

# With Our Customers



## Our Basic Stance

Based on the statement “We seek to be their valued and trusted partner” in the Corporate Values of the Fujitsu Way, all our ideas and actions originate from a customer-centric approach to business. We aim to contribute to the success of our customers and grow together as their valued and trusted partner.

## Implementing Customer-Centric Management

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

Fast changing social and economic environments make this a difficult time in which to see far ahead, so we place ourselves in the position of the customer to better and more rapidly understand new requirements and innovate to meet those needs as quickly and accurately as possible. We are aiming for management innovation through using “The Program to Improve the Quality of Management”<sup>\*</sup> and taking a number of initiatives to form an innovative corporate culture that can keep pace with the changes at our customers.

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

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

## Communicating with Our Customers

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

### ● The Fujitsu Customer Relations Center

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

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

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

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

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

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

## Typical Improvements Based on Customer Feedback

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

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

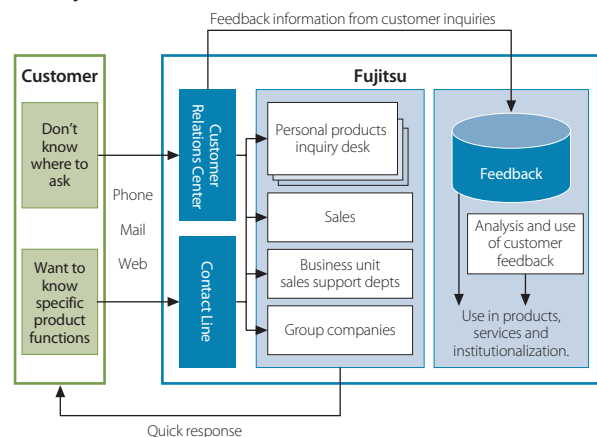
**WEB** Regarding PCBs in Fujitsu Condensers (in Japanese)  
<http://jp.fujitsu.com/about/csr/eco/products/recycle/pcb.html>

### ● Development of Low-noise Servers

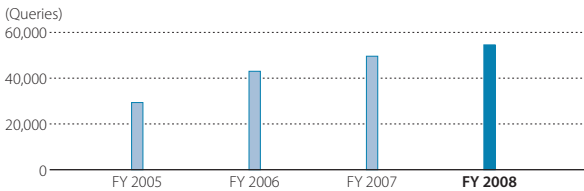
In response to a number of customers who found our small servers for office use (PRIMERGY) noisy, we developed and marketed low-noise servers.

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

## The Fujitsu Customer Relations Center



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



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

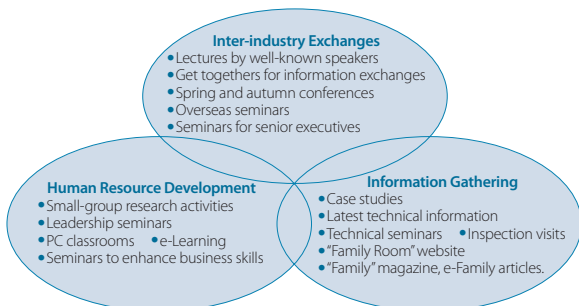
The Fujitsu Family Association was founded in 1964 as our user community. In 2007, it absorbed the Leading-edge Systems Users Group (now the LS Research Committee). It currently has 3,700 members in 11 branches throughout Japan. Its activities are intended to help members exchange information and improve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

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

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

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

#### Fujitsu Family Association Activities



### Initiatives to Improve Quality

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

#### The Quest for Quality and Safety

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

#### ● Quality Principles

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

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

## TOPICS

### Fostering Experts who Support Product Safety

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

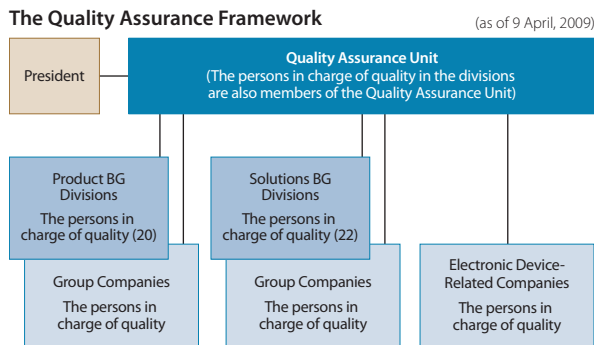
These Product Safety Experts have been fostered since 2003 under our own system of approvals. The curriculum they must follow to qualify includes acquiring thorough familiarity with case-study research on incidents and non-conformity with safety requirements and training in safety standards covering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



Product Safety Experts confirm product safety.

## The Framework that Supports Quality

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



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

### ●Main Awards from Customers and Associations

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

### Accumulated Know-how on Quality Improvements

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

### ●Fujitsu Quality Laboratory Ltd.

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

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

### ●Fujitsu Advanced Quality Ltd.

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

### ●Fujitsu Advanced Technologies Ltd.

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

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

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

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

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

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



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

## Promoting Universal Design

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

## Contributing to Customers' Businesses with Universal Design

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

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

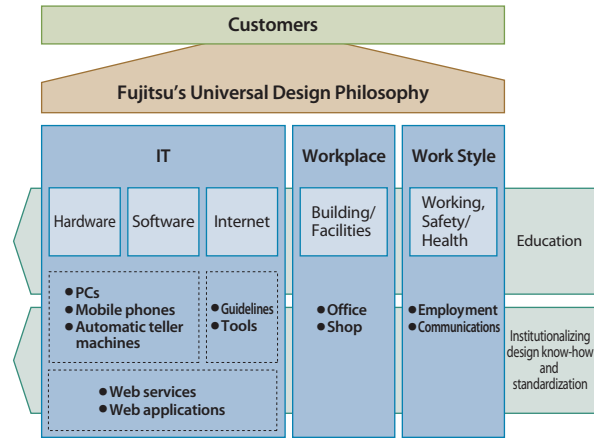
 **Fujitsu Design Policy**  
<http://www.fujitsu.com/global/accessibility/policy/>

## Seeking Universal Design Solutions

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

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

## Fujitsu Group IT Universal Design Policy



## TOPICS

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

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

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

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

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

**universal design award 09**



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



With Our Customers

With Our Employees

For Our Shareholders and Investors

With Our Business Partners

With Global and Local Communities

For the Environment



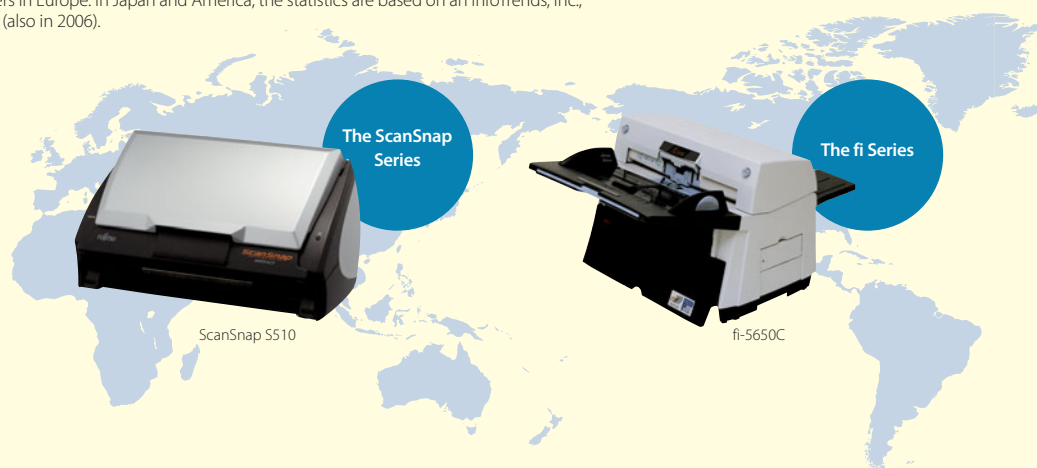
## Global Activity

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

# IN FOCUS

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

Field Innovation proceeds with the following steps:

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

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

### 1. Field Innovation—the Background

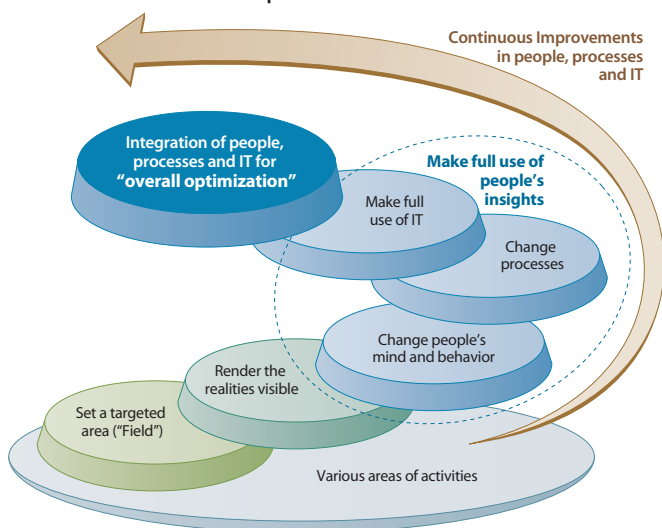
Facing diversifying markets and abrupt changes in current economic situation, enterprises are forced to adjust themselves and their business operations are becoming more complex. Fujitsu aims to become an indispensable partner to its customers, to grow with them and to enhance the effectiveness of the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

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

### 2. Field Innovation—the Content

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

#### Field Innovation Concepts



#### ●Rendering the facts visible

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

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

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

#### ●An Innovative Mind generated from ongoing improvements

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

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

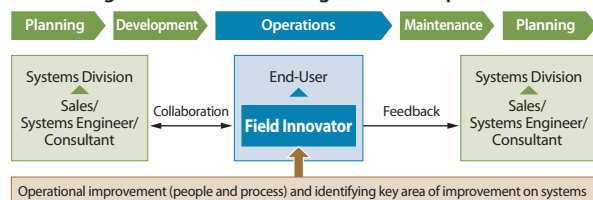
We need to foster the development of human resources who can share the problems faced at the customers' departments and can discuss with them the ways to resolve the issues. Our first class of Field Innovators started their training in October 2007. Our aim is to foster human resources who, based on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

### 4. Field Innovators' Activity Model

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

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

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



### 5. The Goal of Field Innovation

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