

Accelerating Our Globalization

Transforming Into a Truly Global Company

The Fujitsu Group will have to bolster business in growing markets outside Japan, and generate stable profits in order to realize longer-term growth. The Group will implement a constant stream of measures to this end, including those to expand business scope and develop a presence in emerging markets, while building a global portfolio and enhancing management efficiency.

Shaping tomorrow as “One Fujitsu”

In fiscal 2011, we increased sales on a local-currency basis in almost all overseas regions where Fujitsu does business, despite a harsh business environment affected by major flooding in Thailand and a financial crisis in Europe. The rollout of Fujitsu’s own cloud platform also progressed in several regions, and we were able to win large deals in the US and Australia. The benefits of assurance to eliminate unprofitable projects also emerged, and I believe we are becoming a profitable company.

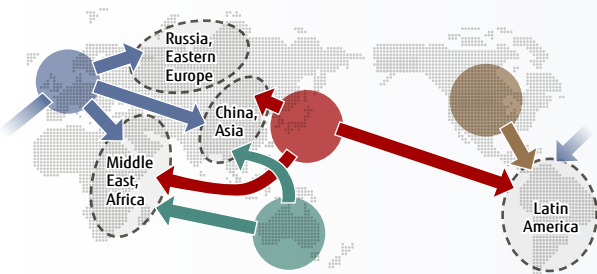
The strengths of Fujitsu’s overseas business are the relationships and trust built up with many local customers, and flexibility and speed in responding to customer needs resulting from each location conducting business independently to date. While leveraging these strengths, we will standardize the best elements of service solutions in Japan and other regions to create a global portfolio, which we will then roll out overseas.

By executing “Think Local, Leverage Global (providing globally standardized services in the optimal form to local customers)” as “One Fujitsu,” including in Japan, we aim to become the engine that will drive the Fujitsu Group’s growth.



Corporate Senior Vice President
Rod Vawdrey

Advancement into Emerging Markets



Business scope expansion and development in emerging markets

Expanding overseas sales is management’s highest priority in accelerating Fujitsu’s globalization. In addition to maintaining and growing business with customers in various regions, Fujitsu will strengthen its capacity to handle business deals that straddle regions, broadening business scope by supporting customers’ own accelerating global business advancement. Specifically, we will powerfully back up business expansion in Asia and other growing markets by customers with whom Fujitsu has good relationships in Japan, Europe and the US by leveraging datacenter services and SAP support knowhow.

Fujitsu will also further develop its presence in emerging markets with strong growth potential, such as India, Latin America, China, Russia, Eastern Europe, and the Middle East. India already serves as an offshore base for Fujitsu. Along with

bolstering this existing role, we will expand both the product and service businesses to establish a presence in the local market, and also utilize India as a hub for surrounding Asian and Middle Eastern countries. In Latin America, Fujitsu has had product and support businesses in Brazil for many years. We will support the business expansion of Spanish and Portuguese companies into the region, and ramp up the pace of business rollout in areas other than Brazil, an initiative in play since the previous fiscal year. In China, Fujitsu will consolidate wide-ranging business fields and develop deep-rooted local business.

Building a global portfolio

Fujitsu is building an end-to-end global portfolio (cloud computing, services, products, and solutions) that draws on the strengths of its global bases. Through this portfolio, Fujitsu will provide standardized, high-quality and uniform services all over the world.

In cloud computing, Fujitsu has built public cloud platforms at six bases worldwide, including Japan, and is already providing services. We will roll out services that leverage our track record and expertise globally in areas where growth is expected, such as the “as a service” (XaaS) field, and Virtual Client Service and other end-user services.

In the PC server business, Fujitsu situated the headquarters responsible for marketing and product development in Germany, and has been promoting sales globally. Going forward, we will strengthen this model further and raise our profile in technology, the essence of Fujitsu’s DNA.

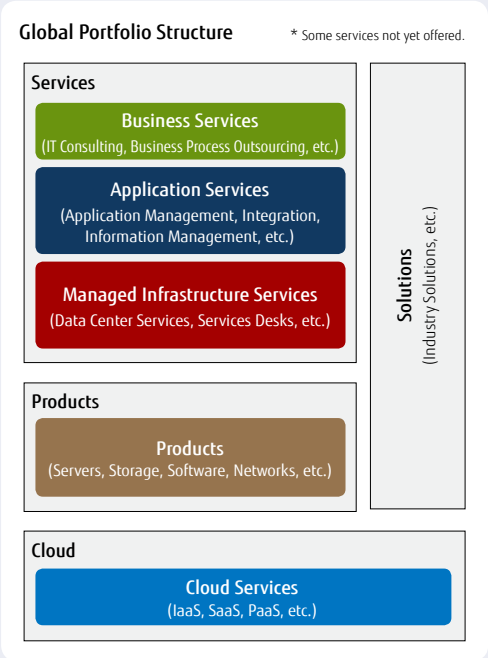
Furthermore, Fujitsu will build a portfolio of network services, one of its strengths, based on successful service examples, and roll it out globally to differentiate itself from IT service rivals. We will also bolster solutions by industry, such as electronic medical record solutions, where Fujitsu boasts top domestic market share, and point-of-sale (POS) solutions.

Management efficiency enhancement

Since 2009, Fujitsu has been building up structures and pursuing fundamental structural reforms, including workforce reductions, mainly in Europe and North America. Our staunch commitment to forward-looking structural reforms will continue, as we reinforce management bases worldwide through management division consolidation and business process improvements under a “One Asia” approach, with an eye to capturing remarkable growth in Asian markets. We will also introduce shared services for finance, human resources, marketing, procurement, and other areas at overseas business locations to reduce back-office costs and streamline business.

Along with development of a global portfolio, Fujitsu will establish a service delivery model with price competitiveness that leverages its Global Delivery Centers (GDC) and Regional Delivery Centers (RDC), which are offshore/near-shore service bases located in 11 countries around the world.

As for human resource development, Fujitsu will build HR management systems and bolster educational systems to enable optimal human resource utilization across regions.



FOCUS

