulated

Green Policy 2020 Medium-term Environmental Vision for a Prosperous, Low-Carbon Society

We devised Green Policy 2020, a medium-term environmental vision that defines the role and direction of the Fujitsu Group to pursue in the realization of a prosperous, low-carbon society.

The keywords underpinning this corporate vision are "Creation" of innovative and advanced technologies and business solutions; "Collaboration" with customers and business partners; and "Change" within the Fujitsu Group itself. The three goals to achieve by 2020 are:

1. **Benefit our customers and society:** Reduce CO_2 emissions in Japan by around 30 million tons annually
2. **Pursue internal reforms:** Enhance overall energy efficiency in all business fields to world-leading levels
3. **Preserve biodiversity:** Implement all the objectives in the Leadership Declaration of the "Business and Biodiversity Initiative"*

In addition, Fujitsu has established a total of 20 themes for initiatives to realize these goals, including 13 themes for benefiting customers and society, five themes for internal reforms within Fujitsu and two themes for preserving biodiversity.

* The Business and Biodiversity Initiative
was launched by the German government during the 9th Conference of the Parties to the Convention on Biological Diversity (COP 9) in May 2008, calling on private corporations to become involved in conserving biodiversity. Fujitsu has signed the Leadership Declaration.

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

> Working with our customers and business partners, we will promote environmental innovation at Fujitsu and within society as a whole by fusing technologies and expertise, with the goal of realizing a prosperous, low-carbon society.

Environmental Burden Reduction Project by Green ICT, Green Policy Innovation

Since December 2007, the Fujitsu Group has been promoting the Green Policy Innovation initiative to reduce our customers' environmental burden using green ICT. Under the initiative, we provide customers with solutions and ICT infrastructure that leverage the accumulated technologies and expertise of the Fujitsu Group with the aim of lessening the environmental burden from companies and society in general.

In December 2009, Fujitsu set a global target of cutting CO_2 emissions by more than 15 million tons over a four-year period from fiscal 2009 to fiscal 2012. This target is intended to act as a step toward achieving the Green Policy 2020 vision, and for Fujitsu, as a corporate group with a global business, to make a significant contribution to cutting greenhouse gases worldwide. We plan to share and utilize green ICT solutions in regions around the world, and continually refine the Green Policy Innovation initiative to achieve its targets.

WEB • Environmental Burden Reduction Project by Green ICT
http://www.fujitsu.com/global/about/environment/gpi/

• Press Release: Fujitsu Expands Green IT Initiative Globally
http://www.fujitsu.com/global/news/pr/archives/month/
2009/20091207-01.html
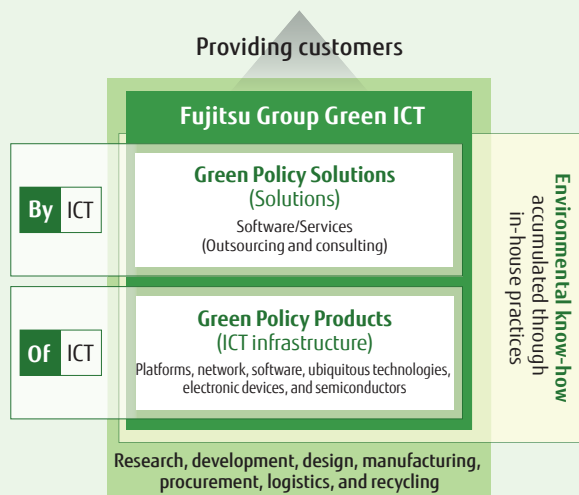
Fujitsu Group Environmental Protection Program (Stage VI) to Strengthen Our Global Environmental Activities

Establishing New Targets for Environmental Programs Between FY2010 to FY2012

In April 2010, we created Fujitsu Group Environmental Protection Program (Stage VI) to run from fiscal 2010 to the fiscal year ending March 31, 2013 (FY2012).

The program is based on the three targets established in the Green Policy 2020 of benefiting customers and society, pursuing internal reforms, and preserving biodiversity, and defines six key areas: strengthening advanced green ICT R&D, improving the environmental value of products and services and strengthening the development and provision of green ICT, strengthening efforts to reduce the environmental burden from the Group itself, strengthening our foundation for environmental management, promoting activities that make environmental contributions to society, and promoting activities that preserve biodiversity. Moreover, we have established a further 18 items to serve as specific program targets.

Aiming to Resolve Environmental Problems From a Global and Long-Term Perspective

Fujitsu Group Environmental Protection Program (Stage VI) has been created based on the backcasting of our Green Policy 2020—our medium-term environmental vision—and also the global environmental problems of recent years' such as climate change and vanishing biodiversity. In the Program, we have newly positioned "strengthening advanced ICT R&D" and "promoting activities that protect biodiversity" as our two priority areas.

Moreover, we have created the following new targets for the Program: advanced ICT R&D; based on scientific findings and forecasts until 2020, a 6% reduction in global greenhouse gas emissions from our business activities by the end of fiscal 2012 compared to fiscal 1990; and the creation and management of quantifiable targets to measure our business activities' impact on and contribution to biodiversity.

WEB
- Targets of Fujitsu Group Environmental Protection Program (Stage VI)
  http://www.fujitsu.com/global/about/environment/management/program/stage6/
- Press Release: Fujitsu Announces Fujitsu Group Environmental Protection Program (Stage VI)
  http://www.fujitsu.com/global/news/pr/archives/month/2010/20100415-01.html

Fujitsu Group Environmental Protection Program (Stage VI) Concept

Based on the results achieved by and issues arising from Fujitsu Group Environmental Protection Program (Stage V)

Responding to global environmental problems

Backcasting from our medium-term environmental vision, Green Policy 2020
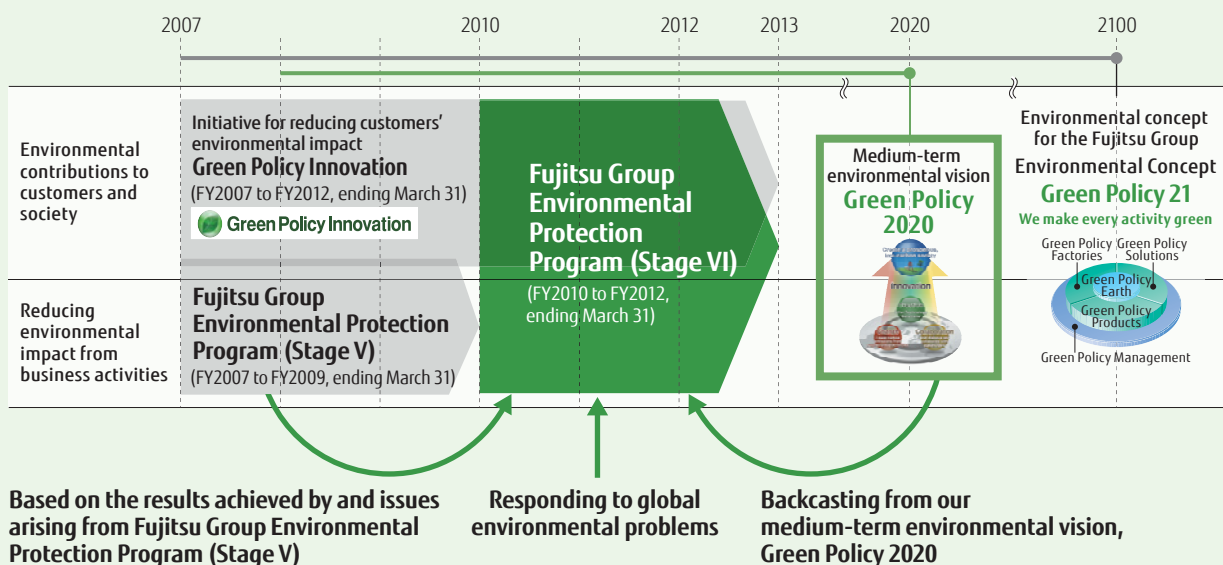
Fujitsu Group Environmental Protection Program (Stage V)

Priority Areas

- Improving the Environmental Value of Products and Services
- Global Warming Countermeasures
- Reinforcing Governance
- Reinforcing Risk Management
- Environmental Contributions to Society

Fujitsu Group Environmental Protection Program (Stage VI)

Priority Areas

- Strengthening advanced green ICT R&D (new)
- Improving the environmental value of products and services, and enhancing the development and delivery of green ICT
- Enhancing efforts to reduce the Fujitsu Group's environmental footprint
- Strengthening environmental governance
- Promoting environmental contributions to society
- Promoting efforts to preserve biodiversity (new)

Green Policy 2020

Three goals

- Benefitting customers and society
- Pursuing internal reforms
- Preserving biodiversity

Fujitsu Group Environmental Protection Program (Stage VI)

Green Policy 2020 Three targets	Action plan Item	Item Breakdown	Targets (FY 2010)	Targets (FY 2011)	Targets (FY 2012)
Benefiting customers and society	Strengthening advanced green ICT R&D	**Strengthen advanced green ICT R&D** •Develop technologies for next-generation datacenters and networking that will double overall efficiency of ICT products by end of FY2012. •By end of FY2012, more than 35% of all technology developed will be solutions for reducing the burden on the environment.	•1.2 times •25%	•1.5 times •30%	•2 times •35%
	Improving the environmental value of products and services, and enhancing the development and delivery of green ICT	**Develop & deliver green ICT to contribute to customers and society** Provide green ICT that will reduce cumulative CO_2 emissions by 15 million tons over FY2009–12 period.	5.26 million tons	9.55 million tons	15 million tons or more
		Develop and provide Eco-friendly products (Super Green products) With respect to newly developed green products in all departments, Super Green products that contribute to reduced environmental footprints through low energy and resource demands must comprise 30% by end of FY2012.	10% or more	20% or more	30% or more
		Develop and provide Eco-friendly products (environmental efficiency factors) With respect to newly developed green products in all departments, the environmental efficiency must be raised to 2.5 times the FY2008 value by end of FY2012.	Raise to 1.5 times	Raise to 2 times	Raise to 2.5 times
		Promote product recycling Sustain 90% resource reuse rate of business ICT equipment globally at Fujitsu recycling centers.	Sustain 90%	Sustain 90%	Sustain 90%
		Develop and provide environmental solutions •Promote the development and provision of environmental solutions in all areas, including industry, transport, business, households, and energy conversion sectors. •Expand provision of environmental solutions in major regions, including Japan, Europe, Americas, and Asia/ Pacific.	Departmental and regional coverage rate: 70%	Departmental and regional coverage rate: 85%	Departmental and regional coverage rate: 100%
Pursuing internal reforms	Enhancing efforts to reduce the Fujitsu Group's environmental footprint	**Reduce greenhouse gas emissions** Reduce total greenhouse gas emissions associated with manufacturing globally to 6% below FY1990 levels by end of FY2012 (CO_2: 5% reduction, other greenhouse gases: 20% reduction).	2.5% reduction	2.6% reduction	6% reduction
		Reduce greenhouse gas emissions (renewable energy) Increase use of renewable energy sources to 3 times FY2007 levels by end of FY2012.	2.7 times	2.7 times	3 times
		Reduce CO_2 in transport and distribution Reduce CO_2 emissions from domestic transport to 11% below FY2008 levels by end of FY2012.	9% reduction	10% reduction	11% reduction
		Promote business partners greenhouse gas reduction Promote procurement from business partners that limit or reduce greenhouse gas emissions.	60% materials suppliers' procurement rate ('no. of companies' rate)	80%	100%
		Factory improvements (chemicals) Reduce output of priority chemicals to 10% below FY2007 levels by end of FY2012.	4% reduction	7% reduction	10% reduction
		Factory improvements (waste) •Reduce waste generation to 20% below FY2007 levels by end of FY2012. •Maintain zero waste emissions at factories in Japan.	11% reduction	13% reduction	20% reduction
		Office improvements Achieve four-star rating or better under the Green Office plan for every office by end of FY2012.	Japan: trials using new standard Internationally: field survey	Japan: 70% Internationally: draft evaluation standards	Japan: 100% Internationally: trial implementation
	Strengthening environmental governance	**Continuously improve globally integrated environmental management systems** •Promote further ICT deployment for environmental management, build smart environmental management systems. •To improve environmental performance, by the end of FY 2012 we intend to apply a framework of assessments for the extent of target achievement and the compliance situation of 100% of Group main domestic production companies.	•Customization and trial of remote communications •Establishment of performance assessment procedures	•Block application rate: 50% •Trial implementation	•Block application rate: 75% •Expand as far as domestic manufacturing group companies
		Promote environmental management through communications with stakeholders Promote environmental communication at all levels to improve environmental management	Improved communication of environmental information	Improved communication of environmental information	Improved communication of environmental information
	Promoting environmental contributions to society	**Increase environmental awareness among all staff through community-based environmental actions** •Launch Act-Local-System by end of FY2010 to globally share information on social contribution activities around the world. •Sustain environmental social contributions activities around the world and promote activities that will contribute more to local communities through utilizing Act-Local-System.	•Implementation at all business sites •Construction and management of a domestic network, Construction and management of an international network	•Implementation at all business sites •Management of the domestic network, Management of the international network	•Implementation at all business sites •Management of the domestic network, Management of the international network
Preserving biodiversity	Promoting efforts to preserve biodiversity	**Reduce impact of company's operations on biodiversity** •Develop numerical indicators to measure impact of operations on biodiversity and build system to expand contribution of ICT to reducing that impact. •Promote procurement from business partners that work to preserve biodiversity.	•Construction of the Fujitsu Group BD integration index to evaluate impact on biodiversity •60% materials suppliers' procurement rate ('no. of companies' rate)	•1.5% reduction in level of impact (in main business areas) compared to FY2009 as evaluated by the BD integration index •80%	•3% reduction in level of impact (in main business areas) compared to FY2009 as evaluated by the BD integration index •100%
		Contribute to community-building that preserves biodiversity •Build case studies that contribute to biodiversity through ICT in all major offices by end of FY2012. •Conduct biodiversity preservation/education programs in all offices by end of FY2012.	•Implementation of survey to construct a model to contribute to biodiversity •Japan: once a year Internationally: once every three years	•Pilot project based on survey results •Japan: once a year Internationally: once every three years	•Development at main business sites •Japan: once a year Internationally: once every three years

* Products with the highest level for both "Energy savings," and "Other Areas (resource savings etc.)", where standards were significantly raised in the Environmental Protection Program (Stage V)

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Targets and Achievements

Performance of the Fujitsu Group Environmental Protection Program (Stage V)

Five Priority Areas	Stage V Targets (to be achieved by end of FY 2009)	Targets (FY 2009)	Performance (FY 2009)	Status *3	Related Pages
Improving the Environmental Value of Products and Services	**Increase the number of Super Green Products*1** 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: 50%	Certified 30 product families as Super Green Products. Achieved a 63% ratio of Super Green Products in all Green Products from FY2007	○	P57-
	Achieve an improved environmental efficiency factor 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: 2.0	Achieved a factor of 3.6 on average across the Fujitsu group newly-developed products in fiscal 2009	○	P59
	Maintain resource reuse and recycling rate of recovered end-of-life products*2 Maintain the resource reuse and recycling rate of business IT equipment achieved in the Fujitsu Group Environmental Protection Program (Stage IV) (at 90% or higher).	Resource reuse and recycling rate: 90% or higher	Resource reuse and recycling rate: 90.8%	○	P65-
	Expand environmental solution offerings 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.	Achieved in FY2008	○	P61-
Global Warming Countermeasures	**Reduce CO2 emissions from energy consumption** •Global: Reduce CO2 emissions per unit sales to 28% below fiscal 1990 levels by the end of fiscal 2010 •Japan: Limit energy consumption-related CO2 emissions at our business sites to below fiscal 1990 levels by the end of fiscal 2010	•Global: Reduce by 73.8% from fiscal 1990 levels •Japan: Hold down to a 0.5% increase over fiscal 1990 levels	•Global: Reduced by 74.4% from fiscal 1990 levels •Japan: Reduced by 6.1% from fiscal 1990 levels	○	P67-
	Reduce greenhouse gases other than CO2 We will work to reduce emissions of greenhouse gases other than CO2 by 10% relative to fiscal 1995 emissions by the end of fiscal 2010.	Hold down to a 10.4% increase over fiscal 1995 levels	Held down to a 5.1% increase over fiscal 1995 levels	○	P67-
	Apply Green Factory and Green Office systems 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 100% of business sites	•Factories: achieved at 100% of sites •Offices: achieved at 100% of sites	○ ○	P69-
	Reduce VOC emissions We aim to reduce volatile organic compound (VOC) emissions by 30% relative to fiscal 2000 levels by fiscal 2009.	Reduce by 30% from fiscal 2000 levels	Reduced by 31% from fiscal 2000 levels	○	P70-
	Reduce waste generation We will strive to reduce waste generation by 3% relative to 2005 levels by the end of fiscal 2009.	Reduce by 3% from fiscal 2005 levels	Reduced by 18.3% from fiscal 2005 levels	○	P70
	Reduce CO2 emissions during distribution and transport We will strive to reduce the volume of transport-related CO2 emissions by 40% from fiscal 2000 levels by the end of fiscal 2010.	Reduce by 39% from fiscal 2000 levels	Reduced by 45% from fiscal 2000 levels	○	P74
Reinforcing Governance Reinforcing Risk Management Environmental Contributions to Society	**Improve our environmental management system (EMS)** We will strengthen environmental activities in our business by improving our globally integrated environmental management system.	1. Expand the application of EMS to subsidiaries and affiliates 2. Strengthen the 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. Continuously implemented environmental activity councils at product BUs 3. Registered 54 publicly-certified auditors 4. Increased number of offices with Green Office status	○	P51-
	Advance green procurement activities 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 100% of structural material business partners 2. Construct CMS systems for 100% of structural material business partners	1. Operating rate for Level II or higher EMS: 100% 2. CMS construction rate: 98.2%	△ *4	P73
	Activities for environmental contributions to society 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 all sites	○	P75

*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 A circle (○) indicates full achievement of a target, while a triangle (△) indicates only partial achievement.
*4 100% achievement in the first half of FY2010.

Green Policy Innovation Project–Achievements in Reducing CO_2 Emissions

Since FY 2007, the Fujitsu Group has been promoting the Environmental Burden Reduction Project by Green ICT, Green Policy Innovation. In FY 2009, Fujitsu set a global target of cutting CO_2 emissions by more than 15 million tons over a four-year period from FY 2009 to 2012. During FY 2009, we exceeded our targets and contributed to a total CO_2 reduction of 2.37 million tons, comprising 0.41 million tons from providing Green Policy Products, which are eco-friendly IT infrastructure products, and 1.96 million tons from providing Green Policy Solutions, which are IT solutions that contribute to reducing environmental burdens.

*Please refer to page 38 for further details on Green Policy Innovation.

CO₂ Emissions Reduction Targets and Achievements Through Green Policy Innovation

Legend: ■ Solutions ▨ ICT infrastructure

(10,000 tons)

	Targets	Achievements	Targets	Achievements	Targets	Achievements	Targets	Targets	Targets
	FY 2007		FY 2008		FY 2009		FY 2010	FY 2011	FY 2012
Total	54 / 50 / 4	74 / 68 / 6	127 / 115 / 12	149 / 126 / 23	213 / 182 / 31	237 / 196 / 41	313 / 255 / 58	429 / 335 / 94	562 / 423 / 139

Total (10,000 tons): 0 — 400 — 800 — 1,200 — 1,600
1,500

President, Corporate Environmental Strategy Unit
Atsuhisa Takahashi

The New Environmental Protection Program typifies the Fujitsu Group from the "Green ICT", "Global" and "Biodiversity" Viewpoints.

The UN Framework Convention on Climate Change (COP15) held in Copenhagen in December 2009 drew attention from around the world. Similarly, the Biodiversity Conference (COP10) to be held in Nagoya in October 2010 is expected to trigger a surge in interest in the responsibility of corporations for preserving biodiversity.

Meanwhile, the Fujitsu Group has been using ICT to help solve various environmental issues for its customers and for society, and to make the products and services it offers, as well as its business activities, more environmentally friendly.

Fiscal 2009 was the final year for Fujitsu Group Environmental Protection Program (Stage V). We managed to achieve our targets in nearly all categories. For example, we greatly exceeded our initial targets for development of "Super Green Products", and reductions in transport CO_2 emissions. The implementation of the Green Policy Innovation initiative, a Green ICT project, achieved cuts in CO_2 emissions amounting to approximately 2.37 million tons.

Fujitsu Group Environmental Protection Program (Stage VI) was launched in fiscal 2010, designed around the keywords "Green ICT," "Global" and "Biodiversity." The essence of Green ICT lies in successfully achieving both economical and environmental performance. Fujitsu has recognized this by strengthening the development of Green ICT from the upstream stage of R&D. Also, Fujitsu Technology Solutions, which

possesses exceptional technologies, expertise, and product development capabilities for Green ICT, was brought into our corporate group from fiscal 2009. By sharing these technologies and expertise with those accumulated by the Fujitsu Group, we will take Green ICT to the next level on a global scale. Moreover, Fujitsu Group Environmental Protection Program (Stage VI) incorporates the new goal of preserving biodiversity as a foundation of sustainable corporate activity, reflecting our search for ways to make a contribution with ICT in the style of the Fujitsu Group.

Stage VI is the next step toward realization of the Fujitsu Group's medium-term environmental vision, Green Policy 2020. We will make a concerted effort as a corporate group to achieve this goal, and together with our customers and society, seek to realize a prosperous, low-carbon society.

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Reducing Environmental Burdens from Our Business Activities

At the Fujitsu Group, we are actively carrying out a range of initiatives to reduce the various environmental burdens that result from our business activities. These initiatives include introducing highly environmentally efficient equipment and utilizing systems to make power consumption visible. We are leveraging the expertise we are constantly accumulating through these activities to provide our customers with effective solutions.

In Data Centers

- **State-of-the-art Eco-Friendly Data Center, New Annex of Tatebayashi System Center** ┄┄┄ ▶ Please refer to P12
- **Global development of the Eco-Friendly Data Center** ┄┄┄ ▶ Please refer to P12
- **The "London North" data center is utilizing the results of an in-depth survey to realize significant energy savings** ┄┄┄ ▶ Please refer to P47

Development Center Adopts Cloud Computing to Consolidate and Reduce by Half the Number of Servers

Fujitsu's Numazu Software Development Cloud Center

Reduction in CO_2 of about 1,340 tons

Since fiscal 2008, we have consolidated the development-environment servers previously scattered across six sites in Japan into the Numazu Software Development Cloud Center and made a cloud-based development environment. Our objective was to reduce the workload generated by the activities of our software developers and center operators. We are currently switching to cloud computing in three stages; virtualization, standardization, and automation. Through this initiative, we aim to reduce our environmental burden and our costs. We expect to decrease the number of servers in fiscal 2010 by approximately 50% compared to fiscal 2008, and to reduce CO_2 emissions by about 1,340 tons.

Evaluation based on the "Comprehensive Assessment System for Building Environment Efficiency (CASBEE)"

Fujitsu FIP Corporation | Eco-Friendly Construction

Fujitsu FIP Corporation is currently constructing an Eco-Friendly Data Center that utilizes energy saving air-conditioning systems and also systems for recycling rain water and for generating solar power.

Thanks to these technologies, the new Data Center achieved higher evaluation results based on CASBEE[1] compared to the conventional Data Center.

In addition, Fujitsu Limited is providing support for the construction of a new plant for Fuji Ecocycle, which is a subsidiary of Fujitsu General Limited. The new plant will utilize highly efficient lighting, while materials for the plant interior have been chosen based on measures to prevent sick building syndrome. The plant is currently being evaluated based on CASBEE[2].
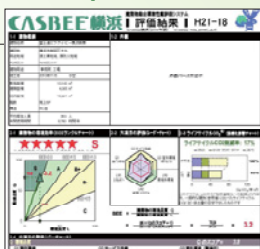
[1] FY2009: based on self-assessment report submitted to Yokohama City
[2] FY2009: based on self-assessment report submitted to Hamamatsu City

Introduction of the extremely energy efficient Turbo Chiller

Fujitsu Tatebayashi System Center

CO_2 reduced about 2,200 tons

We have significantly improved energy efficiency by introducing a Turbo Chiller, achieving a reduction in CO_2 emissions of about 2,200 tons a year.

The Turbo Chiller

Development of "spot" air-conditioning system

Fujitsu Opens New Annex of Tatebayashi System Center

Improving energy saving in operations by 25 %

We developed a "spot" air-conditioning system to target those locations within the data center where hot air tends to accumulate, achieving an approximate 25% improvement in energy saving compared to a conventional air-conditioning system.

Upgrading our environmental management through ICT

In the Fujitsu Group, we are positively leveraging ICT in order to further upgrade our environmental management

Example of our utilization of ICT

WEB Environmental Management Information Systems
http://www.fujitsu.com/global/about/environment/management/ems/information-sys/

Collecting and analyzing environmental-performance data on the Fujitsu Group's global activities
Global Environment Database System

Effective operation of environmental management systems
ISO 14001 Green Management System

Management of restricted chemical substances in products
REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) compliant chemical substances control system "PLEMIA/ECODUCE"

Traceability management for used ICT equipment
Integrated recycling information management system

Virtual manufacturing
Three dimensional visualization verification simulator (VPS: Virtual Product Simulator)

Chemical substance management in plants
Chemicals Control System (FACE)

In Plants

- **Compliance and air conditioner energy-saving initiatives** ┄┄┄ ▶ Please refer to **P68**
- **Significant reductions in CO2 emissions through the reconstruction of electricity storage and heat source facilities** ┄┄┄ ▶ Please refer to **P68**
- **Improved efficiency for the air-conditioner-use cold water supply within the LSI packaging process** ┄┄┄ ▶ Please refer to **P70**
- **Reduction in sludge resulting from the silicon grinding waste-water treatment process** ┄┄┄ ▶ Please refer to **P70**
- **Reduction in IPA gas emissions** ┄┄┄ ▶ Please refer to **P71**
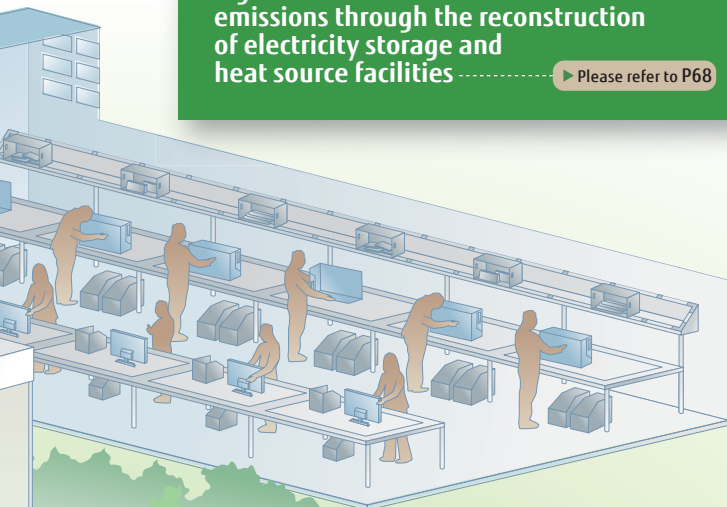
Making power consumption visible

Fujitsu Numazu Plant and PFU Ltd. `Saving more energy`

The Fujitsu Numazu Plant has been publishing the trends in its energy consumption on our intranet, which is helping to support its energy saving efforts such as encouraging employees to turn off lights
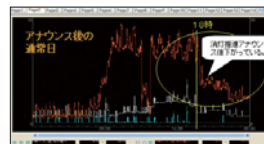
Also, PFU Ltd., has introduced a system that can monitor the energy being used on every floor on an hourly basis. The system, which is managed by the ProDeS Center (the production and development center), monitors power consumed by equipment such as lighting and air conditioners and the data it provides are utilized in energy-saving initiatives. Also, by publishing information on cost reductions and environmental burdens within the company, PFU is building a foundation on which it can promote environmental programs to all its employees.

In Offices

- **Achieving zero emissions of waste paper through a Nationwide Paper Recycling System** ┄┄┄ ▶ Please refer to **P72**
- **Reducing CO2 emissions by expanding the application of modal shifts in distribution** ┄┄┄ ▶ Please refer to **P74**

Installing highly efficient reflector plates that increase the brightness of fluorescent lights

PFU Ltd. `Improving energy savings`

The ProsDeS Center Office has achieved energy savings by installing highly efficient reflector plates, enabling it to reduce the number of fluorescent lights it requires. It has also saved energy by a campaign to make sure employees turn lights off.
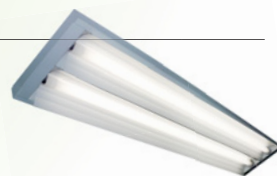
Encouraging 'eco-commuting' by walking and cycling

Fujitsu Isotec (FIT) `Reduced CO2 by about 14.5 tons`

Since July 2009, Fujitsu Isotec has been implementing a campaign to encourage employees to leave their vehicles at home and commute to work on foot, by bicycle, or by public transport. By March 2010, this initiative had achieved an approximate 14.5 ton reduction in CO2 emissions.

Offices with the highest levels of environmental standards

Fujitsu Australia Ltd. (FAL) `Saving resources`

The Gauge Building where FAL has its offices has been awarded the 6 Star Green Star, which is the highest possible environmental rating in the commercial sector under Australia's environmental building design certification system. This building utilizes water recycling, co-generation, and a range of other technologies to achieve impressive energy and resource savings.

Acquiring certification for measuring and reducing CO2 emissions

Fujitsu Services Ltd. `Reduced CO2 by 1.7 %`

Following the efforts made by Fujitsu Services Ltd. to reduce CO2 in its business operations in fiscal 2008, in March 2010 Fujitsu was presented with the 'Carbon Trust Standard' for reducing its carbon footprint by 1.7% (1,483.7 tons), compared to its averaged emissions in fiscal 2006 and fiscal 2007. The Carbon Trust introduced the Carbon Trust Standard to evaluate the methods companies use to measure and reduce their CO2 emissions.

CARBON TRUST STANDARD
REDUCING CO2 YEAR ON YEAR

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

The Fujitsu Group's Green ICT Is Helping to Reduce the Environmental Burden from Society and the Entire World

Through its advanced environmental solutions, services, and products, the Fujitsu Group's green ICT is helping to reduce the environmental burden generated by all aspects of our daily lives and by society. We are continuously widening the scope of our efforts in this field so we can help more countries and regions and more people.

In Agriculture

Farmland Management System
Farmland Management GIS
CO_2 emissions reduced by about **50**%[1]

Agriculture Revitalization Promotion System
NetSeeds
CO_2 emissions reduced by about **59**%[1]

In Department Stores and Supermarkets
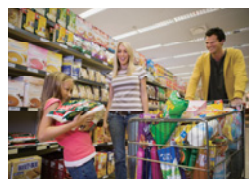
POS Systems for Mass Merchandisers
GlobalSTORE III
CO_2 emissions reduced by about **30**%[1]

Internet Shopping System
i . market
CO_2 emissions reduced by about **25**%[1]

In Factories

Facilities Management System
Futuric
CO_2 emissions reduced by about **47**%[1]

Production Scheduling System
GLOVIA/SCP FA
CO_2 emissions reduced by about **60**%[1]

Environmental Information System
(Contaminant emissions management)
e-FEINS
Environmental risk reduction

Environmental Performance System Records Management System
SLIMOFFICE
Visualization of environmental performance data

In Networks

Network Server
IPCOM EX Series
CO_2 emissions reduced by about **55**%[3]

Optical Fiber Technology
FLASHWAVE 9500
CO_2 emissions reduced by about **60**%[2]

Gigabit Ethernet Based PON System
GE-PON ONU
CO_2 emissions reduced by about **41**%[2]

NGN Platform System
UB300
CO_2 emissions reduced by about **74**%[2]

Real-Time Video Transmission Equipment
IP-900 Series
(IP900E/IP-900D/IP-910E/IP-910D)
CO_2 emissions reduced by about **24**%[2]

In Medicine

Medical Electronic Records Solution
HOPE/EGMAIN-GX
CO_2 emissions reduced by about **30**%[1]

Medical Image Information System
HOPE/DrABLE-EX
CO_2 emissions reduced by about **21**%[1]

Health Management System
HOPE/webH@ins
CO_2 emissions reduced by about **55**%[1]

In Schools

SaaS-type e-learning
e-Learning Navigware
CO_2 emissions reduced by about **50**%[1]

Business System for Educational Institutions
Campusmate-J
CO_2 emissions reduced by about **54**%[1]

Service for Notification of Arrival at or Departure from School
Active RFID tags
CO_2 emissions reduced by about **28**%[1]

In Local and National Government

Automatic ID Card Delivery System
Conbrio-J
CO_2 emissions reduced by about **66**%[1]

Web Creation Support System
GwebLink-Neo
CO_2 emissions reduced by about **90**%[1]

Public Works Operation Management System
Public Works Operation Management System
CO_2 emissions reduced by about **18**%[1]

*1 Calculated using an environmental influence evaluation procedure developed by Fujitsu Laboratories Ltd.
*2 Compared to the power consumption of a conventional product when in use
*3 Reduction effect when a rack-type server as used about three years ago is concentrated in a blade unit (SAN boot structure)
*4 Compared to the power consumption of other models when in use
*5 Not for sale in Japan
*6. Maximum target value. Excluding the energy saving effects due to the ICT equipment (such as servers and storage units) itself.

*7 Compared to use by the manufacturer (annual) (actual results from April 2009 to March 2010)
*8 Fujitsu actual measurements for a five-server structure where four were not operational during the night
*9 A case using Fujitsu's Numazu Software Development Cloud Center. Deployment/operation of development/execution environments where ICT resources are virtualized and standardized is automated. Listing of business services and visualization of operational status support reduction of operational workload and reduce the number of servers.
*10 Results of trial calculations based on a example within Fujitsu involving 300 computers
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 Data Centers

Multipoint Temperature Management (optical temperature sensor)
Real-time multipoint temperature measurement technology
Visualization of temperature distributions

Server automation and visualization software
ServerView, Resource Coordinator VE
CO_2 emissions reduced by about **17**%[8]

Green Facility Construction Support
Green Infrastructure Solution
CO_2 emissions reduced by about **50**%[6]

Mission-critical IA server
PRIMEQUEST 1000 Series
CO_2 emissions reduced by about **66**%[2]

Blade Server
PRIMERGY BX900
CO_2 emissions reduced by about **40**%[3]

PC server for the data center
PRIMERGY CX1000
CO_2 emissions reduced by about **13**%[4]

Disc array
ETERNUS DX60,DX80,DX90
CO_2 emissions reduced by about **43**%[2]

Energy saving and cooling technologies
Water-cooling unit+energy saving, low-noise fan
Cooling fan's electricity consumption reduced

Energy saving technologies for electronic and electrical equipment
Gallium nitride HEMT (High Electron Mobility Transistor)
Power loss in power-supply unit is less than one third that of a conventional unit

Private cloud environment construction software
Systemwalker Service Catalog Manager V14g
Systemwalker Software Configuration Manager V14g
Systemwalker Runbook Automation V14g
ServerView Resource Orchestrator
Supporting a number of servers reduced by about 50%[9]

In Financial Institutions

ATM Systems
ATM Asset Distribution Package
CO_2 emissions reduced by about **38**%[1]

Credit Union Internal Information System
SB-Square
CO_2 emissions reduced by about **28**%[1]

Foreign Exchange Image OCR System for Financial Institutions
KMASTER
CO_2 emissions reduced by about **59**%[1]

At Fishing Grounds

Fishery and Oceanographic Information Provision Service
Toredasu
CO_2 emissions reduced by about **20**%[1]
Used for sustainability of fishery resources.

In Outer Space

Greenhouse Gas Monitoring Technology Satellite
Contributions to the "IBUKI" project
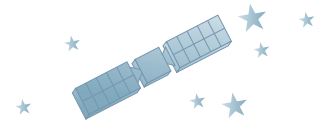
In Environmental Management

Environmental management strategy proposals
Environmental management consulting services
Environmental management upgrades

Control Solutions for Chemical Substances in Products
PLEMIA/ECODUCE
Compliance with REACH regulations

Environmental Performance Records Control System
SLIMOFFICE
Making environmental performance visible, optimizing energy use

In Office Buildings

Software for PC power saving
Systemwalker Desktop Patrol V14g
Power consumption reduced by about 40%[10]

Notebook PCs for corporations
FMV-LIFEBOOK
Compliant with the International Energy Star Program

Workflow System for Human Resources and General Affairs
GLOVIA Exchange USE
CO_2 emissions reduced by about **48**%[1]

A standby power requirement zero PC
ESPRIMO E7936
0-watt,P22W-5 ECO IPS
Standby power consumption zero watts[5]

Electronic Forms Management Software
Interstage List Works
CO_2 emissions reduced by about **56**%[1]

Building Management System
Futuric
CO_2 emissions reduced by about **47**%[1]

ICT Resource Management System
SupportDesk Expert
CO_2 emissions reduced by about **35**%[1]

In Homes

PC Recycling
Recycling of Fujitsu PCs
Resource recycling

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

In Traffic and Transportation

Operations Support System
In-Vehicle Station (*Dejitako*)
CO_2 emissions reduced by about **19**%[1]

Non-stop toll collection system
ETC Infrastructure System
CO_2 emissions reduced by about **24**%[1]

Distribution Center System
LOMOS/DJ
CO_2 emissions reduced by about **58**%[1]

CO_2 emission calculation system
LOMOS/EC
Making visible the results of a modal shift

Traffic Eco-points System
'DESUCA' (Tosa Electric Railway Co. Ltd., and Kochi-ken Kotsu Inc.)
CO_2 emissions reduced by about **2,866** tons[7]

WEB Please refer to the Fujitsu homepage for other information on our environmental solutions.
http://jp.fujitsu.com/solutions/eco/

A Green ICT Case Study

Of ICT

Zero Power Consumption in Standby Modes: Zero-Watt Displays and PCs

The European Union has passed a law that requires electrical equipment in standby mode to consume less then one watt by 2010 and less than 0.5 watt by 2013. As a leading supplier of green ICT products, Fujitsu has already surpassed these regulatory requirements as its groundbreaking displays and PCs consume absolutely no power when in standby mode.

Fujitsu's original design technologies for displays have enabled us to achieve zero watt in standby mode without any loss of image quality. An Eco button and automatic brightness controls, enable an energy saving of 50% during use.

In addition to displays, our ESPRIMO E/P990 PC series, which was designed and manufactured by Fujitsu in Germany, do not consume any power while in standby mode. These PCs have acquired the Blue Angel (Germany) and Nordic Swan (Northern Europe) environmental accreditations, which are the equivalent to Japan's Eco Mark. They are also compliant with the United States ENERGY STAR® 5.0 and EPEAT environmental standards.

In future, as part of our range of initiatives to further improve our energy efficiency, we are working to optimize our standby-mode-zero-watt technologies and are now investigating their possible use with servers.

* Not for sale within Japan.

While zero-watt PCs differ from conventional PCs in terms of their power supply unit, motherboard, and BIOS, they do not represent an entirely new product. However, we had to completely remodel the BIOS and motherboard to achieve zero-watt power consumption. In particular, the circuitry was challenging to design and it took us over a year to complete their development.

Head of the Zero-Watt Development Team,
Peter Bush

By ICT

Energy Savings Achieved at the London North Data Center, with Groundbreaking Research

Fujitsu's "London North" data center in the suburbs of London has achieved compliance in line with both local and international legislation, such as the Kyoto Protocol, the European 'Code of Conduct' for data centers and the UK government's 'CRC Energy Efficiency Scheme'. As an energy-saving business and Eco-Friendly Data Center it is actively working to reduce greenhouse gas emissions and mitigate its burden on the environment.

After investigating such elements as best practices and legislation in its field, the London North Data Center was able to successfully save energy by leveraging Fujitsu's management expertise. For example, a machine room is normally kept at a temperature of between 21 to 22C°, but our research revealed that a temperature increase of 1 or 2C° would have no effect on the machines' performance. Similarly, while humidity had conventionally been kept at about 50%, our studies confirmed that a slight increase or decrease in humidity caused no problems in machine management. Other measures the center introduced included optimizing the floor layout so that air with different temperatures would not mix. Through these efforts, the facility has reduced its yearly CO_2 emissions by about 3,000 tons compared to a conventional data center.

Energy consumption is now a fundamental part of the costs of running a data center, contributing around 30-40% to the total cost. So achieving a sustainable reduction in energy bills is a key driver for our business. However, we felt that there was still plenty of room for improvement in energy usage. to achieve this sustainable reduction. Fujitsu has a clear definition and a methodology for measuring what constitutes an environmentally friendly product or service.

Operations Development Manager
Chris Flanagan

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Of | ICT

Won the 2009 Minister of the Environment Award for the Prevention of Global Warming, Won Green IT Award 2009 Review Board Special Award.

Green IT AWARD 2009
Green IT Promotion Council

Blade Server Reducing Power Consumption by about 40%: PRIMERGY BX900

The PRIMERGY BX900 blade server system is designed for dynamically changing IT infrastructures, with superior performance per watt and virtualization capabilities, resulting in a blade server with low power demands and low operating costs. Through the thorough application of low power components and our efforts to improve cooling efficiency, we have been able to reduce electricity consumption by about 40% compared to the Rackmount Server (a Fujitsu product) of four years ago. Moreover, we have not only reduced power consumption but also contributed to reducing the burden on the air conditioning for the entire data center.

PRIMERGY BX900

Of | ICT

Fujitsu Develops World's First Gallium Nitride HEMT for Power Supply

In June 2009, as a technology to reduce power consumption in electronic equipment such as ICT devices and home appliances, Fujitsu Laboratories Ltd. developed a new structure for gallium nitride high electron-mobility transistors (HEMT) that enables power loss to be reduced to one-third (1/3) that of power supplies based on conventional silicon transistors. Fujitsu's new GaN HEMT will be able to reduce total power consumption by 12%, thereby resulting in the effect of removing 330,000 tons of CO_2 in Japan as a whole. In the future, we will continue to push forward toward the practical application of this technology, and intend for it to be in use in power-supply units by around 2011 (see page 49).
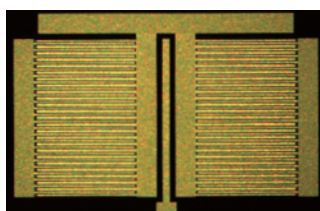
Gallium nitride HEMT (surface micrograph)

By | ICT

Won Green IT Award 2009 Commerce and Information Policy Bureau Director-General Award

Green IT AWARD 2009
Green IT Promotion Council

Carrying Out CO2 Reduction Proposal Programs in Cooperation with Suzuyo & Co., Ltd., Via a Modal Shift Simulation

By combining Fujitsu's CO_2 emission calculation system (Logistics package : LOMOS/EC) with Suzuyo's inventory control system, we are able to calculate CO_2 emissions when using modes of transportation other than freight consolidation and trucks (a modal shift). We can then use this information to provide services that clearly identify the modes of transportation that are most environmentally friendly. A feature of this service is that it utilizes a vast range of data—about shipment origin and destination, product weight, and the type of transportation—to calculate CO_2 emissions, and it is supporting our customers' efforts to reduce CO_2 emissions and to draw up their own plans to achieve reductions.
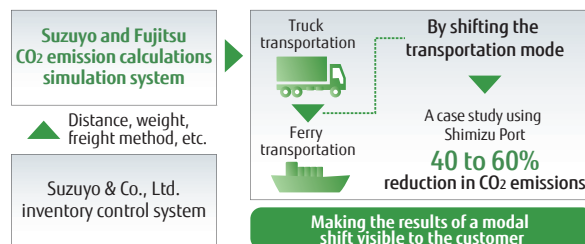
By | ICT

An Environmental Consulting Service That Helps Customers Improve Their Own Environmental Management

Centered on Japan and Australia, the Fujitsu Group provides its customers with an environmental consulting service that helps them improve their own environmental management. Fujitsu Australia Ltd., (FAL), a member of the Fujitsu Group, has been developing this environmental consulting service in Australia and providing customers with proposals tailored to their management policies and environmental targets. The service is based on two frameworks: first, the Enterprise Sustainability Framework for environmental change risk evaluation and environmental strategic planning and support; and second, the Green ICT Framework for the evaluation of ICT infrastructure efficiency.
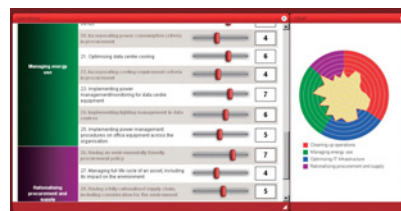
Green ICT evaluation tools (Australia)

Strengthening Our R&D in New Green ICT to Contribute to the Creation of a Low-Carbon Society

Centered on Fujitsu Laboratories Ltd., the Fujitsu Group is carrying out R&D into leading-edge technologies and implementing them. Our goal is to help build the next-generation low-carbon society by contributing to energy and resource savings and to evaluating environmental burdens.

Fujitsu Develops A/D Converter with 1/10th Power Consumption of Previous Models

In February 2010, we completed the development of an A/D (analog to digital) converter with approximately 90% lower power consumption and surface area compared to a conventional device. This miniaturized, low power consumption A/D converter can significantly reduce the power consumption of any device within which it is installed, so we are pushing forward with further research toward its future adoption in a range of devices, such as digital home appliances and mobile phones.

0.226mm

Digital controls section

Analog controls section   Analog controls section

Offset controls section

0.173mm

The developed A/D converter

Development of the 1394 Automotive-Standard Compliant LSI, Which Contributes a Yearly 10kg Reduction in CO_2 Emissions

In April 2009, we completed the development of an LSI compliant with 1394 Automotive, the international standard for vehicle information networks. Using this LSI can help reduce the number of wire harnesses within a vehicle by up to 70%, helping to reduce weight and so fuel costs. We estimate that it will reduce annual CO_2 emissions by 10kg in a car traveling 10,000 km a year.

Reception desk display
MB88395

1394 Automotive

MB88395   MB88395

Rear display (digital TV)   Rear display (Blu-ray video)

Fujitsu Develops Gallium Nitride HEMT, Which Contributes to a Yearly Reduction in CO_2 Emissions of about 330,000 Tons

In June 2009, we developed a new structure for gallium nitride high electron-mobility transistors (HEMT) so that power loss can be reduced to one-third (1/3) that of power supplies based on conventional silicon transistors. Fujitsu's new GaN HEMT will be able to reduce total power consumption of internet data centers by 12%, thereby resulting in the effect of removing 330,000 tons of CO_2 from Japan as a whole. We are aiming to use it within our own power-supply units by about 2011. (Please refer to page 48.)

GaN-HEMT chip

Package element

Fujitsu Develops Technology for Next-Generation Low-Voltage, Low-Power Transistors

We developed a novel technology for forming graphene transistors directly on the entire surface of large-scale insulating substrates at low temperatures, as a world first. This technology represents a major step forward for realizing low power consumption LSIs and for reducing power consumption in the ICT devices that adopt them.
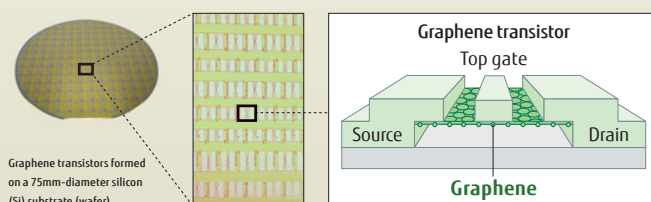
Graphene transistors formed on a 75mm-diameter silicon (Si) substrate (wafer)

Graphene transistor
Top gate
Source   Drain
Graphene
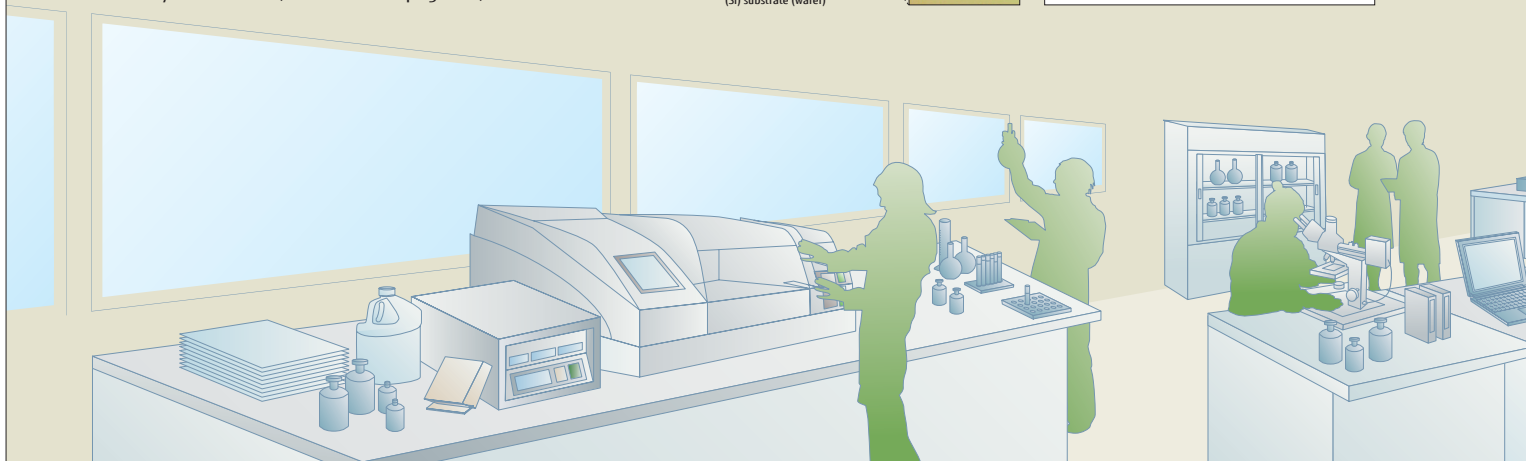
Participation in Japan's Next-Generation Supercomputer Project

It is hoped that supercomputers will contribute significantly to developments in fields such as energy, science and technology, and medical treatment, as they are able to carry out the enormous and incredibly complex calculations required for tasks such as global warming forecasts and the development of next-generation energy sources.

Fujitsu has been participating in Japan's Next-Generation Supercomputer project—being sponsored by the Ministry of Education, Culture, Sports, Science and Technology—since fiscal 2006. Working together with Riken, we are pushing forward with this project and aiming to complete development of the Next-Generation Supercomputer by 2012.
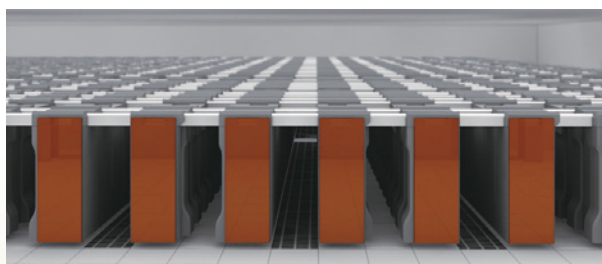
Making Visible Power Consumption in the Office and Developing a 'Smart' Power Strip to Raise Awareness about Energy Saving

In March 2010, we developed our smart power strip, which features the smallest power strip with built-in power sensor in the industry. It enables power consumption to be visible on a per-outlet basis and also helps to raise user awareness about energy saving by indicating when they forget to turn their computers off. The product was tested in some of our offices and they achieved a 20% reduction in power consumption below their previous levels.
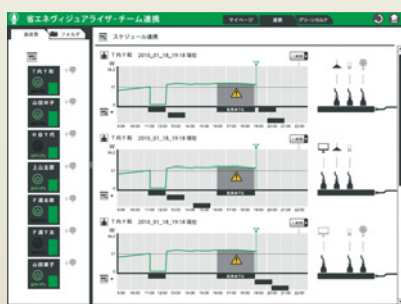
An illustration of how the system makes office power consumption visible
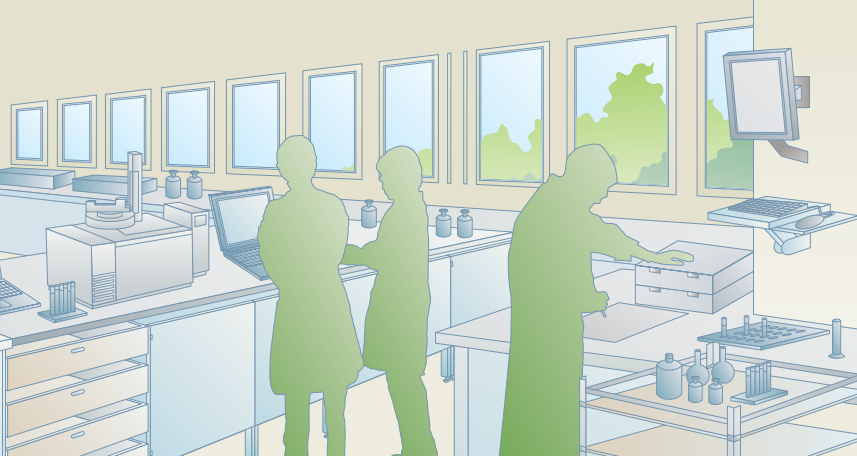
Evaluating CO$_2$ Reduction Potential from R&D to Use Stages

For all leading-edge technologies under development in our laboratories, Fujitsu Laboratories Ltd., began in April 2010 to evaluate the potential reduction in CO$_2$ emissions from using products and services that incorporate these technologies. Through these efforts, Fujitsu is broadly promoting designs optimized for their benefits to the environment, both in products and services incorporating each technology as well as in the systems that deploy them, including operations management.

Optimizing product and services' environmental contribution

Research and development of advanced technologies

Evaluation of technologies' environmental contribution
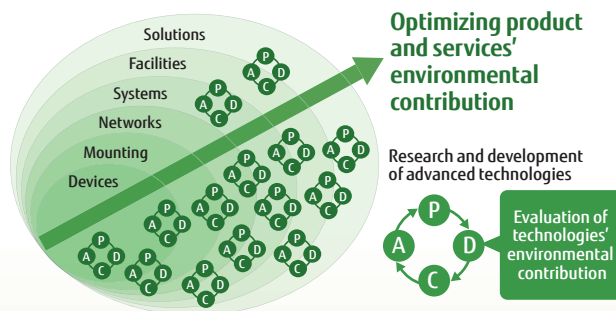
Demonstration of an 'Outpatient Guidance Solution' for Medical Facilities Using Low-Power Electronic Paper

In July 2009, we began demonstrating at Fujitsu Hospital some of our recently developed medical technologies, such as a solution to synchronize an electronic card holder with an electronic medical record system and to an outpatient navigation system, which guides patients to their treatment room and lets them know their place in the queue when waiting for their consultation. By installing low-power electronic paper in an electronic card holder, we are able to reduce power consumption to less than one tenth that of PHS devices and other hand-held terminals.

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment
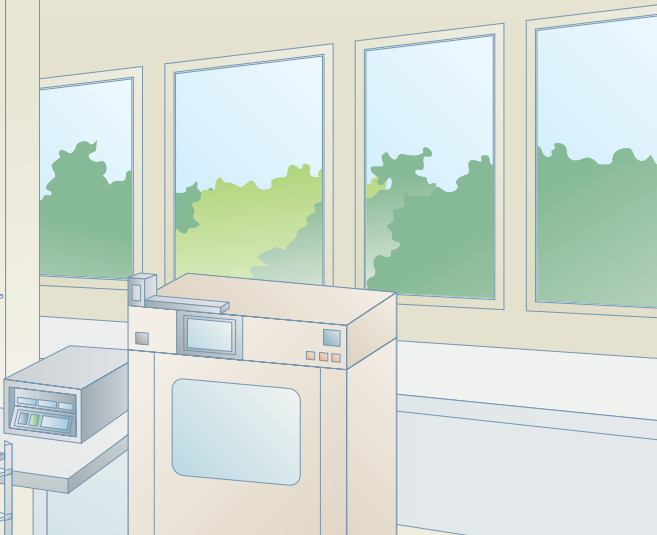
Environmental Governance

We are continuously working to improve our ISO 14001-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.

Our original environmental management tools include the Global Environment Database System, which enables the Fujitsu Group throughout the world to coordinate the management of the disparate elements that help to reduce our environmental burden, such as plans, achievements, and measures. They also encompass the ISO 141 Green Management System, which supports our EMS management and allows us to integrate our compliance and risk management measures.

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.
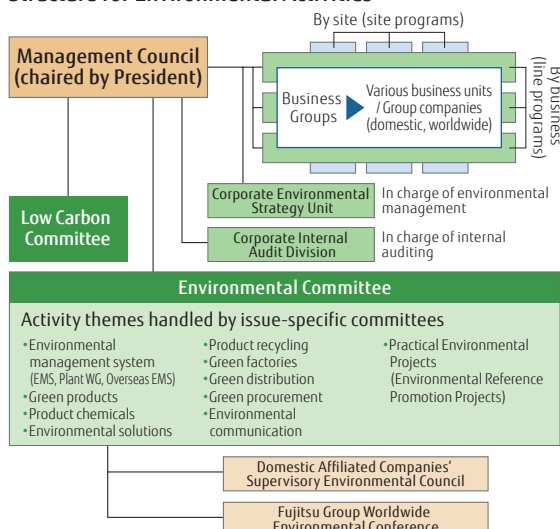
In fiscal 2009, we established a new subcommittee, the Environmental Communication Committee, to promote management reforms from an environmental perspective and to support business expansion through enhanced communication both inside and outside of the Group. In addition, we launched the Environmental Reference Promotion Project, which aims to strengthen environmental management and reduce our environmental burden by actively utilizing products, solutions, and services within the Group

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.

Fiscal 2009 marked the final year of Fujitsu Group Environmental Protection Program (Stage V). This Program aims to strengthen the Group's main businesses by improving the quality of its globally integrated EMS. We achieved our targets in all areas.

BU Environmental Activities Councils Go Into Action

In the Environmental Protection Program (Stage V), 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 fiscal 2009, we continued to hold councils for product BUs that create a significant environmental burden, and also for solutions BUs. We will further strengthen our environmental programs by tailoring them to the characteristics of each specific business.

Structure for Environmental Activities

Updating Our Globally Integrated ISO 14001 Certification

We obtained integrated ISO 14001 certification, which is an international EMS standard, covering our consolidated subsidiaries. At the end of fiscal 2009, Fujitsu and Group companies in Japan (a total of 94 companies), together with 11 overseas companies, now operate their environmental programs under a single management system.

Since 26 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.

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 2009, 492 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 2008 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 2009, 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 424 findings, including 52 minor non-conformances 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 2009.

External audits were also performed from August 2009 through January 2010. Group companies in Japan were audited by JACO, which listed no non-conformances, while overseas Group companies were audited by DNV, which found eight. Neither auditing company discovered any major non-conformances.

When the results of the audits were combined, most non-conformances in overseas Group companies related to operational management, objectives and targets, and we had corrected all of these non-conformances by the end of fiscal 2009. Within Japan, we will review the progress we are making in those items earmarked for improvement during the fiscal 2010 internal audit.

In order to further improve the quality of our environmental programs, in September 2008 we began discussions with our external auditors toward the introduction of the ISO 14031 performance evaluation in future audits. We will make a final decision on evaluation methods during fiscal 2010, and to inform this decision

we are continuing to carry out the trial audits we began in the first half of fiscal 2009.

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 2009, there were 12 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.

In April 2009, we received a request from the Ministry of Economy, Trade and Industry (METI) for an inspection to verify our product labeling. The results of the inspection showed that some descriptions of products, such as in our catalogues, did not comply with the requirements of the Energy Saving Law. The relevant labeling included energy efficiency values of some products, including servers, magnetic disk drives, and PCs. We submitted to METI the results of the inspection and also the measures we will take to prevent problem reoccurrence. To prevent problem reoccurrence, we have clarified and improved our energy-saving training for staff in the product development department and our checks and rules to ensure accurate labeling.

Thanks to these efforts, we have eliminated all non-compliant labeling and we now constantly monitor our revised processes to ensure they continue to function effectively.

Promoting Environmental Programs with External Organizations

The Fujitsu Group is actively cooperating with a diverse range of external groups such as corporate networks, industry groups, the government, international and educational institutions, and NGOs and NPOs. Our goal is both to promote our own environmental programs and to contribute more widely to the realization of a sustainable society. See examples as follows:

■ **Green ICT**
   Activities to promote, spread, and standardize green ICT
   • Green IT Promotion Council
   • ITU and Climate Change, the climate change group of the International Telecommunication Union Telecommunication Standardization Sector (ITU-T)

■ **Climate Change**
   Carrying out proposals to achieve a sustainable low carbon society
   • Japan Climate Leaders' Partnership (Japan-CLP)

■ **Product Chemicals**
   Investigating frameworks to effectively communicate information on restricted chemical substances
   • The Japan Article Management Promotion Committee (JAMP)
   • The Japan Green Procurement Survey Standardization Initiative (JGPSSI)

■ **Biodiversity**
   Promoting the conservation of biodiversity by corporations
   • Business and Biodiversity Initiative
   • Japan Business Initiative for Conservation and Sustainable Use of Biodiversity (JBIB)

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Environmental Education and Enlightenment

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

Fujitsu's Environmental Education System

New entrants	Ordinary employees	Middle managers	Senior executives
Environmental e-learning (triennial)			
Environmental Leader Course (biannual)			
Function-specific training (Sales, SE, Design, Production) (triennial)			
Level-specific training (annual)	Level-specific training (annual)	Level-specific training (annual)	Level-specific training (ad-hoc)
Environment Month (lectures, seminars, workshops, etc.) (annual)			
Information provided via Intranet (updated as required)			
Environmental awareness survey (annual)			

In-House Award Scheme

To raise the environmental awareness of employees in all Fujitsu Group companies, we have operated an Environmental Contribution Awards scheme and an Environmental Contest (with a photo division and an eco-life division), open to all employees, every year since 1995. Since 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.

Moreover, in fiscal 2008 the Fujitsu Solutions Business Group independently established an awards scheme to help even more customers utilize our outstanding environmental solutions.

One of the awards presented is the Special Environment Award for an organization that has carried out an outstanding environmental program, and the recipient's achievements are recognized at the Solutions Business Sales Expansion Meeting held every year.

Environmental Leader Course

In April 2010, people responsible for promoting the Fujitsu Group's environmental management system gathered at the Group's Nakatosa Kuroshio no Mori site in Nakatosacho, Kochi Prefecture, for a one-night, two-day training course to learn about biodiversity.

Through the training, the participants deepened their understanding of biodiversity through practical activities, such as checking the quality of river water. This hands-on training encouraged them to consider precisely what needs to be done to conserve biodiversity and helped them to acquire the planning skills and know-how they need to become environmental leaders when they return to their places of work.

Environmental Education for Engineers

The Corporate Environmental Strategy Unit carries out a range of environmentally-related education, such as equipment-dismantling training for engineers and tours of recycling centers for members of the Sales Division. As a new trial program for fiscal 2009, every member of our Sales and Systems Engineering divisions in Japan was invited on a tour of a recycling center at five locations throughout the country. A total of ten tours were held, with a total of 131 participants.
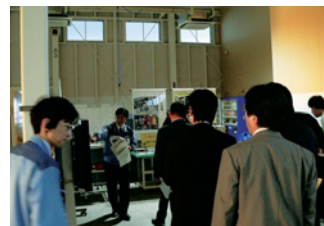
Inspecting a recycle center

Promoting Awareness Through Environment Month

The Fujitsu Group holds a number of events to raise environmental awareness among our employees in conjunction with the Environment Month sponsored by the Ministry of the Environment. These events include lectures and movie presentations on the environment at our places of work. In 2009, about 200 employees in the Kawasaki district attended our screening of the National Geographic Channel's "Six Degrees Could Change the World" DVD documentary, which shows the changes the earth will undergo due to climate change.

Moreover, each company in the Group is engaged in a variety of environmental programs. For example, PFU Ltd. employees participate in several social-contribution programs, such as picking up trash in the Kahokugata Polder Windbreak Forest and on the roads they use to commute to work, and also visit environmental facilities. In addition, Fujitsu Semiconductor Technology Ltd. is running a flower-planting program.

Screening of the "Six Degrees Could Change the World" DVD

Conservation of Biodiversity

One of the targets we set in our Green Policy 2020 medium-term environmental vision is the 'conservation of biodiversity,' which we are striving to achieve in both our business and social-contribution activities.

Measures for the Conservation of Biodiversity

The problems of climate change and environmental destruction continue to worsen due to the mass consumption of energy and resources and the emission of greenhouse gases. These man-made phenomena place a heavy burden on the earth's ecosystem and have made the conservation of biodiversity a problem that we must urgently address.

In October, 2009, we defined the Fujitsu Group Biodiversity Action Principles to guide our global efforts to tackle the complex problem of biodiversity.

We also created Group guidelines based on these principles and we are now pressing ahead with concrete measures to achieve the targets set in Fujitsu Group Environmental Protection Program (Stage VI), launched at the beginning of fiscal 2010.

Reducing the Environmental Burden Placed on Biodiversity by Business Activities

In the Fujitsu Group, we are trying to reduce the environmental burden that results from our business activities based on an awareness of the consequences our actions have for biodiversity.

We have prepared Group guidelines on biodiversity for all phases of a product's life cycle; namely research, design, development, procurement, production, transportation, marketing, utilization and recovery

The guidelines outline the specific measures we must take for each of these phases and all our employees can refer to them to understand precisely how their work relates to biodiversity and what they need to do to reduce their environmental impact.

In addition, since fiscal 2009 we have added biodiversity to our list of items evaluated in our Suppliers' Performance Review (SPR), while from June 2010 we formulated and distributed our Suppliers' Guidelines for Conserving Biodiversity to further advance and support suppliers' efforts in this area. Through all of these measures, at every stage of our supply chain we are succeeding in reducing any adverse effects our activities, or those of our suppliers, might have on biodiversity.

Promoting Biodiversity Regeneration and Conservation through Social Contribution Programs

One example of the Group's contribution to conserving biodiversity is our participation in the Yamanashi Enterprise Farm-Building Initiative, promoted by Yamanashi Prefecture. Our employees volunteer to work on a grape farm until after the harvest, the objective being not only for them to enjoy the experience of working on a farm but also to deepen their understanding of how the proper management of agricultural land can contribute to the conservation of biodiversity.

Part of the grape farm of the Yumekyo Grape Farm. Ltd. in Koshu City, was named "Fujitsu GP2020* Wine Farm," and the first activities there started in March 2010. Thirty eight employees participated, cleaning the vineyard and performing the work of training the vines by wiring their branches.

Working on the wine farm

* GP2020
Abbreviation of Green Policy 2020, the Fujitsu Group's medium-term environmental vision

Contributing to the Conservation of Biodiversity through ICT

As just one of our series of efforts to conserve biodiversity through using ICT, since April 2010 our employees have been using their mobile phone cameras to carry out a nationwide survey of dandelion distribution patterns. The participants take photographs of the flowers using their GPS mobile phones and then upload the images to a database. Through mapping the photographs' GPS coordinates, we can understand how local and foreign species of dandelion are distributed throughout the country. This initiative not only demonstrates how the use of ICT can help conserve biodiversity, it also raises awareness among employees of the importance of this issue, and so motivates them to take part in this and similar projects.

A system for collecting biodiversity information

Fujitsu Group Biodiversity Action Principles

October 2009

Recognizing that corporate activities benefit from the riches of the Earth's biodiversity while at the same time impacting it, the Fujitsu Group strives for a sustainable, prosperous global society. At the same time, the company endeavors to harness its technological and creative capabilities as a global ICT company to pursue, together with society, an optimal relationship between nature and humankind.

Fujitsu's Approach

1. **Pursuing the Conservation of Biodiversity and the Sustainable Use of Natural Resources in Business Activities**
The Fujitsu Group will work to conserve biodiversity and utilize natural resources in a sustainable manner. It will accomplish this by analyzing and evaluating the company's impact on biodiversity at every stage of its business activities, and by working to reduce its impact on biodiversity throughout the entire lifecycle of its products and services.

2. **Contributing to Building a Society which Ensures the Conservation of Biodiversity and the Sustainable Use of Natural Resources**
The Fujitsu Group will strive to contribute to its customers' and society's initiatives to conserve biodiversity and utilize natural resources in a sustainable way. It will accomplish this by offering its technologies and the knowledge it has acquired through its own in-house biodiversity initiatives and through its own environmental contributions to society.

Priority Measures

1. **Applying ICT to Biodiversity Conservation**
The Fujitsu Group will utilize remote sensing, database technologies, analysis and evaluation techniques, and other applicable ICT technologies to conserve biodiversity and promote the sustainable use of natural resources.

2. **Contributing to the Promotion of Biodiversity Throughout Society**
Recognizing the importance of training a future generation that will work to promote biodiversity conservation and the sustainable use of natural resources throughout society as a whole, the Fujitsu Group will promote a better public understanding of the importance of biodiversity and help to build an IT infrastructure that supports public education.

3. **Global Initiatives**
The Fujitsu Group will employ a globally integrated environmental management system to increase each employee's awareness of biodiversity, as well as pursue global biodiversity initiatives.

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

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

INPUT

Raw Materials
- Metal·············**24,063** tons
- Plastic···········**13,064** tons
- Others···········**24,909** tons

Chemical Substances
6,051 tons

Water
23,106,000 m^3

Energy   Total **23,900,000** GJ
- Electricity purchased ···· **2,143,687** MWh
- Heavy oil, kerosene ···············**28,979** kℓ
- LPG ·····································**585** tons
- Natural gas, city gas······ **37,120,000** m^3
- District heating and cooling ···· **46,087** GJ

Hardware Products

Development/Design
We develop Green Products based on product environmental assessments considering both energy efficiency during use and post-use recyclability.

Procurement
We select product parts and materials with an eye to minimizing the environmental burden.

Manufacturing
We conduct resource- and energy-saving activities to minimize use of materials, energy and water resources; zero-emission activities to achieve zero landfill disposal and simple incineration; and activities to reduce chemical emissions.

Software & Solutions

Planning and Design
We plan and design solutions that contribute to reductions in environmental burden when the systems and services are introduced.

Procurement
We promote Green Procurement to procure software and services from suppliers who give proper consideration to the environment.

Development
Along with working to reduce the environmental burden of our business sites, we develop environmental business solutions and systems and services that contribute to reducing the environmental burden of our customers and society in general.

OUTPUT

Raw Materials
- CO_2 discharge ···**643,000** tons-CO_2

Chemical Substances
 20 tons

Atmospheric Release
- CO_2 ··**1,041,000** tons-CO_2
- NOx ·················· **435** tons
- SOx ·················· **306** tons
- Greenhouse gases other than CO_2 (e.g. PFC, HFC, SF_6)·····**273,000** tons GWP
- VOC·················**328** tons

Water Discharge
20,874,000 m^3
- BOD········ **262** tons
- COD········ **282** tons

Waste
- Volume of waste generated···**32,440** tons
- Volume of thermal recycling····**6,483** tons
- Volume of material recycling··**22,472** tons
- Volume of waste disposal·········**3,485** tons

Calculation Methods

INPUT		
Development / Planning & Design	Raw Materials	Material inputs to our major products* shipped in fiscal 2009 (raw materials per unit for each product times the number of units shipped in fiscal 2009)
Procurement	Chemical Substances	Volume of PRTR Law target chemicals handled by plants/sites in fiscal 2009
Manufacturing / Development	Water	Volume used by plants/sites in fiscal 2009
	Energy	Electricity, oil and gas consumed by plants/sites in fiscal 2009
Distribution/ Sales	Energy	Energy consumption in transportation in fiscal 2009
Usage	Energy	Electricity consumption by major products* shipped in fiscal 2009 (Assumed hours of use per product x age-based electricity consumption x the number of units shipped in fiscal 2009)
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.

* Major products: Personal computers, mobile phones, servers, workstations, storage systems, printers, scanners, financial terminals, retail terminals, routers, LAN access equipment, access network products, mobile phone base stations, and electronic devices. (Magnetic disks and MO drivers were included in major products in the previous fiscal year, but have been removed following the Group's withdrawal from these business areas.)

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Energy	Energy	Resources recycling rate: 90.8%
•Fuel (light oil)···**320,000** GJ	•Electricity······ **7,463,257** MWh (**73,360,000** GJ)	Collection volume: **6,445** tons

Distribution/Sales
We strive to minimize the energy consumed in product transportation and delivery to customers, and to curb the volume of waste gases released into the atmosphere.

Usage
We strive for energy-saving products and encourage their long-term use by employing structures that permit performance and functional expansion and providing maintenance and repair support.

Collection/Reuse/Recycling
We work to curb energy consumption through activities promoting post-use product collection, reuse and recycling. Disposal of some industrial waste in landfills is unavoidable, but we are promoting effective use.

Distribution/Sales
We work to reduce the volume of exhaust gases discharged into the atmosphere while reducing the amount of energy expended in transporting products and delivering them to customers.

Usage
We provide systems and services that contribute to reducing the environmental burden for customers and society.

Operation and Maintenance
We work to reduce the environmental burden imposed by our business sites.

Atmospheric Release
•CO2 ········ **22,000** tons-CO2

Atmospheric Release
•CO2 ········ **3,038,000** tons-CO2

Calculation Methods

OUTPUT		
Development / Planning & Design Procurement Manufacturing / Development	Raw Materials	Material inputs to our major products* shipped in fiscal 2009 (per-unit volume of CO2 emitted from mining the resource until it becomes a raw material for each product times the number of units shipped in fiscal 2009)
	Chemical Substances	Measuring the concentrations of PRTR Law target chemicals discharged through plants' drains and exhaust ports in fiscal 2009 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).
	Atmospheric Release	CO2: CO2 discharge volume associated with energy consumption by plants/sites in fiscal 2009 (Energy consumption times CO2 conversion factor) NOx, SOx: Calculated from concentrations in gases discharged from vents (boilers, etc.) by plants/offices in fiscal 2009 Greenhouse gases other than CO2: Discharge volume of process gases used in four semiconductor plants in fiscal 2009. (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 2009
	Water Discharge	Wastewater volume discharged by plants/sites into sewerage or rivers in fiscal 2009 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.
	Waste	Quantity of Waste Generated: amount of waste generated by plants/sites in fiscal 2009 Volume of Waste Disposal: The volume of landfill disposal and simple incineration by plants/sites in fiscal 2009 (including waste which is not a zero emission target)
Distribution/ Sales	Atmospheric Release	The total volume of CO2 emissions in fiscal 2009, 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
Usage	Atmospheric Release	The volume of CO2 emissions during use of major products* shipped in fiscal 2009 (Amount of energy consumed x CO2 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 2009)

* Major products: Personal computers, mobile phones, servers, workstations, storage systems, printers, scanners, financial terminals, retail terminals, routers, LAN access equipment, access network products, mobile phone base stations, and electronic devices. (Magnetic disks and MO drivers were included in major products in the previous fiscal year, but have been removed following the Group's withdrawal from these business areas.)

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 2009, we updated our list of certified Super Green Products, with items in 30 product families meeting our strict criteria. Since we began this scheme in fiscal 2007, the number of Super Green Products has steadily increased and for the updated 2009 total, 63% of our Green Products were also Super Green Products, meaning we had achieved the target set in Fujitsu Group Environmental Protection Program (Stage V).

At the beginning of fiscal 2010, we strengthened to a world-leading standard the requirements for a product to be recognized as Super Green in the categories for energy savings and resource savings, etc. Based on these significantly toughened standards, we established a new target in Fujitsu Group Environmental Protection Program (Stage VI) for at least 30% of our Green Products to also qualify 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 based on input-output tables.

Mechanism for Green and Super Green Product Evaluation

STEP 1	STEP 2	STEP 3
Carry out Product Environmental Assessment	Carry out Green Product Evaluation	Carry out evaluation based on Super Green Product definition

Must score 90+ total evaluation points

Environmental features satisfy the Super Green Product definition

Super Green Product
(product with superior environmental consideration)

All evaluation criteria satisfied

Green Product
(product with enhanced environmental consideration)

Super Green Product Development Achievements (FY 2009)

Fujitsu Limited
- Server high-speed storage switch, SR-X526R1
- Secure switch, SR-S348TC1
- Optical access ring, FLASHWAVE 2735A1
- Wireless base-station equipment: RRE
- Global server, GS21 1600/GS21 1400
- Storage, ETERNUS DX60/DX80/DX90
- Notebook PCs: FMV LIFEBOOK T8190
- Desktop PCs: FMV-DESKPOWER CE/E50
- Display: VL-177SEL
- PC Servers: PRIMERGY CX1000 S1/CX120 S1
- Mission-critical IA server: PRIMEQUEST 1000 series
- Mobile phones: Raku-Raku Phones (F883iESS), etc.

Subsidiary companies and affiliates
- ATM FACT-V X100 (Fujitsu Frontech Ltd.)
- Thermal printers: FTP-62ADSL series (Fujitsu Component Ltd.)
- Connectors: (88 Type straight jack connectors) (Fujitsu Component Ltd.)
- Image scanner, fi-6800 (PFU Ltd.)
- Information KIOSK terminal (MEDIASTAFF SC mode I(PFU Ltd.)
- Power supply IC (MB39C316 (Fujitsu Semiconductor Technology Ltd., etc.)

Super Green Product Development Examples

Mission-Critical IA Server
PRIMEQUEST 1800E

Energy savings
Reduces operating power consumption by 68% compared to a conventional model

3R design technology
Reduces product weight by 78%, volume by 86%

PC Server
PRIMERGY CX1000 S1

3R design technology
Reduces product weight by about 40% compared to a conventional product with the same configuration

Secure Switch
SR-S348TC1

Energy savings
Reduces operating power consumption by 27% compared to conventional models with the same functionality

Mainframe
Global server (GS21 1600 / GS21 1400)

Energy savings
Reduces operating power consumption by about 20% compared to a conventional model

3R design technology
Uses a returnable box for product packaging

Notebook PC
FMV-LIFEBOOK S8390

Energy savings
Achieves a ratio in excess of 1,000% relative to the target values in Japan's Energy Conservation Law (Model equipped with Intel Core 2 Duo)

High-Speed, Compact ATM
FACT-V X100

Energy savings
Reduces power consumption by 40% in standby mode compared to a conventional model

3R design technology
Uses about 80% recycled materials for all the plastic parts of its case

Storage Disc Array
ETERNUS DX90

Energy savings
Lowest operating power consumption (standard configuration) in its product class

3R design technology
The battery-free design eliminates the need for periodic battery changes

Chemicals
Lead-free printed circuit assembly

Desktop PC
FMV-DESKPOWER F/E90D

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

A3 High-Speed Image Scanner
fi-6800

3R design technology
Leading product on the market in its product class for footprint and volume

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

With Our Customers

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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 fiscal 2006, we have registered notebook personal computers under the EPEAT*[1] 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, scanners, and mobile phones covered by green purchasing laws*[2] is published on the Ministry of the Environment's website*[3], while the equivalent information for computers, displays, printers and scanners conforming to the ENERGY STAR Program in Japan is published on the website of the Energy Conservation Center, Japan*[4].

*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 website
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

Reducing Product Environmental Burdens 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 3.6 for the Fujitsu Group as a whole for products developed in FY 2009, which is substantially better than our FY 2009 target of 2.0, which we set in Fujitsu Group Environmental Protection Program (Stage V).

Moving on, we will continue to work toward the target set in Fujitsu Group Environmental Protection Program (Stage VI), of achieving a eco-efficiency factor of 2.5 by the end of FY 2012 compared to FY 2008 products.

* 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.
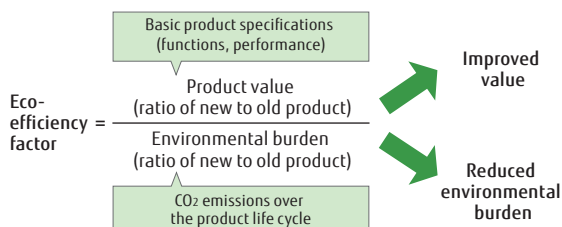
TOPICS

Making Visible How the Use of Eco-friendly Products Reduces Environmental Burdens

The Fujitsu Group is making visible the reductions in CO_2 emissions achieved through the use of our eco-friendly products and services by quantifying these reductions and then communicating this performance data to customers.

For example, since fiscal 2008 Fujitsu Business Systems Ltd. calculates for customers the data on emissions for before and after it implements a solution, and also the resultant yearly reduction in power costs. Also, it uses the 'cedar tree CO_2 conversion tool' to estimate a solution's environmental contribution as expressed as the number of cedar trees necessary to make an equivalent reduction in CO_2 emissions, and this service has proven very popular with customers.

Eco-friendly Product Example
Senshu University

A low power, low heat computer-system solution

In April 2010, Senshu University installed some 2,000 Fujitsu computers equipped with Windows® 7 as the computer system terminals to be used for its upcoming information processing courses and for research.

This is the first time an installation of this scale has taken place in a Japanese university for its computing classrooms using computers equipped with the Windows® 7 operating system (OS).

For this educational and research computer solution, we decided to use low power, low heat emitting servers and computers. About 1,600, or 80%, of the client PCs were LCD integrated models equipped with a power-saving CPU, the FMV-K5290. In addition, through the construction and installation of the PRIMERGY BX900 Blade Server, which has the lowest mounting space requirements in the industry, and also by creating a solution employing virtualization, we were able to realize substantial power and space savings. We continue to calculate the energy savings Senshu University is achieving through our solution, and four years after the installation we estimate it has contributed to a reduction in CO_2 emissions of as much as 975 tons (or 69,623 cedar trees), and reduced power costs by 27.45 million yen.

LCD-integrated PC FMV-K5290

Management of Restricted Chemical Substances in Products

The Fujitsu Group designates substances that are 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 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.

Furthermore, in October 2009 we revised the Fujitsu Group Green Procurement Standards (please refer to page 73) and in line with these updated standards created the Fujitsu Group Specified Reportable Substances list. We place the highest importance on accident prevention for chemicals designated as specified control and reportable substances, and we control their amounts in a way that enables us to prohibit their use before they reach dangerous levels.

Our Approach to Preventing the Use of Forbidden Substances

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 strengthen control of the chemicals in our products by requiring our suppliers to construct chemical management systems (CMS).

In response to regulations such as the RoHS[1] Directive, we have taken systematic action covering the entire supply chain by constructing a system headed by our product business division and including our quality assurance, purchasing, and environmental divisions, to manage chemical substances from design through to delivery.

Framework for RoHS Compliance
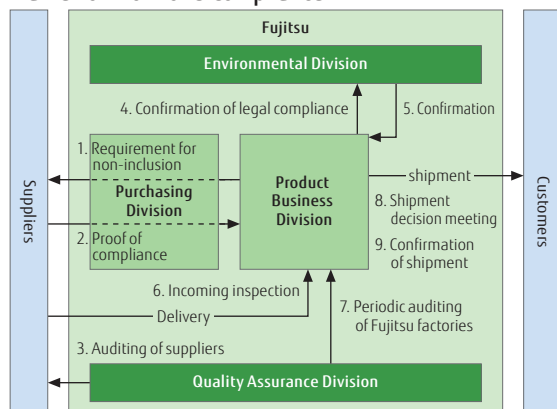
* Fujitsu Group companies are also constructing their own frameworks based on the above

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

WEB Fujitsu Group specified Banned substances
http://www.fujitsu.com/global/about/environment/products/chemical/

Controlling Substances of Concern

The Fujitsu Group Specified Reportable Substances list includes substances that are REACH-regulation[2] candidate substances[3], and we collect information on substance amounts from suppliers and then manage these quantities on a per-product basis. Moreover, the Specified Controlled Substances list also includes data from suppliers on amounts for substances that may not be restricted by every country's regulations, but which we consider to be of concern.

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.

[2] **REACH regulation**
Regulation concerning the Registration, Evaluation, Authorization, and Restriction of Chemicals
[3] **REACH candidate substances**
Selected chemical substances with properties (carcinogenicity, mutagenicity, reproductive toxicity, etc) regulated by REACH. If these substances are present in products, data on the amounts must be displayed.

WEB • Fujitsu Group Specified Reportable Substances
http://www.fujitsu.com/global/about/environment/products/chemical/

• Fujitsu Group Specified Controlled Substances
http://www.fujitsu.com/global/about/environment/products/chemical/

We recognize that these are issues that occur across the entire supply chain and so we are actively participating in industry-wide efforts to deal with them, such as those by the Joint Article Management Promotion-consortium (JAMP) and the Japan Green Procurement Survey Standardization Initiative (JGPSSI). Moreover, we are currently investigating methods to more efficiently communicate information about these chemicals.

Using ICT to Control the Chemicals in Our Products

From requesting surveys by outside organizations through to gathering information by our own efforts, the Fujitsu Group maintains an integrated system for managing the information on the chemicals contained in the components and materials it purchases from its suppliers throughout its supply chain. Further, we use the large volumes of chemical-related data we collect to calculate amounts on a per-product basis, pinpointing the amounts of restricted chemicals at the product level and managing them accordingly.

The Group also offers an environmental business solution called PLEMIA/ECODUCE*, a software package that utilizes this in-house expertise.

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

With Our Customers

With Our Employees

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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 are needed to reduce their burden on the environment, to respond to laws and regulations, and to form the kind of environmental management that leads to company growth through activities that match their business strategy. We support our customers with Environmentally Conscious Solutions and environmental management solutions that contribute to active ongoing improvements.

Environmentally Conscious Solutions

We use environmental impact assessments to evaluate the burdens when customers use Fujitsu Group software and ICT services. Products that achieve a defined reduction in CO_2 emissions are given "Environmentally Conscious Solution" status. In fiscal 2009 we added 37 such products, giving an updated total of 197. We now provide these helpful solutions to a wide variety of customers in a range of industries.

From 2007, we have also introduced the Eco-Quality Solutions Registration System, a qualitative environmental assessment system available to all employees within the Group. The system not only covers those business areas where we traditionally have customers, but also the tools we use within the Group to increase operational efficiency. In fiscal 2009, we newly registered 146 solutions to give a new total of 353. We now provide these Environmentally Conscious Solutions and Eco-Quality Solutions in every area where we do business.

In fiscal 2009, we continued to search for new solutions. In addition to efficiently providing customers with certified Environmentally Conscious Solutions, we have begun testing web tools that will enable us appeal to environmentally conscious customers by offering them a simple, quantitative simulation of the environmental impact even for systems that are not certified. From fiscal 2010, we will proactively recommend the tools we have completed and work to incorporate Eco-Quality functions into our development methods.

Environmental Impact Assessment Techniques

The Fujitsu Group utilizes techniques developed by Fujitsu Laboratories to quantitatively assess from the following viewpoints how much our customers' environmental burdens have been reduced by introducing our ICT solutions products.

- Evaluating the environmental benefits of introducing ICT 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_2 emission quantity.

TOPICS

Developing and providing software that contributes to the environment

Concerning software development, the Fujitsu Group works on reducing the environmental burden of ICT itself and reducing the environmental burden by using ICT—and provides such software as environmental solutions.

We are reducing the environmental burden of ICT by providing software and solutions that help the efficient use of ICT resources. This is achieved by linking ICT equipment such as servers, storage, and networks; by providing software that can reduce power consumption by making consumption visible and control power supplies, and that that can reduce the volume of network communications; and by constructing private cloud environments. Also, installing our software can help customers reduce the environmental burden of their entire ICT system while it is operating if it includes our Green Products and Super Green Products. By modeling their ICT system and carrying out a green performance evaluation we can confirm these reductions. (For example, our evaluation showed that installing the energy-saving PRIMERGY BX900 Super Green Product under software control results in a reduction in power consumption of approximately 24%.)

We are also reducing the environmental burden by ICT to digitize paper records to reduce paper consumption, to reduce the amount of transport and storage space required, and we are using e-learning to reduce the distances people have to travel. In these ways, in a whole range of industries we are providing software that improves operational efficiency and thereby indirectly contributes to reducing environmental burdens.

Moving on, the Fujitsu Group will continue to make use of such techniques as green performance evaluations and also implement solutions within the Group itself as we strive to develop and provide our customers with software that can help achieve even greater reductions in their environmental burdens.

Approach of Software on Environment

Reducing the environmental burden of ICT	Reducing the environmental burden by ICT	
Reducing ICT equipment and power consumption	Reducing usage of environmental resources	Indirectly reducing the environmental burden
Reducing power consumption	Reducing paper consumption	Improving operational efficiency
Reducing disk capacity	Reducing the distances people travel	▽
Reducing network traffic	Reducing warehouse space	Reducing power consumption in offices (e.g. lighting & air conditioning)
Software		
Servers	Storage	Networks

Case Study 1
Sanrio Co., Ltd.

© 1976, 2010 SANRIO CO., LTD.

Saving resources by digitizing paperwork

In May 2002, Sanrio Co., Ltd. began a "paperless project" to digitize its paperwork. At that time, Sanrio was printing out some 300,000 paper forms each month and so reducing paper use was an important issue for its environmental management. The objective of this project was not only to save on resources such as paper and ink, but also to reduce delivery and storage costs, the space required for printers, and operational costs.

On launching this project, Sanrio decided to use Fujitsu's Interstage List Works software for managing electronic forms. Using this software, Sanrio reduced the number of paper forms step by step, and by completion of the project in February 2005, was able to reduce them to 30,000 a month.

Not only were the original objectives of saving resources and reducing space requirements and costs achieved but Sanrio's operational efficiency also improved as electronic forms are easier to use than paper forms. For example, they are much easier to search. In addition, our software is enabling Sanrio to speed-up its ability to send and share information. Moreover, the software's security measures are also helping Sanrio prevent information leaking outside

of the company by restricting access to highly confidential information to certain departments or employees.

In April 2010, Fujitsu Laboratories Ltd. calculated the reduction in CO_2 emissions that Sanrio had achieved since introducing Interstage List Works. It worked out that through reducing the volume of paper forms, the resultant reduction in storage space requirements, and the improvement in processing efficiency for information management, Sanrio had reduced its annual CO_2 emissions by more than half, from 52.3 tons per year prior to introducing our software to 23.1 tons per year afterwards.

Comparison of CO_2 Emissions Before and After Introduction of Interstage List Works.

Before introduction: 0.2%, 14.7%, 0.6%, 33.6%, 0.1%, 50.9%
−55.8%
After introduction

- Amount of data transmitted over networks 0.5%
- Amount of power consumed by IT and network equipment 9.1%
- Warehouse space 0.0%
- Office space 29.1%
- Amount of transport of materials and objects 0.0%
- Amount of materials and objects consumed 5.3%
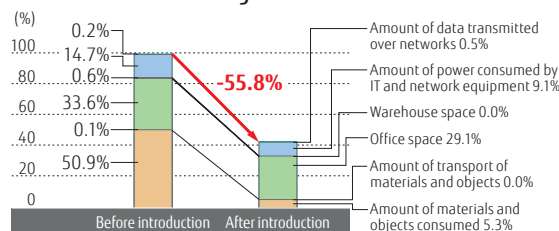
Case Study 2
DESUCA LTD.

株式会社 ですか
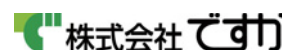
Promoting train and bus use through eco-points

DESUCA LTD. is the management company established by Tosa Electric Railway Co., Ltd. and Kochikenkotsu Inc. (tr: Kochi Prefecture Public Transport) for the DESUCA IC card, useable on trams and buses in Kochi Prefecture on the Island of Shikoku. Fujitsu created an IC card management system for DESUCA through which users collect traffic eco-points based on their use of public transport, and DESUCA points, which are redeemable by individuals.

When traffic eco-points are used for tram and bus fares, the extent to which CO_2 has been reduced below what it would have taken by car is calculated and displayed, which means that Kochi Prefecture can use the eco-points collected during the course of the year by all card users in its planning and calculations for measures to prevent global warming.

Kochi Prefecture is targeting a 6% reduction in CO_2 emissions by the end of FY 2010 compared to FY 1990, and is promoting a number of environmental-contribution activities in which local people, companies, and organizations take an active role.

However, the problems of a declining birth rate and aging population mean that in recent years the numbers of passengers on buses and trams have been steadily declining at a rate of about 2% to 5% per year. DESUCA's goal is to position public transport as an essential part of the infrastructure of a sustainable regional society. They hope to achieve this by making visible to card users how much they can contribute to the environment by a modal shift to using public transportation rather than their own cars. In the space of a single year, from April 2009 to March 2010, the scheme

succeeded in reducing CO_2 emissions by about 2,866 tons.

In the future, DESUCA's goal is for many more residents of Kochi Prefecture to participate in the scheme and to amalgamate it with other kinds of eco-point programs, such as those to reduce the use of plastic bags. We will continue to collaborate with our customers and business partners like DESUCA LTD. to find even more ways to render environmental contributions visible.

Miss DESUCA

Ryoma card

Timeline for Bus and Tram Use and Receiving the Eco-Points
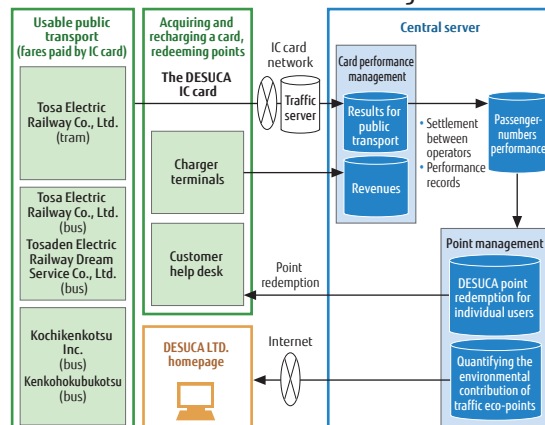
Environmental Solutions

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 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 ICT solutions.

Environmental Management Framework

Objectives

Components

| Environmental management foundation |
| Evaluating and handling environmental activities |
| Environmental conservation activities |
| Information and communication |
| Monitoring |
| Dealing with ICT |

Strategy / Reliability of reporting / Operational effectiveness and efficiency / Compliance

All Group companies / Sites / Plants

Targeted locations

We use our Environmental Management Framework to identify the key objectives, targeted areas, and structural components of our customer's environmental activities, and adopt a management perspective to both reduce the environmental burden and improve economic value.

The Fujitsu Group's Environmental Management Solutions

Environmental management solutions system

Senior executives

Management

P A D C

Constructing a foundation for environmental management and working to continually improve it

- EMS construction, operation and maintenance
- Environmental performance management
- Environmental accounting
- Documentation control and internal communications
- Environmental education and training
- Environmental reporting

EMS construction, operation and maintenance
• EMS environmental assessment support system EVERSLIM • ISO 14001 consulting

Environmental performance management, environmental accounting
• SaaS environmental management solutions SLIMOFFICE AS
• Environmental management information system SLIMOFFICE EX

Documentation control and internal communications
• Documentation control system PRODocumal
• GLOVIA smart information sharing Documal

Environmental education, training
• e-learning Internet Navigware • e-learning environmental management course

Environmental reporting
• DIALOG data base service • EPA reporting, etc., service
• Environmental newspaper article information

Management department

Factories, offices and other sites

P A D C

Managing environmental risks and burdens, and working to reduce them

- Monitoring pollutant emissions
- Controlling energy
- Controlling chemicals
- Controlling & recycling waste materials

Monitoring pollutant emissions
• Environmental information system e-FEINS

Controlling energy
• Systemwalker Desktop Patrol V14g
• Building management system Futuric/SX series
• EDRAS For Windows facility management system
• IT infrastructure energy savings, green infrastructure solutions
• SupportDesk Expert IT resource management service

Controlling chemicals
• Chemical controls PLEMIA/ECODUCE
• Chemical information control system McConcierge
• CMS construction/management/support service
• ProcureMart environmental information exchange service • EH & S (SAP Japan)

Controlling & recycling waste materials
• Business IT products recycling service
• Total emissions management system, waste materials for the web
• For waste processing companies, Sanpai for Windows
• Manufacturing-related emissions processing companies, Kenpai SP For Windows

Plants Department

Plants Department

P A D C

Working to reduce environmental burdens throughout products' life cycles

R & D ▸ Procurement ▸ Manufacturing ▸ Distribution ▸ Use ▸ Disposal or recycling

Research and development - disposal or recycling
• Product LCA support system LCASLIM

Green research and development
• Environmental information management (eco-friendly design support system) PLEMIA/ECODUCE
• Chemical information management system McConcierge
• EH & S (SAP Japan) • Eco-friendly design VPS/Eco Design
• System for IUCLID5 and installation support service
• CMS construction, management, support service
• ProcureMart environmental information exchange service

Green distribution
• CO$_2$ emission calculation system LOMOS/EC
• Car dispatch support system LOMOS/Delivery planning
• In-vehicle station MBCDSeries • TRIAS/TR-E & S • TRIAS/TR-Pro • TRIAS/TR-Server

Green procurement and manufacturing
• Green procurement PLEMIA/ECODUCE
• Chemical information management system McConcierge
• System for IUCLID5 and installation support service
• CMS construction/management/support service
• ProcureMart environmental information exchange service • EH & S (SAP Japan)

Consulting
• Environmental management assessments
• Assessment of environmental conservation activities

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

In the Fujitsu Group, we are making full use of our expertise in reference modeling and advanced technologies that were devised in our environmental programs to provide our customers with ICT solutions that support their environmental management.

- Some Examples of Environmental Business Solutions
  SaaS environmental management solution SLIMOFFICE AS
- SLIMOFFICE EX Environmental Management Information System
- PLEMIA/ECODUCE Product Chemicals Management Solution

Environmental Solution Framework
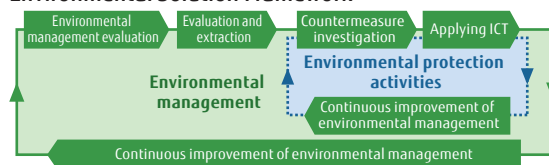
Structure of an Environmental Management Solution
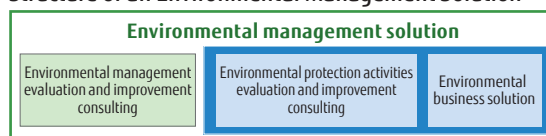
Case Study
Konica Minolta Business Expert, Inc

KONICA MINOLTA

Configuring a Chemical Control System using ICT

In conjunction with the enforcement of REACH and the strengthening of other regulations, such as the revisions to RoHS compliance requirements scheduled for 2010, companies must achieve even more stringent control of chemicals throughout the entire supply chain.

Konica Minolta Business Expert, Inc. performs functions such as engineering, logistics and environmental and safety consulting as common services for all companies in the Konica Minolta Group. It responded to the increasingly strict regulatory environment by constructing SIGMA, its new eco-friendly procurement system, and it decided to use the Fujitsu Group's PLEMIA/ECODUCE system to control chemicals in products as the foundation on which it would construct this new system.

PLEMIA/ECODUCE is compliant with REACH and provides integrated control of all the components used to create hardware. It creates tables showing chemical amounts within each component and can automatically calculate amounts on a per-product and per-unit basis. Further, it can be used in three languages (Japanese, English, and Chinese), can accommodate expansive and multifaceted survey responses, and can flexibly respond to changes in regulations and to the status of controlled chemicals.

When Konica Minolta Business Expert decided to use our system in constructing SIGMA, we improved the system's usability based on the needs of all the companies within the Konica Minolta Group, ensuring that users would be able to acquire the information as and when needed.

New System Survey Scheme
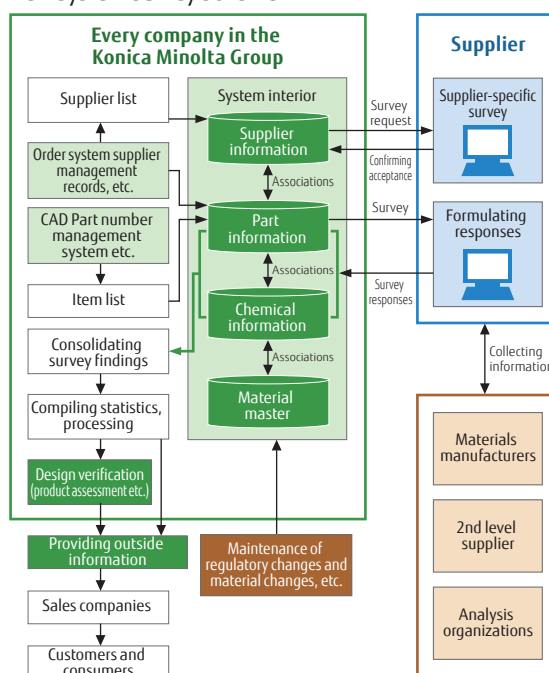
SIGMA came fully on-line in December 2009, and by helping to implement stringent chemical controls it continues to provide effective support for the Konica Minolta Group's compliance and risk management.

Promoting Product Recycling

We are advancing collection and recycling of end-of-life ICT products from a 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.

Our Approach to Product Recycling Overseas

The Fujitsu group recycles products in EMEA and the Americas (the United States, Canada, and Brazil) and Asia (Singapore, the Philippines, Australia, Hong Kong, Taiwan, and Korea).

EMEA: Fujitsu Technology Solutions (Holding) B.V. (FTS)

Through its partner companies, Fujitsu Technology Solutions (Holding) B.V. (FTS) recycles waste ICT products for corporate and individual customers in 27 countries in the EU, as well as in Norway and Switzerland. In addition, since 1988 at Paderborn, the Group's own recycling center in Germany, we have been contributing to the reuse of waste resources by dismantling products by hand so we can precisely classify and then appropriately recycle the materials.

Moreover, since 2008 Fujitsu Technology Solution's South Africa office has been collaborating with local waste-management companies to collect and recycle from corporate and individual customers all products of any brand, including monitors, printers, mobile phones, desktop PCs, notebook PCs, calculators, TVs, and DVD equipment. This is the first time an ICT company has provided such a service in South Africa.

WEB The FTS Recycling Program
http://ts.fujitsu.com/aboutus/company_information/business_excellence/environmental_care/recycling.html

Singapore: Fujitsu PC Asia Pacific Pte. Ltd. (FPCA)

Since 2007, Fujitsu PC Asia Pacific Pte. Ltd. (FPCA) has been teaming up with local recycling companies in Singapore to provide an ICT product recycling service for corporate customers.

WEB FPCA's recycling approach in Singapore
http://www.fujitsu.com/sg/news/pr/fpcap_20071101.html

Brazil: Fujitsu do Brazil Ltda. (FBR)

Fujitsu do Brazil Ltda (FBR) is also working with local recycling companies and in 2009 created and launched a service to recycle ICT products.

Promoting Product Recycling in Japan

As an enterprise with official designation for wide-area industrial waste disposal in Japan, Fujitsu engages in various kinds of contracts for accepting industrial waste for appropriate processing.

Fujitsu has developed a nationwide recycling system based on Fujitsu Recycling Centers and other facilities throughout Japan. This system provides for rigorous traceability and security, and achieves a high 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 ICT products processed.

Wide Area Industrial Waste Disposal Certificate

Reconfiguring Our Recycling Center Structure in the Tokyo Metropolitan Area

On April 1, 2010, with the goal of realizing even smoother operations, we consolidated activities at the Metropolitan Area Ayase Recycling Center into the Metropolitan Area Sagamihara Recycling Center, resulting in a new nationwide structure of eight recycling centers.

Fujitsu Recycling Centers Throughout Japan

■ Fujitsu Recycling Center
● Affiliated Recycling Center

Fujitsu Chubu Area Recycling Center (FDK Ecotec)

Fujitsu West Japan Recycling Center (Fujitsu Peripherals Limited)

Fujitsu Kyushu Recycling Center (ECHO Electronic Industry Co., Ltd.)

Sapporo

Kanazawa

Fujitsu East Japan Recycling Center (FIT Frontier)

Fujitsu Metropolitan Area Sagamihara Recycling Center (Fujitsu Kasei Recycle Limited)

Okinawa

Achievements in Collecting and Recycling End-of-Life ICT Products

We recycled 6,445 tons of ICT products from corporate customers in fiscal 2009, and achieved a resource reuse rate of 90.8%. Also, we have now collected a total of 67,662 end-of-life PCs from individual customers.

Trends in Resource Reuse Rate of End-Of-Life Business ICT Products (%)

FY	2006	2007	2008	2009
Resource reuse rate	91.5	91.8	91.5	90.8

Promoting Recycling

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

Materials recognition equipment   Ballpoint pens   A clear folder

Providing Product Recycling Information

In order to properly dispose of end-of-life ICT products, since fiscal 2004 Fujitsu has been operating a digital management system for its products disassembly manual.

Through this system, Fujitsu recycling centers can download from our in-Group website, as animated disassembly manuals all the information they need to recycle products. In addition to providing a downloadable products disassembly manual, the system provides instructions on how to deal with items containing restricted chemical substances and plastic materials, and with products that contain customer data.

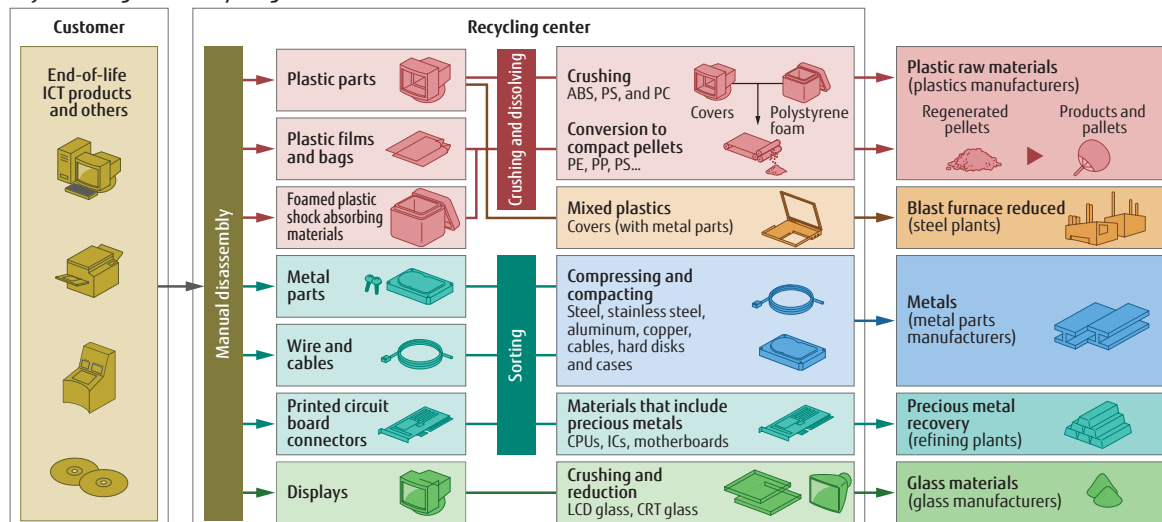

The products animated disassembly manuals
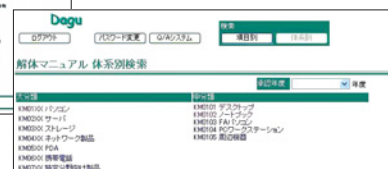
Electronic Disassembly Manual Management System

Developing a Traceability System

We developed an integrated recycling information management system and since fiscal 2007 have adopted it at the Fujitsu recycling centers.

This system prevents theft and illegal dumping by attaching barcodes to customers' ICT 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.

Fujitsu Integrated Recycling Process

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

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_2 due to energy consumption and other greenhouse gases at our factories and offices and reducing emissions associated with transportation (see page 74). 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 57) that achieve energy savings and by providing IT solutions (see page 61) that have the effect of reducing environmental burdens.

Reducing Greenhouse Gas Emissions in Manufacturing

In Fujitsu Group Environmental Protection Program (Stage V), we established the goals for annual CO_2 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 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 power

Further, we set up a new Low Carbon Committee at the corporate level in September 2008, establishing reduction targets for each business unit. Stronger measures to achieve these targets follow reforms to processes and equipment (in mounting, assembly and testing) and the development of new technologies. Moreover, our Capital Investment Guidelines define the economic and environmental criteria for investment as we identify and urgently implement priority measures.

These efforts reduced our CO_2 emissions from energy consumption to 0.971 million tons in Japan in fiscal 2009, well under the 1.04 million-ton target. While this is a year-on-year decrease of 95,000 tons, partly due to business realignment, it was a 6.1% decrease below fiscal 1990, achieving the target set for the end of fiscal 2010 a year early. CO_2 emissions for the entire Group were roughly 1.041 million tons, a 74.4% reduction below fiscal 1990 per unit of actual sales.

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. In fiscal 2009, following the launch of a trial emissions trading scheme*, our emission levels are verified by an organization outside the Group, which confirmed that we achieved our emissions targets for fiscal 2008.

* Trial emissions trading scheme
The principal framework for the trial implementation of an integrated emissions trading market in Japan. Participants voluntarily establish emission reduction targets and are allowed to supplement their own reduction efforts by trading emission allowances and credits.

Energy Consumption CO_2 Emissions (Japan Only and Group Total)
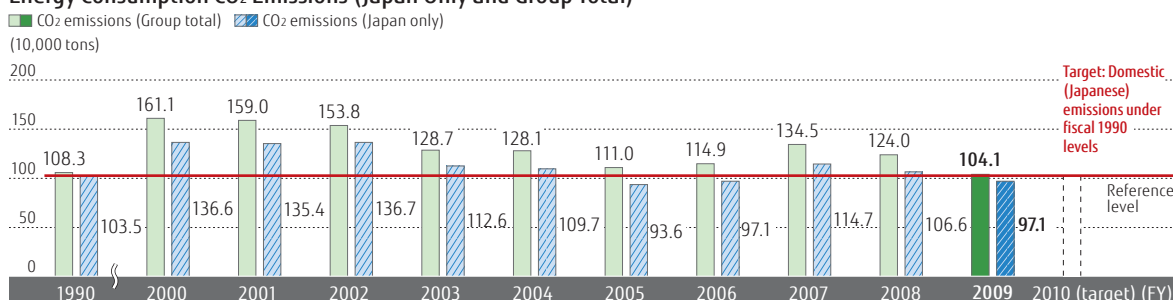
Trends in CO_2 Emissions per Unit Actual Sales (Group Total)
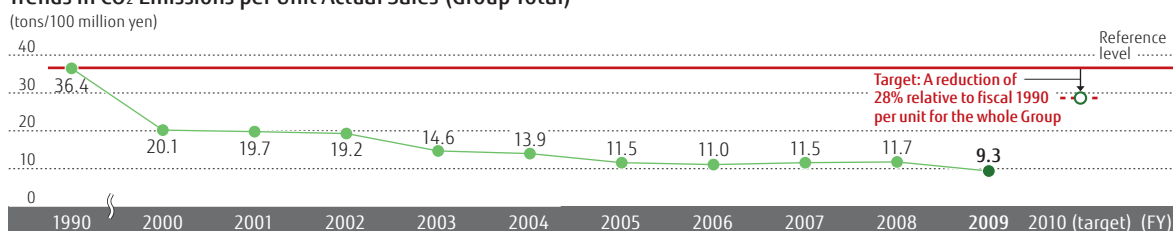
* CO_2 conversion coefficient for purchased electric power: Our results for fiscal 2002 and later are calculated as 0.407 tons CO_2 per MWh.
* Actual sales: Consolidated sales adjusted using the Bank of Japan's corporate goods price index (electrical and electronic equipment). (Per unit value = CO_2 emissions/actual sales)

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Shinano Fujitsu Ltd.

Energy-saving measures for compressors and air conditioners

Shinano Fujitsu Ltd. (The Fujitsu Component Group) has been focusing its efforts on energy savings for its compressors and air conditioners, which are responsible for about 40% of total power consumption.
Compressors: reducing pressure, controlling number of units used, eliminating air leakage.
Air conditioners: reducing air-conditioner load by installing waste-heat ducts and insulated jackets on equipment and a rooftop watering system.

Thanks to these and other measures including improving the operational efficiency of boilers, fuel-oil demand decreased and the plant as whole was able to reduce its yearly CO_2 emissions by 1,400 tons.

Waste-heat ducts and insulated jackets are used on the reflow furnace.

Fujitsu Semiconductor Ltd.

Substantially reducing CO_2 emissions by modifying electrical storage and heat-source facilities

Fujitsu Semiconductor Ltd.'s Iwate Plant and Fujitsu Semiconductor Technology Inc. have been implementing measures to address temporary losses in electrical power*.

They installed electric double-layer capacitors, which can store (and discharge) large amounts of electrical charge, and implemented measures to optimize the operations and improve the efficiency of heat-emitting equipment such as refrigerators and boilers. These strategies have enabled both to substantially reduce their use of fuel oil below the previous systems, and they achieved a combined reduction in CO_2 emissions of 38,000 tons a year.
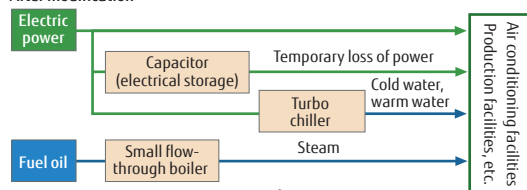
* Temporary power loss
the electric power supply can drop temporarily due to phenomena such as lightning. It can cause significant damage in plants operating advanced ICT equipment.
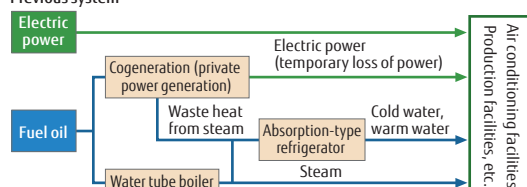
Electric double-layer capacitor

System block diagram

After modification

Previous system

### Cutting Emissions of Greenhouse Gases Other than CO_2

The semiconductor industry has established a voluntary action plan to cut the emissions of PFC, HFC and SF6, which are all greenhouse gases.

The Fujitsu Group Environmental Protection Program (Stage V) sets a target for reducing emissions of non-CO_2 greenhouse gases to 10% below fiscal 1995 by the end of fiscal 2010. Our Electronic Devices units are changing over to gases with lower global warming potential and extracting such gases on new manufacturing lines.

In fiscal 2009, business reorganization and plant production line unification and integration affected totals, and according to the Global Warming Potential measure, emissions increased from 0.155 million tons the previous fiscal year to 0.273 million tons. This is a 5.1% increase over fiscal 1995, but we expect to achieve our fiscal 2010 target by gas extraction equipment and other measures.

Emissions of Greenhouse Gases other than CO_2 (total for semiconductor business)
(GWP conversion, 10,000 tons)
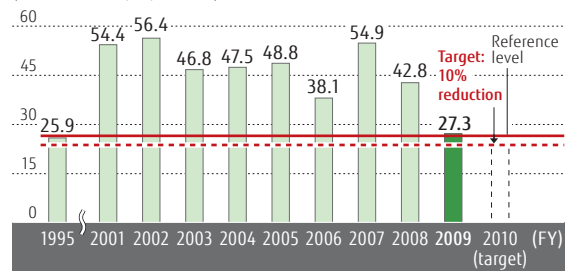
Targets for Fujitsu Group Environmental Protection Program (Stage VI)

For Fujitsu Group Environmental Protection Program (Stage VI), as in previous stages, we will continue to set reduction targets on a per-gas basis (typically for energy-consumption CO_2 and greenhouse gases other than CO_2) and based on scientific findings and forecasts up to the year 2020, our goal is to reduce our total greenhouse gas emission by 6% by the end of fiscal 2012 compared with fiscal 1990.

Promoting the Use of Renewable Energy

Some Fujitsu business sites have introduced renewable energy in the form of solar power, etc. Moving forward, we will positively increase our use of renewable energy as new data centers and other facilities come to be built (see pages 11-12). Reflecting this, we have established new, higher targets for renewable energy use and we intend to use it to meet these goals.

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 2009, we purchased a total of approximately 56,000 kWh worth of these certificates.

Reducing the Environmental Burden of Factories and Business Offices

We are 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.

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 Fujitsu Group Environmental Protection Program (Stage V), 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 have worked to achieve the certified levels and improve and heighten our eco-friendliness.

Thanks to these efforts, for the 42 sites evaluated according to the Green Factory system in fiscal 2009, all sites achieved at least two stars while 14 sites received three stars or more.

In addition, by increasing the number of sites participating in the Nationwide Paper Recycling System (please refer to page 72) and implementing training for local auditors and employees responsible for waste

management, we targeted a three-star score for all of our 371 business sites being evaluated under the Green Office system. Thanks to these and other measures, every site achieved a three-star rating and all 371 sites also achieved zero emissions* for waste, the largest number for any organization in Japan.

We intend to achieve four stars or more for all our business sites by the end of fiscal 2012, which is the goal set in Environmental Protection Program (Stage VI). With this aim, we are carrying out initiatives such as creating opportunities for locations to discuss common problems and further unifying our waste disposal management across multiple sites.

* Zero emissions
For simple calculations of emissions from the incineration or landfill disposal of industrial waste and paper waste

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.
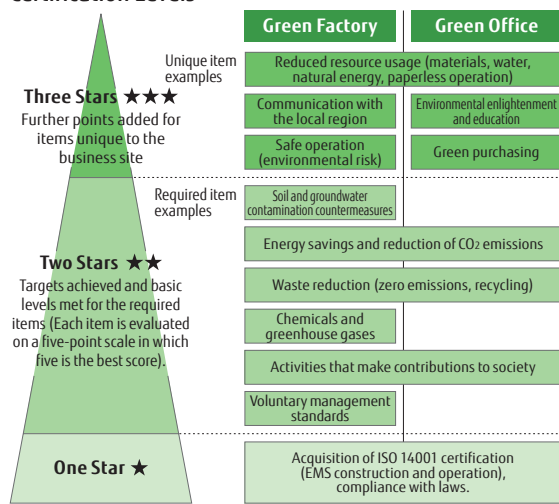
In these activities, we first identify the total input of materials (raw materials, chemical additives, etc.) and energy into the process, together with their purchasing costs, and then establish our own original CG (Cost Green) index*. We then set quarterly reduction targets (planned values) at the production line level for each factory and evaluate the degree of attainment of these targets while going 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.

A more effective way to reduce the environmental burden generated by plants is to link activities involved in manufacturing processes with those involved non-manufacturing processes. We have therefore incorporated the CG index and the philosophy that underlies it into the activities of all relevant departments, not just manufacturing.

* CG index: Cost/Green index
This index describes the product of input volume used per product, the cost (input materials and energy), and the environmental impact (on a scale from 1 to 10).

Certification Levels

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Example of a Green Process Activity
Fujitsu Integrated Microtechnology Ltd.

Improving the efficiency of cold-water supply for air conditioners used in an LSI packaging process

Fujitsu Integrated Microtechnology Ltd., which provides package solutions for LSI products, has revised its framework for measures to reduce environmental burdens by extending measures from manufacturing to non-manufacturing departments, as more of the latter participated in green process programs, linking the activities of entire plants.

On starting a program, every department within the plant sets individual targets based on CG index calculations and then carries out programs to achieve these targets. For example, the Facilities Department in its Miyage Plant established energy efficiency CG index values for air conditioners and other power plant equipment and then implemented energy-saving measures to achieve the targets at every facility within the plant.

One of these measures was to improve the efficiency of the cold water supply for air conditioners. In the past, heat-storage tanks used by the air conditioners throughout the plant were supplied separately by individual chillers. But as some were not operating at maximum capacity they could be connected to each other by pipes to increase operating efficiency. Also, turning some of them off outside the peak summer season reduced power consumption by an average of about 33.0% along with the costs per CG unit and unit of cold water.

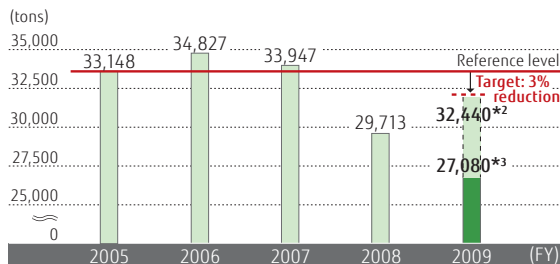## Reducing the Amount of Waste Generated

Basic Approach
Working towards a recycling-minded society, our 3R policy (reduce, reuse and recycle) encourages all employees to separate waste materials into different categories for effective recycling.

FY 2009 Performance
In Fujitsu Group Environmental Protection Program (Stage V), 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.

Amounts of Waste Generated*[1]

(tons)

FY	Amount
2005	33,148
2006	34,827
2007	33,947
2008	29,713
2009	32,440*[2] / 27,080*[3]

Reference level — Target: 3% reduction

*[1] Statistics for eight Fujitsu sites and 31 Group companies.
*[2] Includes the amounts for companies consolidated from FY 2009: in Japan, FDK Ltd.; overseas, FTS.
*[3] Volume of waste generated by the business sites included when establishing Stage V targets.

The amount of waste generated by business sites included in our targets for Stage V of the program was 27,080 tons, an 8.9% reduction year on year, and an 18.3% reduction below FY 2005. This means we achieved our Stage V target. Our success lay in converting waste paper, acids and other materials into valuable resources, but there were also significant market changes.

Fujitsu Group waste came to 32,440 tons in fiscal 2009, including the two companies newly consolidated, FDK Ltd. in Japan and FTS overseas. From fiscal 2010 we will push on with programs to realize our ambitious target of a 20% reduction below FY 2007 by the end of FY 2012.

Example of Activities to Reduce the Amount of Waste Generated
Fujitsu Integrated Microtechnology Ltd. Kyushu Plant

Reducing sludge generated by treatment of waste water from silicon polishing

Waste water containing sludge is generated during the silicon wafer back-polishing process, the first stage in product assembly. Without using chemicals, we were able to reduce the amount of silicon sludge generated to just one quarter of the previous amount by installing new equipment to concentrate and dry the waste.

Decompression dehydration dryer (left), membrane concentrator (right)

Silicon sludge

Basic Policy for Chemical Substances Management

Basic Approach
Prevention of environmental risks that could lead to environmental pollution or adverse health effects due to the use of harmful chemical substances has been established 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 FY 2009
In Fujitsu Group Environmental Protection Program (Stage V), we proposed the target of reducing volatile organic compound (VOC) atmospheric emissions from business sites by 30% from FY 2000 levels by the end of FY 2009.

Thanks to these efforts, the entire Group's atmospheric VOC emissions for FY 2009 came to 328 tons, a 31% reduction below FY 2000, and we successfully achieved the target set in Fujitsu Group Environmental Protection Program (Stage V).

Reducing the Environmental Burden of Factories and Business Offices

In FY 2010, we are aiming for the new target set in Stage VI of the Program, which calls for reducing emissions of specific chemicals by 10% by the end of FY 2012 compared with FY 2007.

VOC Atmospheric Emissions

(tons)

Reference level
Target: 30% reduction

473	341	334	363	340	328
2000	2005	2006	2007	2008	2009 (FY)
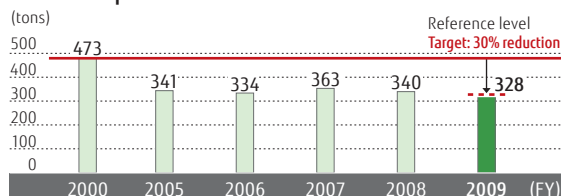
Example of Measures to Reduce VOCs
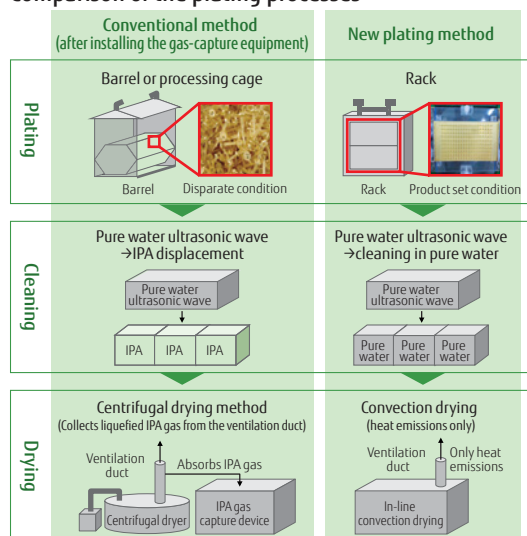**Shinko Electric Industries Co., Ltd.**

Reducing IPA gas emissions

Shinko Electric Industries' Takaoka plant has introduced a new method into its plating processes that has enabled it to eliminate one type of VOC, IPA (Isopropyl alcohol). In addition, it was also able to cut the volume of its IPA gas emissions in plating processes yet to adopt this new method, by installing equipment to capture IPA gases.

The new method involved introducing rack equipment at the plating stage and also redesigning the structure of the equipment used. These changes allows the plant to use water instead of IPA gases at the cleaning stage, which in turn results in zero IPA emissions at the drying stage.

In addition, it is reducing IPA gas emissions on those lines not yet upgraded to the new method by installing equipment to capture IPA gases at the drying stage

Comparison of the plating processes

Conventional method (after installing the gas-capture equipment)	New plating method
Plating	
Barrel or processing cage	Rack
Barrel / Disparate condition	Rack / Product set condition
Cleaning	
Pure water ultrasonic wave →IPA displacement	Pure water ultrasonic wave →cleaning in pure water
Pure water ultrasonic wave / IPA IPA IPA	Pure water ultrasonic wave / Pure water Pure water Pure water
Drying	
Centrifugal drying method (Collects liquefied IPA gas from the ventilation duct)	Convection drying (heat emissions only)
Ventilation duct / Absorbs IPA gas / Centrifugal dryer / IPA gas capture device	Ventilation duct / Only heat emissions / In-line convection drying

Compliance with the Revised Chemical Management Law
Following revisions to the Chemical Management Law*¹, more chemical substances are now covered by the MSDS*² system and the PRTR*³ system (revisions applied to the MSDS system from October 2009, and to the PRTR system from April 2010).

Responding to these revisions, the Fujitsu Group has asked its suppliers to cooperate in the delivery of chemicals, and based on the revised PRTR system it is carrying out initiatives to obtain and accurate grasp of the amounts of chemicals transported and emitted.

*1 Chemical Management Law
A law to promote correct understanding, management, and reporting of amounts of designated chemicals emitted into the environment
*2 MSDS
A system that requires attachment of a Material Safety Data Sheet to chemical deliveries
*3 PRTR
Abbreviation of Pollutant Release and Transfer Register. This system requires the registration and reporting of data relating to the emission of harmful chemicals into the environment and volumes within transported waste.

Environmental Liabilities

We intend to be a corporate group that accurately forecasts and evaluates today the extent of its environmental liability tomorrow, that does not defer settlement of this liability to a later date, and that discloses information to its stakeholders on the soundness of the group from a medium- to long-term perspective. To achieve this, at the end of fiscal 2009 we recorded as a liability on the Group's consolidated balance sheet 6.04 billion yen for soil-pollution cleanup costs and high-level PCB waste disposal costs. Based on data previously acquired, this total is the amount we calculate to be necessary for the Fujitsu Group in Japan to carry out these tasks.

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:

Status of New Soil and Groundwater Pollution Measures Undertaken in FY 2009
A voluntary survey in fiscal 2009 revealed soil and groundwater contamination at two sites.

We reported the state of contamination at both sites and explained our countermeasures to local citizens and authorities.

Sites Continuing to Undertake Cleanup Operations and Institute Countermeasures in FY 2009 Stemming from Past Business Activities

We have dug wells to monitor groundwater contamination near our sites where soil or groundwater contamination has been found. We continuously monitored five such sites in fiscal 2009.

The table below lists the largest of the most recent measurements for chemicals whose measurements are recognized to have exceeded legal limits in fiscal 2009 stemming from past business activities.

Work to clean the soil and groundwater at the site of the former Minamitama Plant was completed in October 2007. Following two years of monitoring underground water conditions as prescribed by law, we confirmed that all values remained below legally prescribed safe levels.

Business sites where soil or groundwater contamination has been found

Site Name	Location	Cleanup and countermeasure status	Monitoring well maximum value (mg/ℓ) Substance	Monitoring well maximum value (mg/ℓ) Measured value	Regulation value (mg/ℓ)
Kawasaki plant	Kawasaki, Kanagawa Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Cis-1, 2-dichloroethylene	2.9	0.04
Oyama plant	Oyama City, Tochigi Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Cis-1, 2-dichloroethylene	3.679	0.04
			Trichloroethylene	4.711	0.03
Nagano plant	Nagano City, Nagano Prefecture	We are continuing initiatives to clean up VOCs by pumping and aeration.	Cis-1, 2-dichloroethylene	0.35	0.04
Shinetsu Fujitsu	Shinano machi, Kamiminochi Gun, Nagano Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Cis-1, 2-dichloroethylene	0.13	0.04
Fujitsu Optical Components	Oyama City, Tochigi Prefecture	We are continuing to clean up VOCs by pumping and aeration.	Cis-1, 2-dichloroethylene	0.17	0.04
			1, 1-dichloroethylene	0.041	0.02
			Trichloroethylene	0.63	0.03

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 to energise and enhance these activities. Under this system, the level each office has achieved in its environmental activities is evaluated and awarded one to three stars. All of the offices that come under this system achieved a three-star ranking by the end of fiscal 2009 (see page 69).

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

The important "Law on Waste Disposal and Cleaning" applies to all offices in Japan.

To confirm that ICT equipment and other types of industrial waste are being properly dealt with, we perform standardized Group-level checks of the regular on-site audits at Fujitsu Recycling Centers that have elected to dispose of in-house ICT equipment. Specifically, a member of the Fujitsu Corporate Environmental Strategy Unit 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 onsite disposal operation itself.

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 visible operational improvement issues and measures that require investment.

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

The revised Energy Conservation Law of May 30, 2008, requires administrative offices to identify their energy usage.

In response, we used the Green Office system to investigate and clarity the theoretical and actual values of the electricity allocation method and meter positions in all affected offices.

A Green Office Example

Achieving Zero Emissions for Waste Paper by a Nationwide Paper Recycling System

We have gradually increased the number of sites taking part in the Nationwide Paper Recycling System created last year, and as of June 2010, 285 sites are participating in the scheme. Waste-paper processing companies in all the regions where we have business sites are collecting and processing confidential documents and non-confidential used paper as a set. This is enabling us to achieve very high levels of recycling and zero emissions according to simple calculations from the disposal of paper by incineration or land fill.

Also, all of the waste-processing companies we use are carrying out integrated ICT data management for the paper they collect. As a result, we can quantity and make visible our environmental performance and also reduce the work load of data processors who deal with this data in companies throughout the Group.

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Green Purchasing

In cooperation with our business partners, we promote green purchasing—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 Purchasing

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

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

Green Purchasing Activities in Environmental Protection Program (Stage V)

The Fujitsu Group has been engaged in the following two proactive efforts for our business partners as green purchasing activities in the Environmental Protection Program (Stage V).

Improving Our Business Partners' Environmental Management Systems (EMS)
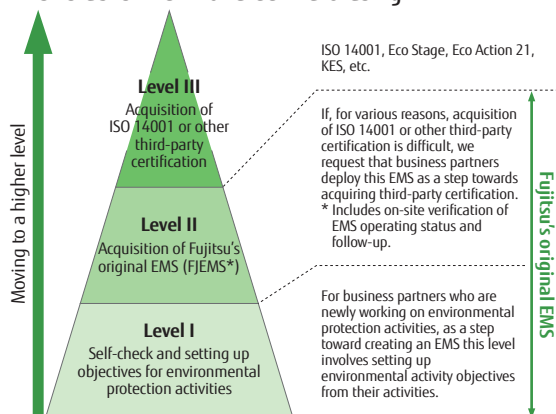
In order to further promote our business partners' activities to reduce environmental burdens, we held EMS Upgrade Meetings and other events to ask them to raise their EMS level by acquiring third-party certification or by establishing FJEMS*. We have set a specific target for attaining a level II or higher level of EMS which is managed by our materials suppliers, and this was achieved 100% by the end of fiscal 2009.

In the future, we will help our business partners improve their EMS level through EMS Upgrade Meetings, so that we can contribute to improvement activities to reduce environmental burdens in our whole supply chain.

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

EMS Establishment for Green Purchasing

Level III
Acquisition of ISO 14001 or other third-party certification

Level II
Acquisition of Fujitsu's original EMS (FJEMS*)

Level I
Self-check and setting up objectives for environmental protection activities

ISO 14001, Eco Stage, Eco Action 21, KES, etc.

If, for various reasons, acquisition of ISO 14001 or other third-party certification is difficult, we request that business partners deploy this EMS as a step towards acquiring third-party certification.
* Includes on-site verification of EMS operating status and follow-up.

For business partners who are newly working on environmental protection activities, as a step toward creating an EMS this level involves setting up environmental activity objectives from their activities.

Moving to a higher level

Fujitsu's original EMS

Establishment of Our Business Partners' Chemical Substances Management System (CMS*¹)

To achieve appropriate management of chemical substances throughout the whole supply chain, we have requested and supported the establishment of CMS based on the Guideline for the Management of Chemical Substances in Products issued by JAMP*², and promote strengthened management of chemical substances with a strong emphasis on source management.

Specifically, we audit CMS status of our parts and materials suppliers, and help them when their CMS status is found to be inadequate. By fiscal 2009, the proportion of partners with a properly-established CMS had risen to 98.2%. We continued to support our business partners who don't have CMS to establish it and will have achieved 100% completion by the first half of fiscal 2010.

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 JAMP
Joint Article Management Promotion-consortium
http://www.jamp-info.com/english/

New Green Purchasing Activity Targets Based on Fujitsu Group Environmental Protection Program (Stage VI)

We have revised a part of the Fujitsu Group Green Procurement Direction to help us achieve Green Policy 2020, our medium-term environmental vision. In the future, we will work with our business partners and implement the following two green purchasing activities as a part of Fujitsu Group Environmental Protection Program (Stage VI).

Activity of Limiting and Reducing CO_2 Emissions by Our Business Partners

We continue to encourage our business partners to take action toward limiting and reducing CO_2 emission, which include not only figuring out the amount of their CO_2 emissions but also announcing their action to the public and conducting concrete action with specific targets.

Activity of Conserving Biodiversity by Our Business Partners

We request our business partners to understand the significance of biodiversity conservation and then make an announcement of their policy regarding biodiversity conservation to the public. In this regard, it is quite important that our business partners be aware of differences between biodiversity conservation and conventional environmental protection activities.

In fiscal 2009, prior to setting this theme, we carried out a preliminary survey of our main business partners and found that the level of awareness and the actions taken on this issue varied appreciably form partner to partner.

Fujitsu Group would like to request our business partners to work on these targets in accordance with their capabilities and we are going to work with them.
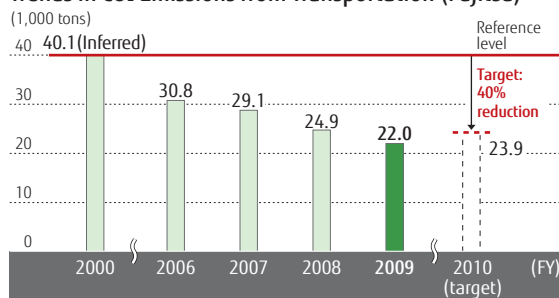
Environmental Considerations in Distribution

We promote the efficiency and rationalization in distribution that keeps the whole supply chain in view and strive to reduce the environmental burden.

Reduction of Distribution-Associated CO_2 Emissions

We promote Green Logistics Activities which strive to reduce CO_2 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.

Also, in Fujitsu Group Environmental Protection Program (Stage V) we set a target of reducing CO_2 emissions from transportation by 40% by the end of FY 2010 compared with FY 2000. By carrying out measures such as modal shifts and reducing the number of trucks we use, we were able to achieve this target, reducing emissions by 45% (includes the impact of changes in freight volume) in FY 2009 compared with FY 2000. Our new target is to reduce emissions by 11% by the end of FY 2012 compared with FY 2008.

Trends in CO_2 Emissions from Transportation (Fujitsu)

(1,000 tons)

FY	Value
2000	40.1 (Inferred)
2006	30.8
2007	29.1
2008	24.9
2009	22.0
2010 (target)	23.9

Reference level

Target: 40% reduction

* Including Fujitsu Semiconductor Technology

Expanding the Application of Modal Shifts

Fujitsu is working to reduce its CO_2 emissions through modal shifts, promoting the effective utilization of railroad and sea transportation and reducing the proportion of air transportation.

In FY 2009, in addition to further advancing the modal shifts of PCs and mobile phones, we started modal shifting of purchased materials for the first time.

■ **Mobile phones**

In FY 2009, we increased our use of rail transport for products sent from Fujitsu Mobile-phone Products Limited and Fujitsu Peripherals Limited to warehouses specified by customers. As a result, these products were designated as Eco Rail Mark Products, according to the system created by the Ministry of Land, Infrastructure and Transport and the Railway Freight Association. Fujitsu's desktop computers and PC servers have already received this accreditation, and moving forward we will continue to utilize rail transport positively as part of our efforts to reduce the burden on the environment.

エコ レール マーク
Eco Rail Mark

■ **PCs**

From October 2009, notebook PCs and monitors destined for corporate customers in Hokkaido will be shipped by truck from Shimane Fujitsu (SFJ) and Fujitsu Peripherals Limited sites to our Tokyo distribution center. From there, they will be transported to our Sapporo terminal not by road as in the past, but by rail.

■ **Purchased materials**

In August 2009, we were able to increase our use of rail transport by switching some of our shipments of imported materials transported from Tokyo Bay to Fujitsu Isotec and Fujitsu IT Products Limited from truck to rail freight, using 20-foot sea-going containers.

Reducing the Number of Trucks

Fujitsu has improved freight loading and reduced the number of trucks it requires by reviewing domestic product delivery routes, increasing mixed loading of cargo between Group companies, adopting a two-level truck loading system, and standardizing shipments.

Modal Shift in Transportation

Fujitsu has, by reconciling the timing of deliveries, been able to change from air transport to overland trucking for the delivery of components to remote parts centers (in the Tohoku region and parts of Kyushu) from two hub warehouses for service parts in East and West Japan.

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 the Use of Cardboard and other Packaging Materials

The Fujitsu Group has been replacing cardboard and other materials used to package products with reusable alternatives. This has reduced the use of cardboard and other cushioning packaging materials.

Air protector for servers

Returnable container for notebook PCs

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

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 based on the following three pillars: regional contributions, nature conservation and environmental education.

Regional Contributions

An important objective for the Fujitsu Group is to help achieve a pleasant living environment for people in local communities. All our offices, stores and plants throughout Japan are taking part in regional-contribution activities such as cleanup and tree-planting schemes.

Coastal Cleanup, Fujitsu FSAS Inc. Kobe branch

Suma Beach is an all-seasons place to relax, not only a symbol of Kobe, it is also the only seaside swimming resort in the entire Hanshin area.

To protect this precious seaside area, the Kobe branch office of Fujitsu FSAS Inc. has been carrying out a beach clean-up program every June and September since June 2006. These are the months immediately before and after the summer swimming season. In fiscal 2009, 46 employees took part.

Nature Conservation

The Fujitsu Group carries out tropical rainforest regeneration and forest conservation programs with the objective of protecting natural abundance and regenerating the natural environment.

An example of the Fujitsu Group's forest conservation work

The Fujitsu Group supports the "Corporate Forest" program being promoted by local governments throughout Japan. As of April 2010, we were engaged in forest conservation activities in nine locations. In March 2009, every company in the Group with locations in Saga Prefecture signed a compact with Saga's Yoshinogari Town to launch the Fujitsu Group Yoshinogari Cherry Tree Forest Campaign. In May 2009, the first wave of activities began and 66 employees and their families helped with weeding and maintaining the forest footpath.

Also, in July 2009, Fujitsu Okayama Systems Engineering Ltd. (FOE) took part in the collaborative forest conservation program that Okayama Prefecture promotes. It "borrowed" a forest from Bizen City in Okayama Prefecture and renamed it Fujitsu Okayama Systems Engineering Bizen Hattoji Forest. In November 2009, 47 employees and their families helped maintain the forest by carrying out tasks such as weeding and tree thinning.

Since 2006, employees from every company in the Group in the Hokushin region of Nagano Prefecture have been carrying out weeding, tree thinning, and other measures in many unspecified areas of forest, with support from Nagano City. This scheme has been achieving excellent results and in October 2008, as the first Corporate Forest Conservation Program to be certified by Nagano City, we were offered a two-hectare area within the Joshinetsu National Park (Iizuna Highland) to work on. Since 2009, we have been mapping the Hokushin Region Fujitsu Group Forest area using a GPS logger tool. We have also established 30 monitoring sites and have been taking "before-and-after" photographs of our activities to check on how the forest is developing.

FOE Forest

Regenerating Tropical Rainforests in Borneo, Malaysia

Since 2002, we have been working to regenerate the tropical rainforest at the Fujitsu Group Malaysia Eco-Forest Park in Sabah State, with the support of the Sabah State Forestry Development Authority. So far, 536 employees have participated in the program and planted 37,500 dipterocarpaceae (a tree indigenous to tropical rainforests) in a 150-ha area.

In fiscal 2009, we carried out surveys to check rates of growth at our previous tree-planting sites, planted more seedlings, and conducted a habitat survey of wild birds and animals in the area.

Also, from July 2009 we began to sell a Fujitsu brand soft drink within Group companies, donating part of the sales to a program to regenerate tropical rainforests.

In addition, we launched the Birdies for Green project at the Fujitsu Ladies Golf Tournament, held in October 2009. Through this project, we donate to an eco-forest park carrying out a tree planting and cultivating program. The cost of planting saplings is based on how well the players score. About 1,000 trees were planted in fiscal 2009 thanks to this project.

Tree-growth surveys

Line census method habitat surveys

Environmental Education Activities

The Fujitsu Group visits schools to give lessons, in order to make local adults and children aware of the importance of the environment.

In fiscal 2009, we gave lessons in some 55 locations, including elementary schools, junior high schools and community centers, for around 3,000 people, in which we presented the 'PC 3R' exercise (in which students learn about 3R while dismantling a PC) 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 Fiscal 2009 in which a further 18 Fujitsu Group employees learned how to deliver the lessons.

As of April 2010, 45 instructors are providing these environmental lessons at locations throughout Japan.

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.

FY 2009 Results

As the table below indicates, the Fujitsu Group's FY 2009 environmental accounting results showed a 2.40 billion yen investment in plant and equipment (640 million yen more than the previous year), expenses of 30.06 billion yen (9.42 billion yen more than the previous year), and an economic benefit of 53.86 billion yen (26.74 billion yen greater than the previous year). However, these totals include the impact of a change to methods of calculation implemented from FY 2009.

This change principally applies to methods of calculating R&D costs/benefits and administration benefits.

R&D cost/benefit calculations were updated to include their contribution to some environmental solutions for reducing environmental impact. The method used for Super Green Products and similar products was adopted, and at the same time as independently estimating and calculating benefits for the total amount that environmental conservation development contributed to revenues, the costs of this development work were also calculated.

Also, the method used to estimate the benefits from R&D relating to Super Green and similar products was changed. Between FY 1998, when the Group adopted environmental accounting, and FY 2008, changes made to calculation methods have been relatively minor and the methodology for estimating totals had remained fundamentally unchanged throughout the period. However, based on changing customer perceptions of eco-friendly products and major changes in societal conditions, we determined it was necessary to update our methodology.

As a result of the above changes, in the R&D costs/benefits category, costs increased by approximately 11.0 billion yen and economic benefits rose by about 34.2 billion yen.

For administration benefits, we newly adopted an independent method of estimating economic benefits of environmental advertising that expresses our approach to reducing environmental impact. As a result, administration benefits increased by approximately 1.1 billion yen.
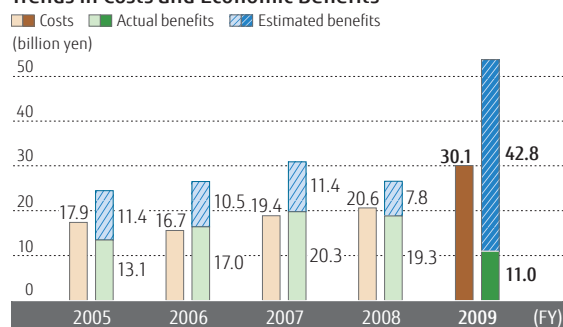
For your information, Totals for FY 2009 when calculated using the method before the changes were adopted are as follows: capital investment was 2.4 billion yen (a 640 million yen increase year on year), costs were 19.07 billion yen (a 1.57 billion yen decrease), and economic benefits were 18.52 billion yen (a 8.6 billion yen decrease).

One reason why costs and economic benefits both decreased was that following the transfer of our HDD and HDD media business, three companies whose totals had been included in the scope of calculations until the end of FY 2008—Yamagata Fujitsu Ltd., Fujitsu Computer Products Corporation of the Philippines, and Fujitsu (Thailand) Co., Ltd.—were removed. As a result, costs and economic benefits decreased by approximately 200 million yen and 5.4 billion yen, respectively. Conversely, FDK Corporation was added to the scope of consolidation, resulting in an approximate 100 million yen increase in both costs and benefits.

Elsewhere, environmental remediation costs and benefits declined 400 million yen. Also, following the fall in market prices of unusable products, resource circulation benefits fell 1.9 billion yen year on year.

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

Trends in Costs and Economic Benefits

Costs ▢ Actual benefits ▢ Estimated benefits
(billion yen)

				Item	Main areas covered	Capital investment (billion yen)	Costs (billion yen)	Economic benefits (billion yen)	Related Pages
Business area costs/ benefits	Pollution prevention costs/benefits				Preventing air pollution/water pollution, etc.	0.92 (+0.63)	4.81 (−0.16)	5.69 (+0.56)	P69-72
	Global environmental conservation costs/ benefits				Preventing global warming, saving energy, etc.	1.12 (+0.13)	2.91 (+0.16)	1.29 (−0.71)	P67-68, 74
	Resource circulation costs/benefits				Disposal of waste, efficient utilization of resources, etc.	0.01 (−0.08)	3.17 (−0.28)	9.22 (−7.37)	P70
Upstream/downstream costs/ benefits					Collection, recycling, reuse, and proper disposal of products, etc.	0.00 (−0.01)	0.82 (−0.21)	0.39 (−0.13)	P65-66, 73
Administration costs/benefits					Provision and operation of environmental management systems, environmental education of employees, etc.	0.08 (−0.06)	4.11 (−0.52)	1.54 (+0.95)	P51-53, 69, 72
R&D costs/benefits					Research and development on products and solutions that contribute to environmental protection, etc.	0.27 (+0.06)	13.07 (+10.78)	35.72 (+33.82)	P57-64
Social activity costs					Donations to, and support for, environmental groups, etc.	0.00 (±0.00)	0.05 (+0.03)	–	P54, 75
Environmental remediation costs/ benefits					Restoration and other measures related to soil and groundwater contamination, etc.	0.00 (−0.02)	1.11 (−0.39)	0.00 (−0.40)	P71-72
Total						2.40 (+0.64)	30.06 (+9.42)	53.86 (+26.74)	–

- 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 55 and 56 for details on the environmental performance index (environmental conservation benefits).

With Our Customers

With Our Employees

With Our Business Partners

For Our Shareholders and Investors

With Global and Local Communities

For the Environment

Editorial Policy

In editing the 2010 Fujitsu Group Sustainability Report, we referred to third party opinions on the previous year's report, the opinions of readers and Fujitsu Group stakeholders, and general trends in CSR reporting. We aimed to communicate to the reader in an easy-to-understand manner the Fujitsu Group's philosophy, its initiatives, results and other factors it considers important with regards to CSR.

■ Reporting centered on factors considered important

This report focuses on three management transformations that function as the Fujitsu Group's business policy, through which we once again recognize the CSR issues that the Fujitsu Group considers important and introduce them to readers.

In the 'report to stakeholders' and 'environmental report' sections in the second half of this document, we selected and reported the themes that each department concerned in the Group considers important based on their understanding of "what is important for our stakeholders?" and "what is important for the Fujitsu Group?" We also continued to report on items featured in previous reports that each department considers to be still of prime importance to the Group.

■ Target Audience

All Fujitsu Group stakeholders, including customers, employees, shareholders and investors, suppliers and business partners, global and local communities, public institutions, and governments.
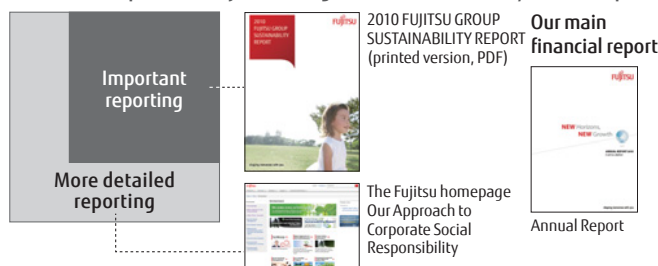
■ This report is produced in printed format and published on our website.

- You can download this report from our homepage as a PDF file.
- We also make every effort to provide more detailed information that we were not able to include in the printed report and to present the activities of the Fujitsu Group as extensively as possible on our website.

  WEB Our Approach to Corporate Social Responsibility
  http://www.fujitsu.com/global/about/responsibility/

- We report on our financial status in detail in our annual report.

  WEB Annual Report
  http://www.fujitsu.com/global/about/ir/library/annualrep/

Important reporting

More detailed reporting

2010 FUJITSU GROUP SUSTAINABILITY REPORT (printed version, PDF)

The Fujitsu homepage Our Approach to Corporate Social Responsibility

Our main financial report

Annual Report

- For further details, please follows the links on the Fujitsu Group homepage to the relevant part.

  WEB http://www.fujitsu.com/global/

Publisher

Published: September 2010 by Fujitsu Limited
Next issue: Scheduled for September 2011 (Previous issue: October 2009)

Authority for Publication: Masami Yamamoto
President and Representative Director

Reporting Timeframe

This report primarily focuses on the thinking, efforts, and accomplishments of the Fujitsu Group for fiscal 2009, the period from April 1, 2009 to March 31, 2010, with the data reflecting the actual results for that period. The report also includes partially the Fujitsu Group's activities and data prior to April 1, 2009 and for the period after April 1, 2010.

Organizations Covered

In principle, this report covers the entire Fujitsu Group, while the environment-related sections cover a total of 135 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 and Fujitsu Laboratories Ltd. (17 business locations) and 33 of its major manufacturing subsidiaries (25 domestic and eight overseas). Environmental accounting data covers Fujitsu Limited and its 30 principal subsidiaries (27 in Japan, three overseas).

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.

Please refer to the following website for a list of organizations whose activities we cover in our environmental reporting.
http://www.fujitsu.com/global/about/environment/communication/report/2010/

Significant Changes in Coverage

Following a business reorganization, FDK Ltd. and Fujitsu Technology Solutions (Holding) B.V. were added to the companies whose activities are covered in this report, while Fujitsu Automation Ltd., Fujitsu (Thailand) Co., Ltd. and Fujitsu Computer Products Corporation of the Philippines were removed.

Guidelines Referenced

- GRI Sustainability Reporting Guidelines, Version 3.0 (G3)
  http://www.globalreporting.org/
- 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)

A Note Concerning Future Projections, Forecasts and Plans

This report not only describes past and present facts related to 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.
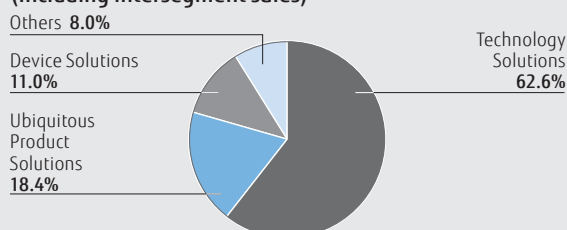
Fujitsu Group Profile

Parent Company Addresses: Fujitsu Limited
- 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: Masami Yamamoto

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

Sales: Consolidated: ¥4,679.5 billion (Fiscal year 2009)

Capital: ¥324.6 billion (as of the end of March 2010)

Total Assets: ¥3,228,051 million (as of the end of March 2010)
(Liabilities: ¥2,279,678 million; net assets : ¥948,373 million)

Fiscal Year-end: March 31

Employees: Consolidated: 172,438 (as of the end of March 2010)
Unconsolidated: 25,134 (as of the end of March 2010)

FY 2009 Consolidated Net Sales by Business Segment (Including intersegment sales)

Others **8.0%**
Device Solutions **11.0%**
Ubiquitous Product Solutions **18.4%**
Technology Solutions **62.6%**

Independent Assurance Report

Independent assurance report

30 June 2010

Mr. Masami Yamamoto

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 environmental information[1] of the Company and its major subsidiaries for the year ended 31 March 2010, that were reported in the Fujitsu Group Sustainability Report 2010 (the "Report"). The assurance procedures are with respect to whether the key environmental performance indicators have been measured and calculated accurately, whether material information has been fully disclosed in accordance with the reporting standards for sustainability reports[2] and whether the Company's self-declaration on the GRI application level conforms to the application level criteria stipulated by the GRI guidelines.

The preparation of the Report is the responsibility of the Company's management. Our responsibility is to express an independent opinion on the Key Environmental Performance Indicators.

2. Outline of the assurance procedures performed

We have performed limited assurance procedures[3] in accordance with the 2003 International Standard on Assurance Engagements (ISAE) 3000: Assurance Engagements 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.

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, that material information has not been disclosed in accordance with the 2009 Sustainability Reporting Assurance and Registration Criteria, or that the Company's self-declaration on the GRI application level does not conform to the application level criteria stipulated by the GRI guidelines, in all material respects.

4. Independence

Our assurance is compliant with the Ethics Regulations of J-SUS and there is no financial interest between the Company and us.

Akihiro Nakagome
Representative Director
Ernst & Young ShinNihon Sustainability Institute Co., Ltd.

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[1] The scope of material environmental information is stipulated in the 2009 Sustainability Reporting Assurance and Registration Criteria of the Japanese Association of Assurance Organizations for Sustainability Information (J-SUS).

[2] The reporting standards refer to the 2007 Environmental Reporting Guidelines of Japan's Ministry of the Environment, the 2006 Sustainability Reporting Guidelines of the Global Reporting Initiative(the GRI), and the 2009 Sustainability Reporting Assurance and Registration Criteria of J-SUS in the context of specifying the material subject to disclosure and the application level criteria stipulated by the GRI guidelines

[3] 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 related records to verify the qualitative information and whether or not the Company's self-declaration on the GRI application level conforms to the application level criteria stipulated by the GRI guidelines

Ensuring the Reliability of Information Disclosure

The 2010 Fujitsu Group 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.

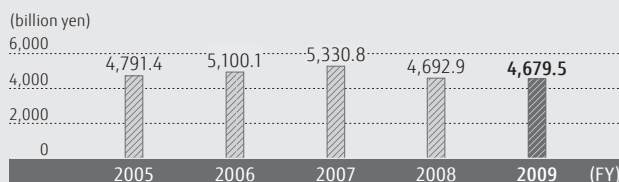**The Japanese Association of Assurance Organizations for Sustainability Information (in Japanese)**
http://www.j-sus.org/index.htm

J-SUS

Sustainability report audit and registration mark

This report corresponds to GRI Application Level B[+].

G B[+] GRI REPORT 3rd PARTY CHECKED

A GRI guideline comparison table can be found on the following website.
http://www.fujitsu.com/global/about/environment/communication/report/2010/

Consolidated Net Sales

(billion yen)

(FY)	2005	2006	2007	2008	2009
	4,791.4	5,100.1	5,330.8	4,692.9	4,679.5

Consolidated Operating Income/Net Income

Operating Income   Net Income

(billion yen)

(FY)	2005	2006	2007	2008	2009
Operating Income	181.4	182.0	204.9	68.7	94.3
Net Income	68.5	102.4	48.1	-112.3	93.0

Research and Development Expenditures/Capital Expenditures

Research and Development Expenditures   Capital Expenditures

(billion yen)

(FY)	2005	2006	2007	2008	2009
Research and Development Expenditures	241.5	254.0	258.7	249.9	224.9
Capital Expenditures	249.9	305.2	249.0	167.6	126.4
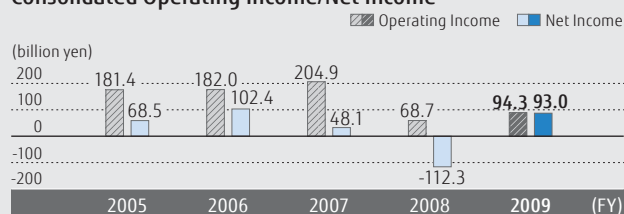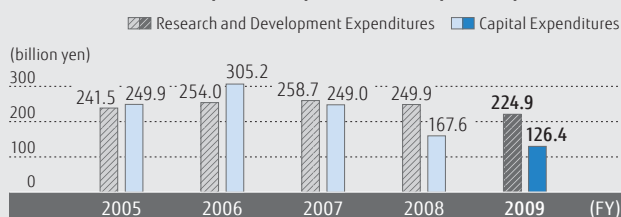
Trends in the Numbers and Ages of Employees

No. of Employees (consolidated)   No. of Employees (unconsolidated)   Average Age (unconsolidated)

(people)   (age)

(FY)	2005	2006	2007	2008	2009
No. of Employees (consolidated)	158,491	160,977	167,374	165,612	172,438
No. of Employees (unconsolidated)	36,820	36,561	27,310	25,899	25,134
Average Age (unconsolidated)	39.8	40.3	40.7	41.1	41.4
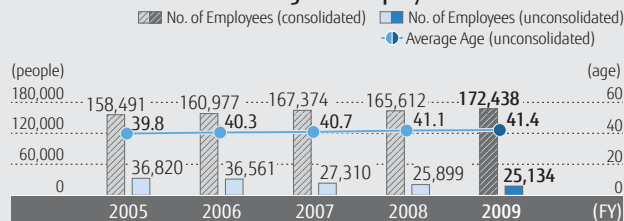
FUJITSU LIMITED

For inquiries about this report, please contact:

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Kanagawa 211-8588, Japan
Tel: +81-44-874-2439   Fax: +81-44-754-8716

Corporate Environmental Strategy 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

The Fujitsu Group
Environmental Emblem

Sustainability report
audit and registration mark

J-SUS

Legibility Considerations
We have reviewed this report using our ColorSelector tool to choose
a highly accessible color combination so that the text and f igures
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
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