

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

Responsibilities and Activities That Support Fujitsu Group Globalization

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

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

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

1 Focusing on the Customer's Customer



Field Innovation is crucial for ICT to solve management issues.



2 Adopting a Global Perspective



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



3 Reinforcing Our Commitment to Environmental Sustainability



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



1 Focusing on the Customer's Customer

—The theme is promoting the use of ICT and creating an innovative mindset.

Field Innovation is crucial for ICT to solve management issues.



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

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

The Field Innovation Process

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

with customers' top management intentions, we aim to establish powerful companies and organizations that will themselves continue to innovate.

Field Innovators Work with Customers to Solve Business Issues

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

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

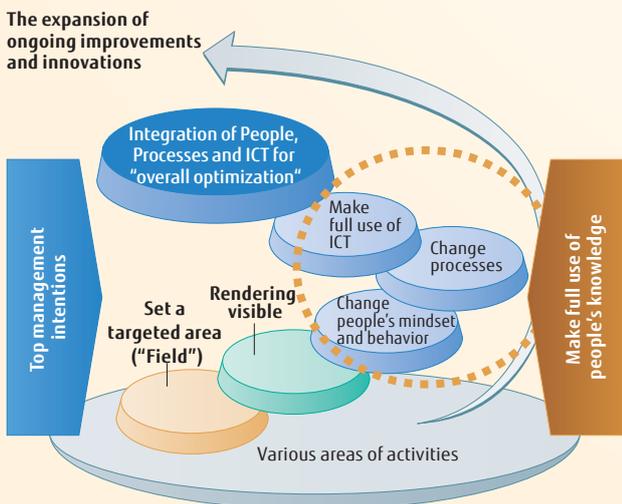
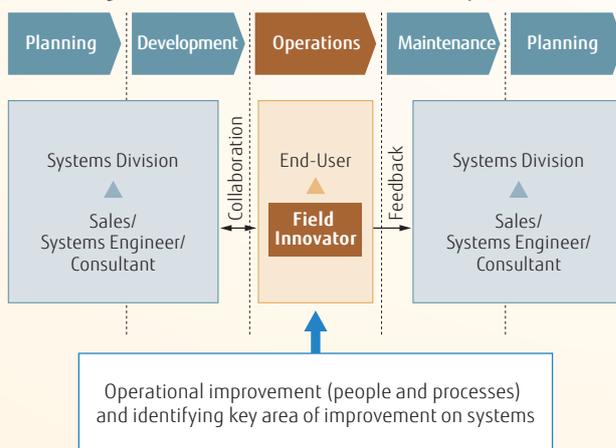
Results of Activity (from Oct. 2007 through Mar. 2010)

- Customer oriented projects: 183
- Fujitsu Group internal projects: 173

Maximizing the Benefit Customers Gain from Its Operation

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

Maximizing the Benefit Customers Gain from its Operation



The Goal of Field Innovation

Fujitsu sees Field Innovation as a customer-centric management approach that also represents our own basic attitude to business innovation.

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



Business Showcase 1 Joyful Honda Co., Ltd.

“The Desirable System” Based on Management Philosophy

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

Customer Comments

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



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

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



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

Business Showcase 2 Kokushikan University

Rendering the Process Visible Smooths Course Registration

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

Customer Comments

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



Eiji Uesugi
 Manager, Office of Academic Affairs, Kokushikan University

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



Tadayuki Ohira
 Manager, Information Platform Center, Kokushikan University

300 Field Innovators Form a “Knowledge Network” to Promote Innovation

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

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



Hiroshi Yamamoto
 President,
 Field Innovation Group



2 Adopting a Global Perspective

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

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



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

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

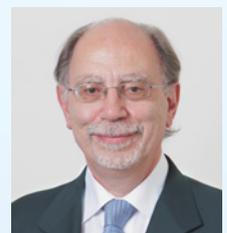
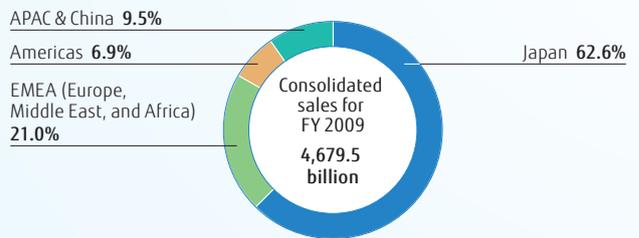
*This project aims to set up an internal control system that satisfies the requirements of Japan’s Financial Instruments and Exchange Act. Each Group company was instructed to review its business processes and take necessary action starting in 2005. In FY 2009, responding to the business formation changes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

“Think Global, Act Local” and “One Fujitsu”

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

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

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



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

In EMEA Our Approach in Europe

In April 2009, Fujitsu made Fujitsu Siemens Computers (FSC), a joint-venture centering on the manufacture and sale of business servers, into a wholly owned subsidiary, changing its name to Fujitsu Technology Solutions (FTS). Pursuing synergies between FTS and UK-based Fujitsu Services (FS), where services comprise the core business, and reintegrating their various geographical

locations, will enable Fujitsu to provide their diverse expertise smoothly to customers. For example, customers in Finland previously purchased their servers from FTS Finland and their services separately from FS Finland, but now the two companies, combined as Fujitsu Finland, will provide a wide-ranging and seamless service firmly rooted in the region.

A System of Governance to Follow European Realignment

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



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

Business Showcase **British Department for Work and Pensions**

UK's Biggest Desktop Service Order

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



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

In the Americas Our Approach in the US

In the US, Fujitsu Consulting (FC) provided ICT consulting and integration services, while Fujitsu Computer Systems (FCS) sold and maintained hardware and Fujitsu Transactions (FTXS) developed business in the retailing sector. The three companies

were merged to form Fujitsu America (FAI) in April 2009. Using their rich portfolio of products and services the new company supports its customers' businesses by providing optimum ICT solutions. It is now concentrating on accelerated growth.

Three Companies Pass the Merger Test

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



Mahito Mori
Vice President,
Compliance, FAI

Business Showcase **Kroger**

Providing a High Volume of Self-Checkout POS Systems

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



Self-checkout POS system (U-Scan Series)

In Asia, Pacific Our Approach in Australia

In May 2009, Fujitsu Australia (FAL) acquired KAZ Group, which has strong experience in government-related ICT service business, and Supply Chain Consulting (SCC), which has an excellent record in SAP consulting business. FAL has become the third largest ICT service provider in the Australian market.

With the resources of acquired ICT services and the consulting technology, FAL can now provide customers with comprehensive services covering consulting, solutions and infrastructure services.

Progress in Setting up Internal Controls

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



Edwin Tan
Leader of Project
Eagle in FAL

Business Showcase **Qantas Airways**

Providing an Outsourcing Service Linking 460 Locations in Over 50 Nations

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



3 Reinforcing Our Commitment to Environmental Sustainability

—The themes are strengthening global services and preserving the environment.

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



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

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

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

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

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

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

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

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

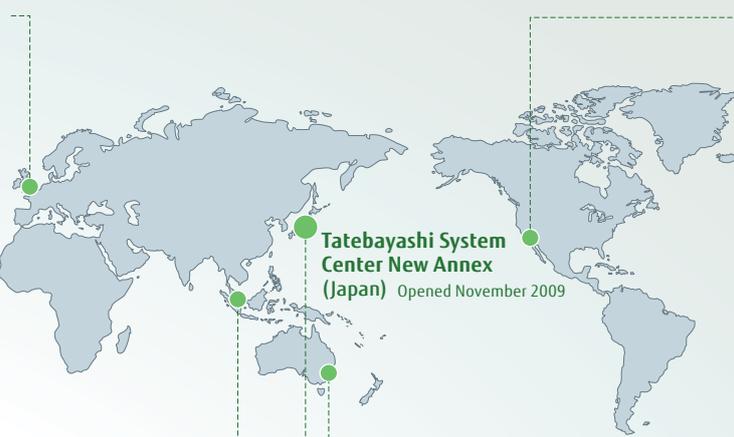


Global Deployment of Environmentally-Friendly Data Centers

The Fujitsu Group has over 90 data centers around the world, and is actively introducing technologies and equipment that contribute to the environment.

London North Data Center (U.K.) Opened June 2008

Here, energy-usage simulation technology is being used experimentally to achieve optimization of the data center's facilities and ICT equipment. Also, by adopting free cooling and high-efficiency UPS units, etc., the CO₂ discharged annually by the data center facilities is some 3,000 tons less than that of the previous data center (see page 47).



Sunnyvale Data Center (America) Expanded April 2010

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



FeDC (Singapore) Opened January 2009

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

Homebush Data Center (Australia) Opened October 2008

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



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

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

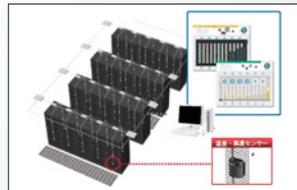
It uses Japan's most advanced technology to ensure the facility's highest availability, robustness and disaster resistance. This, combined with proprietary operating technology, provides sophisticated solutions while the latest in green technology makes it the ultimate in Environmentally-Friendly Data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



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

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

The Tatebayashi System Center has operated without interruption for the entire 14 years since it was built, and customers trust and evaluate it highly. Now, increasing the value of the facility by making it the latest and most advanced of Environmentally-Friendly Data Centers will contribute to reducing the environmental burdens imposed by our customers.



Energy-saving operating management system

This system renders visible the power consumed by each and every server rack, along with the temperatures and volumes of air, and achieves optimized usage and control of air conditioning on the basis of this information.



Local Air-Conditioning System

To eliminate the hot spots that can arise at certain locations within the data center, this small system is installed in the space above the server racks.

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

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

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



Takaaki Abe
President of the Service Business Unit