# Fujitsu— AT THE HEART
of a Human Centric Intelligent Society

A new society is forming–one where people will be empowered by information and communication technology (ICT) to achieve their full potential to innovate. A prosperous society that is convenient for people to live in. Determined to be a leader in this change, Fujitsu is channeling its strengths toward the realization of this new society, which we call a Human Centric Intelligent Society.

First in Customer Satisfaction

Fujitsu was ranked first in six out of eight hardware categories in the 17th Customer Satisfaction Survey by Nikkei Computer. The survey collected responses from the IT divisions of 1,407 organizations throughout Japan, including domestic companies and public organizations such as government agencies and local government bodies. Survey questions focused extensively on customer satisfaction with their main ICT products and services. Fujitsu ranked highly in all eight hardware categories based on strong customer evaluations, coming first in the following six: Desktop PCs, Notebook PCs, PC Servers, Mainframes, Dedicated Storage Devices, and Network Equipment.
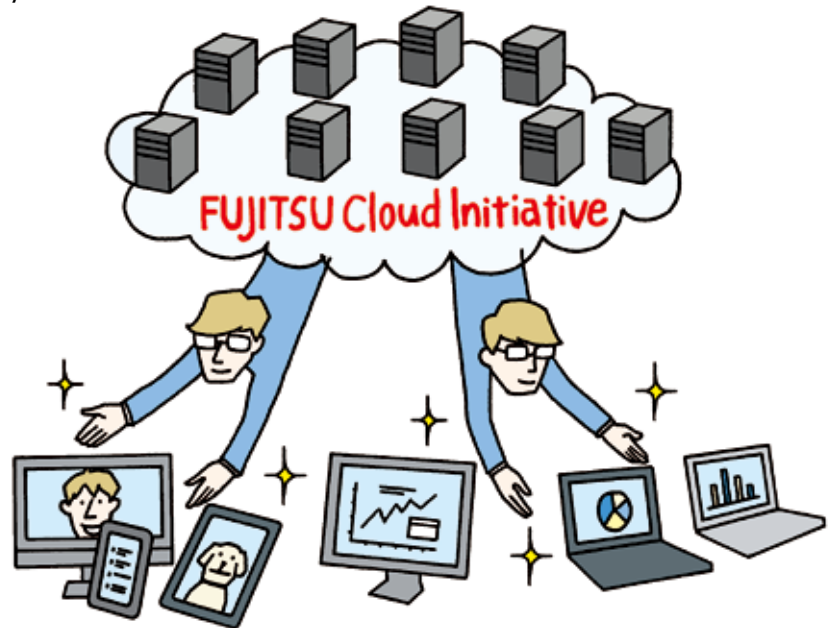
Cloud Integration Combines a Wide Range of Cloud Services

Through the Fujitsu Cloud Initiative, Fujitsu provides customers with individually optimized cloud services, by combining all cloud products and services into a system, including private and public clouds, integration, Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS). Cloud service technologies and products are evolving rapidly and the Fujitsu Cloud Initiative has a core team of 100 Cloud Specialists who stay well-versed in the latest trends. Working with these specialists, around 2,000 Cloud Integrators select the optimal combination of cloud services for each customer's system, to build fast, reliable cloud environments.
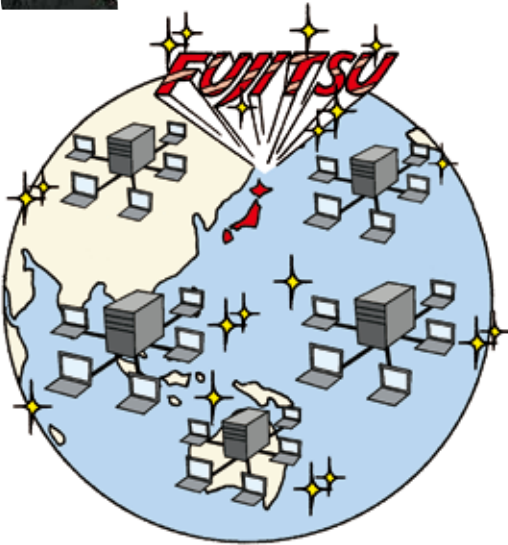
Cloud Services That Use Big Data

Fujitsu is developing cloud services that use big data and integrating technologies for utilizing the data for provision to customers. We also supply software products that incorporate the techniques and know-how we have developed through our work in this field. Examples include services such as Akisai, which improves efficiency at agricultural production sites, and SPATIOWL, which visualizes the status of urban environments. Others include our "data curation" consulting services for eliciting meaningful insights from vast amounts of information, and advanced information utilization services provided through DataPlaza, a forum for companies and organizations to use information together.
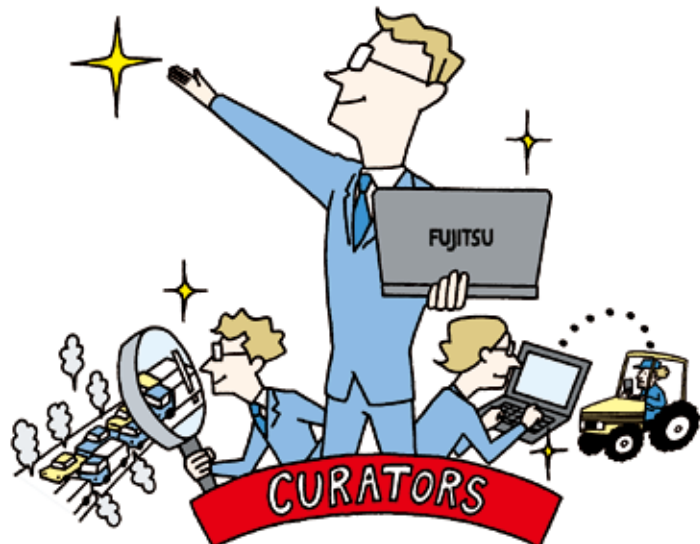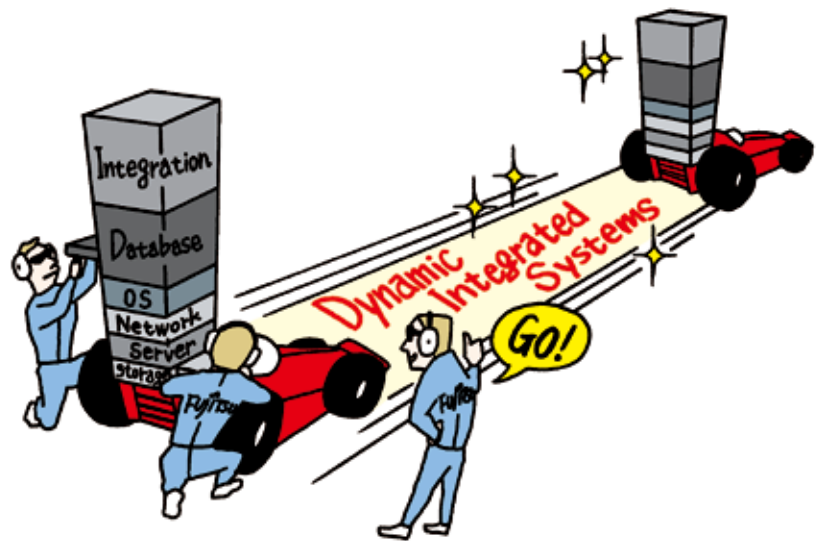
Japan's First Global ICT Services Company

The Fujitsu Group is the top ICT services company in Japan, and ranks fourth globally. With 514 consolidated subsidiaries worldwide (197 in Japan, 317 overseas), and 26 equity method affiliates, the Group's businesses are conducted by approximately 170,000 employees in over 100 countries around the world.

Dynamic Integrated Systems

Dynamic Integrated Systems is the overall name for Fujitsu's vertically integrated system products. These include high-performance hardware and software of outstanding reliability and operability, optimally integrated by Fujitsu using advanced techniques that have evolved through years of experience. Dynamic Integrated Systems provide value to customers by increasing the agility of frontline operations. This means making ICT systems available for use quickly. The systems also provide value by reducing the overall integration, operation and maintenance costs of ICT through rapid system integration and advanced operation and maintenance features. At the same time, high performance is assured through the optimal combination of hardware and software.
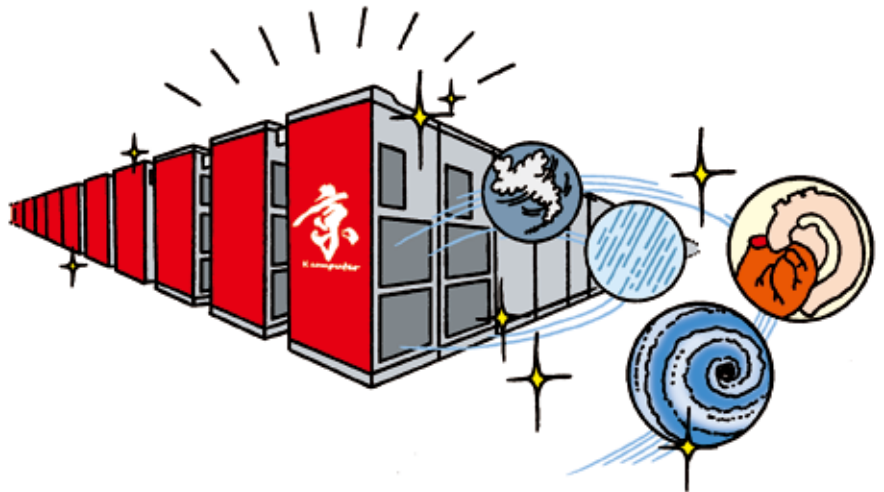
Highly Reliable Datacenters throughout the World

Fujitsu operates datacenters in over 100 locations throughout the world. These facilities are equipped with advanced features to ensure security, and provide high-quality datacenter services to meet the needs of each region. The datacenters in Japan, Australia, Singapore, the UK, the US, and Germany have now rolled out a common global cloud services platform that has enabled them to achieve a high overall utilization rate of over 99.9998% (fiscal 2012 result). In addition, Fujitsu provides support for these services in over 30 languages through a global network of service desks.

Supercomputers

The "K computer," jointly developed by RIKEN and Fujitsu, can perform over ten quadrillion floating-point operations per second. Twice, in June and November, 2011, the K computer achieved the top ranking in the world for supercomputer processing performance. The K computer will be used to develop simulation technologies to recreate the movements of the human heart and skeletal muscle for an overall simulation of the human body. It has already achieved dramatic successes in a wide range of tasks, including prediction testing using real cases of past tornadoes and monsoons, the world's largest simulation of dark matter (mysterious, invisible particles that are thought to hold the key for unlocking the structure of the universe), and improving the performance of silicon nanowires, which are being hailed as the next-generation of semiconductors. Rapid advances in the processing power of supercomputers give them the potential to be useful not only in the field of science, but also for finding solutions to the problems confronting business and society.

1 Defining the Fujitsu Solutions Business

Technology Solutions are Fujitsu's core business segment. Here, Fujitsu delivers services, software, hardware, and more to customers in an optimal, integrated package of comprehensive services. Teams comprising sales representatives, who liaise directly with customers, systems engineers, field innovators, and other staff, work cohesively with multiple Fujitsu businesses to deliver solutions that meet customers' expectations.

Providing solutions differs from simply supplying a ready-made product. To provide a solution, Fujitsu must combine services, hardware, and software in line with the customer's business profile and policies. This is how we deliver optimal solutions that resolve issues faced by worksites at the forefront of customers' businesses and pave the way for growth.
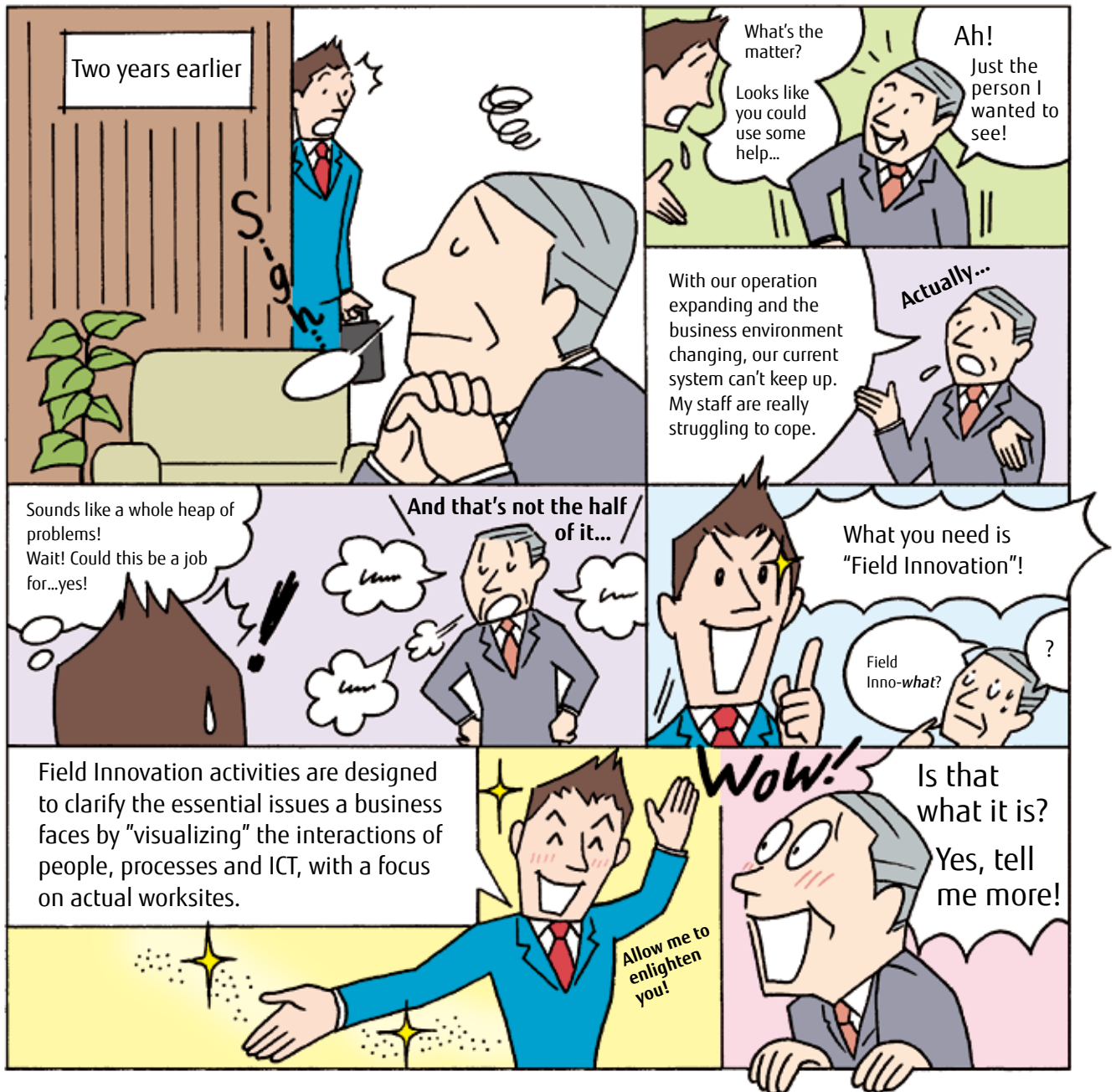
2 Field Innovation

Field Innovation is designed to clarify the essential issues faced by a business by "visualizing" how people, processes and ICT interact, particularly on actual worksites. With Field Innovation, Fujitsu's goal is to work closely with customers to build an enterprise structure that can execute complex work processes and continuously improve ICT. This entails changing people's awareness by having them take notice of issues and bringing out the ingenuity of on-site personnel. Field innovators serve as partners who support customers' efforts to implement these sorts of activities.

Field innovators are chosen from the ranks of management-level employees who have amassed experience in various business fields. They train for one year, to master skills in such areas as visualization technologies, logical organization techniques, and facilitation. They also hone their practical knowledge and skills by conducting in-house field innovation projects within Fujitsu. By venturing into customers' worksites, field innovators help customers to solve their issues from an independent, expert perspective.

3 Identifying Worksite Issues through Field Innovation

In the course of field innovation activities, Fujitsu employs a variety of techniques to visualize processes, people's awareness, and ICT. One of the techniques employed in field innovation is business fieldwork performed by field innovators on customers' business sites. Besides obtaining feedback directly from worksites via interviews and questionnaires, field innovators use a technique called "shadowing" to closely observe people, with the objective of recording their daily conduct in detail.

Furthermore, Field innovators clarify the flow of operations and work procedures by quantitatively monitoring actual business conditions. For example, they determine how much time is spent on a particular tasks, and how frequently people must move to different locations, by such means as analyzing raw data collected from digital cameras and digital audio recorders

installed on site. This helps individuals at worksites to notice many different things, including useless tasks that had been assumed to be necessary. Field innovators also help to analyze issues from an independent perspective. Customer feedback on field work has included comments, such as "Having understood how other divisions operate, I started to become concerned about my own division's issues," "To be honest, seeing the actual state of operations laid out in terms of numbers and a flow chart made me realize that we needed to band together and do something about the situation," and "I realized that the same problems were happening at other worksites." This feedback shows that business fieldwork clarifies priorities for improving business operations, and expands the scope of field innovation activities.
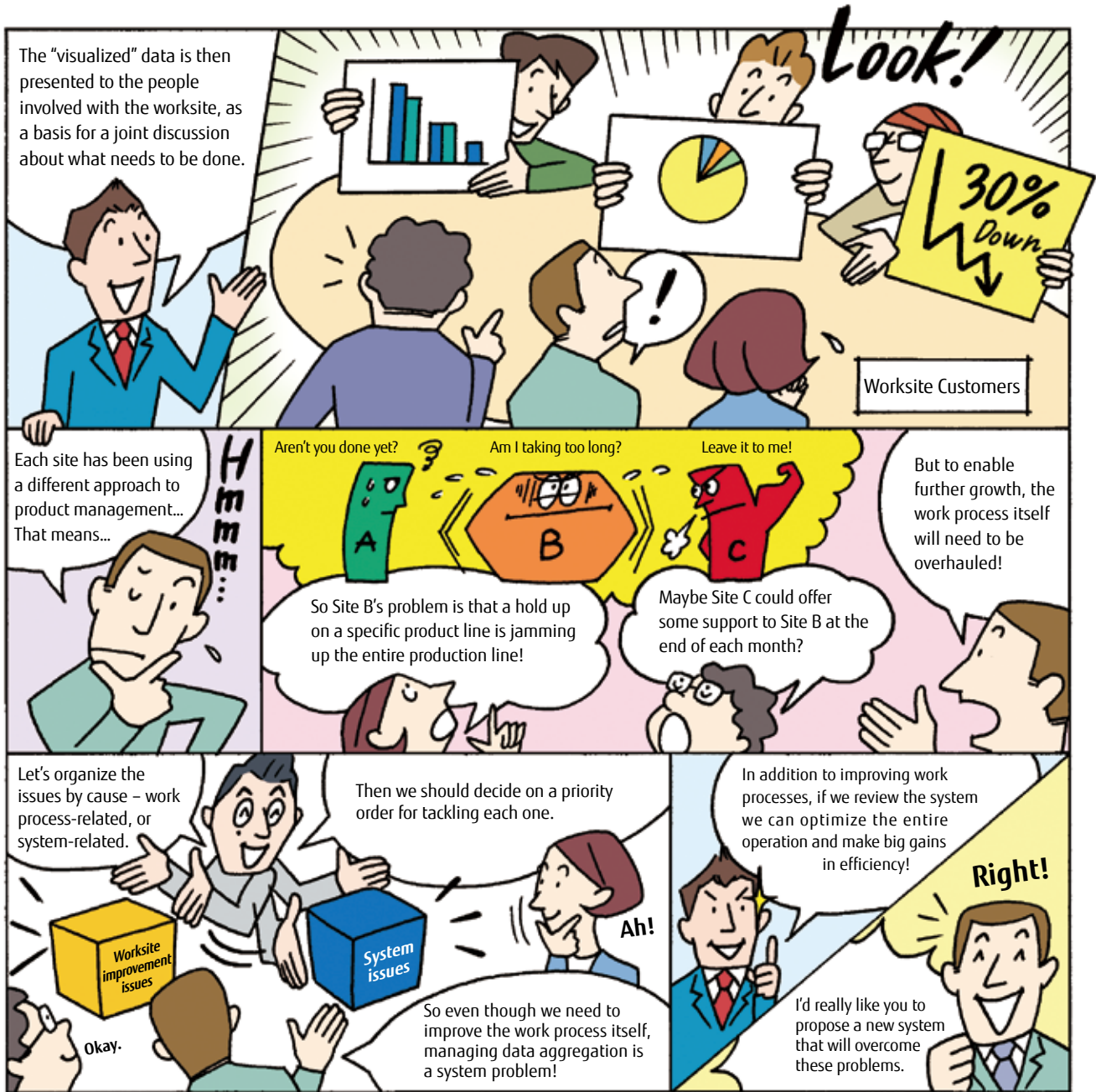
4 Systems Proposals and Integration

The visualization output from conducting field innovation reveals a wide array of different issues, and the solutions for making improvements do not always lie in the realm of ICT. Field innovation also identifies issues such as improperly assigned tasks, as well as redundant work flows or data that the customer has not adequately collected or managed. Working alongside customers, Fujitsu determines whether the issues that emerge are related to systems or whether they can be solved through worksite improvements such as revising job roles and improving skills. Fujitsu helps customers to systematically analyze all of the issues as a whole and prioritize measures to address them.

For worksite improvement issues, field innovators support customers and continue to work closely with them to make those improvements.

Meanwhile, for systems-related issues identified by field innovation activities, at the request of the customer, Fujitsu proposes appropriate systems designed to provide solutions. In the systems integration phase, Fujitsu builds systems as agreed with customers, while managing the project's budget, delivery schedule, and quality based on systems requirements and project plans. Following delivery, customers accept the system after testing to verify that the system functions properly according to the agreement.

5 Roadmap to Systems Deployment

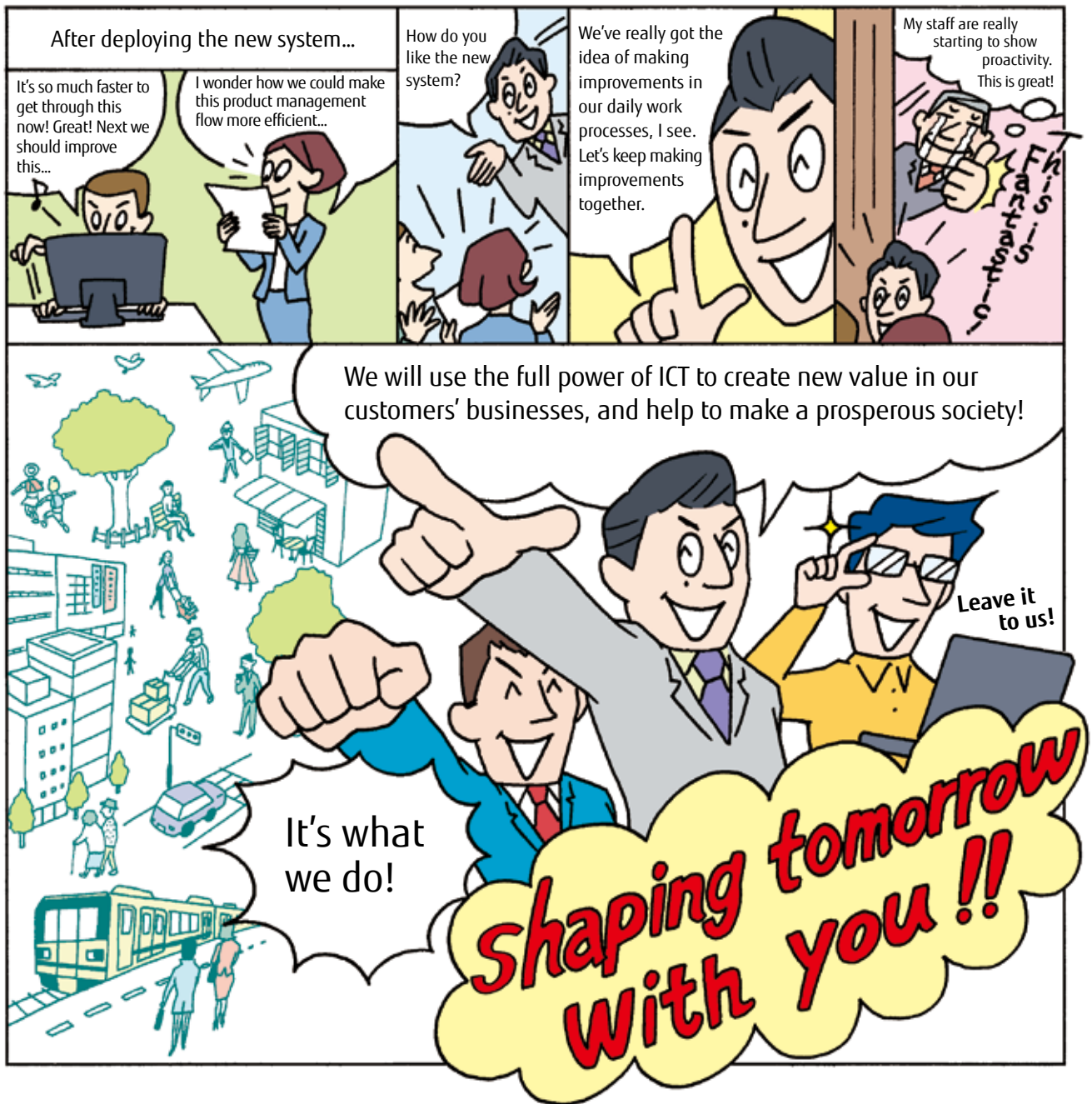Various processes are involved in the deployment of a system. Fujitsu's approach is to align the operation phases for the sales representative, systems engineer, and field innovator with the deployment process for the customer's ICT system. This process consists of planning and selection, development and deployment, and operation and maintenance. Sales representatives manage the progress of projects using a project management system, which allows all related parties, including the assigned system engineer and field innovator, to confirm the most recent status of business negotiations. Furthermore, by steadily executing and repeating this process, Fujitsu works to increase customer satisfaction and expand business.

System Deployment Process Using Field Innovation Activities

Customer	System division	Planning/selection		Develop/deploy	Operate/maintain
	Worksite division	Project discovery	Improve/reform worksite	Improve/reform worksite (autonomously by customer)	
Fujitsu	Sales Rep		Propose/make contract		Improve/reform worksite (autonomously by customer)
	Field Innovator		Support worksite improvement/reform		Measure results of deployment
	Systems Engineer	Visualize work process/sort issues	Propose system	Design/build/test	Operate/maintain

6 Operation and Maintenance, and Beyond

After systems have been accepted by customers, Fujitsu provides operation and maintenance services to ensure stable operation of the system. Furthermore, after the system has entered operation, at the customer's request, Fujitsu confirms whether the system has produced the anticipated benefits by measuring the effect of deploying the system. If there are any factors inhibiting optimal performance, Fujitsu makes further improvement proposals and continues to support the use of the system.

The significance of field innovation lies in its ability to build a robust enterprise and organization that continuously pursue reforms. This is achieved by implementing integrating reforms that cover people, processes and ICT under the leadership of top management, rather than stopping at merely improving ICT systems. Fujitsu helps its customers to develop an enterprise structure that continuously seeks to reform itself. We do this by constantly implementing initiatives and fostering a corporate culture that promotes continuous reforms, rather than being satisfied with a single success.

ICT is constantly evolving. Fujitsu sees the role of ICT as more than just a tool for raising efficiency. In providing solutions, we connect ICT more directly with management and use it to generate added value. In this way, Fujitsu aims to contribute to the development of its customers' businesses and work together with them to create a prosperous society.

shaping tomorrow with you

A company's brand promise expresses the value the company delivers to its customers.
The Fujitsu Group's brand promise articulates the importance we place on working with our customers to shape a prosperous society, by harnessing the power of ICT.

Employing approximately 170,000 people to support customers in more than 100 countries, Fujitsu is the Japanese global ICT company. We are delivering on our brand promise.

Fujitsu joined the United Nations (UN) Global Compact in December 2009, and is enhancing its CSR activities from a global perspective.

Fujitsu is committed to global corporate social responsibility (CSR) activities that uphold the 10 principles of the Global Compact. Through this commitment, we will meet the demands of various stakeholders in international society, and uphold responsible management as a true global ICT company contributing to the creation of a sustainable society.

WE SUPPORT

Fujitsu has been incorporated into the SRI stock indexes below.

Dow Jones Sustainability Indexes
(Asia Pacific)

FTSE4Good Index Series

oekom research

Morningstar Socially Responsible
Investment Index

Forward-Looking Statements

This annual report may contain forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Actual results may differ materially from those projected or implied in the forward-looking statements due to, without limitation, the following factors: general economic and market conditions in key markets (particularly in Japan, Europe, North America and Asia, including China); rapid changes in the high-technology market (particularly semiconductors, PCs, etc.); fluctuations in exchange rates or interest rates; fluctuations in capital markets; intensifying price competition; changes in market positioning due to competition in R&D; changes in the environment for the procurement of parts and components; changes in competitive relationships relating to collaborations, alliances and technical provisions; potential emergence of unprofitable projects; and changes in accounting policies.