

Priority 5

Communicating and Collaborating with Stakeholders

As a good corporate citizen, Fujitsu will pursue a thorough understanding of the multiple needs and expectations of its stakeholders and contribute to the sustainable development of society and the earth through business activities to meet these needs and expectations.



Stakeholder Dialogue

We place great importance on interaction with diverse stakeholders as we conduct business

The Fujitsu Group always takes into account the bigger picture -the sustainability of society and the planet- when considering customer needs. The Fujitsu Group is committed to listening closely to feedback from various stakeholders, including customers, shareholders and other investors, business partners, and local communities, and to exceeding their expectations. Through this process, we seek to continuously improve our corporate value.

Dialogue Sessions with Guest Experts

We have defined priority fields for realizing a [prosperous society of the future in 2020](#), by gathering input from a range of experts invited to dialogue sessions.

Session 1 Global priorities and future business

Discussion on businesses that contribute to developing countries by resolving key issues through ICT.

Session 2 Environmental/sustainability priorities and businesses

Discussion on businesses that should be prioritized to build a resilient society from global and environmental perspectives.

Session 3 Integration of social priorities into management

Discussion on approaches to integrating CSR into management and message dissemination.

Session 4 Exploring Fujitsu's future direction

Discussion on future policies, specifically how to utilize core businesses to solve social issues, based on the previous three dialogue sessions.

Dialogue Participants



Nihon University
Graduate School of
Social and Cultural
Studies Professor
(Previously:
UNPFA Tokyo
Office)
Kiyoko Ikegami



Graduate School of
Business
Administration,
Keio University
Associate
Professor
Masahiro Okada



United Nations
University Vice-
Rector
Kazuhiko Takeuchi



Institute for Studies
in Happiness,
Economy and
Society President
Junko Edahiro



Patagonia Japan
General Manager
Takayuki Tsujii



WWF Japan
Climate and Energy
Group Leader
Naoyuki Yamagishi



UN Global
Compact Board
Member Fuji Xerox
Co., Ltd. Former
Executive
Corporate Advisor
Toshio Arima



UNEP Finance
Initiative Special
Advisor
Takejiro Sueyoshi

Key Comments from Experts (From Session 4: "Exploring Fujitsu's future direction")



Nihon University Graduate
School Professor
Kiyoko Ikegami

Using ICT to empower more people to live on their own terms is important. As many developing countries have five-year plans for fields like health, medicine, and education, establishing where ICT can be put to use is one place to start. I think the message that Fujitsu sent to society by reformulating its CSR policy is of great significance. I believe it is a mission statement outlining how the company intends to interact with society. I think it will go a long way toward helping the world understand what Fujitsu is all about.



UNEP Finance Initiative
Special Advisor
Takejiro Sueyoshi

I think Fujitsu's sound business operations are contributing to social infrastructure creation. The "K computer" is a good example. It has expanded awareness of the reason for the Fujitsu's existence and business operations come into play in society, inspiring the public to think about what should be deemed important. I would like Fujitsu to think in terms of "what we will do" rather than "what we can do." Thinking about what it "can" do is important, but so is considering what it "will" do as a leading global company. I look forward to seeing proactive action with an eye to the future.

- [FY 2011 Stakeholder Dialogue \(Session 1\)](#)

The Last Word in Today's Dialogue



President and
Representative Director
Masami Yamamoto

I think demonstrating commitment to social contribution through business operations and giving impetus to such activities is at the heart of CSR. The Fujitsu Group's CSR initiatives are rooted in ICT. I want us to be a company where advancing global and societal development is a natural extension of our core operations.

Every Fujitsu Group employee is charged with understanding the power inherent in ICT and providing opportunities to people around the globe. I believe it is vital to also consider collaboration with countries and international organizations, and to show the greatest respect possible for the array of cultures and lifestyles in developing nations and elsewhere around the world when offering people opportunities.



Corporate Senior
Executive Vice President
and Representative
Director
Masami Fujita

In our recent dialogue, we shared the view that it is our social responsibility to "put ICT to use in developing human abilities." In tune with the universal design concept, products that we developed for challenged persons are also easy to use for others. Further, ICT advancements made in developing countries can also be employed in industrialized nations as reverse innovations^{*1}. It is fascinating that ICT has the power to do things like promote diversity as well. Inclusion^{*2} of people from a wide range of backgrounds and the way in which partnerships are built are topics I would like to explore together with employees.

*1 Reverse innovations:
products or services developed in emerging markets or developing countries that are deployed in industrialized nations.

*2 Inclusion:
the provision of opportunities for diverse groups of people to interact and participate in society and organizations as equals.

Other Dialogues

Exchange of ideas on universal design

Envisioning a society where everyone benefits equally from ICT, we discussed with key figures universal design as a tool to provide a greater number of people with opportunities.



Dialogue on universal design

A conference sponsored by Fujitsu Research Institute to discuss BOP^{*3} market development and social business innovationz

We welcomed strategists and researchers from major vendor companies to bring issues to light through case studies and research reports, and engage in debate and offer propositions on the BOP market's future direction.



Conference on BOP market development

^{*3} BOP:

Acronym for Base of the Pyramid, the lowest income earners in the world. It is said that around 4 billion people are in this category.

FY 2011 Stakeholder Dialogue (Session 1)

Concrete Initiatives for Addressing CSR Priorities 1 and 2

The purpose of CSR activities is to reflect on our own relationship with society from a long-term perspective, then to innovate as necessary to create both a sustainable society and business. Along these lines, ISO 26000, the international CSR standard, provides guidance to companies on promoting activities that reflect society's expectations and demands based on dialogue with external stakeholders. In FY 2011, Fujitsu held informal conversations with external experts around two of its five CSR priority issues established in December 2010 - "Providing Opportunities and Security Through ICT," and "Protecting the Global Environment" - and examined the types of businesses it should focus on under a long-term, global framework.

On December 12, 2011, Fujitsu invited three guests to discuss and exchange opinions about how it should approach integrating and creating social and economic value toward the year 2020. The invited guests were Professor Kiyoko Ikegami of the Nihon University Graduate School of Social and Cultural Studies (Previously of the UNPFA Tokyo Office); Associate Professor Masahiro Okada of Keio University's Graduate School of Business Administration; and Kazuhiko Takeuchi, United Nations University Vice-Rector and Director of the United Nations University Institute for Sustainability and Peace (UNU-ISP).

All three experts pointed out that while a message from senior management on contributing to the Earth and society is good, Fujitsu still needs a concrete strategy for making a contribution in regions where major economic growth is expected, such as Africa, through a solutions-focused ICT business. They surmised that unless Fujitsu broadens its business domain beyond developed nations, it has little hope of achieving long-term growth as a company.

Key Comments from Experts



Kiyoko Ikegami

Ninety six percent of the world's rising population lives in developing countries, so investment is also heading inevitably to the developing world. Long-term growth is unlikely to await those who fail to respond to this trend. In sub-Saharan Africa, the population is booming. The general consensus is that stable countries like Tanzania that have no armed conflicts are the most likely targets for investment. In developing countries, there is demand for ICT for use in conducting censuses, promoting knowledge sharing, performing remote medical care, and in other areas. Fujitsu should be more proactive in forging links with resident organizations, international NGOs, and other entities on the ground to assess these needs.



Masahiro Okada

While Japanese companies continue to look inward, companies like IBM and ZTE that pursue business with a true target market of 7 billion are raising their corporate value. Even focusing solely on BRICS, as a latecomer competition will already be intense. Fujitsu should consider its options for addressing emerging markets and the BOP population in parallel with its current efforts in developed markets. In doing so, before trying to think of businesses for developing countries while staying in Japan, Fujitsu should go to those markets and learn about their needs and issues firsthand. This is important for understanding what potential exists for applying the company's own unique strengths. Fujitsu should also take full advantage of organizations like JETRO, JICA, and the Japan Inclusive Business Support Center.



Kazuhiko Takeuchi

I want Fujitsu to look beyond advanced industrial nations and think about providing cloud-based ICT in developing countries where servers are nonexistent. Rather than viewing issues like water and population separately, Fujitsu should consider ways to utilize ICT to resolve complex, multifaceted issues, such as economic development, resources and the environment, in an integrated way. In solving the dilemmas that developing countries face, it is critical that Fujitsu begin responding in a concrete manner by actually going to these countries and allying itself with key organizations on the ground.

Brief Bios of Experts^{*1}

Kiyoko Ikegami

Professor, Graduate School of Social and Cultural Studies, Nihon University;
Graduate School of Public Administration, International Christian University (Master of Public Administration). Graduate School of Human Sciences, Osaka University (Doctorate). Before starting her current position in 2011, Ms. Ikegami served as high commissioner for refugees (UNHCR), responsible for settlement promotion at the Office of the United Nations; Administrator of the Office of Human Resources Management, United Nations Headquarters; Director of the Research and Planning Division and Director of the Planning and Development Division at the Japanese Organization for International Cooperation in Family Planning (JOICFP); Resource Mobilization Officer at the International Planned Parenthood Federation (IPPF) in London; and Director of the UNPFA Tokyo Office. Other previously held positions include membership on the Ministry of Foreign Affairs' External Advisory Meeting on ODA Evaluation and an External Expert to the Advisory Committee on Evaluation and Advisory Council on Assistance to Women in Afghanistan.

Masahiro Okada

Associate Professor, Graduate School of Business Administration (Keio Business School), Keio University
Mr. Okada graduated in 1985 from the School of Political Science and Economics, Waseda University. Following a stint at Honda Motor Co., Ltd., he earned an M.B.A. from the Graduate School of Business Administration, Keio University. After working for Arthur D. Little (Japan), Inc., he became a fellow at U.S.-based MUSE Associates, Inc. In 1999, he earned a Ph.D. in Business Administration, from the Fisher College of Business, The Ohio State University. In 2002, he became an Associate Professor at the Graduate School of Business Administration, Keio University.

Kazuhiko Takeuchi

Vice-Rector, United Nations University;
Director of the United Nations University Institute for Sustainability and Peace (UNU-ISP)
Mr. Takeuchi became Professor of the Graduate School of Agricultural and Life Sciences at The University of Tokyo, from 1997. From 2005, he became jointly appointed Deputy Executive Director of the Integrated Research System for Sustainability Science (IR3S) at The University of Tokyo. After being named Vice-Rector of the United Nations University in July 2008, from January 2009 he became concurrently named a Director of the United Nations University Institute for Sustainability and Peace (UNU-ISP). He is the Editor-in-Chief of the International Journal "Sustainability Science" by Springer Japan, and a Specialist in landscape ecology, landscape planning, and sustainability science.

^{*1} :

Information in the Brief Bios of Experts is current as of June 20, 2012.

FY 2011 Stakeholder Dialogue (Session 2)

Concrete Initiatives for Addressing CSR Priorities 1 and 2

In Session 2 of our Stakeholder Dialogue held on January 13, 2012, WWF Japan Climate and Energy Group Leader Naoyuki Yamagishi, Junko Edahiro, President of e's Inc., and Patagonia Japan General Manager Takayuki Tsujii were invited to discuss and exchange opinions about how Fujitsu can create social and economic value.

One of the opinions that arose from the discussion is that Fujitsu's strength is in the diligence and honesty of the company and its employees. Fujitsu is also putting individual initiatives forward, and the key in coming years will be determining ways to take advantage of the technologies and human infrastructure that make these initiatives possible as additional strengths. Another comment expressed was that while Fujitsu verbalizes a commitment to realizing a Human Centric Intelligent Society, and has positioned the cloud and ICT in particular as core businesses, it has not conveyed this fact well to the public. For this reason, the experts recommend that Fujitsu increase its interaction with people outside the company at a variety of levels.

Key Comments from Experts



Junko Edahiro

Looking at the environment holistically over a long time horizon, there are three changes in focus that I would recommend. The first is to switch focus from individual issues to structures. Leveraging ICT to address global-level structural issues like energy and food will be vital going forward. The second is to emphasize resilience over efficiency alone. Resilience means having the flexibility and strength to bounce back. I believe that cloud technology will play a useful role in Japan's resilience in the wake of the Great East Japan Earthquake. The third recommendation is to shift focus from coping to co-creation. This is the era of the co-creative society. Fujitsu should be utilizing the cloud and supercomputers more on a pro-bono basis.



Takayuki Tsujii

Patagonia's mission statement is "Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis." To give an example, in 1996, the company switched over to organically grown cotton for all of its cotton products. Although sales fell the first year, customers clearly liked this move, and sales started to grow again the following year. The philosophy of Patagonia founder Yvon Chouinard was that "if everything is done the right way, profits will follow," and our commitment to this has never changed. Fujitsu has massive scale in terms of both people and technologies. I hope to see Fujitsu become a leader among responsible companies in solving environmental issues from a global perspective.



Naoyuki Yamagishi

My responsibilities cover climate change and energy. At the COP 17 meeting, the decision was made to shoot for a new agreement in 2015. But it is critical that global companies like Fujitsu respond to the environment regardless of the Japanese government's position. For this reason, I have three major recommendations for Fujitsu. First, bring ICT to bear on controlling power grids built around natural energy sources. Second, help individual regions project and adapt to climate change. And third, further reduce CO₂ emissions by better visualizing emissions data. Also, my impression is that Fujitsu's annual CO₂ emissions figure of 1.5 million tons is a large figure. I would like to see the company work harder to reduce its emissions.

Brief Bios of Experts^{*1}

Junko Edahiro

President of Institute for Studies in Happiness, Economy and Society. President of e's Inc., President of the NGO - Japan for Sustainability.

Ms. Edahiro received a master's degree in educational psychology from the University of Tokyo. Following a career as a simultaneous interpreter, her interest in how to convey and link things together grew, leading her to research mechanisms for creating change as a translator and environmental journalist. Today she lectures, writes and translates on a variety of environmental themes and activities. In 2007, she won acclaim for her translation of Nobel Peace Prize Winner Al Gore's book *An Inconvenient Truth*. In January 2011 founded the Institute for Studies in Happiness, Economy and Society, which holds study sessions on learning, thought and conversations on the relationship between true happiness, economy and society through the lens of sustainability. Since 2011, she has served as a member of the Fundamental Issues Subcommittee, the Advisory Committee for Natural Resources and Energy (Ministry of Economy, Trade and Industry)

Takayuki Tsujii

Patagonia Japan General Manager

Joined Nippondenso Co., Ltd. (currently DENSO CORPORATION) in 1991.

In 1995, joined the master's program at the Waseda University Graduate School of Social Sciences, specializing in research on how the Japanese view nature.

In 1999, Mr. Tsujii began working as a part-time staff member at Patagonia's store in Shibuya, Tokyo, and joined the company as a full-time employee in 2000. After stints at the company's Kamakura store and in marketing and wholesale, he became general manager of Patagonia Japan from 2009. After joining the company, he continued to pursue his love of nature, making a long-distance trek (45 days) across the west coast of Greenland in 2003, and trekking 45 days across the Isla Grande de Tierra del Fuego in 2007. He also enjoys sea kayaking and glacier skiing.

Naoyuki Yamagishi

WWF Japan

Climate and Energy Group Leader

Mr. Yamagishi graduated from the College of International Relations, Ritsumeikan University, in March 2001. In September, he entered graduate school at Boston University, where he studied in the master's program in International Relations and Environmental Policy. After earning his degree in May 2003, joined WWF Japan as an officer overseeing climate change. In addition to involvement in policy recommendation and campaign activities, he is responsible for information gathering and lobbying activities at UN meetings. He has been the climate and energy group leader at WWF Japan since 2011.

Mr. Yamagishi was also a member of the Ministry of Economy, Trade and Industry of Japan's Study Group on Economic Options for Coping with Global Warming (fiscal 2008), and a visiting researcher at the Research Office on Environment, House of Representatives (fiscal 2008)

^{*1} :

Information in the Brief Bios of Experts is current as of June 20, 2012.

FY 2011 Stakeholder Dialogue (Session 3)

Concrete Initiatives for Addressing CSR Priorities 1 and 2

For Stakeholder Dialogue Session 3, held on February 15, 2012, Fujitsu invited two experts to speak on the integration of social issues into management-UN Global Compact Board Member Toshio Arima and UNEP Finance Initiative Special Advisor Takejiro Sueyoshi.

One of the views expressed during the discussion is that the real problem is determining which issues to consider problematic from a management standpoint. While demonstrating concern for stakeholders is necessary, their needs vary depending on where they stand, and often conflict with each other. In attempting to integrate CSR into management, it is important to consider the extent to which this problem can be overcome and how it is viewed with respect to the company's management philosophy. Furthermore, the starting point for CSR is being successful in your core business. To achieve this shows that a company is well-accepted by society. Beyond that, Fujitsu needs to clarify based on its thoughts and philosophy what social problems it considers important and where its power as a company is best put to use.

Key Comments from Experts



Toshio Arima

From a management viewpoint, it is the management philosophy that determines how economic elements and social value are balanced. There are also other criteria for decision-making beyond how to make a business profitable, such as how to develop human resources or spur technological innovation. The real problem for management is figuring out what it should label as problematic. For example, the System for Prediction of Environmental Emergency Dose Information (SPEEDI) and the Automated Meteorological Data Acquisition System (AMEDAS), both of which use supercomputers, play a useful role, but things should not stop there. What should Fujitsu consider next from that vantage? For example, it is not sufficient to say that a pharmaceutical company's business is CSR itself just because it produces drugs. While a company should aim ultimately to be useful to society, every employee in it still needs to consider what they can do to achieve that objective.

Fujitsu should step back a moment and consider what it could do to truly contribute to society with no regard to the bottom line, then consider what is necessary to be sustainable as a company, including around the issue of profitability.



Takejiro Sueyoshi

A company has to be useful to society, but there are a lot of problems out there that need addressing. Fujitsu has to decide based on its own thought and philosophy which of those problems it considers important, as well as where its power as a company is best put to use. Fujitsu has to respond to important problems affecting its business, as well as problems that must be resolved in order for business in general to develop. If considered in this way, the issues will clearly emerge. Putting these issues to society will also win its acceptance. Global society faces issues around two phenomena: one is natural and the other is social, such as poverty, disparities, human rights, and infectious diseases.

Resolving these issues will require a response that integrates the natural and social sciences, and it is ICT's role to link the two together. It is important for Fujitsu, in this respect, to have as many contact points as possible with society through its ICT efforts.

Brief Bios of Experts^{*1}

Toshio Arima

UN Global Compact Board Member

Chairman of the Board, Global Compact Japan Network

Fuji Xerox Co., Ltd.

Former Executive Corporate Advisor

After graduating from the College of Liberal Arts at the International Christian University, in 1967, Mr. Arima joined Fuji Xerox Co., Ltd. He served as General Manager of corporate strategy and corporate business planning, and President and CEO, at Xerox International Partners (U.S.A.), before being appointed President and Representative Director of Fuji Xerox Co., Ltd. in 2002. In 2007, he became a Special Advisor, retiring this post in 2012. He serves currently as a UN Global Compact board member, encouraging companies to proactively join in helping to resolve global issues around human rights and labor, the environment and corruption. He is Chairman of the Board of UN Global Compact Japan Network.

Takejiro Sueyoshi

Special Advisor, UNEP Finance Initiative

Mr. Sueyoshi graduated from the Faculty of Economics at The University of Tokyo, in 1967. He joined The Mitsubishi Bank, Ltd. in the same year. In 1989, he was assigned to North America Headquarters. After stints as Director and General Manager of New York Branch and President of the Bank of Tokyo-Mitsubishi Trust Co., Ltd. (New York), he was named Executive Vice President of Nikko Asset Management Co., Ltd. in June 1998. He was appointed as a member of the UNEP Finance Initiative Steering Committee during his tenure at Nikko Asset Management, opting to focus full-time on the UNEP Finance Initiative following retirement. Currently he serves as a Special Advisor.

^{*1} :

Information in the Brief Bios of Experts is current as of June 20, 2012.

For Our Customers

We adopt a customer-centric approach to our thinking and actions, and communicate proactively with our customers so that we can grow together as their partner.

To Increase Customer Satisfaction

Fast-changing social and economic environments make this a difficult time in which to see far ahead, so we place ourselves in the position of the customer and transform ourselves in order to better and more rapidly understand new requirements, and innovate to meet those needs as quickly and accurately as possible. We are aiming for management innovation by using the "Program to Improve the Quality of Management^{*1}", and taking a number of initiatives to form an innovative corporate culture that can keep pace with customer changes.

^{*1} Program to Improve the Quality of Management:

A framework for customer-centric management excellence modeled on the Malcolm Baldrige National Quality Award of the United States, the de facto global standard for management innovation.

Promoting Field Innovation with the Customer

Fujitsu initiated "Field Innovation" in 2007 to create a prosperous future along with our customers.

It is important to get back to the starting point, where ICT is seen as a tool to support people in their work and increase efficiency in their working places. Field Innovators, who are specialists in Field Innovation, concentrate on the customer's workplace to determine the true nature of the issues present by visualizing relationships between people, processes, and ICT. This increases the value of using ICT by making full use of actual insights from the workplace.

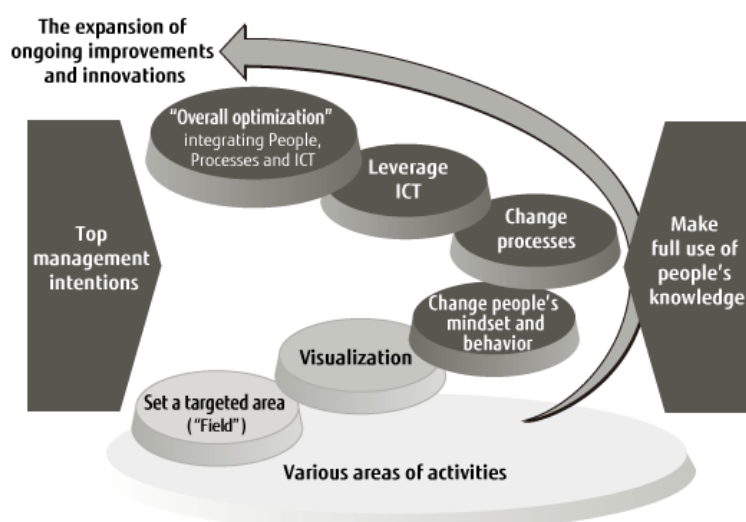
By making such management issues visible, Field Innovation leads to ongoing management innovation by customers in line with top management's intentions. We have already implemented Field Innovation programs at as many as 400 customers and also continue to use it ourselves within the Fujitsu Group.

Now, 400 Field Innovators work with customers to visualize the issues and build consensus at customer worksites to promote innovation. We continue to foster Field Innovators in a bid to strengthen the framework and concentrate their knowledge.

Fujitsu accumulates practical wisdom as the knowledge gained through Field Innovation, which it then uses to increase the quality of activities and provide further value using ICT.

Results of Field Innovation Activity (Including Fujitsu Group internal projects) (Units: Activity)

	FY2008	FY2009	FY2010	FY2011
Results of Activity	129	294	331	336



The Field Innovation Process

We insist on rendering all the facts visible

Field Innovation identifies the target field in which innovation is to be applied and the facts are rendered thoroughly visible using the latest techniques (such as business fieldwork^{*2}) and technology (such as BPM-A^{*3}).

*2 Business fieldwork:

A site survey method in business based on ethnography, a social scientific research and analysis methodology for identifying and visualizing facts. In business, this method is used primarily for observation and innovation at customer sites.

*3 BPM-A (Interstage Business Process Manager Analytics):

A business process observation/analysis tool developed by Fujitsu that can help grasp bottlenecks and other operational process issues and facilitate process innovation.

Facts modify attitudes and actions

Issues only become clear when the basic facts are known, after which mindsets can be reformed. We aim to establish an agreement on mindset among people through facilitation and workshops, and achieve reforms by taking advantage of people's knowledge. The changes in people's mindset and actions will affect the processes in which we utilize ICT. Our innovation methodology is threefold - in People, Processes and ICT - through which we advance reforms.

Ongoing innovation brings an innovative mindset to businesses and organizations

By continuing our innovation methodology in line with customers' top management intentions, we aim to establish powerful companies and organizations that will themselves continue to innovate. We also sponsor an "FI Community" to research the keys to promoting innovation by drawing together customers who have experienced Field Innovation for themselves.

VOICE: Feedback from Customers

Asahi Glass Co.,Ltd.
Global IT Leader
General Manager
Information Systems Center
Motoi Kamba

At Asahi Glass Co., Ltd., Information Systems Center team members were not making the most of systems knowledge outside the scope of their responsibilities or examples from other teams to reduce human error. However, Field Innovation activities conducted with a special field innovation team, comprising representatives from each team at the center, revealed the usefulness of such practices, spurring a change in mindset and motivating them to seek out this information. As a result, they started conducting reviews within the team, and human error was reduced substantially. Looking ahead, I hope that all Information Systems Center members will embrace this new frame of mind.



Motoi Kamba

Seikeikai Group
President and Chief Executive Officer
New Tokyo Hospital
Hiroaki Harasaki, M.D., Ph.D.

An examination of business operations at the New Tokyo Hospital using Field Innovation uncovered several issues, including dozens of minutes of lost time per day. In an effort to resolve these problems, the hospital staff worked together with Field Innovators to carry out operational improvements. The result was better communication within the hospital, as well as a shift to the use of electronic medical records. Thanks to these improvements, patient rehabilitation, which frequently tended to be postponed due to lost time, now takes place on schedule. The number of rehabilitation sessions logged has also risen.



Hiroaki
Harasaki

Fujitsu Trusted Cloud Square

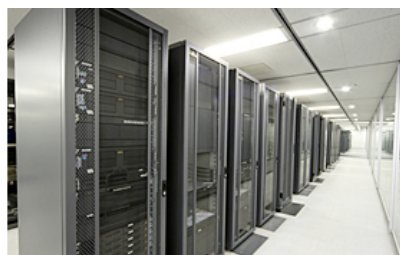
Established in 2010, Fujitsu Trusted Cloud Square is a showroom where customers can experience firsthand Fujitsu technologies, products and services for the cloud computing era. The showroom offers demonstrations, seminars, ICT system testing and other features that allow customers to become familiar with and try out virtualization technologies that support private clouds, server consolidation for ICT infrastructure optimization, and the use of cloud services via networks. Customers considering cloud adoption can inspect and benchmark systems built on products from Fujitsu and its partners.

Around 50,000 people came to Fujitsu Trusted Cloud Square to visit and utilize services there in FY 2011. The facility has now hosted roughly 100,000 visitors and users since its opening.

- [Fujitsu Trusted Cloud Square](#)



Customers can see infrastructure for building and managing onsite private clouds



Approx. 300 server and storage units onsite are used to test and demonstrate customer ICT systems

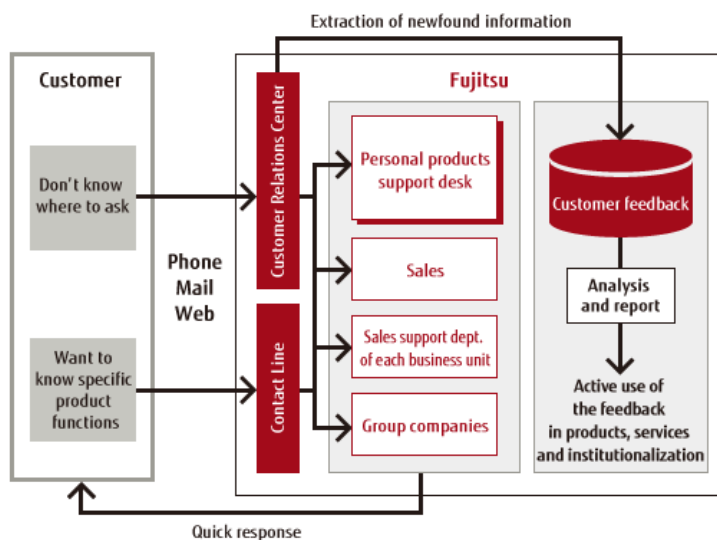
Operation of the Fujitsu Customer Relations Center and the Fujitsu Contact Line

We established the Fujitsu Customer Relations Center in 2003 to handle inquiries and other problems concerning products and services from customers who are not sure where to address their issues. And we have also been providing rapid responses to customers concerning the functions and prices of products before they make their purchases. All such pre-purchase telephone inquiries are referred to a single window, the Fujitsu Contact Line, with the telephone number for access published on our corporate website and in catalogs, press releases and advertisements.

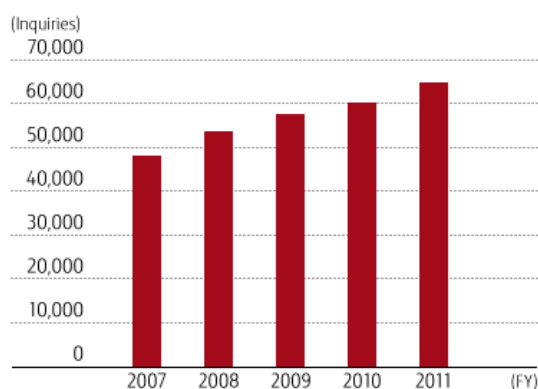
The Fujitsu Customer Relations Center and the Contact Line act as a clearinghouse that links the customer to the best line of communication for answering their inquiries. They not only contribute to increasing customer satisfaction through their accelerated responses, but also extract customer feedback, which is reported to the departments responsible for development and quality improvements of the related products and services.

Note that when we receive opinions or when something is brought to our attention in the form of a complaint from the customer, the specific content of that feedback or complaint is reported as a special bulletin to our executives.

Fujitsu Customer Relations Center/Fujitsu Contact Line



Trends in Inquiries Addressed to the Customer Relations Center



PC Support Center for Individual Customers

In Japan, to handle the diversifying needs and environments of our individual customers, Fujitsu has established a system that can provide technical advice and assistance 365 days a year^{*4} at our Azby Technical Center, which is a major part of the personal products support desk.

Examples of Improvements Based on Customer Feedback

- **Provision of RAID cards^{*5} for PRIMERGY requiring no battery replacement (see note)**

Although servers are expected to operate nonstop for up to five years, the battery products inside RAID cards have a useful life of two years. Customers had pointed out that battery replacement was troublesome since it requires the system to be shut down and man-hours to perform.

To address this, Fujitsu commercialized a RAID card with batteries featuring virtually the same useful life as the servers. The new cards were launched in August 2012.

- **Changes to printer display specifications**

Customers pointed out that current monochrome displays on system printers were hard to see when placed in low-lit areas. To address this, Fujitsu at the end of May 2011 began offering backlit monochrome LCDs, which are easier to see, with its system printers.

^{*4} Excluding days for system maintenance

^{*5} RAID cards:

RAID cards are controller devices that allow multiple hard disks to be treated as a single drive.

Placing Importance on Connecting with Our Customers

Fujitsu Family Association

The Fujitsu Family Association was founded in 1964 as our user community in Japan to help members exchange information and improve each other's skills. As of the end of FY 2011, it had 11 chapters and LS Research Committees^{*6} throughout Japan with some 3,500 members.

Study and research activities were held among the members in FY 2011 to encourage ICT management in step with globalization, promote activities closely tailored to local needs, and to standardize member services. Also, conferences were held in autumn in Sendai, Japan, and an overseas seminar in the United States, while five issues of the members' magazine "Family" and occasional issues of "e-Family" (the web version) were published during the year as activities of the main office of the Family Association. The LS Research Committee held research section meetings on 16 themes as part of its research activities on leading-edge management and ICT, and published a summary report. Furthermore, we held seminars and research meetings at 11 local chapters to provide problem solving and practical business support to local members.

Notably in FY 2011, the Family Association vigorously supported recovery efforts in areas hardest hit by the Great East Japan Earthquake. The association presented donations in March 2011, and became the first ICT user community in Japan to declare its cooperation with recovery support efforts in the Special Support Program announced on May 20, 2011. The association's fall conference in the city of Sendai was attended by a record 1,231 members from across Japan. At the conference, members pledged their ongoing

support for recovery efforts in the disaster-stricken region.

The Family Association has offered four points that will guide its activity policy in FY 2012, with the aim of making the user community a more appealing one than ever.

1. Encourage ICT utilization responsive to global management, and promote activities useful in supporting the resolution of issues that members face
2. Promote activities that capitalize on local characteristics and standardize member services
3. Promote research activities and information sharing with respect to advanced ICT
4. Strengthen mutual communication among members

*6 LS Research Committee:

This committee, originally formed as the "Large Systems Research Association" in 1978, was merged with the Fujitsu Family Association in 2007 with the renewed purpose of carrying out research on leading-edge technologies and concepts, and implementing effective ICT utilization that will contribute to members' growth.

Directions in Advertising

In all advertising and publicity activities in the Fujitsu Group, we strive to observe all laws and corporate internal regulations and to only use fair and appropriate expressions and graphic symbols.

Main advertising and publicity activities

- TV programming: Fujitsu sponsors "See the world by train" and "Fight! KAWASAKI Frontale (a Japanese soccer team)" for Japanese TV.
- TV commercials/newspaper advertisements: In Japan, Fujitsu places advertisements for Fujitsu products in daily life. The themes of this series of press advertisements have included firefighting, farming, the Automated Meteorological Data Acquisition System, the Subaru telescope, datacenters, and global themes (healthcare).
- Event sponsor/co-sponsor: Fujitsu Ladies Golf Tournament, Izumo All Japan University Ekiden, Fujitsu Concert Series (classical), Fujitsu Cup Masters Tournament (Japanese chess), Japan Science & Engineering Challenge (JSEC), YMCA International Charity Runs, others

Marking and Labeling of Product and Service

In every division in charge of a Fujitsu product or service, we make all possible efforts to comply with all laws and company internal standards concerning the marking and labeling of products and services, so that quality, performance, safety and specifications can be conveyed properly to customers.

Quality Initiatives

The Fujitsu Group, to further enhance the trust placed in it by customers, practices quality management, and works to achieve process improvements through visualization of its efforts regarding quality, and with QMS.

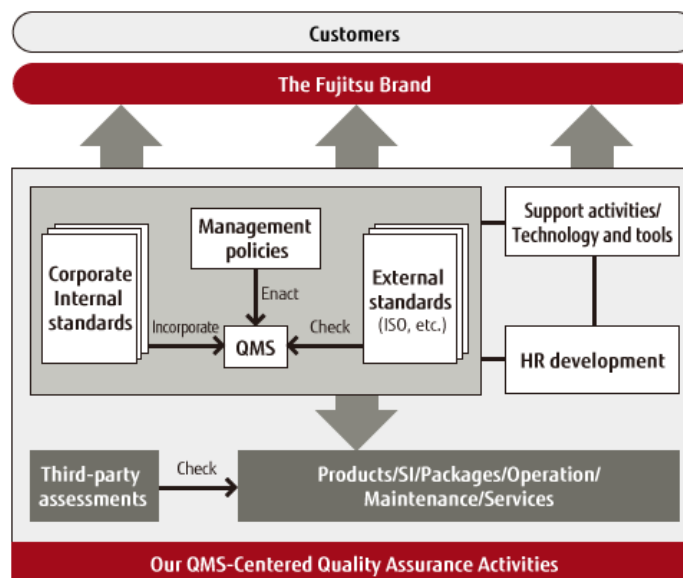
The Pursuit of Quality

Quality that Builds Trust, Safety and Security

The Fujitsu Group attaches fundamental importance to quality in all business activities to ensure that everyone can equally enjoy the benefits provided by ICT with safety and security. Our aim is to achieve a level of quality in all products and services that satisfies customers.

To accomplish this we have established and maintain the quality management system (QMS). Through the QMS we regularly confirm the progress of the PDCA (Plan, Do, Check, Act) cycle in the light of ISO and other international certification standards, and make process improvements to achieve even higher quality.

Our QMS-Centered Quality Assurance Activities



The Pursuit of Quality and Safety

Fujitsu responds by anticipating changes at our customers and their business environments so as to continue to provide them with appropriate products and services. At every stage from design through evaluation, production, to sales and support, we perform our quality improvement activities in line with the following principles.

Quality Principles

- We pursue quality from the customer's perspective.
- We build in quality that anticipates changes.
- We achieve quality consistent with our social responsibilities.
- We use first-hand feedback based on the actual situation.
- We work with our business partners to improve quality.
- We seek to make public quality-related information transparently.
- We foster employees who think about quality.

Based on the policy of emphasizing safety in all aspects of our business activities, we strive for assured safety in product designs, collection and the publication of information on product-related problems, and rapid response to such problems.

Acquisition of ISO 9001 Certification

Based on our belief that better processes create better products and services, Fujitsu is continuously improving our processes to meet the needs of the market and our customers. This ongoing effort has led to the certification of all our business locations under ISO 9001.

Safety Assurances Based on the Fujitsu Product Safety Charter

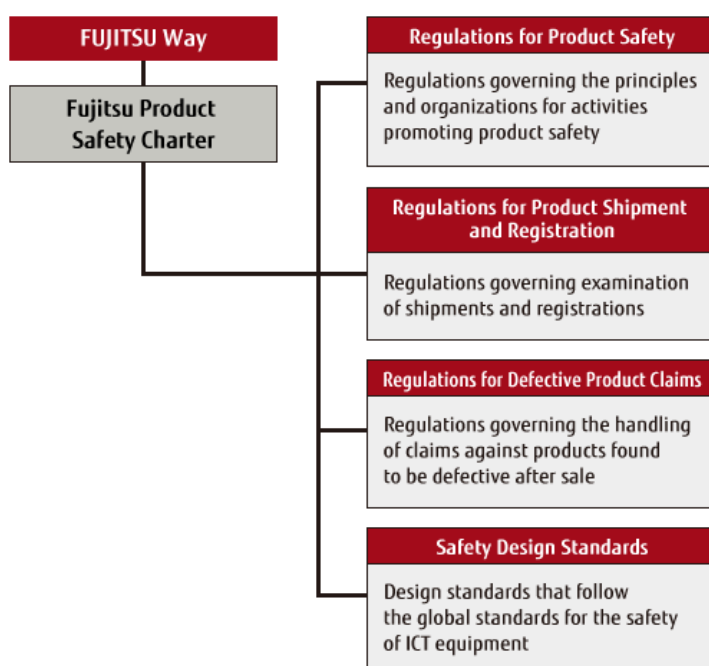
Quality is the basis of brand value for the Fujitsu Group. Products and services that customers can safely use is the essence of the Fujitsu Group's business. Based on this philosophy, in June 1994 Fujitsu formulated the "Fujitsu Product Safety Charter" ahead of the implementation of Japan's Product Liability Act (effective from July 1, 1995).

Based on the Fujitsu Product Safety Charter, we have revised and put in place various regulations and technical standards regarding product safety, and have taken steps to distribute this information through such means as new employee orientations, group training courses for technical departments, and quality conferences.

Fujitsu will continue to actively adhere to the following points in an effort to establish and maintain a corporate culture that assures safety.

- We will comply with laws and regulations regarding product safety, including the reporting of product accidents.
- We will put in place and comply with independent safety standards, and establish a suitable quality assurance structure.
- We will compile data on product accidents and related information.
- We will respond to product accidents and other incidents.

The System of Quality and Safety Regulations

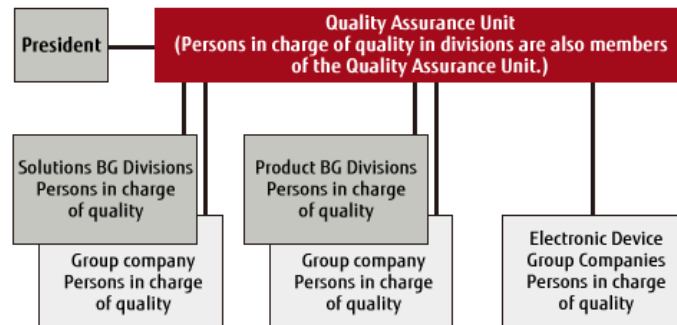


Our Approach to Promoting Quality Assurance

Fujitsu has established a dedicated unit for quality improvements within each business division and each Group company to ensure that it is able to provide customers with high-quality products and services.

Also, through the Quality Assurance Unit, which consists of representatives of these dedicated units, we promote information sharing, propose countermeasures, and improve support structures in ways that transcend organizational barriers. In this way, we work to establish a QMS that creates added value for the customer.

The Quality Assurance Structure



Improving Quality of Products and Services through Qfinity Activities

Since FY 2001, Fujitsu has implemented Qfinity activities, which are independent quality improvement activities, in all divisions. The word Qfinity was created by combining "Quality" and "Infinity" to express the concept of our commitment to the infinite pursuit of quality.

The Qfinity concept emphasizes a quality improvement model using the PDCA cycle that exhaustively pursues not only better product functions and reliability but also quality improvements in all phases of work, including efforts to improve customer response and delivery and reduce costs

In each division, we are moving forward with efforts on themes that reflect the division's major policies and the issues that arise in the workplace on a daily basis. Project activities include both group activities concerned with a specific theme and individual activities to propose reform and improvement based on their findings. In principle, all Fujitsu employees participate in at least one of these activities.

- FY 2011: 6,718 project initiatives (as of March 31, 2012)
- FY 2011: 102,069 improvements/proposals (as of March 31, 2012)

In FY 2011, Fujitsu established a new training program to emphasize the "innovation" as well as "improvement" aspect of its Qfinity activities.

Information on Qfinity activities is shared internally using the Qfinity System, a web-based information system on the corporate intranet. It is used to benchmark the objectives and processes of other divisions, as well as to acquire information and knowledge on such topics as technologies and expertise.

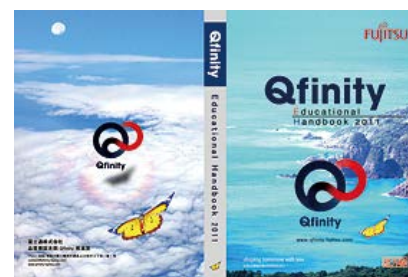
Qfinity Group-Wide Quality Improvement Activities



To publicize the successes of Fujitsu Qfinity activities within the Group, we make information available to each Group company through the Qfinity website on our corporate intranet. We also hold a Group-wide Qfinity conference every year at which exemplary cases of Group Qfinity activities are introduced and awards presented.



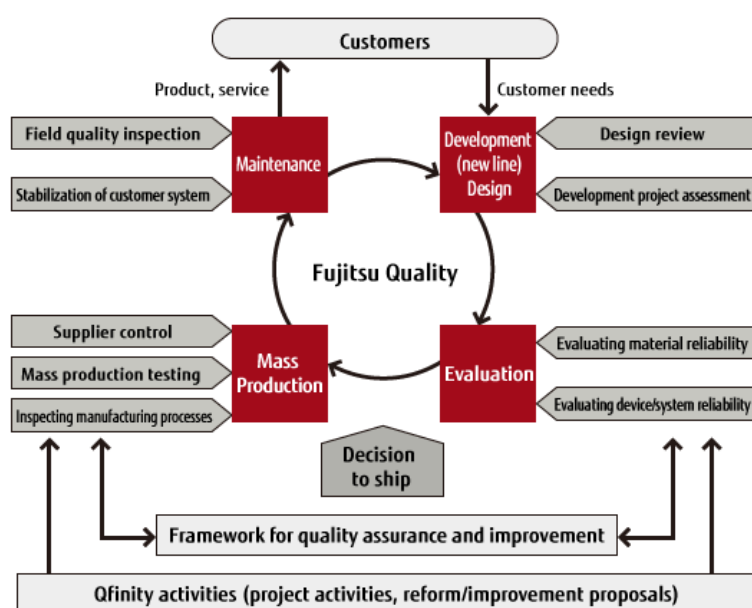
Each year these Qfinity activities are collected into a handbook that is distributed to companies throughout the domestic Fujitsu Group.



Customer-Centric Quality Assurance Activities for Products and Services

In providing products and services, we adopt the customer-centric perspective. This attitude is central not only at the design review stage but also at every stage of each process, where we objectively ask "does it meet customer needs and expectations?" as we perform the evaluations and audits.

Flowchart for Quality Assurance Activities



Fostering Experts Who Support Product Safety

As part of efforts to ensure product safety, in fiscal 2003 Fujitsu established its own certification program to train Product Safety Experts who confirm the safety of products. Any products that are not approved as safe by these experts cannot receive clearance for final shipment. The experts check that the products meet the requirements of several safety standards including Japanese, international and Fujitsu's own standards, and also check designs to ensure that proper measures have been taken to correct previously identified product faults.

The concept of averting product accidents at the design stage has become increasingly important. This requires not only familiarity with the accidents or hazards associated with the product, and with other products incorporating similar functions and structures, but also practical knowledge and assessment of any potential risks associated with the nature of the product and the way it is used, viewed from the perspective of the user.



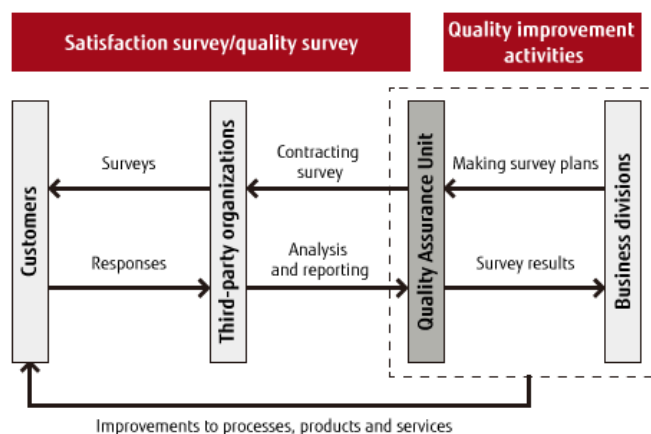
Training product safety risk assessors

Accordingly, in fiscal 2010 Fujitsu established internal standards for the conduct of product safety risk assessments. We began training Product Safety Risk Assessors and conducting assessments of PCs from the design stage. We plan to broaden the scope of such assessments to further enhance product safety.

Satisfaction and Quality Surveys by Third-Party Organizations

The products and services provided through Qfinity and other activities are only delivered and provided when they reach a level of quality that satisfies our customers. We also implement customer-satisfaction and quality surveys by third-party organizations for these products and services, and have received particularly good results for customer satisfaction with reliability (in FY 2011 surveys covered 8 products, with 8,180 responses collected). As a result, when this information is circulated to all parts of the Company, it can be reflected in developing the next products and services. Moving forward, we will continue to work to improve quality through the twin pillars of Qfinity activities and various surveys.

Flowchart for Satisfaction and Quality Surveys



With Our Suppliers

Basic Approach to Suppliers

The Fujitsu Group is committed to building long-term relationships of trust with our suppliers by continuously learning from each other. We also strive to achieve harmonious coexistence with our suppliers so that both of us, as good partners, can further exert our respective strengths.

In addition, we support suppliers' efforts to enhance their BCM (business continuity management) capabilities and compliance.

Promoting Socially Responsible Procurement

Socially Responsible Procurement Initiatives

In procurement, Fujitsu's policy is based on harmonious coexistence with its suppliers, fair and proper evaluation and selection of suppliers, and the promotion of socially responsible procurement activities. Guided by this policy, Fujitsu conducts procurement activities worldwide.

We work together with our suppliers to implement procurement activities grounded in the principles of CSR. In particular, in March 2006, we published our CSR PROCUREMENT GUIDELINES, which state our requirements such as respect for human rights, labor, health and safety and fair trading, asking our suppliers for their strict compliance in writing. Furthermore, in November 2011, we revised our CSR PROCUREMENT GUIDELINES to clarify our stance on the conflict minerals issue.

Since 2007, we have continuously conducted written surveys every year to ascertain progress status and CSR activities systems at our suppliers (of whom there were about 790 in FY 2011).

-  [FUJITSU CSR Deployment Guidebook](#) [164KB]
- [Fujitsu Procurement Policy and CSR Procurement Guideline](#)

FUJITSU CSR PROCUREMENT GUIDELINES

1. Protection of the Global Environment

Complying with the Fujitsu Group Green Procurement Direction, we promote the establishment of environmental management systems (EMS), and we aim to supply products and services that involve low environmental load and do not contain hazardous substances

2. Compliance with Laws and Regulations

We adhere to applicable laws, regulations and accepted social practices governing our local and global businesses

3. Respect for Human Rights, Labor, Health and Safety

- We respect individual human rights and do not unfairly discriminate against people based on race, color, religion, creed, sex, social status, and physical or mental disability, and we do not engage in human rights abuses such as sexual harassment. Also, we do not induce anybody to infringe such human rights or tolerate such actions.
- We establish comfortable work environments for the security and health of our employees.
- We do not use child labor or any form of forced or compulsory labor.

4. Assurance of Safety and Quality of Products and Services

We maintain high standards of safety and quality in our products and services.

5. Maintenance and Promotion of Information Security

We maintain and promote information security in order to properly protect our own information and information systems and those of third parties.

6. Fair Trade and Corporate Ethics

- **Fair Trade**
We promote fair, transparent and free competition and do not engage in any illicit trade.
- **Protection of Confidential Information**
We maintain and promote proper handling of confidential information, including third parties' confidential and personal

information.

- **Protection of Intellectual Property**

We strive to obtain, maintain and utilize the intellectual property of others, understanding the role that intellectual property plays as an important resource to underpin organizations' business activities.

- **Prohibition of bribes**

We do not engage in any bribery of public officials or any similar activities, or any corruption, extortion, or appropriation through the abuse of one's position in the organization.

Addressing the Conflict Minerals Issue

We view the responsibility of corporations regarding conflict minerals^{*1} as an important CSR issue, and work together with Fujitsu Group companies and suppliers to increase the transparency of the supply chain in purchasing activities and to ensure responsible mineral sourcing practices.

*1 Conflict minerals:

Conflict minerals are minerals whose mining or trading finances armed groups and fosters conflict, or are closely related to such issues as human rights abuses or labor issues. The Dodd-Frank Wall Street Reform and Consumer Protection Act enacted in July 2010 requires U.S. and foreign companies listed on U.S. stock exchanges to report the use of conflict minerals such as tantalum, tin, tungsten, gold and any other minerals named by the U.S. State Department to the U.S. Securities and Exchange Commission (SEC).

Informing and Emphasizing the Importance of CSR to Procurement Staff

Through education and training, Fujitsu keeps employees in charge of procurement informed of the importance of CSR-conscious procurement activities. In FY 2011, we held training on such themes as compliance with the laws governing subcontracting and worker dispatching, information security, and personal information protection in procurement activities as well as CSR-conscious procurement and green procurement activities. In FY 2012, we will continue similar education to further increase our procurement staff's awareness of CSR issues.

Collaborative Promotion of CSR with Suppliers

Promoting Green Procurement

We have set out the basic requirements for environmentally sound procurement of components, materials and products in the Fujitsu Group Green Procurement Direction and are working with our suppliers on [green procurement](#) activities.

The Fujitsu Group requests that all of its suppliers implement an environmental management system (EMS) (subject to third-party certification, in principle), which is designed to ensure that suppliers continuously implement environmental burden reduction. We also ask that our suppliers build a chemical substances management system (CMS) based on the JAMP^{*2} guidelines for the management of chemical substances included in products. In regard to CMS, we actually monitor the status of management at our suppliers' production sites and promote efforts at improvement to strengthen management of chemical substances included in products in the supply chain.

As a new initiative starting in FY 2010, we have requested that our suppliers make efforts toward limiting and reducing CO₂ emissions and conserving biodiversity. In particular, after explaining the importance of these themes, we ask our suppliers to declare their commitment to these themes explicitly and to start promoting activities with specific goals. Especially, we support our suppliers' efforts in this area by preparing and providing biodiversity conservation guidelines for them which include concrete examples of such efforts at corporations and information on ways of promoting such activities. We also hold seminars related to CO₂ emissions reduction and biodiversity conservation, among other measures.

*2 JAMP:

Joint Article Management Promotion Consortium

Supply Chain BCM

To ensure the stable supply of products and services to our customers in the event of major disasters and other unexpected contingencies, Fujitsu has made a continuous commitment to strengthening the BCM capabilities of our suppliers since FY 2007. This commitment is based on the belief that strengthening BCM capabilities throughout the entire supply chain is essential.

Each year, Fujitsu conducts a questionnaire survey of its suppliers on how they address BCM. In FY 2011 we surveyed roughly 790 major suppliers by questionnaire, including questions about how they have coped with the Great East Japan Earthquake. We analyzed the responses from around 1,740 sites and provided feedback to suppliers. In March 2012, as part of efforts to strengthen BCM capabilities in the supply chain, we held a briefing on BCM for suppliers, attended by 630 individuals representing around 420 companies. At the briefing, we shared information about examples of responses to the Great East Japan Earthquake and analysis results, along with lessons learned from the flooding in Thailand, in an effort to further promote BCM activities.

Furthermore, in FY 2011, we held a total of five training seminars on formulating business continuity plans (BCP) for around 210 main solution-related suppliers. In January 2012, each of these suppliers submitted reports concerning the status of BCP formulation, promotion of measures and other topics. Fujitsu assessed the reports and provided feedback.

In FY 2012, we plan to hold a training seminar for suppliers who have already attended BCP training seminars. The seminar will focus on improving their BCPs as well as related training drills.

Thorough Enforcement of Compliance

The Fujitsu Group is working to ensure thorough compliance throughout the entire supply chain.

Every year, we conduct a written survey to assess the status of compliance system formation in our suppliers' supply chains (i.e., secondary and more distant suppliers), which will verify the thoroughness of compliance enforcement. Also we are promoting business transactions with the consideration of risk assessment by identifying the products and regions that are concerned with high risk of labor and other problems and by determining whether or not we are procuring from the regions in question.

In addition, in February 2012, we revised our agreements with suppliers by adding provisions on the elimination of anti-social forces and other such groups, for the purpose of preventing damage by anti-social forces (and avoiding any encouragement of their activities). The Fujitsu Group will have no relationship whatsoever with anti-social forces, including through suppliers.

Promoting Information Security Measures

The Fujitsu Group has set the goal of eliminating information security breaches and, along with our suppliers, we continuously implement measures to prevent such breaches and to prevent any reoccurrences should they still occur. These measures include education, enlightenment, auditing, and information sharing.

When we start business with a new supplier, we have made it a rule to explicitly state in the contract that the supplier shall manage information security and handle personal information at the same level as Fujitsu does. If any serious problem in information security occurs at a supplier, or if a supplier shows no improvement in its security management, we reconsider the business relationship with the supplier and may discontinue placing new orders.

In recent years, we have been working to implement information security measures equivalent to those used in our domestic (Japanese) activities for an increasing number of offshore development projects with overseas partners.

Main efforts in FY 2011

(For suppliers of software development, services, or hardware manufacturing)

- Information security seminars (Oct.-Nov. 2011) A total of some 1,030 companies (some 1,280 individuals) attended.
- Questionnaires to suppliers on information security measures (Feb. 2012 through Mar. 2012) About 1,740 companies
- Information security audits (on-site) of our suppliers (Apr. 2011 through Mar. 2012) A total of some 180 companies

Compliance Line Available to All Suppliers

Fujitsu launched a confidential communication channel, called the "Compliance Line," available to all suppliers, in August 2009. The Compliance Line is to receive reports from suppliers on any matters of potential or actual non-compliance action with regard to our purchasing activities.

Partnerships with Our Suppliers

In 1997, Fujitsu established its suppliers' performance review (SPR^{*3}) system, in which our about 190 core suppliers are comprehensively evaluated for their products and efforts from the standpoint of quality, technology, price, supply, the environment and reliability. Since FY 2008, we have added the results of our survey on CSR, information security and BCM to the "environment and reliability" section of the SPR and used them to evaluate suppliers in the SPR program.

For our partners in the solutions business, we developed a similar review system (PPR^{*4}) in 2004. Since 2008, we have reviewed about 1,320 solution-related system supplier companies and provided the results as feedback to about 220 of our main suppliers.

With our main suppliers, we hold business review meetings (QBR^{*5}) organized by our top management in which we directly share the results of our evaluation with suppliers and explain the outlook of our business and procurement strategies.

*3 SPR:
Suppliers' Performance Review

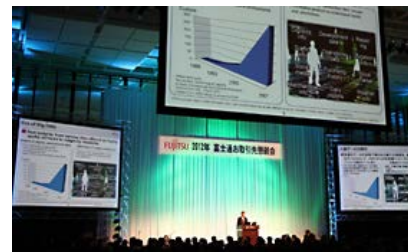
*4 PPR:
Partners' Performance Review

*5 QBR:
Quarterly Business Review

Fujitsu Supplier Day

Since 1997, we have held Fujitsu Supplier Day to strengthen our partnership with suppliers. In the event, we present letters of appreciation to those suppliers who have made exceptional contributions to our business, and the company president and the VP in charge of Purchasing give presentations to share our procurement policies in line with Fujitsu's business plans.

The FY 2011 event was held in January 2012 and was attended by approximately 790 representatives from some 350 domestic and overseas suppliers.



Fujitsu Supplier Day

Communication with Suppliers

Fujitsu assists with the activities of suppliers through such measures as providing biodiversity conservation guidelines to suppliers, and holding seminars related to CO₂ emissions reduction and biodiversity conservation. In FY 2011, we held a program for Satoyama (Urban Woodlands) preservation and encouraged participation by suppliers. This program gave our suppliers first-hand experience of biodiversity conservation activities.

In 1997, Fujitsu established its suppliers' performance review (SPR) system, in which about 190 core suppliers are comprehensively evaluated from the standpoint of quality, technology, price, supply, the environment and reliability. We provide feedback on the results of this performance review by directly sharing the results of our evaluation with suppliers at business review meetings and other events.

VOICE: Feedback from Suppliers

A participant in the program for Satoyama (Urban Woodlands) preservation hosted by Fujitsu

"My company also works to develop eco-friendly products, but this type of activity providing direct experience of biodiversity conservation was a first for me. As the event was held during a holiday, I participated with my daughter. She said, The snails and praying mantises were huge, and I was amazed by the number of the participants. I'd like to join in again! I believe that the event showed my daughter the importance of nature and how the natural environment is protected through the work of many people. Going forward, I would like to continue working to conserve biodiversity in order to leave our children with a rich natural environment."



DELTA ELECTRONICS (JAPAN), INC.
Sales Department No.5,
Network Products Sales Group
Fumiko Tokunaga

On Fujitsu's SPR system

We have received a fair and objective assessment of our activities in terms of quality, technology, price and supply, as well as the environment and reliability, through Fujitsu's SPR system. As a result, we now have a clear understanding of our strengths and weaknesses as seen by customers. We will put the assessment feedback to good use in improving various issues and setting goals. Looking ahead, we will remain committed to promoting continuous improvements and will strengthen and maintain our relationship of harmonious coexistence with Fujitsu.



Kunimori Kagaku Co., Ltd.
Director
Sojiro Ohashi

For Our Shareholders and Investors

Our Basic Stance

Based on the statement "We seek to continuously increase our corporate value" in the Corporate Values of the Fujitsu Way, to raise corporate value and meet the expectations of shareholders and investors, we aim to achieve long-term sustainable growth and profit, and pursue strategic business expansion and focused management, while maintaining a sound financial standing.

We also provide timely and accurate disclosure of our corporate activities and financial information, improving management transparency so that shareholders and investors can better understand how well we perform in increasing corporate value.

Basic Policy on Information Disclosure

Fujitsu emphasizes fairness and continuity in disclosure of information, in accordance with the Financial Instruments and Exchange Act and other laws and regulations, as well as the rules of the exchanges on which its shares are listed.

Moreover, our policy is to be proactive in disclosing any information that we judge to be effective for helping shareholders, investors and other stakeholders to deepen their understanding of Fujitsu, even if such disclosure is not required by laws, regulations or other rules.

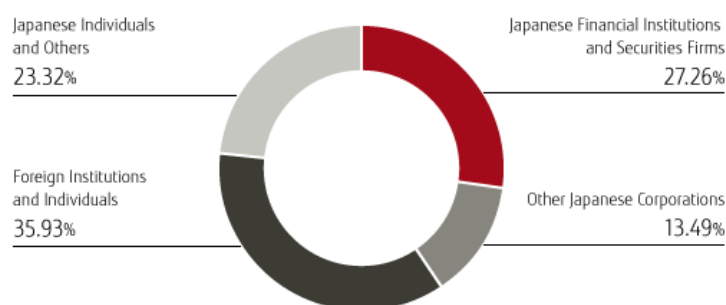
Basic Policy on Returns to Shareholders

Article 40 of Fujitsu Limited's Articles of Incorporation grants the Board of Directors the authority to distribute retained earnings. As part of Fujitsu's basic policy on the exercise of this authority, we believe that a portion of retained earnings should be paid to shareholders to provide a stable return, and that a portion should be retained by the Company to strengthen its financial base and support new business development opportunities that will result in improved long-term performance. In addition, taking into consideration the level of profits, Fujitsu aims to increase the distribution of profits to our shareholders when the financial base is sufficiently strong enough, including through share buybacks.

In FY 2011, operating income fell below that of the previous fiscal year. In addition to a lagging recovery in ICT investment both in and outside of Japan, income was adversely affected by the impact of the historic high valuation of the yen and the Thai floods. Nevertheless, net income remained at a steady level, reflecting improvements being made to profitability in the Company's services business outside of Japan. Moreover, the Company's financial condition is steadily improving, with interest-bearing debt at its lowest level in the past decade.

As a result, the Company paid a year-end dividend of 5 yen per share as initially planned. Including the interim dividend of 5 yen per share, the annual dividend was 10 yen per share.

Equity Shareholdings by Type of Shareholder (as of March 31, 2012)



*1:

The 118,892 thousand shares of Fujitsu Ltd. stock held by Fuji Electric Co., Ltd. and its consolidated subsidiaries as retirement benefit trust assets are categorized under the shareholdings of "Other Japanese Corporations."

Communicating with Shareholders and Investors

We are actively involved in IR activities in Japan and abroad, including holding briefing sessions for institutional investors and securities analysts, responding to individual requests from investors, visiting Japanese and international investors, and transmitting information through the Fujitsu website as part of our efforts to improve communications with all our investors.

We also disseminate press releases, providing information through the media to individual investors and the public at large as part of our active efforts to ensure fair disclosure.

The Annual Shareholders' Meeting is taken as an opportunity to improve communications with all our shareholders, for example by displaying our products so as to increase understanding of Fujitsu. We also carry out questionnaire surveys of opinions of our Annual Shareholders' Meeting, and the results are used to improve subsequent meetings.

A Variety of Meetings for the Investor Community, both in Japan and Overseas

In addition to briefings on financial results, we provide a variety of briefings on management policy and business targeted at institutional investors and securities analysts in Japan.

For institutional investors outside Japan, we hold road shows (explanatory meetings for investors) regularly in Europe and North America, and local staff members also visit investors individually. In FY 2011, we held about 930 meetings for institutional investors and securities analysts (50% of them outside Japan and 50% within Japan).

Communicating with Individual Shareholders and Investors

We prepare and send out interim and year-end financial reports for individual shareholders and investors. We promptly disclose IR materials used at analyst briefings and materials and images from presentations of financial results, utilizing PDF files and streaming technology.

When we report interim dividends, we also carry out a questionnaire survey to derive feedback from a wide range of shareholders and investors. This feedback is used as a reference for various measures.

- [IR website for private individuals \(in Japanese\)](#)

Publication on IR websites

Fujitsu publishes information that we would like our shareholders and investors to know on our Japanese and global IR websites. This information includes overviews of Fujitsu and a wide range of disclosed documents.

We also use our IR websites for information disclosure and communication to deepen people's understanding of Fujitsu through IR activities, such as early public release of proposals submitted at shareholders' meetings.

- [Japanese IR site](#)
- [Global IR site](#)

Main Results of IR Activities in FY 2011

		2011									2012		
		4	5	6	7	8	9	10	11	12	1	2	3
In Japan	Annual Shareholders' Meeting				●Annual Shareholders' Meeting								
	Management Direction Briefing				●Management Direction								
	Financial Results Briefings		●Year-end Financial Results		●1Q Financial Results			●2Q Financial Results				●3Q Financial Results	
	Business Briefings						●PC	●R&D				Mobile Phones●	
Outside Japan	Roadshow		●North America		●Europe	●Asia		●North America					

In FY 2011, we held about 930 briefings for institutional investors and securities analysts (50% of them outside Japan and 50% within Japan).

Governments & Industry Groups (Public Policy)

Activities Related to Public Policy

Fujitsu participates in government and industry group councils, committees and forums, and promotes activities relating to the investigation of concrete proposals and measures to resolve social issues, as well as the creation and revision of legal systems and promotion of international collaboration.

In FY 2011, Fujitsu worked with about 1,500 partners such as industry groups, research organizations, and NGOs on activities including the following.

International Industry-Academia Collaboration on Science and Technology

In October 2011, the annual meeting of the Science and Technology in Society (STS) forum was held in Kyoto, Japan. This international conference, which provides a forum for discussions on issues concerning science and technology, was attended by about 800 people representing 80 countries and regions, as well as international organizations and other bodies.

At the conference, Mr. Yamamoto, President of Fujitsu Limited, gave a lecture on the theme of developing and providing supercomputers as a valuable means of solving various issues in fields such as disaster readiness, the environment and life sciences. International discussions were held on the importance of science and technology and the promotion of industry-academia collaboration.



© STS forum 2011

Studying Regulations Appropriate for the Times

Laws and regulations are established for the purpose of protecting the nation's citizens and supporting smooth and active economic activity. However, these laws and regulations need to be reviewed in light of technological progress and changes in society.

The Japanese government, under the auspices of the Subcommittee on Regulatory and Institutional Reforms established by the Government Revitalization Unit, is moving to review outmoded regulations. Directors from Fujitsu are among the members of the working group tasked with addressing this issue. As a result of its investigative work in FY 2011, the subcommittee, reflecting on the massive disaster that recently struck Japan, proposed regulatory reforms that will promote renewable energy. Reform targets include regulations governing procedures for installing solar and geothermal power generating equipment, as well as smart meter standardization.

Approach to Social Contribution Activities

The Fujitsu Group will create new value and knowledge together with our customers, communities, and people worldwide through ICT, and contribute to sustainable development for the earth and society to achieve a prosperous future where people's dreams are fulfilled.

Fujitsu engages in social contribution activities together with a wide range of stakeholders and bases those activities on four pillars: ICT for Everyone, Support for Challenges, Community Engagement and Environment.



Volunteer Activity Support System

Fujitsu has set up a system for supporting volunteer activities undertaken by employees.

- System of leave of absence for participation in Japan Overseas Cooperation Volunteers or Senior Overseas Volunteer: up to three years
- Accumulated leave: Five days paid leave per year, can be accumulated up to twenty days (to be used for specified purposes including volunteer work)

Example Activities in Japan and Overseas

The following are examples of Fujitsu Group company activities worldwide.

Examples of FY2011 Group Company Activities in Japan

Public Viewing Using Two-Way Communications Kawasaki Frontale Co., Ltd.



Virtual supporters' seats at Todoroki Stadium



Children and their fathers cheer their teams at the Rikuzentakata viewing venue

On March 10, 2012, Kawasaki Frontale Co., Ltd., the company behind the J1 Soccer League team that bears its name, made it possible for soccer fans in Rikuzentakata City, which suffered enormous damage in the Great East Japan Earthquake, to join the crowd at the opening match of the season. In the first attempt of its kind, a huge screen showing supporters in Rikuzentakata watching the game joined spectators at the Todoroki Stadium for two hours for the game between Kawasaki Frontale and Albirex Niigata. This two-way participation using Fujitsu's video transmission technology was a novel departure from standard public screenings. Instead of supporters merely watching a game being played elsewhere on a large screen, fans from 400 km away joined the crowd from their virtual seats at Kawasaki's Todoroki Stadium.

Those who attended the viewing venue in Rikuzentakata expressed tremendous gratitude, remarking that the children enjoyed the experience greatly, and thanked the organizers for the event, which left them feeling reinvigorated.

Family Robotics Workshop as Disaster Support Activity Fujitsu Computer Technologies Limited



In December 2011, Fujitsu Computer Technologies Limited, a Group company specialized in the development of embedded systems, held the first of a series of Family Robotics Workshops at the Morioka Children's Museum of Science (Iwate Prefecture) as a disaster support activity.

The concept behind the activity is to let children living in an area affected by the recent disaster experience the joy of building something with their own hands. With the cooperation of the Iwate Prefectural Office, the company sends four to five employees each time to serve as teachers and trainers. These staff members support every aspect of the firsthand creative process, from the assembly of a robot specially designed for this workshop to computer programming to control its movement. Lecturers and students from Iwate Prefectural University and Ichinoseki National College of Technology are also on hand to assist the workshop.



Participants assembling a robot

In FY2011, the workshop was held at four locations-the cities of Morioka, Kitakami, Ichinoseki, and Miyako - with 60 families taking part.

The Fujitsu Group plans to continue holding the workshops every month as an opportunity to provide support to those affected by the disaster in its own unique way.

Omoide Salvage Album Online NIFTY Corporation

Web service provider NIFTY Corporation is using information and communications technology to support the Omoide Salvage Album Online project. The project was launched in Yamamoto, a town in Miyagi Prefecture that suffered enormous damage as a result of the Great East Japan Earthquake. A disaster information support team from the Japan Society for Socio-Information Studies set up the project with the aim of returning around 750,000 photos that were damaged by the tsunami. While volunteers wash and dry the damaged photos, NIFTY uses cloud technology to add digitized reproductions of the photos to a database. Victims who lost their possessions in the disaster can then easily search for their lost photos and albums. Fujitsu will continue to utilize ICT to support efforts to reunite disaster victims with photos recalling happier times and fond memories thought lost forever.



Searching for photos

Ashio Copper Mine Afforestation Project Fujitsu Advanced Printing & Publishing Co., Ltd.



Fujitsu Advanced Printing & Publishing Co., Ltd. (Fujitsu APRICO), a company with operations related to paper for printing and copying, recently celebrated the 30th anniversary of its founding. To mark the occasion, Fujitsu APRICO held a tree-planting event at the Ashio Copper Mine in Nikko City, Tochigi Prefecture on May 21, 2011.

Fujitsu APRICO opted to carry out the tree-planting to show its appreciation for paper and to give something back to the natural environment at the site. By planting trees to restore green vegetation on the hills at the former copper mine, Fujitsu APRICO also showed its commitment to environmental protection and social contribution activities.

Although planting on the steep terrain was hard work, each of the 50 participants planted two *Quercus serrata* saplings, in the hopes that the 100 deciduous oak saplings will grow into tall sturdy trees in five to ten years' time.



Fujitsu APRICO employees working on the steep slopes

Clearing Trees to Help Protect the Environment Fujitsu FIP Corporation



Fujitsu FIP Corporation, a provider of a broad range of ICT services, held an environmental protection event on May 21, 2011 at the Fujitsu FIP Forest in Tanzawa, Kanagawa Prefecture. A total of 23 people, including the president of FIP and event staff, took part in the tree-clearing activity.

Under the guidance of Kanagawa Prefecture forestry instructors, participants were divided into two teams: one to thin the forest and the other to learn about the natural environment. The volunteers cleared a total of 27 trees, and everyone felt a thrill the moment each tree toppled, letting in sunlight to the previously shaded ground. Fujitsu FIP's Tanzawa Project, which includes forest volunteer activities, received the "2011 Fujitsu Group Environmental Contribution Award and Encouragement Award." The awards were received in recognition of its role in raising awareness concerning environmental protection within the Fujitsu Group and its contribution to promoting such initiatives.



Employee volunteers in the tree-clearing project



Toppling a tree

Environment Workshop and Plant Tour Fujitsu Semiconductor Limited



On November 17, 2011, Fujitsu Semiconductor Limited, which specializes in the manufacture of LSIs, showed 15 children from nearby elementary schools the environmental initiatives it is taking at its Mie Plant. First, while performing magic tricks, the company's environmental management staff briefed the pupils on the plant, the company's ties to the local community, and its environmental activities. This was followed by a tour of the plant, in which the children observed the sorting of waste materials, the conversion of biological waste to fertilizer, and the treatment of wastewater. The children were pleased with the easy-to-understand explanations as they diligently took notes and asked questions, and found the experience extremely rewarding.

Examples of FY2011 Group Company Activities Overseas

Volunteer Activities for a Parent-Child Support Group Australia: Fujitsu Australia and New Zealand (FANZ)



CLAN Midland Corporate Volunteer Day - WA, Australia



In November 2011, the Perth office in Western Australia (WA) of Fujitsu Australia and New Zealand (FANZ) got creative for CLAN Midland for a Corporate Volunteer Experience. Sixteen WA employees assisted CLAN Midland and United Way in their Education Community Impact Strategy. The day was definitely one of hands on therapy - constructing "brains" to assist in the education of new parents on the importance of brain development in newborns and toddlers. Using only salt, freezer bags and stockings, 35 information packs were produced. These essential packs were planned to give new mothers in mostly at-risk and lower socioeconomic areas the ability to seek better education and better understand the importance of play, music and stimulation to their children's development. CLAN Midland was established in 1993 and is committed to supporting families with young children to function independently making healthy, positive choices for themselves. They believe in a flexible and informal approach to family support that recognizes that all families are different and that families have the right to choose their own direction. FANZ's volunteers worked as part of a supportive team in an educational and fulfilling experience.

Fujitsu UK & Ireland's commitment to CSR through Business in The Community (BITC)

UK: Fujitsu UK & Ireland



Fujitsu UK & Ireland has a longstanding commitment to CSR, and has been a member of BITC since 1999. BITC is a business-led charity whose president is His Royal Highness the Prince of Wales, and its role is to encourage and promote responsible business practices among its 850 member organizations. It asks its members to work together to transform communities by tackling issues where business can make a real difference, and offers practical support to help them to integrate responsible business practices wherever they operate.

One of BITC's most recent initiatives has been the creation of the Business Connectors Program, which aims to increase the positive impact of business in local communities by harnessing expertise from business. Business Connectors are a powerful network of secondments recruited from business and supported and trained by BITC to tackle social issues in local neighborhood areas, and in so doing, create a powerful new development experience for talented business people. The aim is to create a nationwide network of over 550 Business Connectors over five years in 160 areas of need across England.



BITC members with His Royal Highness the Prince of Wales (center)

Fujitsu UK & Ireland has been involved with the Business Connectors Program since its inception in 2011, and has developed a specifically designed social networking platform called BITC Connect hosted in the Cloud. Fujitsu is also responsible for ongoing day-to-day support. This has been funded as a CSR not-for-profit initiative, a conscious decision designed to put Fujitsu at the front of UK & Ireland corporate businesses as part of this critical program, and to help grow market presence, executive relationships and showcase its cloud technology.

Promoting Learning & Education, and Cultural and Sponsorship Activities

Management of the Japan-America Institute of Management Science (JAIMS)



JAIMS is a non-profit educational institution set up with the full backing of Fujitsu in 1972 to provide postgraduate level education. Anticipating the increasing importance of US-Japan business relations, the institute was established based on the vision of Yoshimitsu Kohra, then Fujitsu President, to foster the development of globally minded business people who could act as future bridges between the two nations. Currently, its mission is to contribute to the development of human resources and the formation of a community through knowledge co-creation in the Asia-Pacific region.

Since the establishment of JAIMS, Fujitsu has not only supported the Institute financially, but has also established a dedicated support organization within the Company. This unit makes a social contribution through promotion of education and international exchanges by providing ongoing support in Japan, which includes advertising and publicity for academic programs, advisory support for students studying abroad, planning seminars, and accepting foreign interns.

To date, some 23,000 people from 55 countries have participated in JAIMS programs, including 3,000 in various academic programs and 20,000 in overseas seminars. Participants go on to play active roles in business around the world using the cross-cultural communication skills, management knowledge, and personal global networks acquired through their study experiences at JAIMS.

In 2006, JAIMS was awarded the Japanese Foreign Minister's Commendations in recognition of its contribution to promoting international relationships for more than 30 years.



JAIMS students

- [Japan-America Institute of Management Science \(JAIMS\)](#)

Fujitsu Scholarship Program



Fujitsu established the Fujitsu Scholarship Program in 1985 to commemorate the 50th anniversary of its founding. The aim was to foster elite business leaders who, through their deep understanding of Japan's culture, society, and business methods will connect Japan with the rest of the world. Initially, the program offered scholarships for people to study Japanese Management at JAIMS. In 1996, we expanded it to include other academic programs. Since then, the program has provided opportunities for businesspersons from the Asia-Pacific region to study in the JAIMS management program.

Every year, we receive many applications for Fujitsu scholarships. Scholarship recipients are selected based on criteria that include English language skills, academic record, and work experience, as well as a desire to make a contribution to the development of their home country. Today, applications are open to people in 18 nations. As of April 1, 2012, the cumulative total of recipients stood at 430 persons.

Coordinated with Fujitsu Group companies in the Asia-Pacific region, the Fujitsu Scholarship Program contributes to society by providing education firmly rooted in international society. It promotes cultural exchanges, mutual understanding, and the fostering of business leaders in the region.

- [Fujitsu Scholarship](#)



Scholarship students

Support for Mathematical Olympiad and Olympiad in Informatics



Fujitsu supports the Mathematical Olympiad Foundation of Japan and the Japanese Committee for the International Olympiad in Informatics (the latter being a non-profit organization) to help discover and foster valuable human resources who will play leading roles in the future development of society.

The Mathematical Olympiad Foundation of Japan was established in 1991 in order to discover gifted mathematicians for selection and entry as national representatives in the International Mathematical Olympiad (IMO) and to further develop their skills. The foundation is also committed to helping improve and promote education in mathematics from an international perspective. Fujitsu provided the basic funds for the establishment of the Foundation along with two other companies and one individual. It provides additional support including offering supplementary prizes to the top performers at the Japan Junior Mathematical Olympiad (JJMO) and the Japan Mathematical Olympiad (MMO), the latter from which national representatives for the IMO are selected.

The Japanese Committee for the International Olympiad in Informatics was established in 2005 to train human resources in support of Japan's mathematics and information science sector. It provides support for participants of the International Olympiad in Informatics (IOI), a programming contest for junior and senior high school students.

As a supporting member, Fujitsu provides assistance in the committee's operation, and presents supplementary prizes to the top performers at the Japanese Olympiad in Informatics, from which national representatives for the IOI are selected.



11th Japan Informatics Olympiad Award Ceremony

Supporting a Programming Contest for Technical College Students



The programming contest is a competition for technical college students from all over Japan. Drawing on the knowledge they have acquired in their studies, participants compete with one another using their resourcefulness and skills in information processing technology.

Fujitsu has supported this contest as a special corporate sponsor since the 6th annual event in 1995. In 2009, in commemoration of the 20th anniversary of the founding of this contest, Fujitsu established the Fujitsu Special Prize, and has been presenting personal computers to members of the winning team as an additional prize ever since.

Since the 21st Contest, Fujitsu has invited the winning team to its Kawasaki Plant. In addition to presentations and demonstrations by the students, we arrange discussions with a variety of Fujitsu employees, including engineers from the technology division. These visits are beneficial to both Fujitsu employees and the students. Our employees are impressed by the unrestrained and flexible ideas of the students, while visiting the facilities provides an excellent opportunity for the students to observe the cutting edge of software development and project management methods.

Through this programming contest, Fujitsu is committed to encouraging the growth of the young ICT technologists, who will in turn support future society.



Technical College 22nd Programming Contest

Fujitsu Kids Project: Shaping Dreams into Reality



In 2007, at a time when Japanese society was becoming increasingly concerned about children's lack of interest in math and science, the Fujitsu Group launched the Fujitsu Kids Project. Based on the idea that one of a company's missions is to foster the next generation of human resources, the project seeks to convey to today's young people the joy of creating products and the wonder of technology.



To expand the project so that it covers the whole of Japan and reaches out into the future, the Group promotes the project primarily through its own website. This dedicated website, named "Fujitsu Kids: Shaping Dreams into Reality," is designed to make learning fun for children. Its wide variety of contents include answering questions such as "What is a super computer?" as a means of communicating information on the latest technology and the joy of making things to children in a way that is easy to understand. Other website content that is linked to the school curriculum includes information on environmental conservation activities, universal design, and how a computer works.

In addition to providing information via the website, the Fujitsu Kids Project holds events where children take part in activities that give them firsthand experience of the joys of science and technology.



Group photo from Fujitsu Kids Event 2010

In the summer of 2010, we held the Fujitsu Kids Event 2010 at our Kawasaki Plant in cooperation with the Japanese Committee for the Olympiad in Informatics. The aim of the event was to stimulate interest in technology and to nurture participants' dreams for the future. The fourth such event, it was attended by around 100 children who were selected at random from a large pool of applicants. They enjoyed learning how a computer works through games and other fun activities.

In December 2007, we published the "Fujitsu Kids Content Creation Handbook," which has since been used by many people wanting to learn how to create quality content. It contains know-how acquired by Fujitsu in the process of constructing the Fujitsu Kids Website. The aim of the handbook is to disseminate information on methods of making web content that is suitable for children and developing universal design for children. The Fujitsu Kids Content Creation Handbook received a "2008 Good Design Award."

Fujitsu's initiatives aimed at conveying to children the joy of creating things and the wonder of technology have not gone unnoticed. The Fujitsu Kids Project won the Grand Prize in the Children's Division of the "2007 Goo Environment Awards" sponsored by NTT Resonant Inc., and also won the supreme award in the Website Division of the "6th Consumer Education Materials Awards" sponsored by the National Institute on Consumer Education.

In 2008, we also received the Grand Prize in the "Gadget, Animation & Technical Innovation Division" in the Second Corporate Website Grand Prix. The award acknowledged the unique characters and tools incorporated in the Fujitsu Kids website.

Japan Science & Engineering Challenge

Fujitsu is a special sponsor of the Japan Science & Engineering Challenge (JSEC), a research competition open to senior high school students and technical college students from throughout the country. The annual challenge, which aims to foster young people who will form the foundation of Japan as a science and technology nation, is highly regarded among industry circles. The winner of the Japan Challenge takes part in the International Science and Engineering Fair, the biggest event of its kind in the world, held each May in the United States. Some 1,500 students from more than 50 countries take part in the fair.

Fujitsu Concert Series

Since 1987, Fujitsu has sponsored the annual Fujitsu Concert Series, which invites the world's top conductors and orchestras to perform in Japan. Together, these foreign musicians and stunning soloists captivate the hearts of the Japanese audience. The Fujitsu Concert Series is held in line with our policy of providing ongoing sponsorship for popular first-rate orchestras from overseas.

Fujitsu Presents Special Concert NHK Symphony Orchestra : Beethoven's Ninth Symphony

Fujitsu is a special sponsor of concerts performed by the NHK Symphony Orchestra, centered on Beethoven's Ninth Symphony. This concert has become an annual tradition that is held at the end of the year in Tokyo's Suntory Hall.

Fujitsu Concord Jazz Festival

Fujitsu has held the Fujitsu Concord Jazz Festival since 1986. This long-running jazz festival is unparalleled in Japan. The concert has previously been held in either October or November, but from 2012 it will be held in either May or June during the invigorating early summer season in Japan.

The festival came about as a Japanese version of the Concord Jazz Festival, one of the three major jazz festivals that used to be held in the United States. With a program of predominantly mainstream jazz performances, the Fujitsu Concord Jazz Festival is an extremely popular event on Japan's jazz music calendar.

The Fujitsu Cup Masters Tournament

Since 1993, Fujitsu has been sponsoring the Fujitsu Cup Masters Tournament, a Japanese chess (shogi) tournament for players 40 years of age and over, and the only senior-level shogi competition of its kind. The ten players selected to play in the tournament include previous titleholders through to older players who still play competitive chess. They compete with one another in the knockout-style tournament to become champion. All matches are streamed live on the Internet. The championship match is held at the Asahi Yurakucho Hall, in front of a randomly chosen audience.

Contributing to Society through Sports

The Fujitsu Group promotes sports as a building block of a sound society. Company sports encompass the track and field team, the Frontiers American football team, and the RedWave women's basketball team. These organizations strive daily to improve their skills, embodying Fujitsu's proactive spirit.

Track and Field Team



Established in 1990 with the slogan "fostering athletes that can compete globally," the Fujitsu Track and Field Team has been a leader in Japanese track and field ever since. The team has produced Japanese representatives for five straight Olympics—from the 1992 games in Barcelona to the 2008 games in Beijing. The top athletes that belong to the team actively participate in track and field clinics throughout Japan, helping to raise the level of track and field in Japan as well as fostering sports development in general.



Photo courtesy of Osamu Ikeda

Frontiers American Football Team



Fujitsu named its American football team "Frontiers" subsequent to its establishment in 1990, expressing its commitment to being a trailblazer for American football in Japan. Under the slogan "To be the best in Japan's amateur league, and at work," the Fujitsu Frontiers have become a powerful team. In 2009, the team was runner-up in the Japan X Bowl, the Japan Shakaijin (working adults) American Football League championship game. In 2010, the team won its third victory in the Pearl Bowl, the X-League tournament for the 12 East Division teams. As a Kawasaki Hometown Sports Promotion Partner, the Fujitsu Frontiers are currently promoting flag football as one of their regional contribution activities.



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RedWave Women's Basketball Team



Following its establishment in 1985, Fujitsu named its women's basketball team "RedWave" with the goal of becoming like a red wave that poses a threat to even the most formidable of opponents. The team took its first victory at the 72nd All Japan Basketball Tournament (Empress Cup) in 2006, holding on to the top spot for the three straight years through 2008. RedWave fulfilled a long-held ambition in fiscal 2007 when it won its first Women's Japan Basketball League title (2007-2008 (ninth season)). In its current role as a Kawasaki Hometown Sports Promotion Partner, the team holds basketball clinics for grade school students in the city of Kawasaki to support physical education programs, as part of efforts to encourage sports in the local community and to build up the foundation of Japan's basketball world.



Photo courtesy of NANO Association

Support for Kawasaki Frontale

A Japan Professional Football League member since 1999, the Kawasaki Frontale soccer team's hometown is the city of Kawasaki. The team works to further the development of professional soccer, young local athletes, and sports culture.



© KAWASAKI FRONTALE
Photo courtesy of Suguru Ohori

Sponsorship Activities



YMCA International Charity Runs

The YMCA International Charity Runs co-sponsored by Fujitsu and hosted by YMCA chapters throughout Japan and the YMCA Foreign Community Supporting Committee are a sport event intended to provide financial support to educational programs for challenged children. The event brings together runners, companies, and community volunteers. All of the proceeds from charity run participation fees and sales go to the YMCA-run educational programs.

Fujitsu Ladies Golf Tournament

We have sponsored the Fujitsu Ladies Golf Tournament for professionals and amateurs since its inception in 1980. Held every fall since 1983, it is among the well-established tournaments in the women's golf world in Japan.

Izumo All Japan University Ekiden (Road Relay)

Since 1989, 21 teams have battled it out each year in the Izumo All Japan University Ekiden, one of the big three collegiate road relay races in Japan. By supporting this competition, Fujitsu is helping to promote university students' sports activities.

International Support and Disaster-relief Activities



Supporting Tropical Rainforest Restoration Activities through Beverage Sales

As part of the Fujitsu Group's social contribution and environmental activities, Fujitsu sells its own private brand beverages to employees, a portion of the proceeds of which are directed to environmental activities. These funds primarily support tropical rainforest restoration activities underway at the Fujitsu Group Malaysia Eco Forest Park, as we strive to raise awareness of social contribution activities among individual employees. A total of around 1.1 million beverages have been sold since the start of this initiative.

Supporting Relief Efforts from Flooding in Thailand

The Fujitsu Group provided ¥10 million in donations to assist recovery in areas of Thailand devastated by flooding that struck from July 2011 to January 2012. The Group also provided free system restoration support for local customers damaged by the disaster.

Supporting Relief Efforts Following Typhoon No. 12

Fujitsu provided a total of ¥2.5 million in monetary donations as well as PCs to assist recovery and restoration efforts in Japan's Wakayama, Nara and Mie prefectures after damage caused by mudslides and storm conditions in the wake of Typhoon No. 12 in August 2011.

Activities that Contribute to Society by Group Employees

Employees of Fujitsu Group companies participate in everyday social contribution activities, such as collecting used plastic bottle caps, stamps and prepaid cards and donating the proceeds to polio vaccine or seedling planting projects.

In December 2011, employees at the Fujitsu Shiodome headquarters collected and sold secondhand books and DVDs. The proceeds were donated to support the activities of SHAPLA NEER, a Japanese NPO with activities worldwide.