

Special Feature

Becoming a Truly Global ICT Company

Fujitsu has expanded globally by taking advantage of the unique capabilities of each of its local operations around the world. With the expansion of open standards and cloud computing and our strengthening of relationships in each region, we are now able to more effectively expand our business by promoting a unified global approach.

There are two initiatives that are essential for Fujitsu to become the Japanese global ICT company: ① the creation of an organizational structure that enables Fujitsu to deliver uniform, optimal services to customers in every region of the globe (our transnational model); and ② the creation of global solutions.

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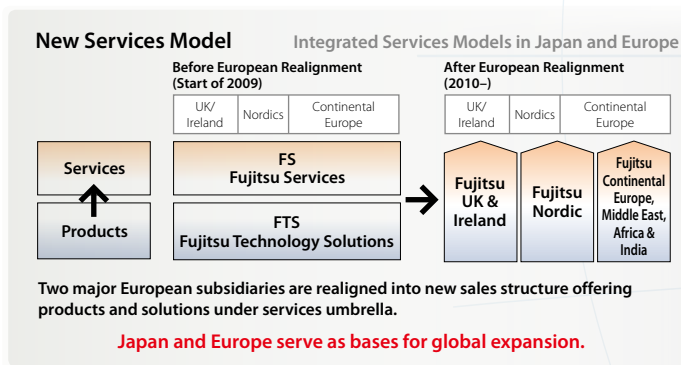
Creating a Transnational Model

Fujitsu is enhancing its business structure in each region to ensure that it delivers the same optimal level of services to clients worldwide.



Europe

In fiscal 2009, we converted Fujitsu Siemens Computers, our joint venture with Siemens, into a wholly owned subsidiary, naming it Fujitsu Technology Solutions. Then we reorganized our business structure in Europe, taking Fujitsu Services, which had mainly focused on outsourcing and other IT services, and Fujitsu Technology Solutions, which mainly had focused on x86 servers, PCs, and other IT hardware, and structuring these businesses into the regional markets of the UK and Ireland, continental Europe, and the Nordic countries, with clearly defined market and account responsibilities. Amidst difficult market conditions in Europe, we implemented measures to improve profitability, such as headcount reductions, and strengthened our quality assurance functions to weed out unprofitable projects.



Fujitsu Services Holdings PLC

■ UK and Ireland

Although we are concerned about reductions in government spending under the new administration in light of the UK's budget deficit, new business opportunities have emerged from the efficiencies generated by ICT, and in 2009 we were able to win significant deals from the Home Office of the UK government and from the Scottish government.



Fujitsu Nordic

■ Nordic Region

After our restructuring, our presence in the Nordic region increased substantially, with our market share rising from 10th to 5th or 6th (and to #2 in Finland) in just the last two years. Through our restructuring, we are now able to allocate sufficient resources to our business in Scandinavia, which now exceeds ¥100 billion in annual sales. Our improved position has led to significant outsourcing contracts with some of Sweden's major corporations, including automaker Volvo and financial services leader SEB.



Fujitsu China Holdings Co., Ltd.

Asia and China

As part of an effort to cover the growth markets of emerging countries, as well as to ensure steady growth in local business from Japanese customers, we are implementing a new organizational structure in addition to supporting the operations of subsidiaries of Japanese companies outside of Japan. With a large number of Japanese corporations reallocating their investments towards the growth markets of China and Asia, under this new structure, Fujitsu will kick into full swing its business for supporting the ICT systems of Japanese companies.

In China, due to the impact of regulatory guidelines, our business has been based on a structure where each subsidiary is responsible for only one business area. This has made it extremely challenging, until now, to bring together the Fujitsu Group's comprehensive capabilities. Now we are striving to expand our business by devising a framework in which we can produce packaged services in Japan and increase the sales of these together with products. In addition, our plans to build a datacenter in China's Guangdong region have been finalized, and construction will begin in October. This will serve as the starting point for our cloud services business in China.

■ Continental Europe (including Central and Eastern Europe, Middle East and Africa, and India)

Led by Fujitsu Technology Solutions, we unified the development, design, and manufacturing of x86 servers and are supplying them to every region as global products. In addition, through our European restructuring, by clarifying market and account responsibilities in our services business, we were able to achieve higher sales of services. Among other wins, this led to a transnational outsourcing services contract from Saint-Gobain of France as well as a contract to build a third-generation network for the Portugal Telecom Group.



Fujitsu Technology Solutions (Holdings) B.V.



Fujitsu America, Inc.

North America

With a goal to provide comprehensive solutions in the United States and Canada and improve business efficiency in these regions, Fujitsu merged in 2009 three of its independently operating products and services businesses. This led to a contract to provide IT infrastructure services to Alliance Data in one of our largest contracts in the US market. In addition, by revamping Fujitsu's management structure, as well as launching a new datacenter during fiscal 2010, we are taking steps to enhance our services business in anticipation of the cloud computing era.



Fujitsu Australia Limited

Australia

In March 2009, Fujitsu acquired KAZ Group Pty Ltd, a subsidiary of Telstra Corporation Limited, Australia's largest telecom carrier, thereby enabling Fujitsu to further strengthen its sales to the public sector as well as the SAP solutions business. This led to an outsourcing services contract with the airline Qantas.

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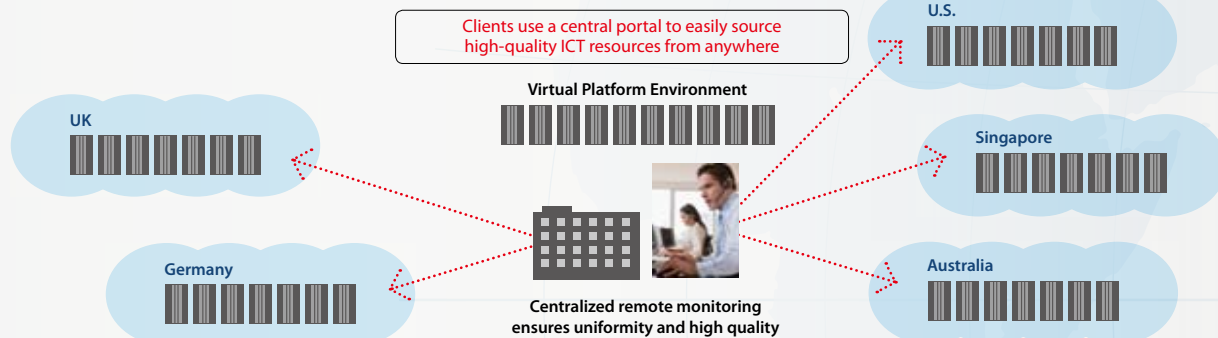
Until now, Fujitsu's global business has been characterized by exports of products such as servers and PCs from Japan, accompanied by sales by Fujitsu's local offices of services geared to meet local needs. With the advent of cloud computing, we are now able to promote sales of Fujitsu's cloud services outside Japan. Fujitsu is able to deliver all the layers of cloud services. This includes the network services that comprise Network-as-a-Service (NaaS), the cloud infrastructure, such as servers and storage, that comprise Infrastructure-as-a-Service (IaaS), the application platforms, such as OS and middleware,

that comprise Platform-as-a-Service (PaaS), and the application services that comprise Software-as-a-Service (SaaS). Fujitsu is one of the few companies in the world that has core technologies in each of these areas. Fujitsu developed these cloud-related technologies in Japan, along with a highly reliable shared cloud platform for expanding them globally, and will begin offering services in Japan in October 2010, followed by a phased roll-out to Australia, Singapore, the U.S., the UK, and Germany.

Global Expansion of Cloud Platforms

Offering Cloud Platforms Worldwide with Same Japan Quality

- Expand cloud platform to 5 locations outside Japan in FY2010 Australia, Singapore, U.S., UK, Germany
- Simultaneous announcement in 7 regions (April 2010)



Fujitsu's x86 servers, which we have positioned as a global product, have until now been built to meet the individual specifications of each region. Through the conversion of Fujitsu Technology Solutions into a wholly owned subsidiary in April 2009, we have been able to develop global specifications and unify our planning and development functions. This has enabled us to deliver products on a global scale that are competitive in terms of both pricing and performance, helping us

to gain traction toward meeting our goal of shipping 500,000 x86 servers annually worldwide.

Moreover, through partnerships with the world's top vendors, including Microsoft, Oracle, SAP, and salesforce.com, we will be able to deliver a vertically integrated cloud computing platform, clearly differentiating ourselves from the competition in order to expand our business.

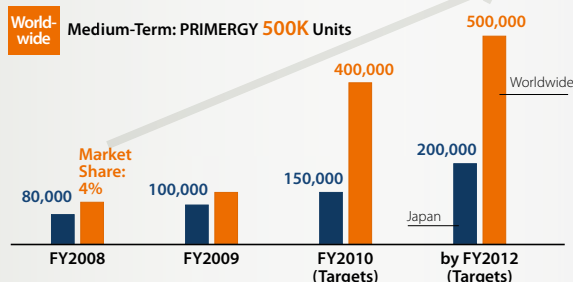
x86 Servers Sales Target of 500K Units

Key Product for Fujitsu Group Value Chain

Targets for the x86 server market:

Japan FY2010: PRIMERGY 150K Units (Rank: 1)
Medium-Term: PRIMERGY 200K Units

World-wide Medium-Term: PRIMERGY 500K Units



Strengthening Global Partnerships

SaaS		SaaS business intelligence solution (Apr. 2010)
		Global cloud computing partnership (May 2010)
PaaS		Strategic middleware collaboration (Aug. 2009)
		Joint global cloud service (Jul. 2010)
		Global strategic partnership (Feb. 2010)
IaaS		Server automation software (Oct. 2009)
		Server virtualization technologies (Apr. 2009)
		Joint promotion of next-gen ICT infra (Mar. 2010)
NaaS		Enhancing SPARC Enterprise servers (Jan. 2010)
		Expanded global partnership (Nov. 2009)
NaaS		Unified communications (Apr. 2009)

Message From Richard Christou

Currently, over 60% of the Fujitsu Group's sales are from Japan even though Japan accounts for only about 8% of the global ICT market. For Fujitsu to achieve growth over the medium- and long-term, it is imperative that we expand our business in growth markets outside of Japan, with Japan as the foundation of this expansion. We have adopted a "Think global, Act local" approach and we need to view the world with a shared global perspective. For example, many of Fujitsu's corporate customers in Japan are accelerating their expansion in China, Southeast Asia, South America, and other growing markets around the world. Supporting the needs of these customers across national boundaries represents an important business opportunity for Fujitsu and the capabilities of our operations in each country are the key to our effectiveness. Each of these local offices has a different background and history, and this cultural diversity represents an invaluable asset for Fujitsu. I want us to leverage this diversity toward the globalization of the Fujitsu Group and use it to help us transform our business in Japan. I used Japanese corporations as an example, but our approach will be the same in other countries, as well.

Moreover, the meaning of "global" should be consistent across regions and not interpreted differently based on the perspective of the country where one happens to be. There should be no difference between a global perspective viewed from Germany versus one viewed from the US. It is important that all employees have a unified global perspective in supporting the business of our customers. It is by developing close relationships with our customers in every region of the world, including Japan, and by quickly creating a model in which uniform services that bring together the Fujitsu Group's comprehensive capabilities are delivered in a format that best suits the needs of individual customers, that we will become the Japanese global ICT company.



Richard Christou
Corporate Senior Executive Vice President

"One Fujitsu": Generate 40%+ of Sales Outside Japan

