

Fujitsu Group
Sustainability
Report
2012

FUJITSU

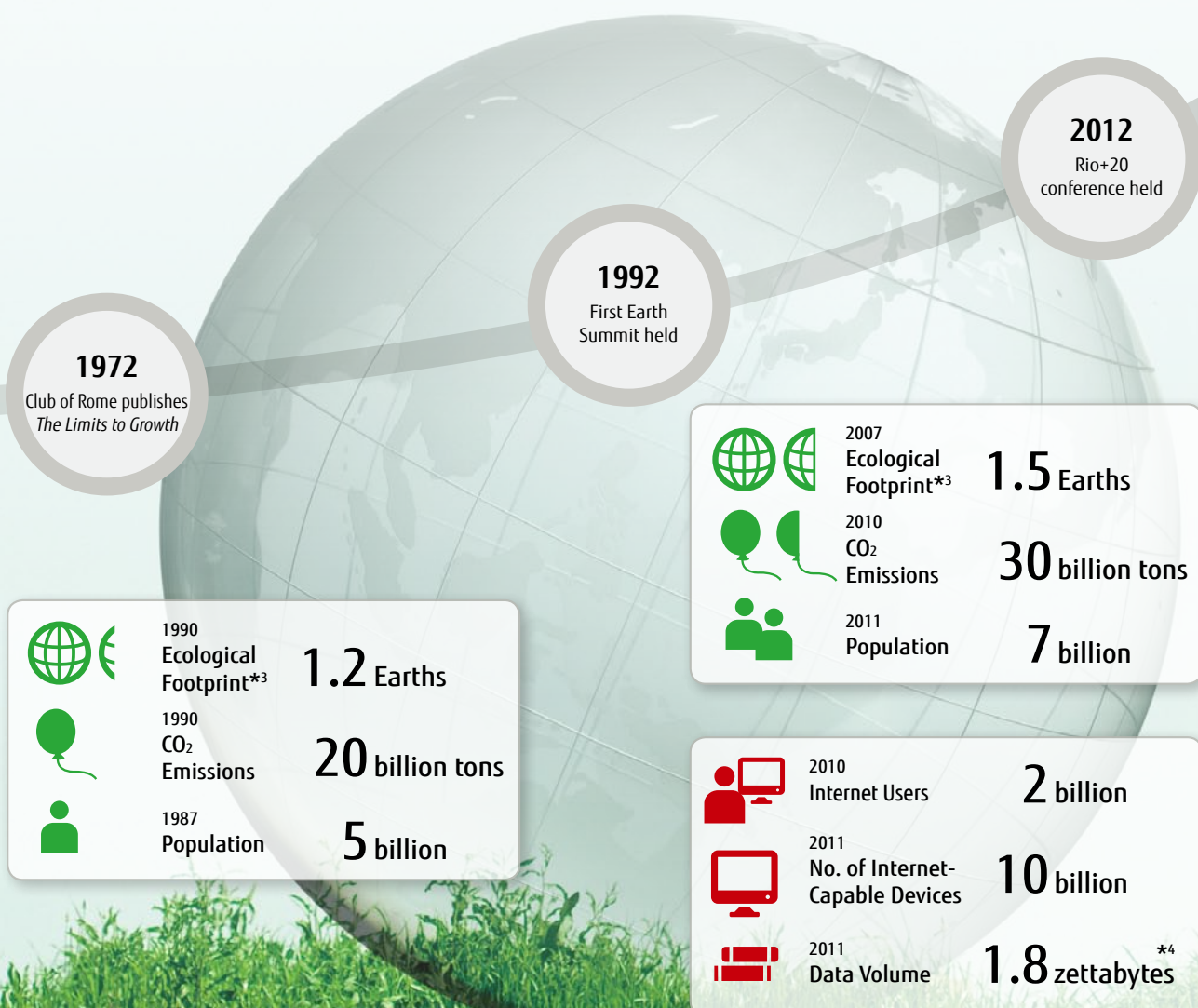
The Power of ICT
for sustainability and beyond

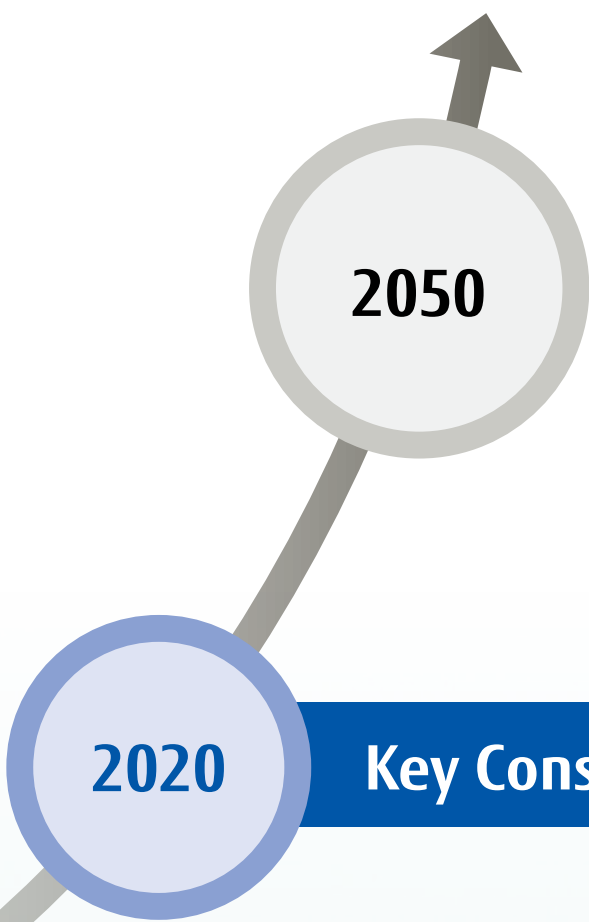





shaping tomorrow with you

How Can ICT*¹ Contribute to the Earth and Society's Future toward 2020?




Forty years have passed since the Club of Rome sounded an alarm about population growth and environmental pollution in its report *The Limits to Growth*.^{*2} Twenty years have passed since the first Earth Summit focused on the environment and sustainable development was held in Rio de Janeiro. The global financial crisis, heightened concerns about climate change, and other developments have put us at a crossroads. The time has come to search for a new paradigm, to move away from the age of striving to maximize profit and growth at any cost.








	2050 Ecological Footprint* ³	2.8 Earths
	2050 CO ₂ Emissions	57 billion tons
	2050 Population	9.3 billion

Key Considerations Looking to 2020

	2020 Ecological Footprint* ³	1.8 Earths
	2020 CO ₂ Emissions	38 billion tons
	2020 Population	7.7 billion

	2020 Internet Users	4 billion
	2020 No. of Internet-Capable Devices	50 billion
	2020 Data Volume	35 zettabytes ^{*4}

Increasingly Complex Issues

With the population having grown to 7.7 billion, will the human race be able to balance securing food and energy with reducing greenhouse gas emissions? Can ICT help solve problems in emerging nations like starvation and poverty and issues in industrialized nations such as demographic aging?

Super-Connected World

Having doubled to 4 billion, will Internet users have even greater opportunities than now? Will ICT be used to bring about a society with a level playing field for all to pursue possibilities?

Dramatically Changing Cyber Society

Amid a surge in Internet-capable devices to some 50 billion units, will ICT infrastructure run stably? Will ICT stay a step ahead of cyber-attack threats, supporting safe and secure living?

*1 ICT: Information and Communications Technology
 *2 The Club of Rome's *The Limits to Growth*: A report on research conducted by Dennis L. Meadows, PhD and others from the Massachusetts Institute of Technology using computer simulations. It warns that growth of the human race will reach its limit within 100 years if population growth and industrialization trends continue unchanged.
 *3 Ecological footprint: An index showing how much impact our daily lives have on the environment. We show the ecological footprint here in number of planets, assuming people worldwide maintain living standards on par with advanced nations. Our figures are based on the WWF's *Living Planet Report 2012*.
 *4 Zettabyte: A unit of information storage. 10 to the power of 21 (around one trillion gigabytes).



The Fujitsu Group Will Contribute to the Sustainable Development of Society and the Planet through Its Business Activities

**“Deliver opportunities and security to as many people as possible worldwide through ICT”
That is our social responsibility.**

**The Fujitsu Group believes ICT is all about “realizing sustainable human advancement.”
One thing that stands out about the Fujitsu Group is our ability to tie world-leading,
user-friendly technology to global and social sustainability.**

**Human Centric Intelligent Society:
Realizing Societies Where People Can Live with Peace of Mind**



Embracing the Challenge of Transforming Society through the Three Powers of ICT in the Run-up to 2020

The Fujitsu Group has identified fields to focus on in the run-up to 2020. These were chosen with an eye to "Addressing Society's Challenges through Corporate Activities," one of the priorities of the Group's CSR Policy (see p. 14), and through discussions with outside experts (see p. 33–34).

1 The Power to Shape the Future Solving difficult global challenges and social issues through computing

- Demonstrate world-class technology leadership to step as far as possible into the future
- Expand the provision of solutions designed to address priorities (food, healthcare, education, etc.)
- Achieve our environmental vision, a low-carbon, prosperous society

2 The Power to Provide Equal Opportunities to All People Develop user-friendly terminals and interfaces, along with frameworks for promoting ICT implementation in developing countries

- Develop terminals and devices targeting 4 billion Internet users
- Execute businesses that provide opportunities on a global basis
- Conduct field surveys in developing countries and develop partnerships

3 The Power to Support Safe and Secure Living Ensure stable operation of social ICT infrastructure and cyber security

- Help to build a value-creation platform, eyeing an era when virtually everything is connected to the Internet
- Achieve stable operation of world-class ICT systems
- Develop and strengthen cyber security solutions

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Message from Management



Fujitsu Limited
President

Masami Yamamoto

The Fujitsu Group's Businesses Exist for the Benefit of Society and Are the Embodiment of CSR

No company, no matter how spectacular, can continue to conduct business without the Earth that we all inhabit. We believe that the essence of CSR is the transformation of business activities to suit the surrounding environment so as to leave a beautiful planet for our children.

I believe that the Fujitsu Group's businesses exist for the benefit of society, and that our business activities themselves are the embodiment of CSR. This Sustainability Report offers a look back on our activities during the previous fiscal year, as well as a glimpse ahead to 2020 to present a vision of the role that ICT should play.

Last year's Great East Japan Earthquake and the flooding in Thailand have taught us that safety and security cannot be taken for granted. The effects of climate change and the resource depletion that the world population explosion has triggered are just some of the factors indicating that the sustainability of the planet itself is sinking into crisis.

We Believe in the Power of ICT to Change Society for the Sustainability of the Planet

The Fujitsu Group, as stated in its medium-term vision, aspires to achieve the realization of a Human Centric Intelligent Society, a prosperous future in which people can live peacefully and securely. ICT supports myriad aspects of our lives, such as transportation, finance, food and energy. I believe in the power of ICT to transform society.

One example of this is achieving sweeping advances in computing to simulate future generations and bring us one step closer to a prosperous future society. While providing new value, we will, at the same time, enhance the energy efficiency of ICT itself.

The recent explosive proliferation of smartphones, social networking services and other technologies has given us a close-up view of both the bright and dark sides of the cyber society. As a leading company in ICT, we will work in cooperation with various entities to contribute to the creation of a safe and secure cyber society environment.

The business value chain has no borders. The Fujitsu Group, as a participant in the UN Global Compact, will support its 10 principles, listen to the views of stakeholders around the world, and press forward with the creation of a prosperous future.

Opening Discussion

Sadako Ogata (Special Advisor to the President, Japan International Cooperation Agency) and Masami Yamamoto (President, Fujitsu Limited)

With the advancement of the global economy, coordinated action between governments, international institutions and corporations is vital for the resolution of global issues. We asked Sadako Ogata, a respected world authority in the field of international contributions and Special Advisor to Japan International Cooperation Agency (JICA), about the role that ICT should play in this area.



“The sustainability of our planet is the biggest issue that humanity faces today.” ——— Masami Yamamoto

Yamamoto The sustainability of our planet is the biggest issue that humanity faces today. Along with the population explosion and climate change, there are also concerns about the depletion of many types of resources, including food, water and energy. With ICT driving further globalization, and the world becoming more interwoven, I sense that the role for ICT to play is growing larger. Are global ties also becoming stronger in the economic development field where JICA operates?

Ogata JICA has provided development assistance to various countries, and, during the Great East Japan Earthquake, I was surprised at the large amount of money and goods received from developing countries that are themselves facing difficult situations. There have been proposals such as rebuilding the disaster-stricken parts factories in Vietnam, while the flooding in Thailand revealed that damage to the manufacturing base in just one country can reverberate throughout the global supply chain. We are entering an era of internal and external integration, in which there is no division between domestic and foreign issues.

Yamamoto ICT crosses borders to support people’s lives, and I am also strongly aware of the global connections. Fujitsu’s ambition is to provide as many



people as possible around the world with opportunity and security through ICT. ICT, as a common global language, will make it possible to undertake many types of challenges uniformly across regions. We think the ideal society is one in which people everywhere use ICT to open pathways to their own futures.

Ogata JICA has a vision of “Inclusive and Dynamic Development” through which the fruits of economic growth extend to all people. In Thailand, where the flooding occurred, for example, while some regions have prospered as global manufacturing centers, difficult living conditions remain in rural areas. Since the information revolution has exponentially broadened peoples’ expectations, this situation could lead to anti-government uprisings such as the Arab Spring. Leaders need to be constantly aware of such gaps.

Yamamoto The scope of ICT is steadily expanding, and is even being utilized in areas like agriculture. For example, by using sensors to collect data on things such as climate and soil conditions, which used to depend on the intuition of farmers, and storing it in the cloud, we can generate a new type of wisdom. If systems like this are extended to agriculture in developing countries, it will enrich the lives of people there, and also help to resolve global food issues. Fujitsu has set out a vision of a Human Centric Intelligent Society to bring about a prosperous future, and will work to pursue this goal over the long term.

“Many developing countries have expectations for Japanese ICT and other types of cutting-edge science and technology.” ————— Sadako Ogata

Ogata JICA provides not only the hardware side assistance, such as establishing technical and engineering colleges, but also many other softer forms of aid, such as teacher training and development of educational materials. Many developing countries have expectations for Japanese ICT and other types of cutting-edge science and technology. JICA and private companies work in partnership to resolve development issues in these countries, while, at the same time, we nurture future markets together. I hope that Fujitsu will join us in this partnership.

Yamamoto I believe that ICT has the power to change the world. There are many ways in which ICT will allow developing countries to bypass the growing pains of the traditional development process, such as eliminating disparities by providing opportunities without requiring the movement of people. Many companies have shown that they are motivated by nothing more than profit. Fujitsu is not one of them, and we will continue to extend the limits of Fujitsu’s contribution to the world.

Note: Japan International Cooperation Agency (JICA) made a fresh start in October 2008 when it took over the overseas economic assistance operations of Japan Bank for International Cooperation (JBIC) and a portion of the grant aid provided by Japan’s Ministry of Foreign Affairs. The New JICA is a comprehensive international support institution providing technical assistance, loan assistance and grant aid—the three means of ODA (Official Development Assistance)—in an integrated manner.



Profile of Sadako Ogata

Sadako Ogata was born in 1927. After graduating from the Literature Department at the University of the Sacred Heart in Tokyo, she received a master’s degree from Georgetown University and a Ph.D. in political science from the University of California, Berkeley. In 1976, Ogata joined the Permanent Mission of Japan to the United Nations, later serving in such posts as Envoy Extraordinary, Chairman of the UNICEF Executive Board, and Representative of Japan to the UN Commission on Human Rights. In 1990, Ogata was selected by the UN General Assembly as the 8th United Nations High Commissioner for Refugees, serving for 10 years beginning in 1991. In October 2003, Ogata assumed the position of President of the Japan International Cooperation Agency (JICA), and, since April 2012, has served as a JICA special adviser.

Japan International Cooperation Agency (JICA)
JICA is an independent administrative institution established to promote international cooperation and benefit the sound development of Japan and the international economic community through contributions to the economic and social progress, as well as the reconstruction and economic stability, of developing regions of the world.

Special Feature: Fujitsu Envisions Smart Cities

Making a Secure, Prosperous Society a Reality

The Fujitsu Group will promote smart cities as an impetus for social change

In line with its long-term vision of realizing a Human Centric Intelligent Society, the Fujitsu Group is striving to leverage ICT to create a society where people's lives are prosperous and more secure.

Amid an ongoing population shift to cities worldwide, we are aggressively promoting smart cities as a driver for social transformation.



Fujitsu's Smart City Vision

There are many problems around the globe that require immediate efforts for resolution. Among others, environmental deterioration and an array of resource shortages in increasingly crowded urban centers has become an area of particular concern. It is projected that 60% of the global population will live in cities in 2030, consuming 73% of the world's total energy. This trend is driving the need for "smart cities," innovative urban developments that leverage ICT for the management of natural energy consumption at the community level and other technologies to balance environmental stewardship with comfortable living.

In the quest to quickly rebuild areas devastated by the Great East Japan Earthquake, there is a greater desire than ever in Japan for progressive community building delivering safety and peace of mind to daily life.

A new, sustainable economic growth model is needed to reenergize the Japanese economy. Furthermore, it is imperative that social problems like demographic aging and fewer children are addressed at the community level.

Against this backdrop, the Fujitsu Group is working to harness ICT to make smart cities a reality, with a focus on energy, the environment and improving the quality of life for urban residents.

Smart City Goal: Social Value Cycle Model

It takes more to build a smart city than simply using ICT to link and manage social infrastructure. Providing new value and services that residents truly need is also essential.

Generating the knowledge to arrive at solutions by continuing to closely examine local issues, while putting this information into the equation when analyzing the enormous amount of data from smartphones, various sensors, meters, and other devices, is a crucial task. Achieving it requires that Fujitsu put ICT to work to establish a sustainable social value cycle and create new innovations.

For example, local production for local consumption utilizing renewable energy could raise energy costs, but at the same time overall social costs could be reduced by using ICT to make medical and nursing care services more efficient. It is also important to leverage ICT in tourism and other businesses to revitalize communities and towns.

The Fujitsu Group will use know-how and technology it has amassed over the years to build smart cities.



Head of Smart City Promotion Unit
Ken-ichi Yamagishi

An assortment of ICT will be harnessed to enable smart cities.

This will mean putting into play, for example, sensors to collect data on household and corporate electricity consumption, local weather, and other information; clouds and other integration platforms to pool the massive amounts of information obtained; and tools to immediately analyze and utilize the consolidated data. Efficient, precise social infrastructure management also calls for algorithms to analyze data and the ability to build architecture enabling discrete

ICT functions to work together seamlessly. With a solutions track record spanning a wide spectrum of industries and regions, Fujitsu has comprehensive technological prowess in the fields that will serve as the foundations for smart cities.

Going forward, we will remain dedicated to helping establish smart cities and sustainable communities, while building firm partnerships with municipalities and other business entities.

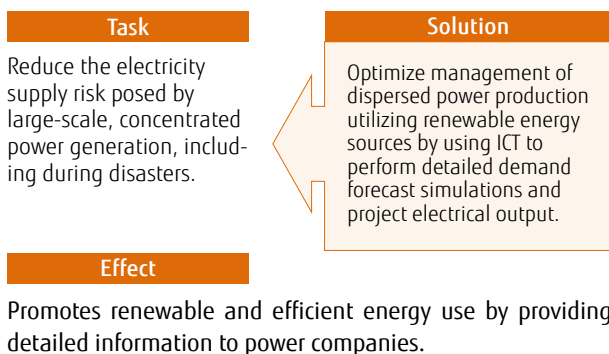
Deployment of Problem Solving Specialists

Established in 2007, Fujitsu's team of Field Innovators is now some 400 strong. Field Innovators are deployed to customer worksites to make issues visible by utilizing ICT and promoting improvement and innovation in problem areas.

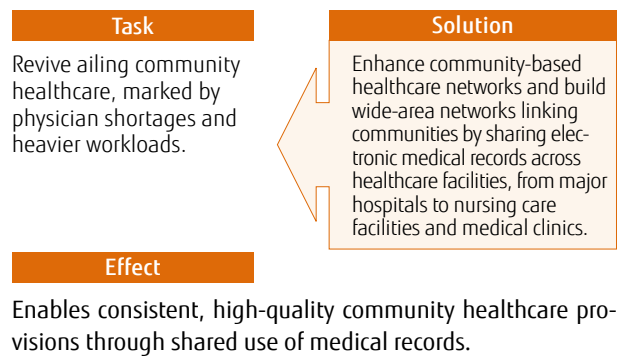
Although Field Innovators have primarily provided services to companies, the practical knowledge gained through these activities will likely play a role in resolving various problems that local communities face.

We are already working in fields like those discussed below, and will shore up these initiatives to come closer to making smart cities a reality.

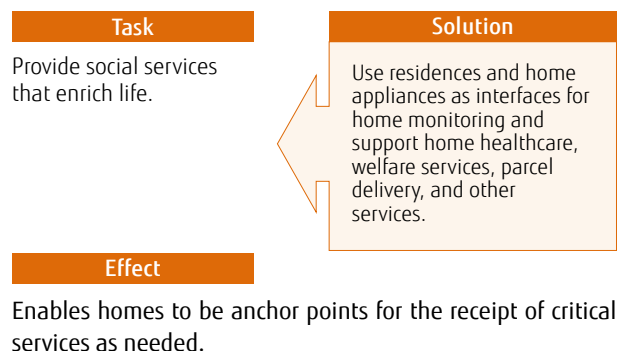
Approach 1: Local Energy Production and Consumption



Approach 2: Local Healthcare Network



Approach 3: Smart Houses



Special Feature: Fujitsu Envisions Smart Cities

Initiatives in Japan

Multiple projects and field tests are underway toward smart city realization. Fujitsu is currently involved in smart city projects in around 20 communities worldwide, where it is reinforcing efforts to build prosperous, secure communities.

Aizuwakamatsu, Fukushima Prefecture

In collaboration with the city of Aizuwakamatsu and Tohoku Electric Power Co., Inc., Fujitsu has begun formulating business plans for the creation of a smart community in Fukushima Prefecture's Aizuwakamatsu region. Dubbed the "Aizuwakamatsu Area Smart Community Deployment Project," this initiative has been selected as part of the Ministry of Economy, Trade and Industry's "FY 2011 Project to Support the Spread of Smart Communities" and "FY 2011 Promoting the Introduction of Smart Communities." Project goals include developing a community that uses a combined heat and power system with distributed biomass cogeneration, promoting the deployment of renewable energy sources in tandem with local disaster preparedness measures, and building an energy control center.

Urayasu, Chiba Prefecture

Fujitsu is participating in an industry-government-academia consortium, promoting the smart city project as part of steps to achieve Urayasu's vision to become a green city.

Satsumasendai, Kagoshima Prefecture

The Satsumasendai City Next-Generation Energy Vision Development Committee was established to advance urban development by leveraging next-generation energy sources. Fujitsu will help the city of Satsumasendai put together its vision and take part in smart grid field trials, contributing to the realization of a smart community.

Toyota, Aichi Prefecture

Fujitsu is working together with Toyota Motor Corporation on demonstration tests for energy data management under the "Next-Generation Energy and Social Systems Demonstration Areas" program launched in 2010 by the Ministry of Economy, Trade and Industry.

Overseas Initiatives Saudi Arabia

The Fujitsu Group is working to transform industrial estates managed by the Saudi Industrial Property Authority (MODON) into smart cities.

In line with its national strategy of industrial diversification and industrialization, Saudi Arabia is aggressively pursuing industrial complex development. MODON plans to raise the number of its industrial estates from the current 28, including those under development, to 40 by 2015. However, environmental problems are emerging with the rapid industrialization. In fact, the two field surveys we conducted in fiscal 2011 showed serious air and water pollution problems at the Dammam 2nd Industrial City located on the Persian Gulf.

Turning things around calls for a total solution built on our previous successes in tackling pollution in Japan, including environmental pollution monitoring, environmental system design, sustainable environmental management model creation, and eco-city master plan formulation.

We began by working on the critical task of detailed engineering of an environmental monitoring system, looking to bring it online in fiscal 2013. Moving ahead, we will build an environmental improvement system and a cloud system covering industrial estates nationwide as part of additional steps to bring about environment-friendly eco-cities.



Dammam 2nd Industrial City Field Survey

Column

Supporting reconstruction provided opportunities to consider future issues in Japan

To support recovery and reconstruction in disaster-stricken areas, the Fujitsu Group established an organization dedicated to locally-driven initiatives to create communities that will be great places to live for years to come.

Getting a feel for the situation on the ground as a starting point for understanding local needs

Last year's major disasters brought Japan face to face with problems once believed to be still a ways off, including care for senior citizens living alone in a graying society, a safe and secure energy supply, and a balanced food supply.

On December 22, 2011, Fujitsu established the East Japan Reconstruction and Regeneration Support Unit to provide ongoing support to communities and residents with recovery and rebuilding after the Great East Japan Earthquake. The unit has branches in the three prefectures hit hardest by the disasters—Iwate, Miyagi, and Fukushima.

Having engaged in dialogue with many people met along the way, including those from municipalities, we feel that strengthening mutual ties is what matters most. Fujitsu believes the most pressing problems that need to be solved in disaster-stricken areas will naturally surface if relationships can be built where anything is open to frank discussion.

Local Activities Bring Needs into Focus

The Fujitsu Group has provided on-the-ground assistance in many ways to disaster-stricken areas since the earthquake and tsunami. In the media and elsewhere, there is talk about gradual progress being made from recovery to rebuilding. Actual field conditions, however, suggest there is still a long way to go.



Senior Director
East Japan Reconstruction and Regeneration Support Unit
Shinsuke Hamada

Even now, more than a year after the disasters—many people living in temporary housing have no homes to return to. Lots of temporary housing residents have become isolated, having lost important community ties in their neighborhoods. Deteriorating health among senior citizens living in isolation and other people living in totally altered environments is another major problem. While local governments, NPOs, and others are doing everything they can to help, the scope of initiatives is currently restricted in part by limited human resources. We think health management frameworks based on ICT-enabled safeguards and vital data* monitoring are an effective way to make it easier to lighten the burden on people providing support in such environments.

The tsunami took the lives of many in coastal areas. Numerous people lost their lives in the line of duty, having returned to close floodgates along the coast. If only to ensure that such misfortune is not repeated, remote closing of floodgates will likely be required in the future.

Disaster-stricken municipalities face growing workloads, with the responsibility of recovery and reconstruction now added to regular operations. Despite being victims themselves, these staff members continue to perform their duties with a strong sense of mission; but the mental and physical strain is enormous. Using ICT to make operations more efficient would likely reduce the physical burden, and keeping abreast of the staff's mental status will facilitate appropriate mental care.

Fujitsu is building strong relationships with municipalities and residents in the areas damaged to get to the real issues. We will then devise the best path to resolution, effectively employing ICT to this end.

We believe this is the mission of the Fujitsu Group. We will continue to seek a realistic view at the ground level as we work vigorously to help customers and local residents in disaster-stricken areas get back on their feet and move toward a new beginning.

* Vital data refers to biological information like temperature, pulse, and blood pressure.

Our Approach to CSR



Corporate Senior Executive Vice President and Representative Director
Masami Fujita

CSR Activities as a Global ICT Company

As ICT utilization gains momentum on a global scale, the scope of social responsibility for the Fujitsu Group grows ever wider.

In 2012, the Group drafted a set of objectives to meet through FY 2020, and has clarified fields of focus (see p. 04) to guide concrete steps to resolve priority issues facing society through the Fujitsu Group's core corporate activities (Priorities 1 and 2 of the CSR Policy). Action was also taken to strengthen CSR activities as a global ICT corporation, including through the adoption of a management system based on the ISO 26000 standard.

As a good corporate citizen, the Fujitsu Group, in partnership with its many stakeholders, is committed to helping create a better society.

Fujitsu Way

The Fujitsu Way will facilitate management innovation and promote a unified direction for the Fujitsu Group as we expand our global business activities, bringing innovative technology and solutions to every corner of the globe.

The Fujitsu Way provides a common direction for all employees of the Fujitsu Group. By adhering to its principles and values, employees enhance corporate value and their contributions to global and local societies.

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

Corporate Values

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

Principles

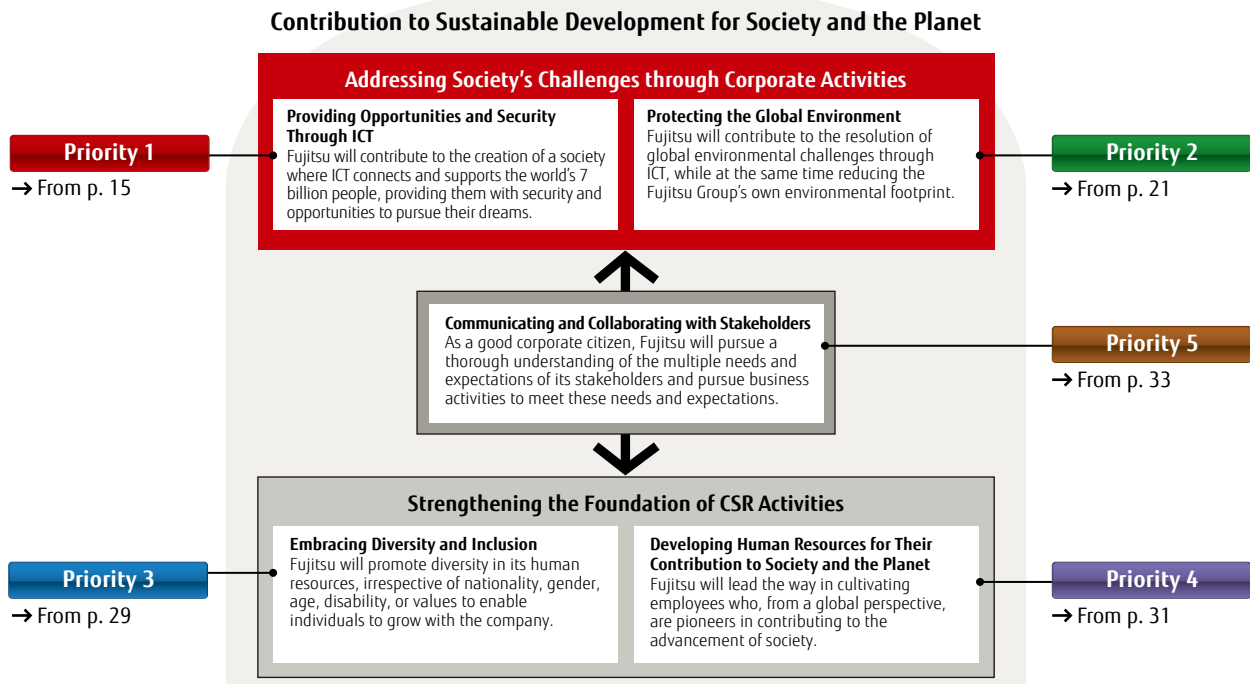
Global Citizenship	We act as good global citizens, attuned to the needs of society and the environment.
Customer-Centric Perspective	We think from the customer's perspective and act with sincerity.
Firsthand Understanding	We act based on a firsthand understanding of the actual situation.
Spirit of Challenge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

- Code of Conduct**
- We respect human rights.
 - We comply with all laws and regulations.
 - We act with fairness in our business dealings.
 - We protect and respect intellectual property.
 - We maintain confidentiality.
 - We do not use our position in our organization for personal gain.

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

Fujitsu Group CSR Policy

CSR at Fujitsu is practiced by implementing the Fujitsu Way. In all its business activities, by implementing the Fujitsu Way in light of the expectations and needs of multiple stakeholders, the Fujitsu Group contributes to the sustainable development of society and the planet. Fujitsu will focus on the following five priority issues in implementing its CSR practices. By pursuing these issues, Fujitsu will promote responsible management as a global ICT company.



Our Approach to CSR

CSR Activity Targets and Achievements

Fujitsu has defined medium-term targets for FY 2020. It also sets goals for individual fiscal years along the way, and publicizes its level of achievement. Refer to pages 43–44 for more details.

Organization 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.

Furthermore, the CSR Promotion Task Force, which has representatives from all concerned departments, set up performance indicators, distributed information, and investigated new examples of benefits to society and solutions to social problems.

CSR Activities Utilizing ISO 26000

Since FY 2011, Fujitsu has utilized the ISO 26000 social responsibility standard (issued November 2010) as a means of deepening its own CSR activities. A team drawn from across Fujitsu compiled a checklist based on the seven core subjects of the ISO 26000 standard, and set about confirming the status of implementation. The team's results found that Fujitsu Limited alone demonstrated a high level of practice overall. At the same time, the assessment revealed that a better understanding of CSR practices was needed at Fujitsu affiliates, including those overseas. Plans going forward call for conducting a survey of actual CSR practices at those affiliates.

VOICE: Feedback from Experts



Craig Consulting President
Mitsuo Ogawa

In FY 2011, we worked with the Fujitsu Group in preparing a checklist and conducting an internal assessment to better understand the state of CSR activities within the Group in light of ISO 26000. As a result, we were able to verify that, building on the Fujitsu Way, Fujitsu Limited itself maintains high standards for its CSR activities. We look forward to seeing the Fujitsu Group engage even more proactively in efforts to solve social issues through use of its ICT.

Priority 1**Providing Opportunities and Security Through ICT****Providing New Values Through ICT****We will Solve Social Issues with Innovation.**

Fujitsu jointly developed the K computer*, ranked as the world's fastest supercomputer in 2011, and is globally deploying a secure cloud platform with world-class reliability. Fujitsu is offering solutions to intractable problems in a variety of fields, from medicine and food to disaster preparedness, through the provision of advanced, easy-to-use technology. We will keep meeting the challenge of realizing a better future through computing.

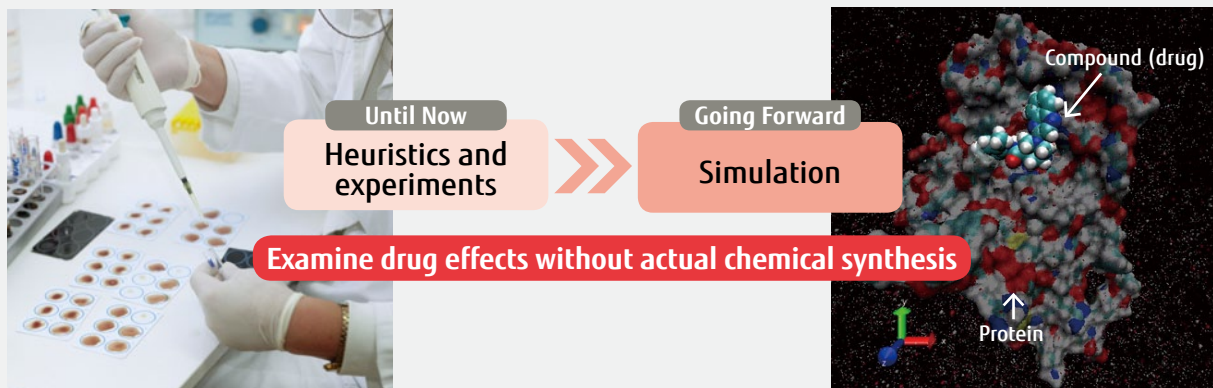
* The K computer: K computer is a registered trademark of RIKEN

**Key Examples from FY 2011****Collaborative Research with Stockholm University Using Supercomputers to Accelerate International IT-based Drug Discovery**

Cancer is becoming the main cause of death globally, due in part to aging societies and modern lifestyles. With the number of cancer patients estimated to increase by 75% by 2030, the need is urgent to develop effective treatments. However, experimental drugs have only a 0.01% chance of making it to market. Raising development success rates is a pressing issue. In collaboration with the University of Tokyo's Research Center for Advanced Science and Technology and

Sweden's Stockholm University, Fujitsu is working to leverage IT-based drug discovery technologies to reduce the cost and time spent on animal testing and clinical trials.

Fujitsu will keep striving to contribute to the development and improvement of effective medicines against intractable diseases like cancer by performing highly accurate simulations utilizing the computational power of supercomputers.

Search for potent drug candidates

New drug development support via highly accurate simulation to predict binding activity

Fujitsu's Cloud-enabled ICT System Supporting a Stable Supply of Safe and Fresh Produce is Deployed at AEON Co., Ltd.'s Directly Operated Farms

Japanese agriculture faces the crucial tasks of bolstering its competitiveness as an industry and steadily delivering safe and fresh produce to consumers.

AEON AGRI CREATE Co., Ltd. manages and handles produce production at Aeon Co., Ltd.'s directly operated farms. It employs Fujitsu's cloud to make all aspects of operations visible—from production to sales of produce—at eight of its farms in the six prefectures of Ibaraki, Tochigi, Chiba, Saitama, Oita, and Shimane across Japan.

This makes it possible to assess factors such as costs for each crop, facilitating profit improvement via cost analysis. The system is also expected to support the supply of safe produce to consumers through the collection and analysis of information on production processes, including records of farm work and agrochemical and fertilizer use.

Multifaceted measures encompassing management, production, and quality are key to making farming more sophisticated. Fujitsu will offer cloud services to help usher in next-generation farming.



Photographs are taken of crop conditions, shared on the cloud, and then analyzed



Crops grown on AEON Co., Ltd.'s directly operated farms

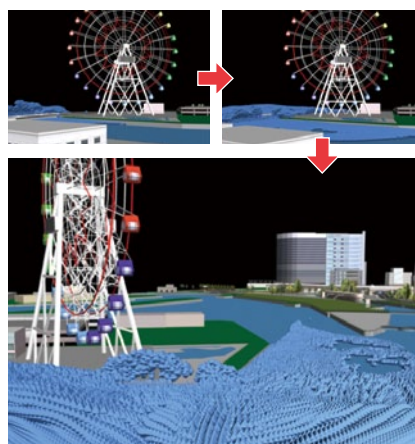
Collaboration with Tohoku University on Tsunami Simulation Research Using High-precision 3D Tsunami Simulations to Achieve a Disaster-resilient Asia

Total fatalities due to natural disasters around the world from 2001 to 2010 were 2.3 times greater than in the previous decade. Two thirds of the fatalities were concentrated in Asia, where many earthquakes, tsunamis, and other catastrophes occur, making disaster risk reduction a key issue in the region.

Research using simulations to mitigate tsunami risks is nothing new, but these projections were limited to calculating tsunami heights and arrival times at coastal areas. It was not possible to project tsunami damage from inundation in urban areas and rivers.

In collaboration with Tohoku University, Fujitsu has begun high-precision 3D tsunami simulation research leveraging the K computer. This technique enables realistic 3D recreations of tsunami impacts on levees bordering coastal areas and buildings in urban areas, which hold promise for helping realize highly reliable disaster preparedness and mitigation measures.

Fujitsu will employ this technique to assist in alleviating damage from natural disasters in Asia, starting with recovery and revitalization efforts in areas hit by the Great East Japan Earthquake.



3D tsunami simulation

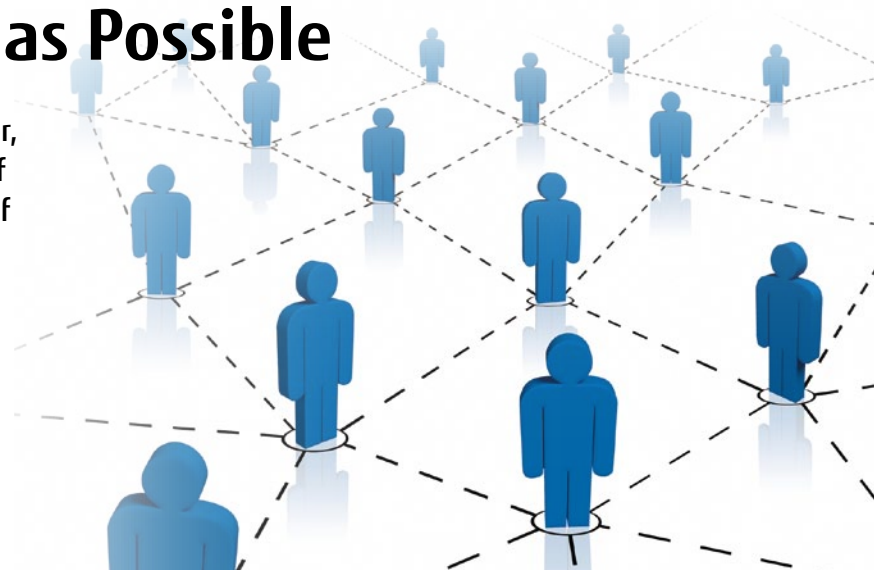


Supercomputer, the "K computer"

Priority 1 Providing Opportunities and Security Through ICT**Increasing ICT Accessibility**

Providing Opportunities to as Many People as Possible

ICT brings people around the world together, and is a common language in the pursuit of one's own possibilities. To open the doors of cyber society so that as many people as possible can reap the benefits of ICT, Fujitsu will offer intuitive devices that everyone can understand and use, and provide systems to support ICT deployment in developing countries.



Key Examples from FY 2011

The Fujitsu Group's ICT Platform to Handle Sharp Rise in Communications Traffic from Sophisticated Mobile Phone Services in Morocco

The Kingdom of Morocco is a constitutional monarchy located in northwest Africa, with a population of roughly 32 million people. With the country's mobile phone market continuing to grow rapidly, Méditel, the second-largest domestic mobile telecommunications provider, needed to quickly manage increasing communications traffic from the provision of increasingly sophisticated services to ever more users. Fujitsu joined forces with partner company PTI (Portugal Telecom Inovação, SA) to offer an ICT platform with high

processing capacity, enabling Méditel to roll out new services for its 10 million users and handle feature expansion.

The Fujitsu Group's ICT platforms will support globalization in Morocco and other developing countries around the world.



Moroccans using mobile phone services

Use of the STYLISTIC Q550 Slate PC in U.S. and Japanese Classrooms

Digital education leveraging ICT has started making its way into classrooms in the United States and Japan. In the U.S., Charlottesville City Schools had been exploring introducing tablets as a learning tool but could not find one that met their criteria. Fujitsu's STYLISTIC Q550 tablet changed that, with durability, operability, portability, and other specs that beat the competition, spurring Charlottesville City Schools to put over 2,000 of the tablets into use. This model is also being used at the three schools below participating in the Ministry of Internal Affairs and Communications of Japan's "Future School Promotion Project."

- Shouei Junior High School in Shinchi Town, Fukushima Prefecture
- Joto Junior High School in Wakayama City, Wakayama Prefecture
- Takeo Seiryō Junior High School, Saga Prefecture

The Fujitsu Group will keep proposing ICT solutions to support digital education for children worldwide.



Tablets put to work in the classroom

Fujitsu Group's Universal Design (UD)

The Fujitsu Group develops and provides products and services that facilitate greater social inclusion by being easy for everyone to use, irrespective of gender, age, and disabilities; ICT inexperience; or educational opportunities. We will also contribute to our customers' businesses by developing ICT equipment that encourages people to engage in society and raises social productivity. We incorporate feedback from customers and third parties gleaned from interviews, questionnaires, and user tests into development to offer ICT with better usability for a wider user base.

Offering Intuitive ICT Devices Everyone Can Use

Raku-Raku (Easy-to-Use) Phones and PCs

We follow a policy of Human Centered Design, delivering products and services attuned to human characteristics so that everyone can use ICT safely, securely, effectively, and comfortably.

The Raku-Raku Phone handsets that Fujitsu started supplying to NTT DOCOMO, INC. in 2001 have become a hit, thanks to innovations that make diverse functions simple to use. In March 2012, the cumulative sales volume topped 20 million handsets. In May 2012, NTT DOCOMO announced the release of a Raku-Raku smartphone, for which Fujitsu has devised an interface that is easy to use for everyone.



Raku-Raku Smartphone

→ WEB Comprehensive mobile phone website (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 users less familiar with the often complex layout of Japanese-style keyboards to recognize at a glance the characters they want to input, and feature 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.



Raku-Raku PC

→ WEB FMV Raku-Raku PC (in Japanese)
<http://www.fmworld.net/fmv/rakuraku/index.html>

User-Friendly ICT Means Greater Uptake

Developing ATMs with an Eye to Intuitive Operations and Color Universal Design

Fujitsu's ATM FACT-V X200 offers enhanced color contrast so that people who see colors differently from the general public or have a reduced ability to sense color due to eye disorders, advanced age or other reasons have an easier time making distinctions. This ATM model has received certification* from the NPO Color Universal Design Organization for user operability, particularly with regard to individual differences in color perception.

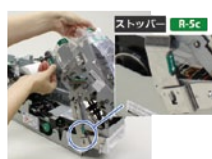


FACT-V X200



CUD certification mark

The FACT-V X200 is also designed to facilitate maintenance operations. In addition to a user-friendly screen design, it has levers and labels to



Easy-to-operate internal unit

make navigating operational components a breeze. Visual guidance enabling on-site verification of operational procedures makes operation easier for all maintenance attendants.

* For hardware and software (Fujitsu standard specifications) used by customers to operate the ATM

→ WEB FACT-V X200 (in Japanese)
<http://jp.fujitsu.com/solutions/financial/services/customer/factv/factvx200/>

Rendering Visible the Deployment of Services Fusing Social Infrastructure and ICT

FUJITSU Design Award 2011

As an ICT product and service provider, the Fujitsu Group aims to shape a new society that contributes to people's daily lives. To this end, we pursue the development of products that bring computing technology closer to end users, and can be comfortably and conveniently used by more people.

As part of this commitment, we held the FUJITSU Design Award 2011. Open to designers worldwide, this genuine international design competition spotlighted PC-related designs that bring innovation to everyday life. The winning designs illustrate how ICT devices can be useful in daily living and render visible the deployment of services that are integrated with social infrastructure.

→ WEB FUJITSU Design Award 2011
<http://www.fujitsu.com/global/news/pr/archives/month/2011/20110520-01.html>



Grand Prize Submission: a cane designed with embedded ICT, enabling users with mobility challenges to take an active part in society

Priority 1 Providing Opportunities and Security Through ICT**Providing Reliable and Secure ICT Infrastructure**

We want to keep life safe.

ICT penetrates every corner of our lives. Embedded in a wide array of social infrastructure, it helps to raise the safety of public, transportation and other services. Further, ICT enables high-security environments to protect personal and proprietary information by providing biometric authentication solutions and similar safeguards.



Key Examples from FY 2011

Provision of a New Cloud Service to Support Water and Sewer Operations

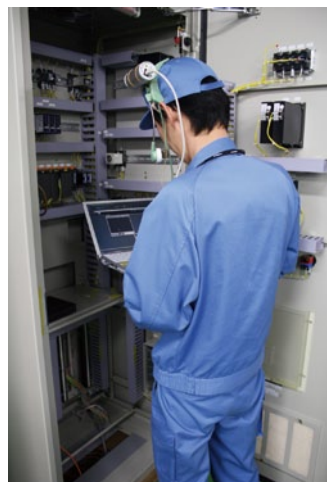
Amid rising food demand and more severe water shortages due to climate change, roughly 13% of the world's population does not have access to safe drinking water, and nearly half of households lack running water.

Meanwhile, Japan's water and sewerage infrastructure is aging, with nationwide upgrades called for in 2015. This is problematic for many local governments that manage water and sewer operations due, in part, to a lack of financial resources and experienced engineers.

To address these issues, top-tier water treatment player METAWATER Co., Ltd. teamed up with Fujitsu to build a water business cloud (WBC). This ICT infrastructure enables remote monitoring of facilities spanning a wide geographic area.

The WBC makes it possible for local governments and other water and sewer business operators to use shared ICT infrastructure. This framework is projected to reduce life cycle costs, including system installation and running costs, by at least 30% compared with conventional wide-area water and sewerage surveillance.

Fujitsu will utilize cloud computing technologies to support sustainable water and sewerage operations in the future.



WBC remote support services



Operation management

Attaining Higher Maintenance Work Efficiency in the Airline Industry through Collaboration with Boeing

Management issues in the still rapidly growing global airline industry are numerous and cover extensive ground, from ensuring safe operations to adhering to flight schedules and cutting costs.

Fujitsu teamed up with Boeing to develop its new aircraft maintenance service utilizing automated identification technology (AIT). Coined "RFID Integrated Solutions", the service employs radio frequency identification device (RFID) technology to instantly provide information like manufacture date, maintenance history, and inventory status. In field tests conducted jointly with Alaska Airlines, oxygen generator* inspection time was dramatically reduced to 15 minutes from the 6.5 hours for the traditional visual, paper-based inspections. The new method also eliminates data input by hand to provide accurate data that increases maintenance reliability.

The Fujitsu Group will deliver ICT to help airline companies ensure safety and security and reduce operating costs.

* Oxygen generator: A type of emergency equipment, along with items like flotation devices, found on airplanes.



Maintenance work on an aircraft equipped with RFID



Group photograph after the three firm's joint operational tests

World's First Contactless Security Access System for Thousands of People

The Swiss company Richemont is one of the three biggest luxury goods holding companies in the world, with brands like Cartier, Montblanc International GmbH, and Alfred Dunhill, Ltd. Richemont had employed a system using fingerprint authentication technology to guard against unauthorized access to work areas, but experienced problems with authentication accuracy, including verification failures due to dry or rough skin.

Fujitsu worked with this Swiss partner to develop the world's first contactless security access system capable of providing rapid, highly precise authentication for several thousand people, shoring up its security framework. This system ensures that unauthorized people do not enter offices and enables swift responsiveness in the event of theft.

Fujitsu will continue to contribute to customers' security, safety, and brand value enhancement by providing security solutions utilizing PalmSecure™ palm vein authentication.



Security access system using PalmSecure™ palm vein authentication



PalmSecure™ technology applied to a computer mouse

Priority 2 Protecting the Global Environment

We Pass On a Beautiful Global Environment to the Next Generation

Clean air and water, rich soil and forests, and other natural gifts are vital to our existence and economic activity.

However, there is global concern about the impact on health and ecosystems from air pollution and destruction of the natural environment.

The Fujitsu Group is stepping up efforts to leverage ICT to reduce environmental impact and conserve biodiversity to ensure that our children inherit a beautiful planet.



FY 2011 Overview and Key Issues



Corporate Executive Advisor
(Environmental Strategy)
Atsuhisa Takahashi

Head of Unit, Corporate
Environmental Strategy Unit
Minoru Takeno

The global population has topped 7 billion, and concerns about resource depletion and growing environmental stress continue to spread. At the same time, ICT has come a long way, with impressive computing power and high-speed networks, and its applications know no bounds. The Fujitsu Group looks to wield the power of ICT to help solve global environmental problems.

The Great East Japan Earthquake in 2011 sharply changed energy awareness and values in Japan, and caused companies and households to work hard to conserve energy. The Fujitsu Group also deployed measures to save electricity throughout its domestic locations. We achieved our conservation targets by using the Environmental Management Dashboard, a tool developed in-house, to ascertain real-time electricity use.

As for the Fujitsu Group Environmental Protection Program (Stage VI), we met all of the targets for the program's second year, FY 2011, including the four items we upwardly revised. We will work to ensure that Fujitsu also achieves the goals for the program's final year, FY 2012.

Further, we are taking on the challenge of deploying ICT in new fields, with an eye to a sustainable global environment. Our wide-ranging activities include employing multi-sensing network technology to conserve biodiversity and help revitalize agriculture and contributing to the creation of environmentally friendly cities.

The Fujitsu Group will continue efforts to resolve resource, energy, and other global environmental problems through our cutting-edge Green ICT.

Contributing to Sustainable Growth with the Power of ICT

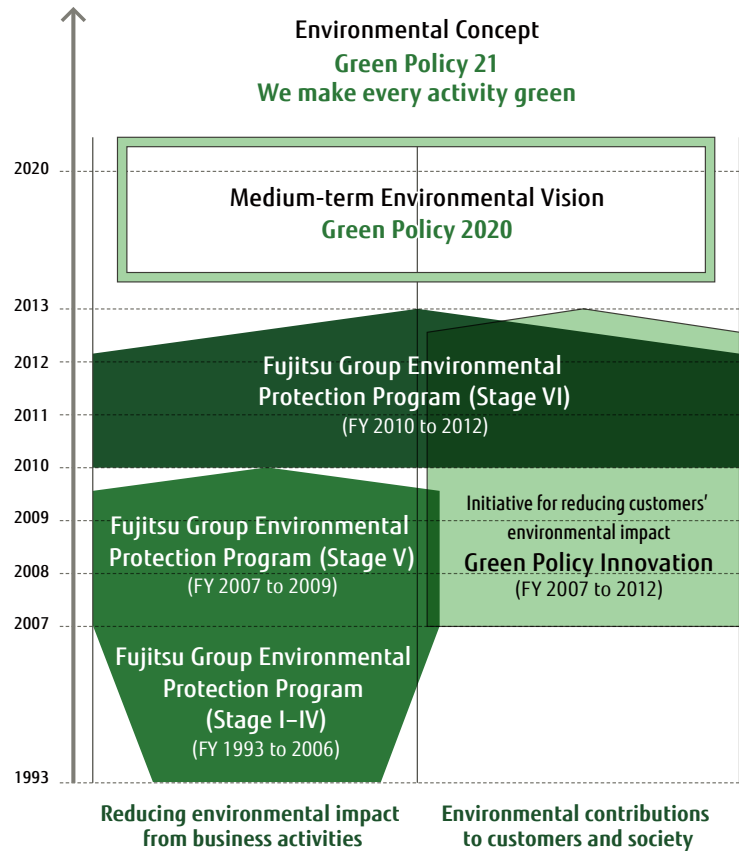
The world today faces a number of increasingly serious environmental problems, among them global warming and a loss of biodiversity. The depletion of natural resources, meanwhile, is another growing concern. The utilization of ICT, with its power to transform our society, will be essential to ensuring sustainable development and realizing a prosperous society.

Together with an extensive drive to minimize its own environmental footprint, the Fujitsu Group is ramping up the provision of environmental products and solutions that will contribute substantially to reducing the environmental impact of our customers and society at large. By leveraging our technology and creativity, we will harness the power of ICT to help resolve global environmental issues, with the goal of achieving sustainable growth and development with our customers and the world.

Fujitsu Group Environmental Management

The Fujitsu Group engages in systematic, ongoing environmental management initiatives in line with its Corporate Value, which states "in all our actions, we protect the environment and contribute to society," a component of the Fujitsu Way that guides the actions of Group companies and employees. Green Policy 21 is the environmental concept serving as the basis for our activities, Green Policy 2020 is our environmental vision for 2020, and the Fujitsu Group Environmental Protection Program (Stage VI) was formulated by backcasting from our vision. With such frameworks in place, we are promoting environmental management.

Fujitsu Group Environmental Management



→ WEB For details, refer to "Fujitsu Group Environmental Management." <http://www.fujitsu.com/global/about/environment/approach/activity/>

Priority 2

Reinforcing Environmental Management through ICT: Environmental Management Dashboard Establishment and Utilization

As demands for protecting the environment continue to rise, companies are faced with the increasingly significant task of creating environmental management systems that can support both the growth of business activities and the reduction of environmental impacts from such activities.

The Fujitsu Group has established an Environmental Management Dashboard to function as a support base for environmental management. Its centralized portal screen shows energy usage, CO₂ emissions, and other environmental data which are collected and analyzed in real time. Individuals at all levels of the company, from senior executives to department and site managers, can use the dashboard to access the information they individually require in making decisions. This system was utilized as part of power-saving initiatives in the wake of the disaster in Japan in FY 2011, where it delivered reductions in power consumption that surpassed those requested by the government. Accordingly, the Fujitsu Group will pursue further ICT utilization in an effort to reinforce environmental management going forward.



A sample Environmental Management Dashboard screen

Priority 2 Protecting the Global Environment

Major Environmental Activities in FY 2011

Fujitsu is promoting environmental activities based on the three targets of its medium-term environmental vision, Green Policy 2020.

Benefitting Customers and Society

Contribution to Advanced Environmental Monitoring at an Industrial Estate in Thailand

Air pollution is responsible for 2 million deaths worldwide each year. This figure has raised concerns that air pollution will become the leading environmental factor in triggering early death in the future.

As a NEDO* collaborative research project promoted at the request of the Government of Thailand, Fujitsu has launched initiatives that will culminate in the development of an environmental monitoring system, as well as support for research into predictive modeling of volatile organic compound (VOC) diffusion and training for necessary engineers. The site of these efforts will be the Map Ta Phut industrial estate, home to Thailand's largest petrochemical complex.

Developed expressly to collect, monitor and analyze data on environmental pollutants, this system aims to prevent air pollution, as well as new or additional adverse health effects from it,

even if the trend of industrial urbanization gains further momentum. Fujitsu is also supporting the creation of a basic research platform for predictive modeling of VOC diffusion by Thailand's Chulalongkorn University. Furthermore, to ensure continuous environmental management, Fujitsu will vigorously support technical training and the transfer of knowledge to people in Thailand.

Fujitsu will keep working with the Government of Thailand, leveraging this project as a model case for a comprehensive environmental monitoring system that will assist Thailand in becoming a greener society.



Map Ta Phut industrial estate in Thailand

* NEDO: New Energy and Industrial Technology Development Organization of Japan

PRIMERGY RX300 S7 PC Server Up to 73% More Energy Efficient

PRIMERGY RX300 S7 is the world's first single-node server to beat 5,000 overall ssj_ops/watt under the SPECpower_ssj® 2008* energy-efficiency benchmark.



ServerView Suite is a server management solution that supports simplified and automated PRIMERGY energy management, and enables PCIe ports to be automatically turned off when not in use. Coupled with state-of-the-art hardware technology, like power supply units boasting a 94% conversion efficiency rate, ServerView Suite improves energy efficiency by up to 73% over our earlier products, helping Fujitsu to set a new record under SPECpower_ssj® 2008.

* SPECpower_ssj®2008: A benchmark developed and sold by the Standard Performance Evaluation Corporation (SPEC®) for measuring the energy efficiency of mass-market computers.

New ATM FACT-V X200's Default Eco-Mode Cuts Power Use by About 40%

FACT-V X200 uses about 40% less power than our earlier models* when running in its default eco-mode. When not in use for a specified time, FACT-V X200 shifts into super eco-mode, automatically shutting down to reduce standby power consumption by around 75%*.

This Super Green product was designed with the environment in mind, using recycled plastic and plant-based resin for some of its parts and aiming for a higher product recycling rate. It also offers much better operability with a next-generation currency unit delivering top-class domestic currency capacity, compatibility with diverse operating systems, and highly reliable design.



* Compared with Fujitsu's earlier models FACT-V and FACT-V model10

VOICE: Feedback from Employees



Senior Vice President
Product Development
Group
Fujitsu Technology
Solutions
Jens-Peter Seick

For data centers, making the most efficient use of available resources is a challenge that requires substantial investment and time. The Fujitsu Group offers a multitude of innovations that are up to the task. We will provide products tailored to our customers' efficiency and performance needs, regardless of the data center scale.

VOICE: Feedback from Employees



Project Manager
Engineering Dept. I
ATM & Branch Systems Div.
ATM & Branch Systems
Group
Fujitsu Frontech Limited
Satoshi Mukougawa

ATM components cover very extensive ground, from control units to mechanical units, firmware, middleware, and applications. We succeeded in drastically reducing power consumption by clarifying numerical targets right from the start of development, putting the engineers charged with various aspects of development on the same page, and taking committed steps to reduce power consumption at the component level.

Reducing the Environmental Burden of Plants and Offices (Pursuing Internal Reforms)

Geothermal Heat Extraction System Installed at Nagano Plant

As part of efforts to prevent global warming, the Fujitsu Group actively promotes the use of renewable energy such as solar power, deploying its first geothermal heat extraction system at the Nagano Plant. Geothermal heat is low-temperature heat found at relatively shallow depths in the earth's crust, which stays at a fairly constant temperature year round due to the insulating properties of soil.

This system has 31 heat extraction pipes, which leverage corrugated coaxial double piping techniques and are embedded in the ground. The geothermal heat that is extracted by running water through these pipes is used to produce hot water via a heat pump, which is used to power water heater equipment for air conditioners in clean rooms that run around the clock. There is no concern about groundwater depletion or ground sinking with this system because it only extracts heat—not water—from the ground.

Fujitsu plans to generate roughly 155W of energy per 1 meter-long pipe using this system, which it estimates will reduce annual fuel consumption by about 47 kiloliters (crude oil equivalent) and annual carbon dioxide emissions by about 120 tons compared with the former system. Moving forward, we will put the system into wider use at the Nagano Plant and explore its horizontal deployment to other Fujitsu Group locations.

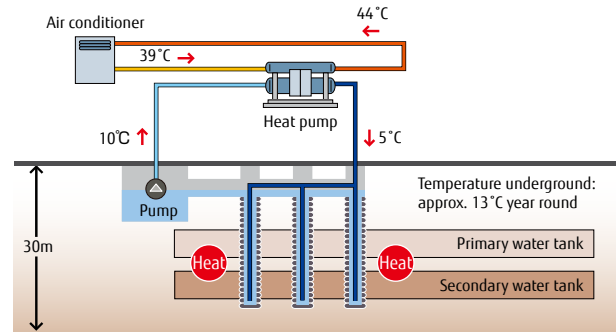
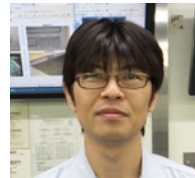


Diagram of the Geothermal Heat Extraction System

VOICE: Feedback from Employees



Project Leader
Facility and Environment
Services Division
Fujitsu Facilities Ltd.
Yasushi Yazawa

Geothermal heat offers superior stability and cost performance because it changes little from season to season or day to day. Another advantage is that dead space is not created since geothermal heat extraction pipes are embedded in the ground.

We initially struggled to extract more heat after installing the system, in part because it was our first attempt at using geothermal heat. We will develop the operational know-how to effectively harness geothermal heat, utilizing it when we embark on the horizontal in-house deployment of the system.

Conservation of Biodiversity

Promoting Conservation of Biodiversity through ICT

Today, 25% of the world's mammals and 13% of all birds face extinction caused by overhunting, erosion of natural habitats, and ecosystem changes. Conserving biodiversity has thus become a major global issue.

The Fujitsu Group, in partnership with a broad range of internal and outside stakeholders, is involved in efforts to conserve biodiversity through ICT. In Hokkaido, Japan, for example, the Group took part in a project in the village of Tsurui to protect Japanese cranes, in cooperation with the Wild Bird Society of Japan. The purpose of this project was to conduct remote monitoring studies to examine the effectiveness of natural feeding grounds. Because of deep snow in the area, researchers could previously be sent to the feeding grounds only twice a month. With the installation of multi-sensing units by Fujitsu, it is now possible to capture images from the site every 10 minutes, with the data then transferred to a nature center. This innovation has enhanced survey accuracy, and also revealed that feeding sites are actually used by multiple flocks of cranes, rather than exclusively by one flock as had previously been thought.

→ WEB Other initiatives to conserve biodiversity are listed on the following website.
<http://www.fujitsu.com/global/about/environment/biodiversity/>



Multi-sensing unit installed at natural feeding ground for Japanese cranes



Image taken by a multi-sensing unit

VOICE: Feedback from Customers



Wild Bird Society of Japan
Preservation Projects
Tsurui-Ito Tancho Sanctuary
Chief Ranger
Shigeo Arita

Japanese cranes rely on food that humans supply during the winter. The Wild Bird Society of Japan is working to create a natural winter feeding ground so that these birds can feed themselves in winter. Now that the prepared feeding ground is continuously monitored, we can measure effectiveness and improve upon future efforts. By broadening these initiatives, we hope to make headway in preserving an environment that helps cranes to better survive the winter.

Priority 2 Protecting the Global Environment

Targets and Results for the Fujitsu Group Environmental Protection Program (Stage VI)

Setting an Action Plan and Targets Based on Green Policy 2020 Medium-term Environmental Vision

The Fujitsu Group is currently pursuing a set of environmental objectives for FY 2010 through FY 2012 encapsulated in its Environmental Protection Program (Stage VI).

We created this action plan to address modern, global environmental issues such as climate change and biodiversity conservation and to bring us closer to realizing our medium-term environmental vision, Green Policy 2020.

The plan establishes six areas of focus and 18 specific goals for activities based on Green Policy 2020.

All FY 2011 Targets Achieved

Fujitsu achieved all of its targets in FY 2011, including upwardly revised items. We will adhere to PDCA cycle employment as we work to reach our targets for FY 2012, the plan's final year.

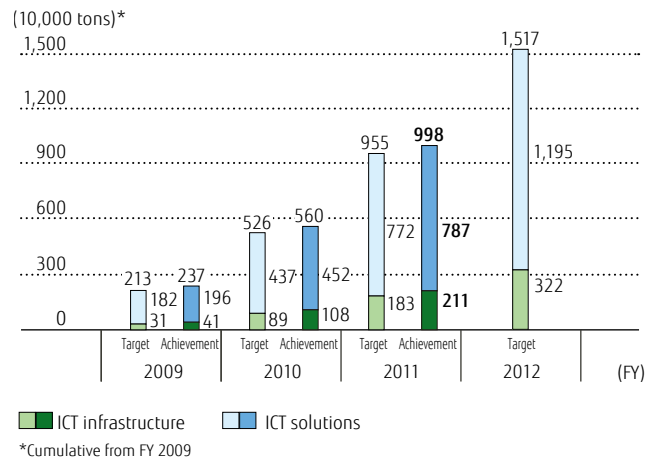
Fujitsu Group Environmental Protection Program (Stage VI)

Green Policy 2020 Three Targets	Action Plan Items	Item Breakdown	Targets (FY 2011)	Performance (FY 2011)	Targets (FY 2012)	Status
Benefitting Customers and Society	Strengthening advanced green ICT R&D	Strengthen advanced green ICT R&D <ul style="list-style-type: none"> Develop technologies for next-generation datacenters and networking that will double overall efficiency of ICT products by end of FY 2012. By end of FY 2012, more than 70% of all technology developed will be solutions for reducing the burden on the environment.* 	<ul style="list-style-type: none"> 1.5 times 60% 	<ul style="list-style-type: none"> 1.5 times 61% 	<ul style="list-style-type: none"> 2 times 70% 	✓
		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 FY 2009–12 period.	9.55 million tons	9.98 million tons	15 million tons or more	✓
	Improving the environmental value of products and services, and enhancing the development and delivery of green ICT	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 FY 2012.	20% or more	33%	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 4.0 times the FY 2008 value by end of FY 2012.*	Raise to 3.5	Raise to 4.1	Raise to 4.0	✓
		Promote product recycling. Sustain 90% resource reuse rate of business ICT equipment globally at Fujitsu recycling centers.	Sustain 90%	94.1%	Sustain 90%	✓
		Develop and provide environmental solutions. <ul style="list-style-type: none"> 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: 85%	Departmental and regional coverage rate: 89%	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 FY 1990 levels by end of FY 2012 (CO ₂ : 5% reduction, other greenhouse gases: 20% reduction).	3% reduction	18.2% reduction	6% reduction	✓
		Reduce greenhouse gas emissions (renewable energy) Increase use of renewable energy sources to 10 times FY 2007 levels by end of FY 2012.*	10 times	11 times	10 times	✓
		Reduce CO ₂ in transport and distribution. Reduce CO ₂ emissions from domestic transport to 15% below FY 2008 levels by end of FY 2012.*	16% reduction	24% reduction	15% reduction	✓
		Promote business partners greenhouse gas reduction. Promote procurement from business partners that limit or reduce greenhouse gas emissions.	80%	98.4%	100%	✓

Green Policy Innovation—Achievements in Reducing CO₂ Emissions

The Fujitsu Group has been promoting an environmental burden reduction project through Green ICT, known as Green Policy Innovation, since FY 2007. Under the project, the Group has set a global target of cutting CO₂ emissions by more than 15 million tons over a four-year period from FY 2009 to FY 2012. By the end of FY 2011, we exceeded our targets and contributed to a cumulative total CO₂ reduction of 9.98 million tons from FY 2009, comprising 2.11 million tons from providing Green Policy Products, which are eco-friendly ICT infrastructure products, and 7.87 million tons from providing Green Policy Solutions, which are ICT solutions that contribute to reducing environmental burdens.

CO₂ Reduction Targets and Achievements under Green Policy Innovation



Green Policy 2020 Three Targets	Action Plan Items	Item Breakdown	Targets (FY 2011)	Performance (FY 2011)	Targets (FY 2012)	Status
Pursuing Internal Reforms	Enhancing efforts to reduce the Fujitsu Group's environmental footprint	Factory improvements (chemicals) Reduce output of priority chemicals to 10% below FY 2007 levels by end of FY 2012.	7% reduction	60% reduction	10% reduction	✓
		Factory improvements (waste) ● Reduce waste generation to 20% below FY 2007 levels by end of FY 2012. ● Maintain zero waste emissions at factories in Japan.	● 13% reduction ● Status maintained	● 27% reduction ● Status maintained	● 20% reduction ● Status maintained	✓
		Office improvements Achieve four-star rating or better under the Green Office plan for every office by end of FY 2012.	Japan: 70% Internationally: Draft evaluation standards	Japan: 80% Internationally: Completed 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.	● Block application rate: 50% ● Trial implementation	● Block application rate: 60% ● Trial implementation	● Block application rate: 75% ● Extend 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	Both internal and external information dissemination improved	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 FY 2010 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.	● Management of the domestic network Management of the international network ● Japan: Once a year Internationally: Once every three years	● Management of the domestic network Management of the international network ● Japan: Implemented at all business sites Internationally: Implemented at 65% of business sites	● Management of the domestic network Management of the international network ● Japan: Once a year Internationally: Once every three years	✓
Preserving 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.	● 1.5% reduction in level of impact (in main business areas) compared to FY 2009 as evaluated by BD integration index ● 80%	● 4.6% reduction in level of impact (in main business areas) compared to FY 2009 as evaluated by BD integration index ● 99.2%	● 3% reduction in level of impact (in main business areas) compared to FY 2009 as evaluated by BD integration index ● 100%	✓	
	Contribute to community-building that conserves biodiversity. ● Build case studies that contribute to biodiversity through ICT in all major offices by end of FY 2012. ● Conduct biodiversity preservation/education programs in all offices by end of FY 2012.	● Pilot project based on survey results ● Japan: Once a year Internationally: Once every three years	● Pilot project based on survey results ● Japan: Implemented at all business sites Internationally: Implemented at 41% of business sites	● Development at main business sites ● Japan: Once a year Internationally: Once every three years	✓	

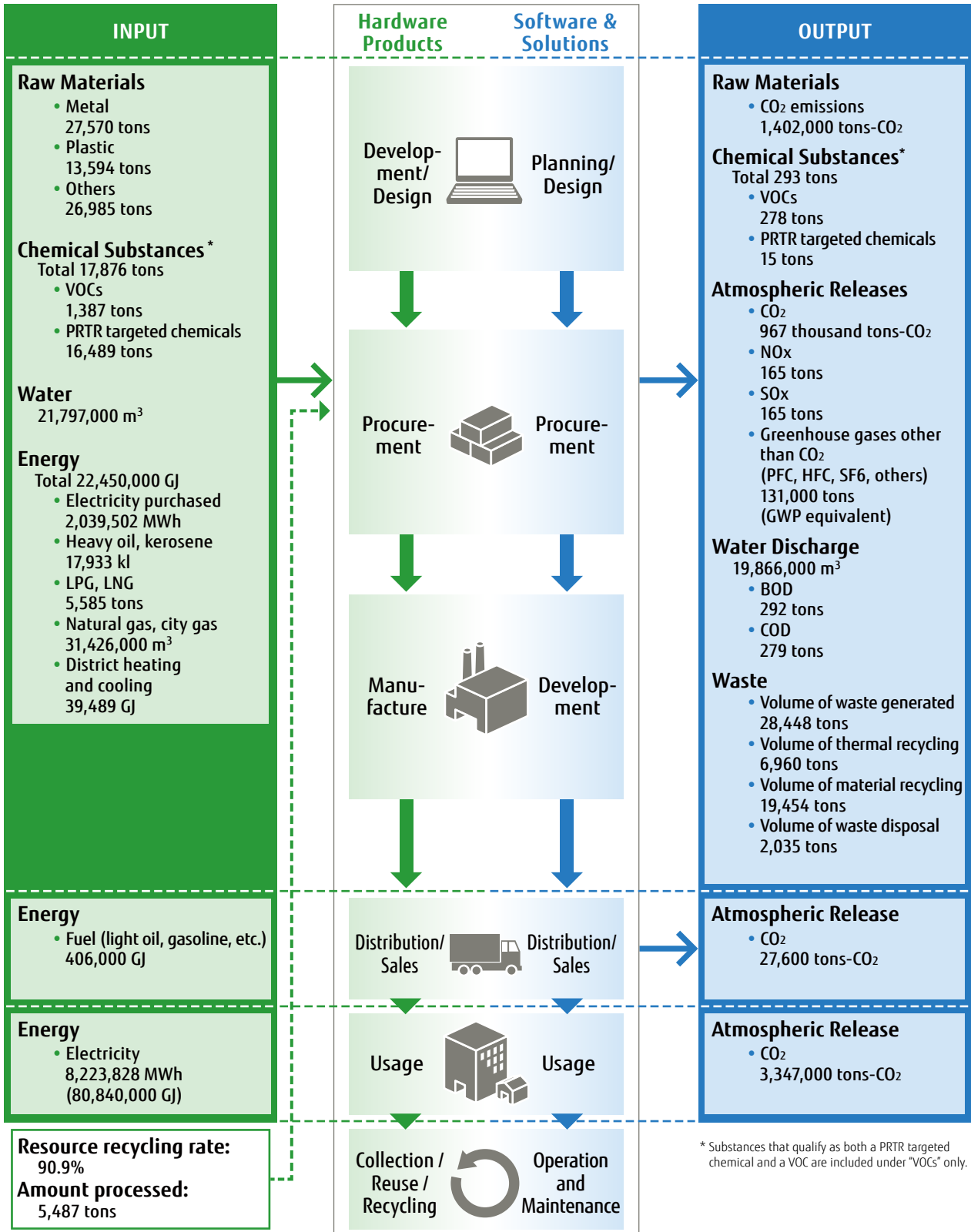
*Target revised upward from FY 2011.

Priority 2 Protecting the Global Environment

Principal Environmental Performance Data for FY 2011

Operating Activities and Environmental Burden (Material Balance)

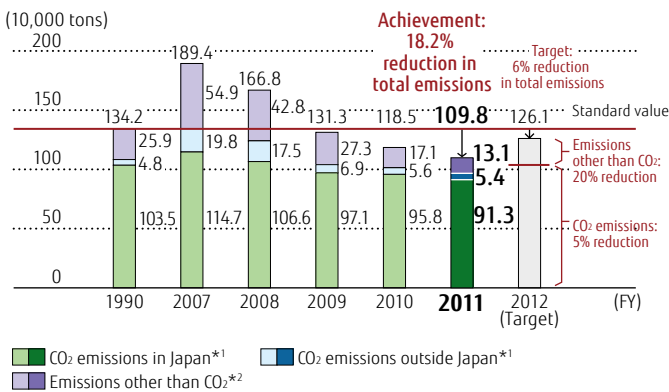
We promote environmentally friendly business activities through overall quantitative assessment of our environmental burden.



Reducing Greenhouse Gas Emissions

The Fujitsu Group is working to reduce emissions of greenhouse gases associated with Group business activities. Accordingly, we have set "reducing our total greenhouse gas emission by 6% by the end of FY 2012 compared with FY 1990" as a goal of the Fujitsu Group Environmental Protection Program (Stage VI). In FY 2011, global CO₂ emissions for the Fujitsu Group were about 1.098 million tons, representing a year-on-year reduction of 7.3% (87,000 tons), and 18.2% lower than levels in FY 1990.

Trends in Total Greenhouse Gas Emissions

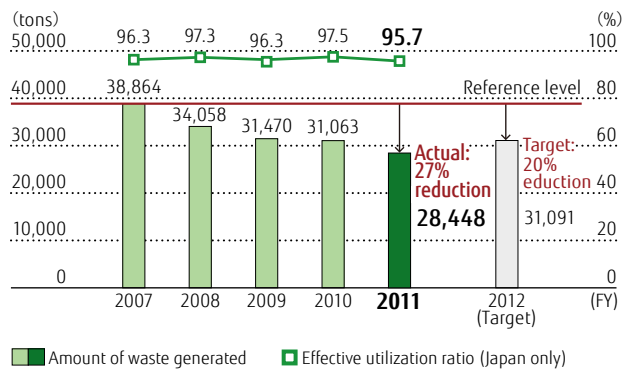


*1 CO₂ emissions in and outside Japan: the CO₂ conversion coefficient for purchased electric power has been calculated with a fixed value of 0.407 tons of CO₂ per MWh since FY 2002 for performance reports in our Environmental Protection Program.
 *2 Emissions other than CO₂: These are converted to equivalent amounts of CO₂ using the global warming potential (GWP) of each gas. Our FY 1995 performance is taken to be the emissions in FY 1990.

Reducing the Amount of Waste Generated

Envisioning a recycling society, the Fujitsu Group aims to reduce its waste generation by 20% from FY 2007 by the end of FY 2012 under the Environmental Protection Program (Stage VI). We generated 28,448 tons of waste in FY 2011, achieving reductions of 8.4% from FY 2010 and 27% from FY 2007.

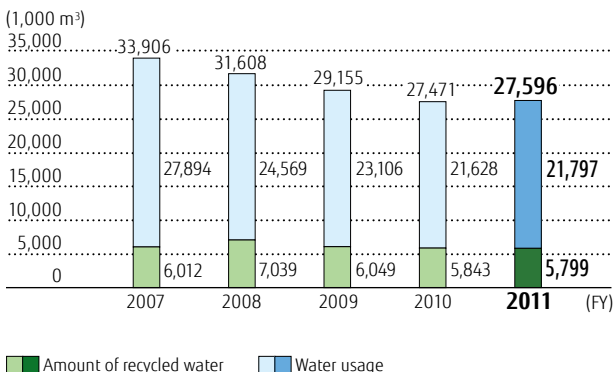
Amount of Waste Generated



Efficient Use of Water Resources

The Fujitsu Group recycles and reuses service water and utilizes rainwater as part of efforts to promote efficient water resource use. Our water usage totaled 21,797 thousand cubic meters in FY 2011, up 0.8% from FY 2010. Recycled water accounted for 26.6% of our water consumption in FY 2011, broadly on par with 27.0% in FY 2010.

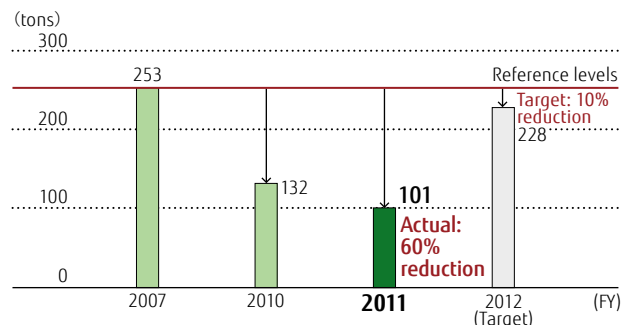
Trends in Water Use



Reducing Chemical Substances Emissions

To prevent pollution of the natural environment due to the use of hazardous chemicals and environmental risks leading to health damage, the Fujitsu Group is working to reduce emissions and ensure proper management of such substances at its factories. We target a 10% reduction in emissions of priority chemicals from FY 2007 by the end of FY 2012 under Environmental Protection Program (Stage VI). The Group's total domestic emissions of specific chemicals were 101 tons in FY 2011, a 60% reduction from FY 2007.

Trends in Emissions of Specific Chemical Substances*



* Specific chemical substances: Of the substances that are the object of VOC and PRTR regulation, those for which the amount handled is at least 100kg/year, and one substance selected from the top three substances in emission levels for the reference year.

Priority 3 Embracing Diversity and Inclusion

We Create Workplaces Where Diverse Employees Can Thrive

The Fujitsu Group wants each employee to grow in step with the development of the organization itself, and we embrace and leverage diverse human resources to this end. Our goal is to create a climate where employees respect each other, put their unique added value into play, and form new knowledge and skills through open discussions from multiple perspectives.



FY 2011 Overview and Key Issues



General Manager
Diversity Promotion Office
Noriko Shiono

In FY 2011, we entered the “understanding and practice” phase of diversity promotion activities. Fujitsu positions diversity as a management imperative, and pursues ongoing and wide-ranging initiatives. For instance, we held a company-wide Diversity Promotion Forum where the President gave a keynote speech and panel discussions between four Vice Presidents and experts were held. We also took three new steps in FY 2011, inspired by what we have learned so far from company-wide e-learning and various other activities, including working groups on diversity.



Company-wide diversity promotion forum

The first was diversity promotion in the workplace. This saw the selection of managers (around 150) for this purpose at the business division

level, with several presentations and study sessions sponsored to support promotion activities in their workplaces.

The second was to initiate positive action to achieve the numerical targets set for 2020 with respect to active participation by female employees. This included selective training for female employees and other activities.

The third was to expand the promotion of diversity efforts to Fujitsu Group companies in Japan. This entailed presentations and other meetings held specifically for Group companies, along with the sharing of Fujitsu’s approach to diversity promotion and its vision in this area. Group companies assessed their current diversity promotion status, analyzed the issues identified, and moved to implement needed measures.

From FY 2012, we intend to continue efforts to gain a better view of the situation in the workplace, as we vigorously pursue promotion activities.

Diversity Targets and Results

	Period	Targets	Key Measures
1	2008-2010: Awareness and Understanding	<ul style="list-style-type: none"> Foster awareness and understanding of diversity promotion among all corporate officers and employees 	<ul style="list-style-type: none"> Conduct surveys of employee awareness of diversity Implement e-learning programs, build human networks for female, disabled, and foreign employees
2	2011-2013: Understanding and Practice	<ul style="list-style-type: none"> Promote workplace diversity Support more active participation by female employees Promote measures among Group companies in Japan 	<ul style="list-style-type: none"> Select managers to represent diversity promotion in business divisions Set long-term target values (2020) for the presence of female employees in the Company and implement relevant training as a strategic move for the future Hold briefings for domestic Group companies
3	From 2014: Practice and Business Contribution	<ul style="list-style-type: none"> Promote measures among domestic and overseas Group companies Generate new business and increase productivity by practicing diversity and inclusion 	<ul style="list-style-type: none"> Formulate additional measures based on the track record through FY 2013

Support for More Active Participation by Female Employees

Fujitsu sets numerical targets and enacts various measures to support female employees in assuming a more active role in corporate life.

Female Leadership Development Program

Fujitsu is working to encourage female employees' career longevity by fostering development of leaders and future management. To this end, we are providing opportunities for female employees to focus intensively and consciously on taking the initiative to grow as far as their skills, talents and ambitions will take them. Program participants were selected from each department.

The program will run around one year and aims to raise career consciousness and develop management abilities. It comprises off-the-job training, through intensive leadership courses and team activities putting lessons learned into practice, and on-the-job training, through accompanying supervisors on through simulated experience such as accompanying supervisors to visit actual customers, etc. Finally, each team will make suggestions to management drawing on what they learned from the program and their individual points of view.

We have appointed female members of upper management as "diversity mentors" to provide guidance on team activities. Mentors advise development program participants on making proposals to management, and provide guidance as a role model on work matters and concerns pertaining to career development that cannot be completely addressed within the supervisor-subordinate relationship.

Everyone involved in the program's implementation will work together to increase its effectiveness, from worksite personnel to members of management, human resources, the Diversity Promotion Office, and Fujitsu University.

Numerical Targets for 2020

(Make the percentage of newly appointed female managers identical to that of female employees)

• Percentage of female employees: **20%**

• Percentage of newly appointed female managers: **20%**



Lecture held as part of the Female Leadership Development Program

Support for Foreign Employees in Japan

The "Integr8" support project was launched in 2007 to allow employees from abroad to display their true abilities. As part of our efforts to form a community that can connect foreign and Japanese employees, Fujitsu held lectures on topics of concern to foreign employees, such as the Fujitsu Group's globalization strategies. In this and other ways, Fujitsu supports the formation of interpersonal networks and communication. In FY 2011, we held two such lectures. This community has now exceeded 300 persons, both foreign and Japanese nationals, and is leading to autonomous, proactive activities that support the workplace.



Integr8 intranet website

VOICE: Feedback from Employees



Product Planning Department
Enterprise Server Business Unit

Rumi Nagashima

Active participation by an employee with lower-limb disabilities

During my job interview, I was never asked about my disability. The questions I was asked instead were, "What sort of work do you want to do for Fujitsu?" and "What kind of support would you need to make that happen?" Those questions made a strong impression on me. More importantly, this stance as a company hasn't changed at all in the years since. As long as I can explain myself logically to my supervisors and senior colleagues, they have been willing to entrust more and more jobs to me. I go on business trips, and I often do overtime without any supervision.

My department handles products that support social infrastructure. I hope to keep working with a strong sense of ownership as a member of that team, and to always stay conscious of my own growth and that of my team colleagues.

VOICE: Feedback from Employees



Senior Director (Rewards)
UK&I Sub-department
Global HR Department

Allison Dalley

Employees who telecommutes

I live on the south coast of the United Kingdom. I joined the Company nearly six years ago.

Given where I live, I have a 2.5-hour commute. The Company has therefore allowed me to work remotely by setting me up with a Fujitsu "office at home."

I have a company landline phone and headset, broadband, laptop and ergonomically tested chair from which I work 2 to 3 days a week when I am not commuting to the main offices for face-to-face meetings, teleconferences or travelling abroad on business.

From a personal perspective, I am able to adjust my working day and week to accommodate the global nature of my role so that I manage all the relevant activities while still having quality time with my family and a good work-life balance.

Priority 4

Developing Human Resources for Their Contribution to Society and the Planet

We Develop Employees Who Can Support a Truly Global ICT Company

For a company to keep growing, management practices looking beyond its own business strategies to the sustainability of society, humankind, and the global environment are critical. The Fujitsu Group will contribute to the advancement of society by developing business leaders that balance business strategy and social value creation.



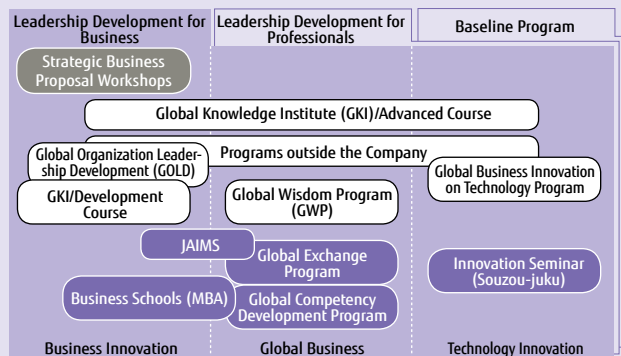
FY 2011 Overview and Key Issues



Executive Vice President
Head of FUJITSU UNIVERSITY
Tatsuya Miyake

The Fujitsu Group founded the Global Knowledge Institute (GKI) in 1999. GKI provides a system of programs to develop global leaders that ask “What is good for society?” and pursue the common good. Training programs have been completed

System of Leadership Development Programs



by a total of 767 employees, including 273 overseas. In FY 2011, we added one new program and shored up one existing program.

The program we introduced is the Global Wisdom Program (GWP). It is rooted in a new concept of developing business leaders that take a global approach to business generation and practice from the frontlines in a multicultural world. We selected nine newly appointed managers from among the entire Fujitsu Group to participate in the first run of the program in FY 2011, sending them to developing countries like Mongolia and Cambodia where they gained practical project experience.

The program we bolstered is the Global Organization Leadership Development Program (GOLD). In FY 2011, we moved from separate implementation in the United States, Europe, and Asia to an integrated format where participants visit Fujitsu workplaces around the globe. Last year, 60 individuals from Fujitsu’s overseas Group companies were selected to participate in GOLD. Going forward, we will develop the program as a platform linking the next generation of business leaders by recruiting participants from Japan as well.

In FY 2012, we will work to further diversify Fujitsu’s next generation of leaders by strengthening collaboration with overseas Group companies on business leader development. Additionally, we look to bolster baseline training targeting the creation of new value for society by having each of our employees understand and act in accordance with our corporate philosophy.

Global Business Leader Development Programs

Global Wisdom Program (GWP)

Global business development and advancement calls for incisive judgment to respond rapidly to any situation that arises. To cultivate leaders with such "practical wisdom," Fujitsu offered training for newly appointed managers, including dispatches to developing countries. In FY 2011, participants first traveled to Bangladesh and then to either Cambodia or Mongolia to observe local conditions, working to gain an understanding of developing countries' social issues, ICT utilization needs, and similar matters.

VOICE: Feedback from Participants



With local children on the study tour in Bangladesh
Fujian Fujitsu Communication Software Co., Ltd.

Masanobu Tateishi

What I learned about the latest business and management theories from veteran instructors was especially valuable. I am now working in China (Fujian), but every day I strive and search for ways to further our global business.

Global Organization Leadership Development Program (GOLD)

The Global Organization Leadership Development Program (GOLD) is a program that seeks to foster the next generation of leaders who will spearhead business at Fujitsu Group companies overseas. In addition to imparting strategic thinking and leadership skills, GOLD helps participants gain a better understanding of Fujitsu's history and business.

The group of worldwide medium-level managers selected for the program visited Fujitsu bases in Europe, Asia, North America and Japan to deepen their understanding of business and cultural characteristics unique to each region. These visits reinforce human networks that transcend regional boundaries and go beyond the limited framework of a training program. As such, GOLD has evolved into an opportunity to create new value.



Group photo of GOLD participants

Other Programs



Clearing debris in Rikuzentakata

Tohoku Reconstruction Assistance Programs

In late August 2011, Fujitsu teamed up with the non-profit organization Tono Magokoro Net to roll out a program for new employees to provide assistance in disaster-stricken areas. Around 300 people in total traveled to affected areas near the coast of Iwate Prefecture in Japan, over six consecutive weeks, helping out with tasks like debris cleanup, farmland revival, and PC data entry.

In addition, Fujitsu employees who voluntarily took part in disaster volunteer programs offered assistance in areas of Iwate Prefecture such as Rikuzentakata City, Kamaishi City, and Otsuchi Town.

Fostering Instructors for On-Site Environmental Classes

Fujitsu visits schools to give lessons aimed at conveying to local adults and children the importance of the environment. In FY 2011, classes were held at 49 locations, including at elementary schools, junior and senior high schools, and local community centers, with roughly 3,140 people taking part. Lessons included activities and topics such as the "PC 3R" exercise (in which students learn about 3R while dismantling a PC), the My Earth card game (in which students study global environmental problems), and how electricity is produced and ways to measure when it is being wasted.

Fujitsu also took steps in FY 2011 to foster the development of instructors for these classes, dispatching a total of 85 people (as of April 2012) as instructors across Japan.



On-site environmental classes

Priority 5

Communicating and Collaborating with Stakeholders

We place great importance on interaction with diverse stakeholders as we conduct business

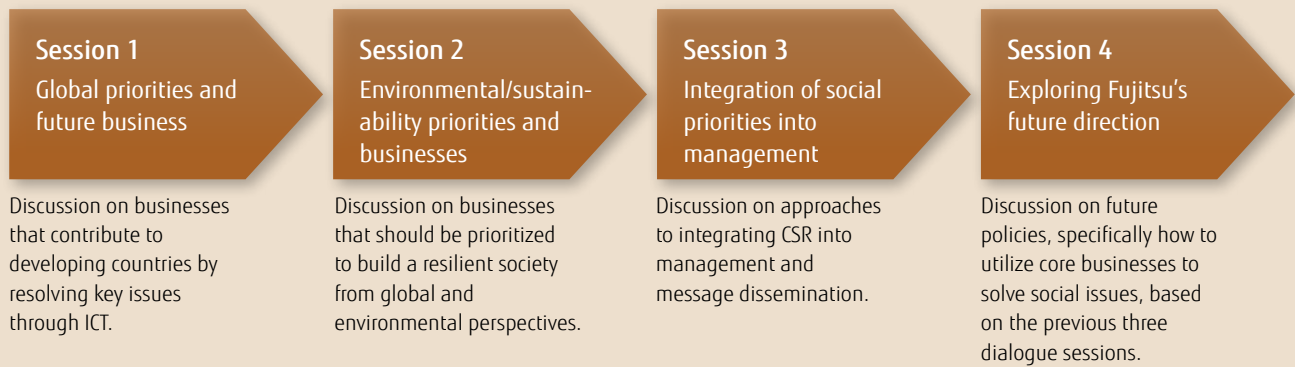
The Fujitsu Group always takes into account the bigger picture—the sustainability of society and the planet—when considering customer needs. The Fujitsu Group is committed to listening closely to feedback from various stakeholders, including customers, shareholders and other investors, business partners, and local communities, and to exceeding their expectations. Through this process, we seek to continuously improve our corporate value.



Dialogue Sessions with Guest Experts

We have defined priority fields for realizing a prosperous society of the future in 2020 (see p. 04), by gathering input from a range of experts invited to dialogue sessions.

→ WEB Go online to read more about individual dialogue sessions.
<http://www.fujitsu.com/global/about/responsibility/society/dialog/>



Dialogue Participants



Nihon University Graduate School of Social and Cultural Studies
 Professor (Previously: UNPFA Tokyo Office)
 Kiyoko Ikegami



Graduate School of Business Administration, Keio University
 Associate Professor
 Masahiro Okada



United Nations University
 Vice-Rector
 Kazuhiko Takeuchi



Institute for Studies in Happiness, Economy and Society
 President
 Junko Edahiro



Patagonia Japan
 General Manager
 Takayuki Tsujii



WWF Japan
 Climate and Energy Group Leader
 Naoyuki Yamagishi



UN Global Compact Board Member
 Fuji Xerox Co., Ltd.
 Former Executive Corporate Advisor
 Toshio Arima



UNEP Finance Initiative
 Special Advisor
 Takejiro Sueyoshi

Key Comments from Experts (From Session 4: "Exploring Fujitsu's future direction")



Nihon University Graduate
School Professor

Kiyoko Ikegami

Using ICT to empower more people to live on their own terms is important. As many developing countries have five-year plans for fields like health, medicine, and education, establishing where ICT can be put to use is one place to start. I think the message that Fujitsu sent to society by reformulating its CSR policy is of great significance. I believe it is a mission statement outlining how the company intends to interact with society. I think it will go a long way toward helping the world understand what Fujitsu is all about.



UNEP Finance Initiative
Special Advisor

Takejiro Sueyoshi

I think Fujitsu's sound business operations are contributing to social infrastructure creation. The "K computer" is a good example. It has expanded awareness of the reason for the Fujitsu's existence and business operations come into play in society, inspiring the public to think about what should be deemed important. I would like Fujitsu to think in terms of "what we will do" rather than "what we can do." Thinking about what it "can" do is important, but so is considering what it "will" do as a leading global company. I look forward to seeing proactive action with an eye to the future.

The Last Word in Today's Dialogue



President and
Representative Director

Masami Yamamoto

I think demonstrating commitment to social contribution through business operations and giving impetus to such activities is at the heart of CSR. The Fujitsu Group's CSR initiatives are rooted in ICT. I want us to be a company where advancing global and societal development is a natural extension of our core operations.

Every Fujitsu Group employee is charged with understanding the power inherent in ICT and providing opportunities to people around the globe. I believe it is vital to also consider collaboration with countries and international organizations, and to show the greatest respect possible for the array of cultures and lifestyles in developing nations and elsewhere around the world when offering people opportunities.



Corporate Senior Executive
Vice President and
Representative Director

Masami Fujita

In our recent dialogue, we shared the view that it is our social responsibility to "put ICT to use in developing human abilities." In tune with the universal design concept, products that we developed for challenged persons are also easy to use for others. Further, ICT advancements made in developing countries can also be employed in industrialized nations as reverse innovations*¹. It is fascinating that ICT has the power to do things like promote diversity as well. Inclusion*² of people from a wide range of backgrounds and the way in which partnerships are built are topics I would like to explore together with employees.

*1 Reverse innovations: products or services developed in emerging markets or developing countries that are deployed in industrialized nations.

*2 Inclusion: the provision of opportunities for diverse groups of people to interact and participate in society and organizations as equals.

Other Dialogues

Exchange of ideas on universal design

Envisioning a society where everyone benefits equally from ICT, we discussed with key figures universal design as a tool to provide a greater number of people with opportunities.



Dialogue on universal design

A conference sponsored by Fujitsu Research Institute to discuss BOP*³ market development and social business innovation

We welcomed strategists and researchers from major vendor companies to bring issues to light through case studies and research reports, and engage in debate and offer propositions on the BOP market's future direction.

*3 BOP: Acronym for Base of the Pyramid, the lowest income earners in the world. It is said that around 4 billion people are in this category.



Conference on BOP market development

Priority 5 Communicating and Collaborating with Stakeholders

For Our Customers

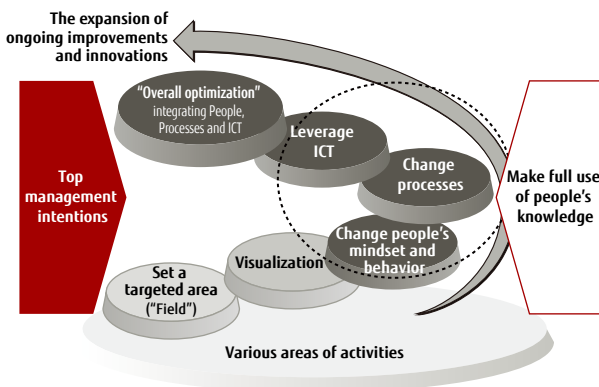
To Increase Customer Satisfaction

We adopt a customer-centric approach to our thinking and actions, and communicate proactively with our customers so that we can grow together as their partner.

Implementing Field Innovation with Our Customers

Fujitsu started "Field Innovation Activity" in 2007 to create a prosperous future along with our customers.

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 workplaces. Specialists for Field Innovation, named as "Field Innovators," visualize facts categorizing by areas of People, Processes, and ICT at customer's workplace to determine the true nature of the problems and issues. This also increases the value of using ICT by making full use of this knowledge from workplaces.



The Field Innovation Process

We insist on rendering all the facts visible

Field Innovation identifies the target "Field" in which innovation is to be applied and the facts are rendered thoroughly visible using the latest techniques (such as business field work*¹) and technology (such as BPM-A*²).

*¹ Business field work: A technique utilizing ethnography—a social scientific research and analysis methodology designed specifically to render underlying facts visible—for business mainly to observe and improve customer's workplaces.

*² An operational monitoring and analysis tool for discovering bottlenecks and other issues in the business process to facilitate improvement.

Using facts to change people's mindset and behavior

The true nature of issues only become clear when the facts are known, and then mindset can be reformed. Agreement on mindset reform can also be sought through workshops, and innovation is achieved by taking advantage of people's knowledge. By changing people's mindset and behavior, the process will be changed and, by full use of ICT, overall innovation integrating People, Processes and ICT can be achieved.

Continuous Field Innovation keep bringing innovative mindset to businesses and organizations

By continuing our innovation activities in line with customers' top management intentions, we try to make our customer more powerful organization that will continue to innovate by themselves. We also sponsor the "FI Community" to share the key issues to promote innovation by inviting customers who have experienced Field Innovation by themselves.

VOICE: Feedback from Customers



Asahi Glass Co., Ltd.
Global IT Leader
General Manager
Information System Center
Motoi Kamba

At Asahi Glass Co., Ltd., Information Systems Center team members were not making the most of systems knowledge outside the scope of their responsibilities or examples from other teams to reduce human error. However, Field Innovation activities conducted with a special field innovation team comprising representatives from each team at the center revealed the usefulness of such practices, spurring a change in mindset and motivating them to seek out this information. As a result, they started conducting reviews within the team, and human error was reduced substantially. Looking ahead, I hope that all Information Systems Center members will embrace this new frame of mind.



Seikeikai Group
President and
Chief Executive Officer
New Tokyo Hospital
Hiroaki Harasaki

An examination of business operations at the New Tokyo Hospital using Field Innovation uncovered several issues, including dozens of minutes of lost time per day. In an effort to resolve these problems, the hospital staff worked together with Field Innovators to carry out operational improvements. The result was better communication within the hospital, as well as a shift to the use of electronic medical records. Thanks to these improvements, patient rehabilitation, which frequently tended to be postponed due to lost time, now takes place on schedule. The number of rehabilitation sessions logged has also risen.

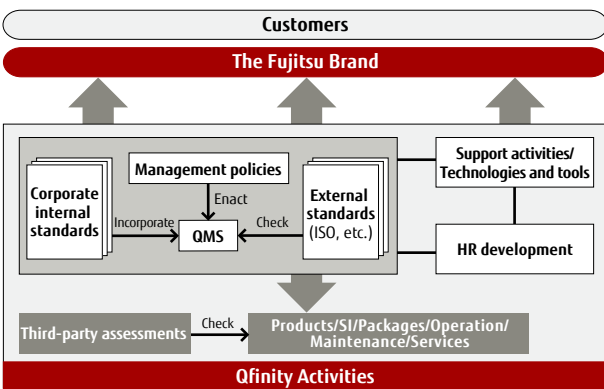
The Pursuit of Quality

“We enhance the reputation of our customers and the reliability of social infrastructure” is one of the corporate values outlined in the Fujitsu Way. Guided by this commitment, we view quality as a fundamental aspect of our business activities that the Fujitsu Group strives tirelessly to maintain and improve.

Quality that Builds Trust, Safety and Security

The Fujitsu Group attaches fundamental importance to product and service quality in all corporate activities so that everyone can enjoy the benefits of ICT in security. Again, the priority is not on satisfying ourselves but on making products that satisfy our customers by providing the quality they expect.

To provide these high-quality products and services, Fujitsu has constructed and operates a quality management system (QMS). In operating this system, Fujitsu periodically verifies the progress of the PDCA (plan, do, check, act) cycle in the light of ISO and other international certification standards.



Our QMS-Centered Quality Assurance Activities

The Pursuit of Quality and Safety

Fujitsu responds by anticipating changes at our customers’ and their business environments so as to continue providing them with appropriate products and services. 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

- We pursue quality from the customer’s perspective.
- We build in quality that anticipates changes.
- We achieve quality consistent with our social responsibilities.
- We use first-hand understanding feedback based on the actual situation.
- We work with our business partners to improve quality.
- We seek to make public quality-related information transparently.
- 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.

Improving Product and Service Quality through Qfinity Activities

Since FY 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 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.

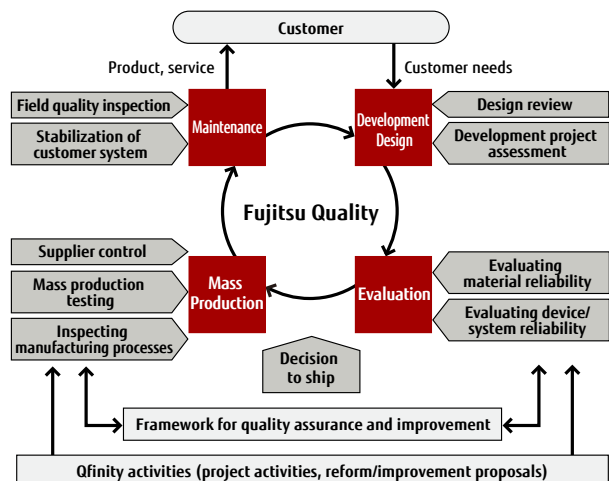
In each division, we are moving forward with efforts on themes that reflect the division’s major policies and the issues that arise in the workplace on a daily basis. Project activities include both group activities concerned with a specific theme and individual activities to propose reform and improvement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

* Derived from the words “quality” and “infinity,” Qfinity embodies Fujitsu’s commitment to the limitless pursuit of quality.

Customer-Centric Quality Assurance Activities for Products and Services

In providing products and services, we adopt the customer-centric perspective. A customer-centric approach means understanding the issues from the customer’s point of view. This attitude is central not only at the design review stage but also at every stage of each process, where we ask “does it meet customer needs and expectations?” as we perform the evaluations and audits.

By adhering to this approach, the Fujitsu Group delivers products imbued with quality that meets customers’ expectations.



Flowchart for Quality Assurance Activities

Priority 5 Communicating and Collaborating with Stakeholders

With Global and Local Communities

The Fujitsu Group will create new value and knowledge together with our customers, communities, and people worldwide through ICT, and contribute to sustainable development for the Earth and society to achieve a prosperous future where people's dreams are fulfilled.

Example Activities in Japan and Overseas

Japan

Public Viewing Using Two-Way Communications

On March 10, 2012, Kawasaki Frontale Co., Ltd., the company behind the J. League Division 1 soccer team that bears its name, made it possible for soccer fans in Rikuzentakata City, which suffered enormous damage in the Great East Japan Earthquake, to join the crowd at the opening match of the season. In the first attempt of its kind, a huge screen showing supporters in Rikuzentakata watching the game joined spectators at the Todoroki Stadium for two hours for the game between Kawasaki Frontale and Albirex Niigata. This two-way participation using Fujitsu's video transmission technology was a novel departure from standard public screenings. Instead of supporters merely watching a game being played elsewhere on a large screen, fans from 400 km away joined the crowd from their virtual seats at Kawasaki's Todoroki Stadium.

Those who attended the viewing venue in Rikuzentakata expressed tremendous gratitude, remarking that the children enjoyed the experience greatly, and thanked the organizers for the event, which left them feeling reinvigorated.



Virtual supporters' seats at Todoroki Stadium

Japan

Omoide Salvage Album Online

Web service provider NIFTY Corporation is using information and communications technology to support the Omoide Salvage Album Online project. The project "Omoide Salvage Album Online", was launched in Yamamoto, a town in Miyagi Prefecture that suffered enormous damage as a result of the Great East Japan Earthquake. A disaster information support team from the Japan Society for Socio-Information Studies set up the project with the aim of returning around 750,000 photos that were damaged by the tsunami. While volunteers wash and dry the damaged photos, NIFTY uses cloud technology to add digitized reproductions of the photos to a database. Victims who lost their possessions in the disaster can then easily search for their lost photos and albums. Fujitsu will continue to utilize ICT to support efforts to reunite disaster victims with photos recalling happier times and fond memories thought lost forever.



Searching for photos

Japan

Family Robotics Workshop as a Disaster Support Activity

In December 2011, Fujitsu Computer Technologies Limited, a Group company specializing in the development of embedded systems, held the first of a series of Family Robotics Workshops at the Morioka Children's Museum of Science (Iwate Prefecture) as a disaster support activity.

The concept behind the activity is to let children living in an area affected by the recent disaster experience the joy of building something with their own hands. With the cooperation of the Iwate Prefectural Office, the company sends four to five employees each time to serve as teachers and trainers. These staff members support every aspect of the firsthand creative process, from the assembly of a robot specially designed for this workshop, to computer programming which controls its movement. Lecturers and students from Iwate Prefectural University and Ichinoseki National College of Technology are also on hand to assist with the workshop.

In FY 2011, the workshop was held at four locations—the cities of Morioka, Kitakami, Ichinoseki, and Miyako—with 60 families taking part.

The Fujitsu Group plans to continue holding the workshops every month as an opportunity to provide support to those affected by the disaster in its own unique way.



Participants assembling a robot

UK

Commitment to CSR through Business in the Community (BITC*)

Fujitsu UK & Ireland has been involved with the Business Connectors program since its inception in 2011, and has developed a specifically designed social networking platform called BITC Connect hosted in the Fujitsu Cloud. This program aims to increase the positive impact of business in local communities and to solve social issues in the UK by harnessing expertise from business. The aim is to create a nationwide network of Business Connectors over five years in 160 areas of need across the UK through cloud technology.

* BITC is a business-led charity, whose president is His Royal Highness the Prince of Wales, and its role is to encourage and promote responsible business practices in the UK among its 850 member organizations. It asks the members to work together to transform communities by tackling issues where business can make a difference, and offers practical support to help them to integrate responsible business practices. Fujitsu UK & Ireland has been a member of BITC since 1999.



BITC members with His Royal Highness the Prince of Wales (center)

Australia

Volunteer Activities for a Family Support Organization

In November 2011, 16 employees from the Perth office, western Australia, of Fujitsu Australia and New Zealand (FANZ) got creative for CLAN Midland for a Corporate Volunteer Experience. This program assisted CLAN Midland, a family support organization, and the United Way in their Education Community Impact Strategy. On the day of the program, FANZ employees produced 35 models of a child's brain, using salt, freezer bags and stockings. The models were given to new mothers in mostly at risk and lower socioeconomic areas to foster better understanding of the importance of brain development in newborns to toddlers, and the importance of play and music for stimulating their children's development.



Volunteer Activities at CLAN Midland

For Our Shareholders and Investors

As we increase our management transparency by the timely and appropriate disclosure of information, we are moving forward with a variety of IR activities for even better communications with our shareholders and investors.

Communicating with Shareholders and Investors

Fujitsu conducts IR activities in Japan and abroad in an effort to improve communications with its shareholders and investors. In compliance with rules and regulations of stock exchanges, we also strive for fair disclosure of corporate information, emphasizing fairness and continuity. For institutional investors and securities analysts, we hold briefings in Japan on financial results, management direction and other topics. Outside Japan, we hold road shows (explanatory meetings for investors) regularly in Europe and North America, and local staff members also visit investors individually. We prepare and send out not only year-end financial reports but also interim reports to individual shareholders and investors. At the same time, we promptly disclose IR materials

used at analyst briefings and materials and images from financial results presentations on Fujitsu's dedicated IR website. When we send out notices regarding the Annual Shareholders' Meeting and interim dividends, we also conduct a questionnaire survey to elicit feedback from a wide range of shareholders and investors.

Publication on IR Websites

Fujitsu publishes information that we would like our shareholders and investors to know on our Japanese and global IR websites. This information includes overviews of Fujitsu and a wide range of disclosed documents.

→ WEB Japanese IR site
<http://pr.fujitsu.com/jp/ir/>
 Global IR site
<http://www.fujitsu.com/global/about/ir/>

Main Results of IR Activities in FY 2011

		2011	4	5	6	7	8	9	10	11	12	2012	1	2	3
In Japan	Annual Shareholders' Meeting					●	Annual Shareholders' Meeting								
	Management Direction Briefing				●	Management Direction Briefing									
	Financial Results Briefings		●	Full-Year Financial Results		●	1Q Financial Results		●	2Q Financial Results		●	3Q Financial Results		
	Business Briefings							●	PC					●	Mobile Phones
Outside Japan	Roadshows		●	North America		●	Europe		●	Asia		●	North America		

In FY 2011, we held about 930 briefings for institutional investors and securities analysts (50% of them outside Japan and 50% within Japan).

Priority 5

Communicating and Collaborating with Stakeholders

With Our Suppliers

Fujitsu published the CSR PROCUREMENT GUIDELINE in order to promote corporate social responsibility (CSR) throughout its supply chain and works closely with suppliers to implement procurement activities grounded in its principles.



CSR PROCUREMENT GUIDELINE:

<http://www.fujitsu.com/global/about/procurement/policy/>

Enhancing Supply Chain BCM

Fujitsu believes that strengthening business continuity management (BCM) capabilities across its entire supply chain is critical to ensuring the stable supply of products and services that our customers need in the event of major disasters and other unexpected contingencies.

Each year, Fujitsu conducts a questionnaire survey of its suppliers on how they address BCM. In FY 2011, we surveyed roughly 790 of our major suppliers.

Better progress than ever was made in promoting BCM in FY 2011. Fujitsu held briefing sessions on BCM for suppliers, where we shared examples of our response to the Great East Japan Earthquake and an analysis of outcomes, as well as lessons learned from our response to the flooding in Thailand.



BCM tabletop exercise

Communication with Suppliers

Fujitsu assists with the activities of suppliers through such measures as providing biodiversity conservation guidelines to suppliers, and holding seminars related to CO₂ emissions reduction and biodiversity conservation. In FY 2011, we held a program for Satoyama (urban woodlands) preservation and encouraged participation by suppliers. This program gave our suppliers first-hand experience of biodiversity conservation activities.

In 1997, Fujitsu established its suppliers' performance review (SPR) system, in which about 190 of our core suppliers are comprehensively evaluated from the standpoints of quality, technology, price, supply, the environment and reliability. We provide feedback on the results of this performance review by directly sharing the results with suppliers at such events as Quarterly Business Review (QBR) meetings sponsored by our management.

Partnerships with Our Suppliers

Each year, we host Fujitsu Supplier Day to strengthen relationships with our suppliers.

In the event, we present letters of appreciation to those suppliers who have made exceptional contributions to our business, and the company President and the VP in charge of Purchasing give presentations to share our procurement policies in line with Fujitsu's business plans. In FY 2011, 790 people, representing some domestic and overseas 350 suppliers, took part in the event.



Presentation of letters of appreciation to suppliers on Fujitsu Supplier Day

VOICE: Feedback from Suppliers

Feedback from a supplier who participated in the satoyama urban woodlands preservation program hosted by Fujitsu

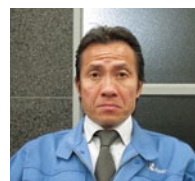


DELTA ELECTRONICS (JAPAN), INC.
Sales Department 5
Network Products Sales Group
Fumiko Tokunaga

My company also works to develop eco-friendly products, but this type of activity providing direct experience of biodiversity conservation was a first for me. As the event was held on a holiday, I participated with my daughter. She said, "The snails and praying mantises were huge, and I was amazed by the number of participants. I'd like to join it again!" I believe that the event showed my daughter the importance of nature and how the natural environment is protected through the work of many people.

Going forward, I would like to continue working to conserve biodiversity in order to leave our children with a rich, natural environment.

Feedback from a supplier regarding Fujitsu's SPR system



Kunimori Kagaku Co., Ltd.
Director
Sojiro Ohashi

We have received a fair and objective assessment of our activities in terms of quality, technology, price and supply, as well as the environment and reliability, through Fujitsu's SPR system. As a result, we now have a clear understanding of our strengths and weaknesses as seen by a customer. We will put the assessment feedback to good use in improving various issues and setting goals. Looking ahead, we will remain committed to promoting continuous improvements, and will strengthen our relationship of harmonious coexistence with Fujitsu.

Corporate Governance

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

Basic Stance

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

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

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

The Framework for Strengthening Corporate Governance

Fujitsu has established Executive Nomination and Compensation Committees in order to ensure the transparency and

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

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



Corporate Governance

<http://www.fujitsu.com/global/about/profile/direction/governance/>

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 of the Fujitsu Way, and constructing the necessary internal systems and structures.

Furthermore, the Risk & Compliance Office (the administrative office of the Compliance Committee) carries out activities aimed at instilling an awareness of compliance.



Raising Awareness of Compliance

To raise awareness of compliance issues, the Fujitsu Group has created compliance manuals that explain, in an easily understandable manner, the main laws (the Anti-Monopoly Act, Unfair Competition Prevention Act, Act against Delay in Payment of Subcontract Proceeds, etc.) that closely affect our business. We have made these manuals known to employees at Fujitsu and domestic Group companies via our intranet. Besides Japanese laws, we have also prepared a compliance manual on the U.S. Export Administration Regulations (EAR), which are closely connected to our global business development activities. Efforts are focused on ensuring familiarity with these regulations among employees.

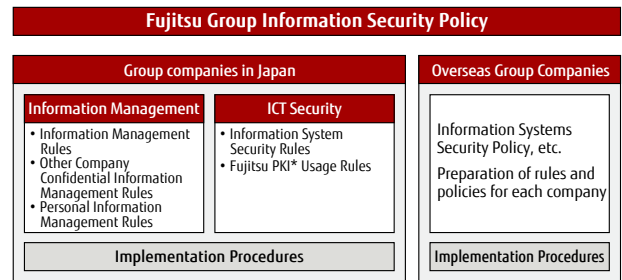
Overseas, we have provided a guideline called Global Business Standards (GBS), which sets forth detailed guidelines on the Code of Conduct for each Group company. GBS has been codified into rules at each Group company. At the same time, we use e-mail and the Internet to ensure that employees understand these rules.

Internal Reporting System

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).

Each of the Group companies in Japan and overseas has also established and operates its own internal reporting system.

In August 2009, the Fujitsu Group established a compliance line for suppliers to handle reports and inquiries directly from the employees of companies that supply Fujitsu with products, services, software, etc.



* PKI (Public Key Infrastructure): Rules relating to the use of systems for personal identification and encoding.

Promotion of Information Security

The Fujitsu Group has established the Fujitsu Group Information Security Policy, consistent throughout the world, as a vehicle for promoting information security. We have also taken steps to enhance security through the application of ICT, including through the company-wide adoption of tools to prevent e-mail from being sent externally in error and to delete the data remotely. Furthermore, e-learning courses are held for all Fujitsu Limited employees, including executives, each year in order to further establish information security awareness.

Protection of Intellectual Property

The Fujitsu Group established an internal rule in order to encourage the proper handling of intellectual property in October 1995. This rule specifies not only what all employees should do to create, maintain and utilize intellectual property rights, but also directs them to respect those of other companies.

For example, the Group regards any infringement of intellectual property rights by its products and services as a serious defect. Accordingly, to avoid infringing on 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.

Risk Management

We are implementing practical and continuing improvements to our Group-wide risk management, promoting activities aimed at preventing risks from materializing, minimizing the impact should an incident occur, and preventing recurrence.

Through its global activities in the ICT industry, the Fujitsu Group continuously seeks to increase its corporate value and contribute to its customers, local communities 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.

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

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

Note: These are just some of the risks of doing business. More detailed risk-related information can be found in our earnings reports, securities reports and other published reports.

The Risk Management Framework

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 materialize, forming a risk management structure for the entire Group.



Toward More Assured Business Continuity

Using Lessons Learned from the Great East Japan Earthquake to Bolster Disaster Preparedness and Business Continuity

Learning from the Great East Japan Earthquake, we are working on Group-wide training and improvements to make our disaster preparedness and business continuity plans (BCP) more effective.

For one, we formulated a new disaster response plan (DRP) outlining the first critical steps to take right after a disaster. We created a checklist for actions that Central Disaster Response Headquarters staff must take within three hours following a disaster, including safety confirmation and employee assistance.

Further, we held a disaster response drill on September 1, 2011, modeled on an earthquake directly hitting Tokyo. The exercise included verifying DRP effectiveness, setting up contingency disaster response headquarters in the Kansai region, and

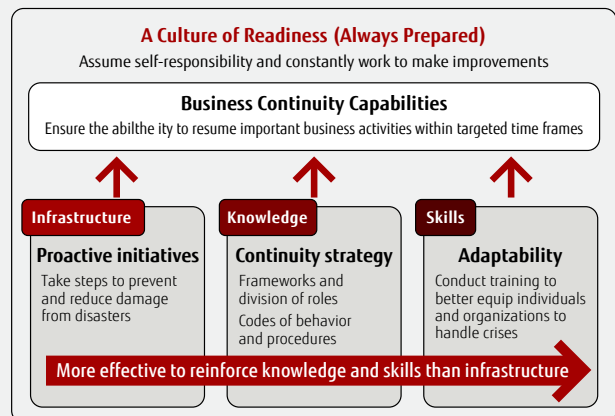
confirming the functioning of communications frameworks via satellite mobile phones, MCA wireless links, and the Software-as-a-Service (SaaS) type application CRMate for sharing information at the time of a disaster.



Vice President
Risk Management & Compliance Office
Akihiro Yoshida

Moreover, we view bolstering business continuity management (BCM) with regard to supply chains, establishing and applying independent "Fujitsu Seismic Resistance Standards," swiftly putting in place in-house ICT infrastructure capable of handling widespread disaster, and developing BCM promotion specialists as key tasks. To this end, we are building solid collaborative frameworks and shoring up business continuity.

The Fujitsu Group's Vision for BCM



CSR Activity Targets and Achievements

Category	Medium-Term Targets (FY 2020)	
Basic CSR Management	Promoting CSR Activities Across the Group	<ul style="list-style-type: none"> ● We have CSR management processes in place across the Group and implement CSR initiatives in line with global standards, including those for value chains.
	Implementing the PDCA Cycle Based on Our Vision	<ul style="list-style-type: none"> ● We work continuously to bring our CSR efforts to the next level by setting shared short and medium-term targets for the entire Group and utilizing the PDCA (plan, do, check, act) cycle.
	CSR Penetration and Execution	<ul style="list-style-type: none"> ● Fujitsu Group employees take it upon themselves to promote CSR with a comprehensive view to economic, environmental, and social dimensions.
Priority 1 Providing Opportunities and Security Through ICT	Providing New Values Through ICT	<ul style="list-style-type: none"> ● We are using global cutting-edge computing to generate simulations of the future, and employing them to help solve an array of tough problems like climate change, resource shortages, and disaster damage. In addition, we are globally deploying ICT-enabled solutions for various issues affecting cities, food, medicine, education, and more.
	Increasing ICT Accessibility	<ul style="list-style-type: none"> ● So that as many people as possible in the world can leverage ICT to pursue their potential, we are opening doors to cyber society, providing devices and interfaces that are easy to use for all, and offering systems supporting ICT deployment to developing countries.
	Reliability and Security through ICT	<ul style="list-style-type: none"> ● We deliver reliability and security through the stable operation of ICT systems, the infrastructure underpinning economic and social activity. Further, we provide ICT solutions to realize highly secure environments where personal and proprietary information is protected.
Priority 2 Protecting the Global Environment <small>Refer to pages 25–26 for more details.</small>	Benefitting Customers and Society	<ul style="list-style-type: none"> ● By providing technologies and solutions, we are moving closer to our target of reducing CO₂ emissions by 30 million tons a year in Japan by 2020, and helping to cut greenhouse gas emissions worldwide.
	Pursuing Internal Reforms	<ul style="list-style-type: none"> ● The Fujitsu Group boasts world-leading overall energy efficiency in each of its business fields, including software services, hardware products, and electronic devices.
	Preserving Biodiversity	<ul style="list-style-type: none"> ● We are advancing and taking concrete measures regarding all of the items outlined in the "Business and Biodiversity Initiative" leadership declaration.
Priority 3 Embracing Diversity and Inclusion	Corporate Culture Reform	<ul style="list-style-type: none"> ● We offer a good working environment for everyone, thanks in part to measures to further human rights promotion and diversity. ● Our corporate culture fosters ongoing creation of new knowledge and technologies inside and outside the organization through open and free discussion from a wealth of perspectives.
	Helping Individuals Flourish	<ul style="list-style-type: none"> ● Fujitsu is creating workplaces in which employees recognize each other, and can exhibit the full added value they possess to contribute to the organization.
	Promoting a Work/Life Balance	<ul style="list-style-type: none"> ● We are helping every employee to achieve a work/life balance and maintain a mutually beneficial relationship with society.
Priority 4 Developing Human Resources for Their Contribution to Society and the Planet	Working to Develop Employees Who Can Support a Truly Global ICT Company	<ul style="list-style-type: none"> ● We are contributing to the advancement of society by fostering business leaders that can balance the pursuit of business strategies with the creation of social value. ● Every employee grasps and acts in accordance with our corporate philosophy to create new value for society.
Priority 5 Communicating and Collaborating with Stakeholders	Stakeholder Communications	<ul style="list-style-type: none"> ● We have forged relationships built on trust with diverse stakeholders by maintaining mutual lines of communication.
	Collaboration with Stakeholders	<ul style="list-style-type: none"> ● Fujitsu Group employees practice optimal collaboration with stakeholders in delivering value which meets society's needs.
	Harmony with Society	<ul style="list-style-type: none"> ● Most employees take part in social contribution activities that leverage their strengths.

FY 2011 Results

FY 2012 Targets

<ul style="list-style-type: none"> ● Verified progress on seven core issues under ISO 26000. At a workshop, created a 252-item checklist and confirmed that Fujitsu has already completed 178 items. 	<ul style="list-style-type: none"> ● Explore measures for completing remaining items and ranking their priority. ● Expand items covered by the checklist for Group companies, including those overseas.
<ul style="list-style-type: none"> ● Set medium-term and 2012 targets based on CSR Policy. ● Clarified issues that we should address and goals heading toward 2020 through dialogue with outside experts. ● Set requirements for consideration of social and environmental factors when formulating organizational targets. 	<ul style="list-style-type: none"> ● Establish medium-term CSR targets and single fiscal year targets for PDCA processes. ● Announce detailed plans for issues we should tackle heading toward 2020. ● Begin work on strengthening processes and setting specific goals when formulating organizational targets.
<ul style="list-style-type: none"> ● Built frameworks for spreading the CSR Policy within the Company. <ul style="list-style-type: none"> • Started delivering CSR messages directly from top management. • Implemented in-house CSR study sessions (412 total participants). 	<ul style="list-style-type: none"> ● Renovate tools for infusing the CSR Policy throughout the organization, including Internet-based frameworks, in-house publications, and events. ● Enhance systems encouraging employees to voluntarily take part in linking the CSR Policy to their work. <ul style="list-style-type: none"> • Expand the CSR Promotion Task Force's scope to more departments. • Enhance employee education through questionnaires, e-learning, round-table discussions for employees, and the like. • Introduce an award program.
<ul style="list-style-type: none"> ● The supercomputer "K computer" took first place in world for processing speed. ● Deployed secured cloud platform to six global sites with world-leading reliability realizing an operating rate of 99.9%. ● Held study sessions on resolving social issues through our business operations (roughly 100 participants). ● Co-hosted developing country business seminars and conducted partner seminars with NGOs. 	<ul style="list-style-type: none"> ● Expand programs utilizing sophisticated computing to address social issues. ● Generate multiple examples of viable businesses in the form of ICT-enabled solutions for social issues in areas like medicine, education, and food. ● Examine introducing an evaluation system for projects designed to solve social issues.
<ul style="list-style-type: none"> ● Provided interfaces with an eye to global deployment, including in emerging markets. ● Promoted universal design activities that bring opportunities to many people, with an understanding of actual conditions in developing countries (invested around ¥0.3 billion in activities). ● Brought the accessibility of the corporate website up to JIS "Level AA" (partial compliance). ● Held a global device design contest to give shape to Fujitsu's vision for the future. Over 1,000 entries received. 	<ul style="list-style-type: none"> ● Incorporate diverse stakeholders' opinions and conduct field tests to further the development of products that deliver great ICT experiences to more people. ● Conduct surveys to ascertain the issues and identify areas where ICT should make a difference (e.g., estimate benefits, establish processes), with a view to creating more solution businesses in developing countries.
<ul style="list-style-type: none"> ● Conducted quality checks for all Internet connection systems delivered to customers in Japan in line with mandated security audits. ● Held information security workshops for employees and around 18,700 people from roughly 1,160 partner firms. ● Acquired an information security rating of A or better for data centers in Japan (four rated were "AAA") from the external rating agency I.S. Rating Co., Ltd. ● A total of 277 employees received JASA auditor or other certifications (Fujitsu has the most JASA auditors in Japan). 	<ul style="list-style-type: none"> ● Maintain and reinforce the measures to the left. ● Strengthen responsiveness to government policies for enhancing IT security. ● Advance and promote global communications platforms.
<ul style="list-style-type: none"> ● Provided green ICT that will reduce cumulative CO₂ emissions worldwide by 9.98 million tons for the FY 2009–11 period. 	<ul style="list-style-type: none"> ● Provide green ICT that will reduce cumulative CO₂ emissions worldwide by 15 million tons or more over the FY 2009–12 period.
<ul style="list-style-type: none"> ● Reduced greenhouse gas emissions associated with manufacturing globally to 18.2% below FY 1990 levels by end of FY 2011. 	<ul style="list-style-type: none"> ● Reduce greenhouse gas emissions associated with manufacturing globally to 6% below FY 1990 levels by the end of FY 2012. (CO₂: 5% reduction, other greenhouse gases: 20% reduction)
<ul style="list-style-type: none"> ● Achieved a 4.6% reduction in level of impact (in main business areas) compared to FY 2009 as evaluated by BD integration index—numerical indicators developed to measure impact of operations on biodiversity as part of a system to expand contribution of ICT to reducing that impact. 	<ul style="list-style-type: none"> ● Achieve a 3% reduction in the level of impact (in main business areas) compared to FY 2009 as evaluated by BD integration index—numerical indicators developed to measure the impact of operations on biodiversity as part of a system to expand contribution of ICT to reducing that impact.
<ul style="list-style-type: none"> ● Fujitsu's Human Rights Promotion Committee is charged with promoting organization-wide human rights awareness, and led training and other initiatives to this end at workplaces, including plants, branches, and offices. ● To advance diversity at all Fujitsu workplaces and domestic Group companies, we held study sessions for promotion managers representing workplaces and Group companies. ● Fujitsu conducted a diversity awareness survey and internally announced the results for each applicable attribute. 	<ul style="list-style-type: none"> ● Further advance the training and enlightenment activities to the left and their diffusion throughout domestic Group companies. ● Enhance individual support and other steps to further develop the diversity promotion measures to the left. ● Work to increase the rate of positive responses to working environment-related items on the diversity awareness survey to the left by looking closely at the issues.
<ul style="list-style-type: none"> ● Positive actions taken by Fujitsu: <ul style="list-style-type: none"> • Implemented a Women's Leadership Development Program (69 participants). • Established diversity mentors for female employees. • Provided leadership workshops for female managers (31 participants). ● Held workshops to support employee activities, information exchanges, and other networking events for members of domestic Group companies who are in the minority—namely women, foreign nationals, and employees who are raising children. ● At Fujitsu, women accounted for 3.7% of management and disabled individuals accounted for 2.05% of employees. 	<ul style="list-style-type: none"> ● Expand positive action as shown to the left (e.g., utilization of diversity mentors for female employees). ● More effectively augment the networking events to the left. ● Work to increase the rate of positive responses to individual awareness-related items on the diversity awareness survey by looking closely at the issues.
<ul style="list-style-type: none"> ● Use of programs offered by Fujitsu: <ul style="list-style-type: none"> • Childcare leave: 118 employees, paternity leave: 507 employees • Volunteer leave: 87 employees ● Held a work-life balance-related forum at Fujitsu based on the theme "work style innovation" for employees, including those from domestic Group companies (78 participants). 	<ul style="list-style-type: none"> ● Raise the rate of positive responses to work-life balance-related items on Fujitsu's diversity awareness survey.
<ul style="list-style-type: none"> ● Cultivated global business leaders: <ul style="list-style-type: none"> • Established a next-generation business leader development program (91 participants). • Established a leadership development program for overseas offices (62 participants). • Established a global competency development program for young employees in Japan (97 participants). ● Established the Research Center for Practical Wisdom to realize business activities grounded in the common good. 	<ul style="list-style-type: none"> ● Foster global business leaders. <ul style="list-style-type: none"> • Promote diversity among the next generation of business leaders by strengthening ties with overseas business bases. • Enhance the quality and scope of business leaders through continued training. ● Shore up the baseline. <ul style="list-style-type: none"> • Reinforce baseline training to ensure that every employee understands and acts in accordance with our corporate philosophy. • Offer more opportunities for training on generating business from social and market changes.
<ul style="list-style-type: none"> ● Held five sessions of dialogue with experts (creating social value through our core operations and universal design). ● Conducted a questionnaire both internally and externally to improve our sustainability report. It was completed by around 3,600 people. ● Published a booklet compiling our support initiatives in the aftermath of the Great East Japan Earthquake. 	<ul style="list-style-type: none"> ● Reflect the opinions of a wide range of stakeholders regarding our CSR initiatives and sustainability report in our actual corporate activities. ● Engage in periodic dialogue with residents to promote development in neighboring communities.
<ul style="list-style-type: none"> ● Worked on activities with over 1,500 partners, including industrial associations, research societies, NGOs, and NPOs. ● Teamed up with multiple NPOs on restoration and recovery from the Great East Japan Earthquake. 	<ul style="list-style-type: none"> ● Build relationships with NGOs, NPOs, international organizations, and other diverse stakeholders, and resolve social issues through our business operations. ● Create forums conducive to innovation creation through dialogue with diverse stakeholders.
<ul style="list-style-type: none"> ● Built an in-house database for social contribution activities linking communities, elucidating a track record topping 1,000 projects. ● Dispatched around 360 employees in total to volunteer in disaster-stricken areas. ● Donated some 1,000 PCs, mainly to municipalities in regions affected by the earthquake and tsunami, in collaboration with telecommunications firms and local governments. 	<ul style="list-style-type: none"> ● Examine introducing an evaluation system for programs promoting co-existence with society. ● Enhance social contribution programs capitalizing on the Fujitsu Group's expertise.

Fujitsu Group Profile

Company Name: Fujitsu Limited

Addresses:

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

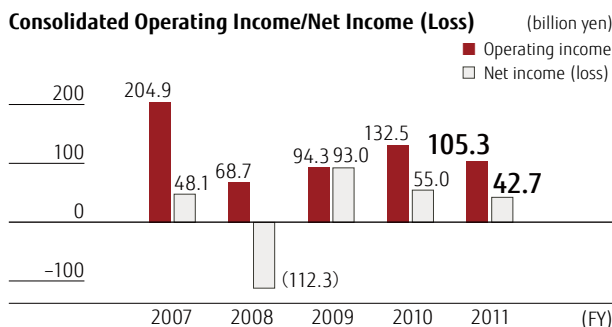
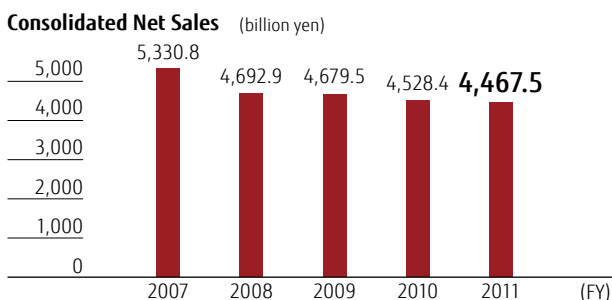
President: Masami Yamamoto

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: ¥4,467.5 billion (FY 2011)
Capital: ¥324.6 billion (as of the end of March 2012)
Total Assets: ¥2,945.5 billion
 (Liabilities: ¥1,978.9 billion, Net Assets: ¥966.5 billion)
Fiscal Year-end: March 31
Employees Consolidated: 173,155 (as of the end of March 2012)
 Unconsolidated: 24,906 (as of the end of March 2012)
Directors: 12 (incl. 1 female director, out of 4 outside directors as of June 25, 2012)
Consolidated Subsidiaries: 538 companies
Equity-method Affiliates: 18 companies
Stock Exchange Listings: Tokyo, Osaka, Nagoya, London



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, manufacture and sale of those products and electronic devices to the provision of maintenance services.

Technology Solutions

The Technology Solutions segment provides corporate customers around the globe with IT-driven business solutions based on our advanced technology and high-quality system platforms and services.



PRIMEHPC FX10 supercomputer



The Integrated Control Room of Tatebayashi System Center



ARROWS X F-10D (Black)

FMV UH75/H (Satin Red)

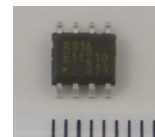


Ubiquitous Solutions

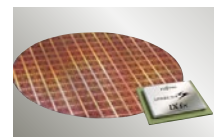
The Ubiquitous Solutions segment is involved in the development, manufacture and sale of PCs and mobile phones, as well as audio and navigation equipment and other types of mobilewear.

Device Solutions

The Device Solutions segment provides LSI devices for digital consumer electronics, automobiles, mobile phones and servers, as well as semiconductor packages and other electronic components. The segment also offers structural components, such as batteries, relays and connectors.

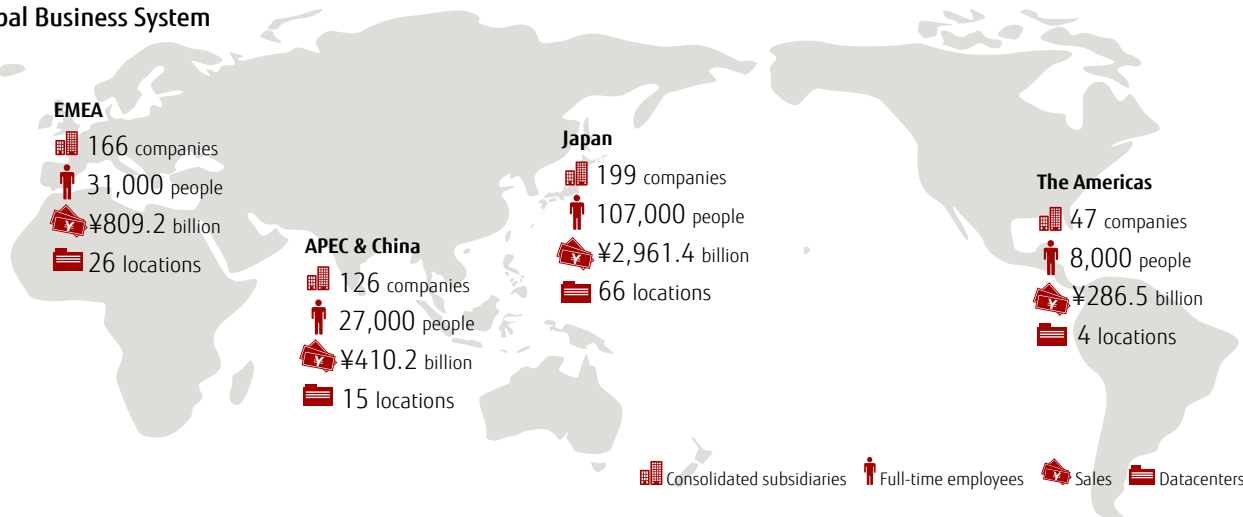


16K-bit Ferroelectric lower-capacity Random Access Memory (FRAM) product with a Serial Peripheral Interface (SPI)



SPARC64™ IXfx wafer

Global Business System

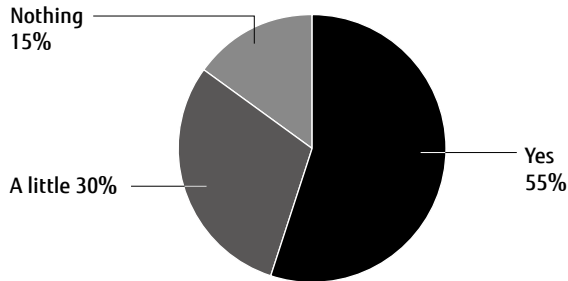


2011 Fujitsu Group Sustainability Report Questionnaire Results

(As of July 2012)

Questionnaire tabulation results, Respondents = 20

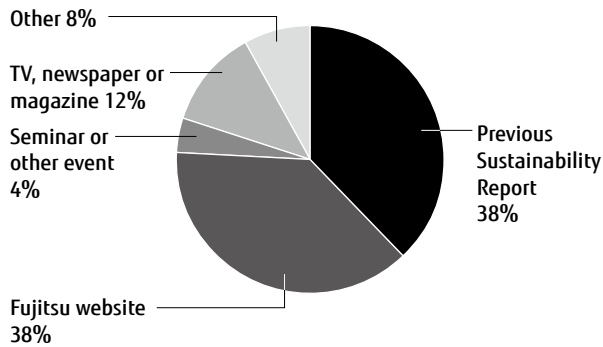
Q1 Did you know anything about Fujitsu's sustainability activities before reading the report?



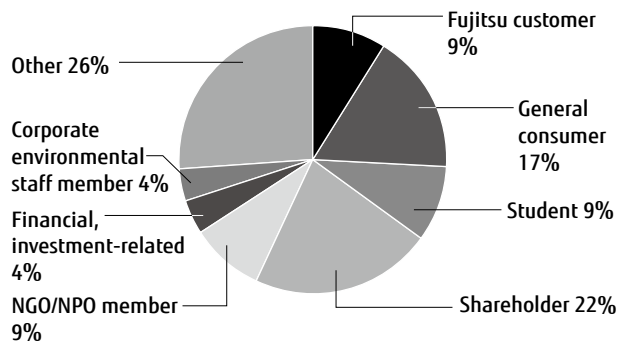
Q4 Which sections of this report were of the greatest interest?

Category title	Votes for this category
Strategic Vision of the Fujitsu Group	11
The Fujitsu Group's Response to the Great East Japan Earthquake	10
Message from Management	7
Priority 1 Highlights in 2011	7
Leading-Edge Green ICT Research and Development	7
Diversity and Inclusion	7
Approach to Human Rights and Work Practices	7

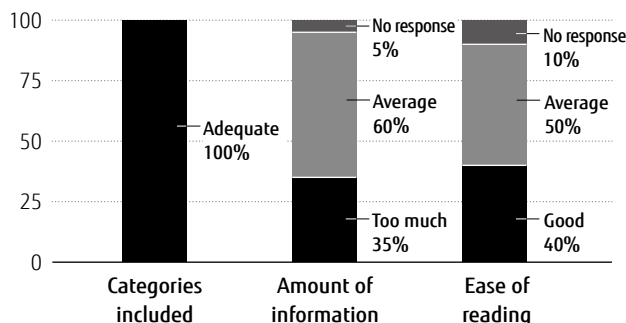
Q2 (For those who answered "Yes" or "A little" to Q1) How did you come to know about them?



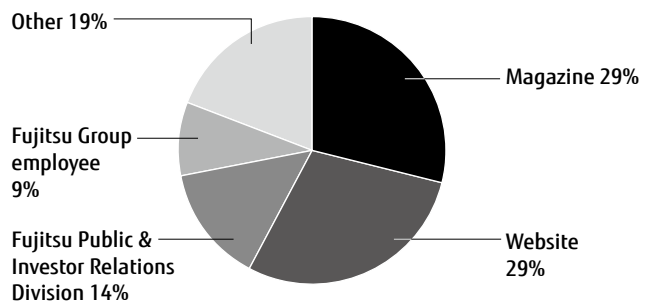
Q5 From what perspective did you read this report?



Q3 What is your impression of this report?



Q6 How did you learn about the existence of this report?



Feedback from the questionnaire was used to improve the Sustainability Report 2012 in the following ways:

- The booklet was developed around articles considered to be of particular interest to readers, resulting in substantially fewer pages (98 pages in last year's report cut to 46 pages).
(Items that could not be covered here are reported on the Fujitsu website)
- Used photos and charts to create a more readable, magazine-like format.
- Included sections marked "VOICE" that feature feedback from various stakeholders, including customers, business partners, employees and experts.

Fax Questionnaire

<https://www-s.fujitsu.com/global/about/responsibility/reports/2012/questionnaire.html>

FAX: +81-3-6252-2787 (CSR Department)

CSR Department, Fujitsu Limited

Thank you for reading the Fujitsu Group Sustainability Report 2012.

We hope you will spare us a few more minutes to fill in this questionnaire and fax it to us or complete it at the above URL to help us in preparing next year's report.

Also, we will be pleased to send the 2013 edition of the Fujitsu Group Sustainability Report to those who request it.

Fifty questionnaire respondents will be randomly chosen to receive a free 2013 Fujitsu calendar.
(Offer valid until December 14, 2012. Calendars will be sent out in lieu of a formal announcement of winners.)

Q1 Did you know anything about Fujitsu's sustainability activities before reading the report?

- Yes A little Nothing

Q2 (For those who answered "Yes" or "A little" to Q1) How did you come to know about them? (Choose all that apply.)

- Previous Sustainability Report Fujitsu website Seminar or other event
 Product catalog TV, newspaper or magazine Other ()

Q3 What is your impression of this report?

- (1) Categories included Adequate Inadequate
(2) Amount of information Too much Appropriate Not enough
(3) Ease of reading Good Average Poor

Q4 Which sections of this report were of the greatest interest? (Choose all that apply.)

- Introduction Priority 1: Providing Opportunities and Security Through ICT Priority 5: Communicating and Collaborating with Stakeholders
 Message from Management Priority 2: Protecting the Global Environment Corporate Governance/Compliance/Risk Management
 Opening Discussion Priority 3: Embracing Diversity and Inclusion CSR Activity Targets and Achievements
 Special Feature: Fujitsu Envisions Smart Cities Priority 4: Developing Human Resources for Their Contribution to Society and the Planet Fujitsu Group Profile
 Fujitsu Group CSR Editorial Policy

Q5 From what perspective did you read this report?

- Fujitsu customer Resident of a Fujitsu facility neighborhood Corporate environmental staff member
 General consumer Shareholder NGO/NPO member
 Student Investor/analyst Other ()

Q6 How did you learn about the existence of this report?

- Newspaper Fujitsu Public & Investor Relations Division NGO/NPO
 Magazine Fujitsu Group employee Friend
 Advertisement Fujitsu Group sales representative Exhibition
 Website Plant tour Other ()

Q7 Please use the space below to communicate any comments or requests you may have concerning Fujitsu's sustainability activities.

.....
.....
.....

1. Would you like to enter to win a Fujitsu calendar? (50 respondents will be randomly selected)

- Yes No

2. Would you like to receive a copy of the "Fujitsu Group Sustainability Report 2013"?

- Yes No

If you answered "Yes" to either question, please fill in the information below.

Name: _____

Mailing address: _____

Occupation (employer): _____ **Department/position:** _____

We will not use the personal information you provide for any purpose other than sending the "Fujitsu Group Sustainability Report 2013" or the calendar in case you win. Please contact us at the URL on the right for inquiries, or to notify us of changes in the information you have provided above. Any opinions and requests that we receive may be quoted in next year's sustainability report and elsewhere. Please realize that this may involve some editorial changes and additions.

<https://www-s.fujitsu.com/global/about/responsibility/contact/contact.html>

Perforated pages that can be easily folded and cut out.

Editorial Policy

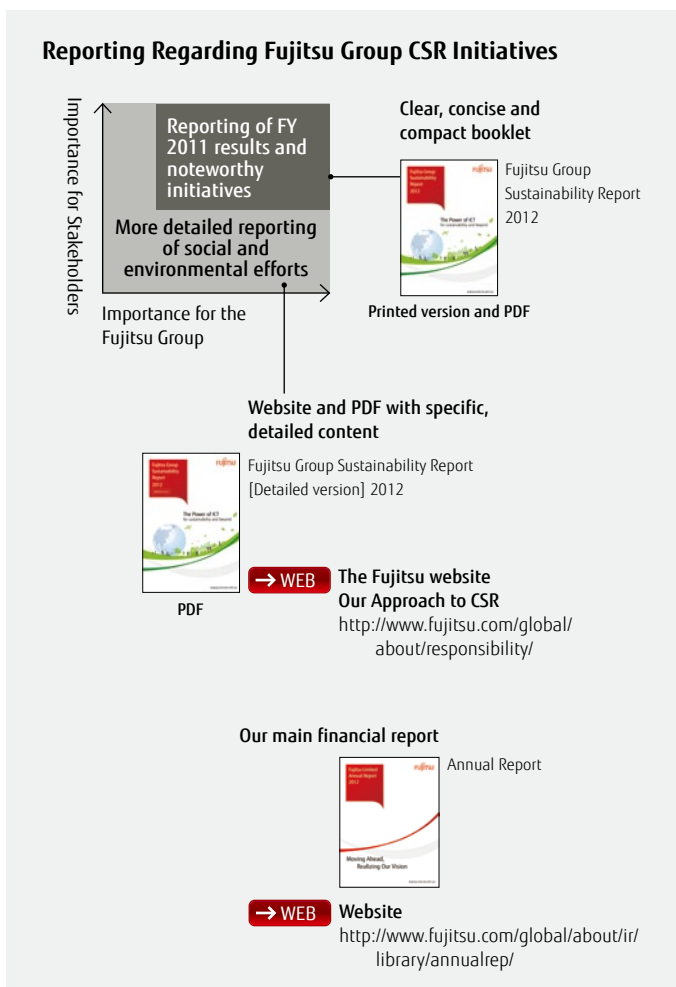
Reporting According to the Fujitsu Group CSR Policy

The Fujitsu Group Sustainability Report 2012 reports in accordance with the Fujitsu Group Corporate Social Responsibility (CSR) Policy. Of the Group's wide-ranging initiatives, this report focuses on those in areas thought to be of particular interest to stakeholders.

Items that could not be covered here are reported in the PDF version of the Sustainability Report 2012 (detailed version) on the Fujitsu website.

■ Reporting System

Details concerning Fujitsu Group initiatives are reported in the formats described below.



Our basic editorial policy is to consider issues from two standpoints: the importance to society and stakeholders and the importance to the Fujitsu Group. In particular, we consider directions for this report based on opinions we receive from third parties, general readers, and stakeholders on the previous fiscal year's version of the report. Our intention was to create a report that is easy for members of the general public to read.

■ Reporting Period

This report focuses on activities in FY 2011, from April 1, 2011 to March 31, 2012, and the data presented is actual performance data from that period. Content from times outside that period, however, is also presented.

■ Target Readership

This report is written assuming the following readership: Fujitsu stakeholders including customers, employees, stockholders and investors, suppliers and business partners, international society and local communities, public institutions and governments.

■ Organizations Covered

While the whole of the Fujitsu Group is the coverage of this report, when it is necessary to indicate the range of applicability, we will specify Fujitsu Group (to indicate the Group as a whole) or Fujitsu (to indicate Fujitsu, Ltd. as an independent entity).

Note that for environmental reporting, the coverage is Fujitsu itself plus a total of 129 companies (including companies outside Japan) centering on consolidated subsidiaries that build environmental management systems. Also, environmental burden data reporting covers Fujitsu itself, Fujitsu Laboratories, Ltd. (17 locations), and 27 main manufacturing subsidiaries (of which 24 are in Japan and three are overseas). Environmental accounting data covers Fujitsu itself and 30 main subsidiaries (of which 26 are in Japan and four are overseas). The organizations that are covered in environmental activities reporting are listed on the following website.

→ WEB <http://www.fujitsu.com/global/about/responsibility/reports/2012/>

■ Significant Changes in Coverage

Fujitsu Toshiba Mobile Communications Limited (name changed to Fujitsu Mobile Communications Limited from FY 2012) was added to coverage in this report.

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.

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Fujitsu's brand promise: shaping tomorrow with you

A company's brand promise expresses the value the company delivers to its customers.

The Fujitsu Group's brand promise articulates the importance we place on working with our customers to shape a prosperous society, by harnessing the power of information and communication technology (ICT).

Employing over 170,000 people to support customers in more than 100 countries, Fujitsu is "the Japanese global ICT company" and we are delivering on our brand promise.

FUJITSU LIMITED

For inquiries about this report, please contact:

CSR Department

Shiodome City Center 1-5-2 Higashi-Shimbashi,
Minato-ku, Tokyo 105-7123, Japan

Fax: +81-3-6252-2787

<https://www-s.fujitsu.com/global/about/responsibility/contact/contact.html>

Legibility Considerations

We have reviewed this report using our ColorSelector tool to choose a highly accessible color combination so that the text and figures will be as legible as possible to the widest range of readers.

Consideration for the Environment

This report uses FSC®-certified paper, VOC-free ink, and a waterless printing process that generates no harmful liquids.

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