

# Think Global,

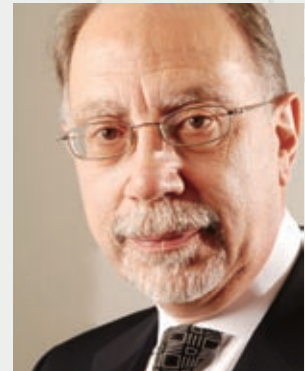
## Message from Richard Christou, Corporate Senior Executive Vice President

Information technology is a global industry, and Fujitsu has taken advantage of the opportunities in the global market over the years to post sales of roughly ¥1.5 trillion outside Japan in fiscal 2008, or 32% of consolidated net sales. I view global business expansion as a vital challenge that Fujitsu must address to overcome the severe economic environment that we currently face and achieve future growth.

Fujitsu's globalization history to date has been to first build a presence in the Japanese market, and then export overseas through local subsidiaries to expand business. The success of this approach can be largely attributed to Fujitsu's outstanding product quality and superior technology. Today, this approach is no longer adequate. Fujitsu must deliver global solutions that combine products and services and leverage know-how from Japan, while being tailored to local customer needs.

To put it differently, Fujitsu has traditionally operated with an "Act Local" mindset, where the focus was on the specific market environments and local customers needs, and business was conducted differently in each region. This approach is extremely effective for engaging with local customers, and is an important mindset in its own right. However, this approach alone is not sufficient to continue to support growth on a global scale. To survive in a global IT industry requires that in addition to acting locally, we must add the "Think Global" element for the Group to achieve a shared way of thinking around the globe.

To make this "Think Global, Act Local" concept more concrete and achieve true globalization, Fujitsu is steadily pursuing the following reforms.



# Act Local

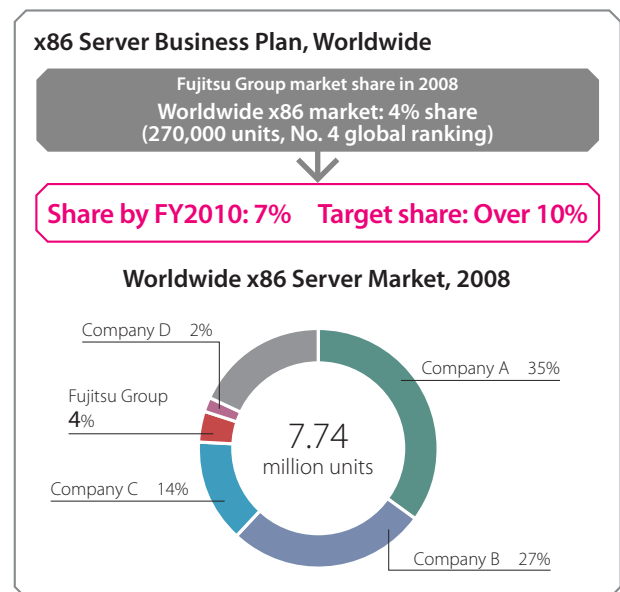
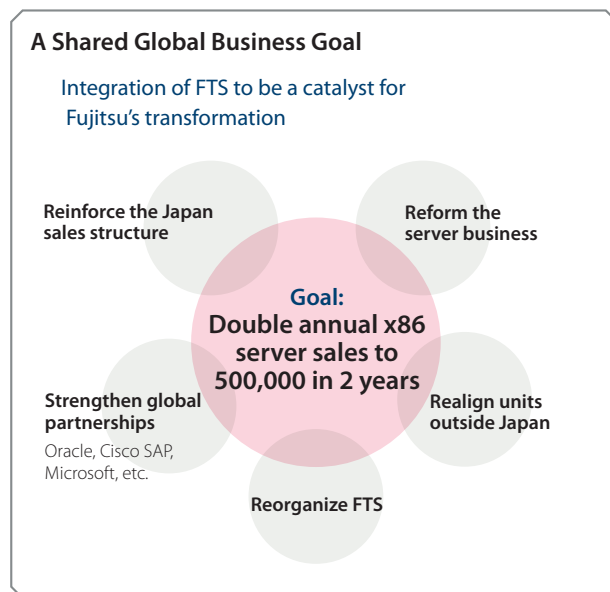
## The full integration of Fujitsu Technology Solutions into the Fujitsu Group and a commitment to a global sales target of 500,000 units for x86 servers

We started the global reforms by making Fujitsu Siemens Computers of Germany, formerly a 50-50 joint venture between Fujitsu and Siemens AG, a wholly owned Fujitsu subsidiary on April 1, 2009. Subsequently, the company's name was changed to Fujitsu Technology Solutions.

At Fujitsu Siemens Computers, business centered on the manufacture, sale and maintenance of servers, storage systems, PCs and other hardware products in the EMEA region. The company played a particularly important role as a product development base for x86 servers. However, as an equity-method affiliate, Fujitsu Siemens Computers lacked sufficient control over product development support from Fujitsu, and in areas such as procurement, quality and lead times. This created drawbacks for products aimed at the Japanese market, namely that Fujitsu Siemens Computers could not offer products without having Fujitsu customize them for the Japan market. The decision to fully consolidate Fujitsu Siemens Computers and unify x86 server development under the successor company, Fujitsu Technology Solutions, will accelerate product development

and enable us to provide globally standardized products. Moreover, pursuing synergies between Fujitsu Technology Solutions, which is focused on the products business, and UK-based Fujitsu Services, where services comprise the core business, will allow Fujitsu to expand its solutions business on a global scale.

In conjunction with the integration of Fujitsu Technology Solutions, Fujitsu has set a global sales target for x86 servers of 500,000 units for fiscal 2010, for a global share of 7%. Japan will aim for sales of 200,000 units in fiscal 2010, or a 30% local share. This goal of 500,000 units is shared by the entire Fujitsu Group, and is intended to spur further reforms going forward. Reaching this target in today's economic climate will not be easy. We aim to make our pursuit of this ambitious target a catalyst for reforming our R&D and procurement, as well as marketing and sales methods, not only in the server business, but across the whole of Fujitsu. The target is also important for encouraging stronger alliances with global players such as Microsoft and SAP, which are key relationships for global business expansion.



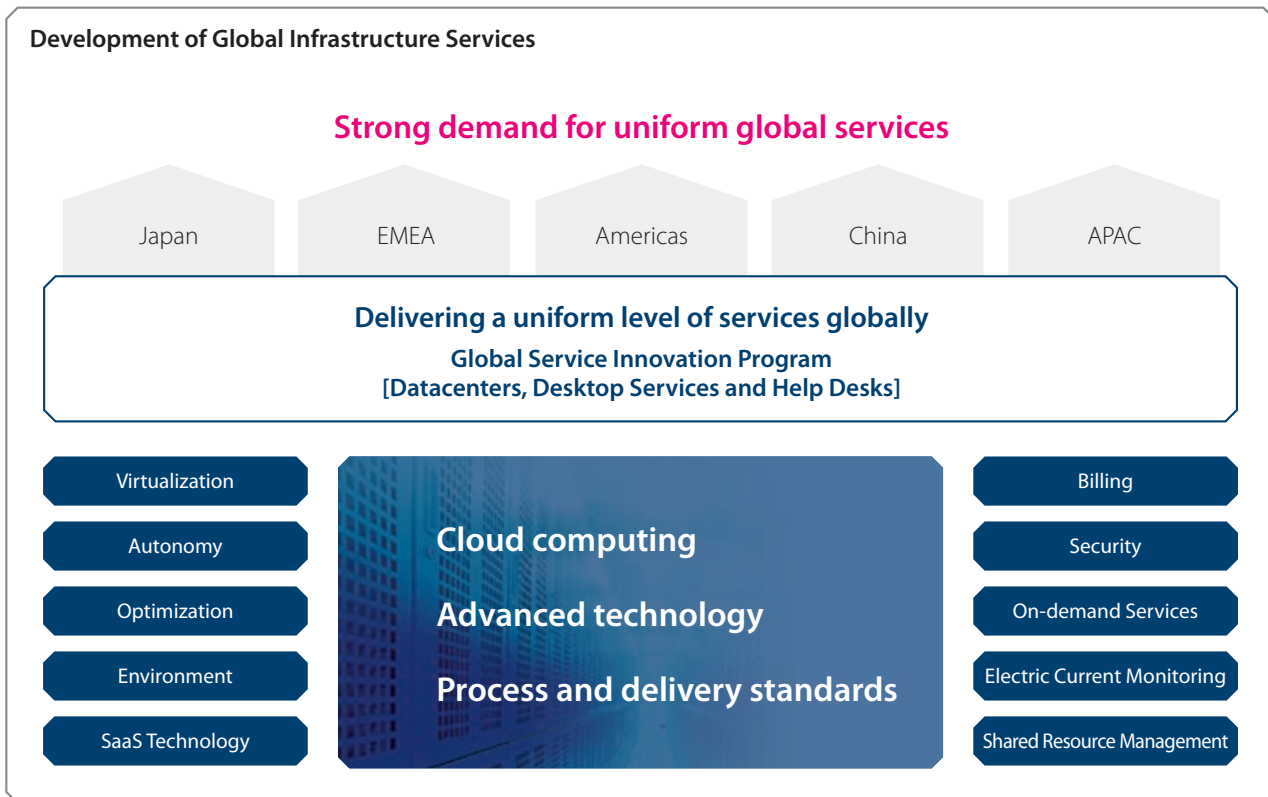
(Source: IDC's Worldwide Quarterly Server Tracker, 2009 Q1)

## Global Infrastructure Services

In 2008, Fujitsu launched Global Infrastructure Services, a new menu of fully integrated outsourcing services delivered anywhere in the world with consistent quality. As a first step in achieving greater growth under a new global business framework, the entire Fujitsu Group will collaborate on infrastructure services such as datacenter services, desktop services, and help desk services to provide a uniform level of services worldwide. We consider services centered on datacenters to be extremely effective for promoting global business expansion. Fujitsu already has 85 datacenters in operation worldwide, as well as 47 service desks with the capability to respond in 26 languages. To support customers' businesses on a truly global scale, offering English-language support alone is not enough. Going forward, having a structure for delivering multi-lingual support will be an increasingly important element in customers' decision to choose

Fujitsu as their global business partner. Fujitsu also has the capability to offer network services critical to achieving effective IT system utilization in 167 countries. With these competitive advantages as a foundation for global business, we plan to provide uniform infrastructure services on a global scale.

Fujitsu will leverage this strong foundation to aggressively develop cloud computing services, which have garnered much attention of late. Many of the current cloud computing services being offered are far from adequate in terms of security and system stability. Leveraging technologies and expertise honed over many years, particularly in the development of mainframes, Fujitsu can set itself apart from competitors in delivering highly reliable trusted and secure cloud computing services for our customers.



## Transforming our global business framework

Until recently, the global business divisions of parent company Fujitsu Limited were primarily responsible for providing business support to operations outside Japan, and supporting ties between those bases and business groups in Japan. A new structure, the Global Business Group, has been established to serve as a directorate for supervising business outside Japan. The group has four core functions:

### Global Marketing

Planning the Global Business Group's global marketing and brand strategy, and the delivery of marketing activities to support global business expansion

### Global Delivery

Development of the Global Services Innovation Program (GSIP), establishing standards and quality management of delivery capabilities, support for Japan-oriented companies (JOCs)

### Global Client Management

Development of new global customers and support for global business negotiations

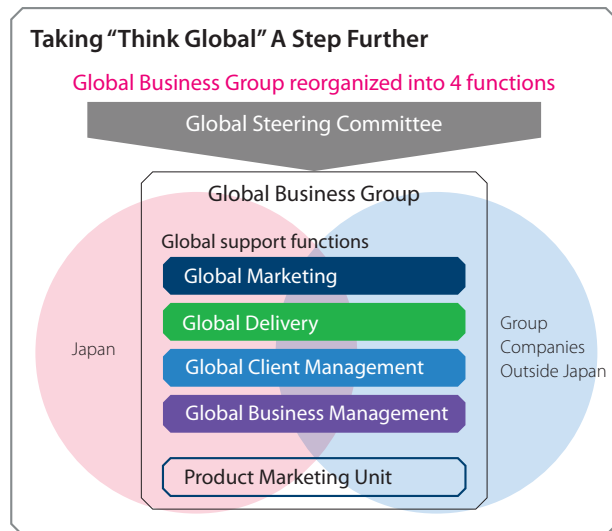
### Global Business Management

Management of finance and compliance for businesses outside Japan, business administration support, M&A strategies

Fujitsu has undertaken initiatives in each region where it operates to further strengthen its global delivery framework. In North America, we have established Fujitsu America to bring under one roof the wide-ranging consulting services business offered by Fujitsu Consulting, the platform sale and maintenance capabilities of Fujitsu

Computer Systems, and the retail solutions of Fujitsu Transaction Solutions. The integration of these three companies has provided a unified structure for the provision of comprehensive IT solutions in North America. In Europe, the conversion of Fujitsu Technology Solutions into a consolidated subsidiary and strengthened collaboration between Fujitsu Technology Solutions and Fujitsu Services have expanded Fujitsu's solutions capabilities. In APAC, Fujitsu purchased KAZ Group Pty Ltd of Australia, an IT services company with an extensive track record in government-related businesses. With this move, Fujitsu is now ranked third in the Australian IT services market in sales. Also in Australia, Fujitsu purchased Supply Chain Consulting Pty Ltd, an Australian-based company with an outstanding track record in the SAP consulting business, focused on Australia and Southeast Asia. With these two acquisitions, Fujitsu has raised its presence in the APAC region, while strengthening its framework for delivering integrated services that encompass everything from IT system consulting to integration and operations. In China, too, Fujitsu is promoting a range of reforms, including a review of its sales infrastructure, to expand business.

Under this new framework, Fujitsu is transforming itself from a Japan-centric company into a truly global enterprise, recognizing that Japan is simply one market among many in the world.



### Expanding the Global Business —Using M&As to expand global resources

- 2009** Supply Chain Consulting (Australia)  
KAZ Group Pty Ltd (Australia)
- 2007** Mandator AB (Sweden)  
Promaintech Novaxa (Canada)  
Infinity Solutions (New Zealand)  
OKERE, Inc. (US, UK)  
TDS (Germany)
- 2006** M3K (Canada)  
Rapidigm (US, India)  
Greenbrier & Russel (US)  
GIM Risk Management (Canada)
- 2005** BORN Information Services (US)  
Cendera Technologies (US)

In the past year, Fujitsu has moved quickly to implement many initiatives in its determination to become a truly global enterprise. Achieving sustainable growth, however, demands that the pace of reform remains constant as we go forward. Under the "Think Global, Act Local" concept, we are placing a dual focus on services and products as drivers for growth. At the same time, we will unite as "One Fujitsu" to pursue growth in our global business.