# **CONTENTS**

### **EDITORIAL POLICY**

Our objective with the "Fujitsu Limited Annual Report 2013" is to communicate to a wide readership Fujitsu's commitment to realizing a prosperous society that is convenient for people to live in by leveraging the power of ICT. The report details Fujitsu initiatives, management strategies, and financial activities, and describes the Company's efforts to build a firm foundation through corporate governance initiatives and CSR activities.

We have striven to convey to readers not only Fujitsu's business activities, but also its vision and responsibility.

Opening Feature

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

### MANAGEMENT

An overview of the Fujitsu Group's current status and future direction

010 PERFORMANCE HIGHLIGHTS

014 A MESSAGE FROM MANAGEMENT

Michiyoshi Mazuka, Chairman Masami Yamamoto, President

016 A CONVERSATION WITH THE PRESIDENT

# DETERMINED TO DELIVER NEW VALUE USING THE POWER OF ICT

Masami Yamamoto, President

024 A MESSAGE FROM THE CFO
Kazuhiko Kato, Corporate Executive Vice President and Director, Chief Financial Officer

### **FOCUS**

Fujitsu's management policies for realizing its vision

026 FEATURE:

# Fujitsu Technology and Service Vision







# PERFORMANCE

An overview of business performance by segment and by region, and a progress check on research & development

032 BUSINESS OVERVIEW

034 OPERATIONAL REVIEW AND OUTLOOK

050 MAJOR ANNOUNCEMENTS AND IR ACTIVITIES IN FISCAL 2012

052 INITIATIVES BY REGION

060 RESEARCH & DEVELOPMENT

O63 Achieving an Innovative Health Management Service for Pet Dogs by Combining Dog Pedometers and Cloud Services

THE STORY BEHIND THE DEVELOPMENT OF THE WANDANT DOG PEDOMETER

064 INTELLECTUAL PROPERTY

### **RESPONSIBILITY**

Reporting on Fujitsu's CSR activities, corporate governance and more

066 OUR CORPORATE PHILOSOPHY FUJITSU Way

068 FUJITSU GROUP CSR

074 MANAGEMENT

076 INTERVIEW WITH EXTERNAL DIRECTOR

078 CORPORATE GOVERNANCE091 BUSINESS AND OTHER RISKS

#### FACTS & FIGURES

Financial information and outline of the Fujitsu Group

095 FINANCIAL SECTION

145 MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

147 GLOSSARY

149 PRINCIPAL SUBSIDIARIES AND AFFILIATES

150 SHAREHOLDERS' DATA

### **GLOSSARY OF TERMS**

To assist the understanding of our readers, we have provided a Glossary of Terms on pages 147-148 to explain industry terms and offer more information about Fujitsu's products. Items that appear in the glossary are underlined in the text.