

“Customer-centric” Management

We take a customer-centric approach to management in order to become an invaluable partner to our customers.

Implementing Customer-centric Management

At the Fujitsu Group, by keeping the front lines of our customers’ operations foremost in our thoughts and actions, helping them cope with the changes they face and keeping our commitments to them, we strive to serve as an invaluable partner.

We are intensely focused on continuous quality improvement so that customers can use our products and services with confidence.

We communicate with our customers on a variety of levels, starting with our sales personnel and system engineers, who are in direct contact with them. This communication allows us to stay in tune with our customers and to relay their valuable opinions and requests to upper management for further consideration.

In order to ensure that our organization is aligned in a manner that promotes customer-centric behavior, the organizational operation of each division is based upon the framework of the Japan Quality Award Program*. We are striving to create an organization in which management issues identified within this framework are investigated and then a business plan formed and properly implemented so that we can constantly be in a position to implement customer-centric innovations.

We encourage all of our employees to continuously think and act from the customer’s perspective in their daily work.

Organizational Initiatives Flowing from Japan Quality Award Program



* Japan Quality Award Program

Modeled on the U.S. “Malcolm Baldrige National Quality Award” (MB Award), the de facto standard for global management innovation, the Japan Quality Award (JQA) was created in December 1995 under the leadership of the Japan Productivity Center for Socio-Economic Development. The award recognizes organizations demonstrating management innovation that centers on improving customer value. Based on the MB Award’s self-assessment philosophy, the Japan Quality Award Program aims to promote an organization capable of creating a high level of value for customers, corporate identity, employees and society as a whole.

The Pursuit of Quality

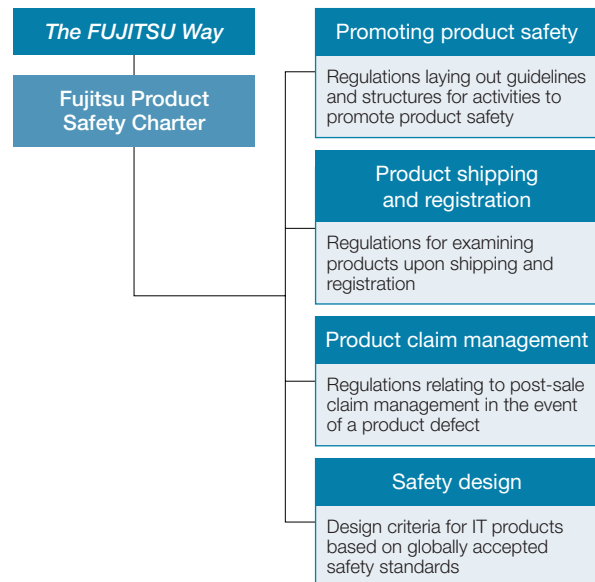
Safety Assurance Based on the Fujitsu Product Safety Charter

We are committed to technology excellence and strive to be second to none in terms of quality. In fact, we consider our brand to be synonymous with quality. Providing customers with the high-performance, high-quality products and competitive, value-generating services they expect, and that can be used safely and with confidence, lies at the heart of our manufacturing and development business.

Based on this philosophy, we established the “Fujitsu Product Safety Charter” in June 1994, ahead of the implementation of the Japan Product Liability Law on July 1, 1995. The Charter has advanced our manufacturing business by reaffirming our commitment to ongoing Group-wide efforts to enhance the safety of our products and services, as well as clearly stating our corporate goals and providing guidelines for our employees.

Since then, incorporating the principles of the Charter, we have also put into place various regulations and technical standards on product safety, which are then disseminated at new employee and group training courses and quality conferences.

Quality & Safety-Related Regulations



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Creating and Operating a Quality Assurance System

In the light of the important role Fujitsu IT plays in supporting various aspects of society, we have a significant responsibility in terms of product and service quality assurance. That is why we have developed systems and structures to ensure that each and every employee tenaciously pursues quality with a professional mindset based on *The FUJITSU Way* tenet on quality: “We aim to earn our customers’ trust in Fujitsu.”

Focusing on design reviews, we seek to deliver quality assurance in our product development and manufacturing processes by evaluating the reliability of the components and units as well as the systems themselves. In addition to working with suppliers to develop agreed-upon quality assurance criteria for purchased parts and units built into our products, we carry out joint quality assurance measures.

The Quality Assurance Unit, which reports directly to the president and adopts a position independent of development, manufacturing and evaluation, makes the final independent assessment on whether or not a product is suitable for shipping.

We are continuously working to improve these quality assurance measures within the framework of ISO9001 certification acquired by each of our business locations beginning in 1992.

Improving Quality in All Our Work through Qfinity Activities

In 1966 we launched a high reliability program under the watchwords “reliability” and “creativity” primarily to improve product functions and reliability. Then, from 1977, we introduced Value Engineering activities to reduce product costs and rationalize working procedures

Building on these successes, in April 2001 we launched the “Qfinity” program with the aim of pursuing quality improvement activities suited to the new age.

Our Qfinity concept emphasizes a quality improvement model using the PDCA (plan, do, check, act) 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. Qfinity themes range from the major guidelines of each division to everyday issues arising in the workplace. These themes are then addressed by groups of employees who work on specific projects, and by individual employees who actively propose reforms and improvements, with all Fujitsu employees participating in principle in at least one of these ways.

We also leverage our IT resources in support of these Qfinity activities. The web-based Qfinity system on our intranet enables information sharing on all activities and provides a network by which to access information and knowledge on objectives, benchmarking of processes,

technology and expertise. This makes it possible for the skills of individual employees to become know-how that is shared by the entire company, so that each employee can contribute directly to improving work quality. To enable all members of the Fujitsu Group to leverage the achievements of Qfinity activities, information is shared via the Qfinity intranet site and a company-wide Qfinity Conference is held.



The word Qfinity was created by combining “Quality” and “Infinity” to express the concept of the infinite pursuit of quality.



Company-wide Qfinity Conference

Qfinity Activity Examples in Fiscal 2005

Group Projects

- In a joint activity, development, assessment and other related divisions worked together to improve the quality and delivery of the high reliability, high-performance ETERNUS3000 storage system.
- Implementation of the Cedar System-on-Chip (SoC) design and verification method helped improve development efficiency for large-scale, high-performance system LSI devices.

Employee Proposals

- Employee requests and proposals helped realize space-saving improvements in the hard disk drive installation process for PCs.
- Improved operating efficiency by abolishing run cards used to manage the semiconductor manufacturing process, thereby fostering further efficiency gains toward a paperless environment.

Communicating with Our Customers

In addition to the support provided by our sales, system engineering and field support staff who work directly with customers to configure their systems, we have set up various customer service desks to improve customer satisfaction and enhance communications.

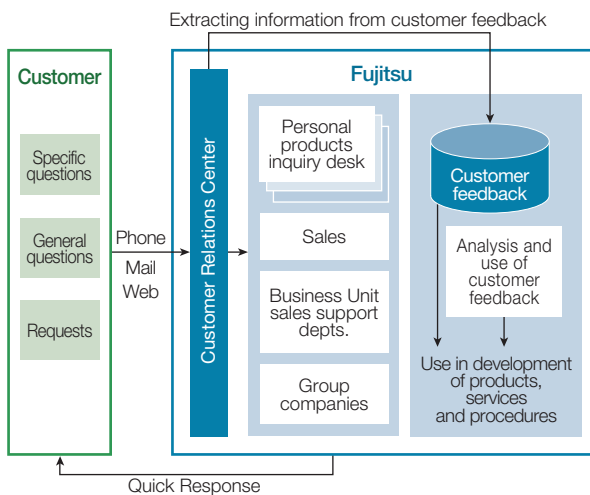
Through these activities we intend to make a concerted effort to meet our customers' expectations and become their invaluable partner.

Customer Relations Center (Japan)

In Japan, we established a Customer Relations Center in June 2003 as a single source of information on services and products for when the customer may not know where the question should be addressed or even, perhaps, the particular product concerned. The Customer Relations Center functions as a switchboard that quickly and effectively connects customers to the appropriate department, so that we can respond speedily to their needs.

The center also functions as a clearing house for information gleaned from customer queries and comments, which is fed back to those engaged in product and service development and in quality improvements, in order to help improve customer satisfaction.

Customer Relations Center Role and Processes



Support for Personal Computer Users

To support individual personal computer users in Japan, we provide technical support 24 hours a day, 7 days a week utilizing the Internet and a network of three service branches in the Keihin (Tokyo-Yokohama), West Japan and Hokuriku (central Honshu) regions*. This networked support system enables us to optimize management of customer information and inquiries in order to provide quick and accurate response.

* Use of online technical support requires registration. The service may be temporarily unavailable during system maintenance.

Fujitsu User Group Activities

The Fujitsu Group provides various user group activities with the following aims:

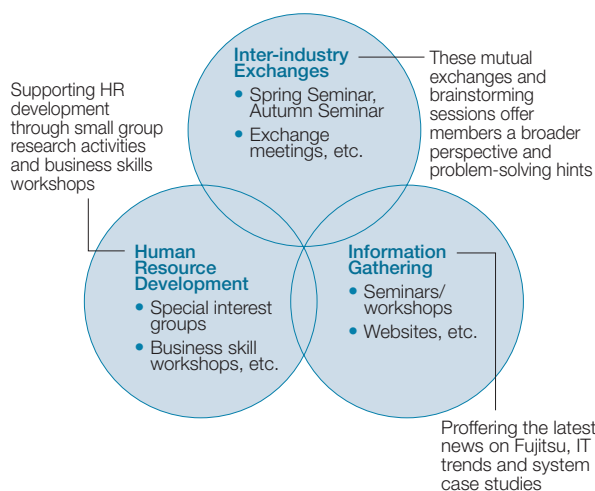
- Information gathering, HR development, inter-industry exchanges;
- Closer exchanges in particular regions, brainstorming activities (now being expanded globally);
- Advanced IT research;
- Industry-, product- and service-specific activities.

We provide across-the-board support for these activities and strive to quickly respond to our customers' needs and suggestions.

The Fujitsu Family Society, our main user community, is Japan's largest information system user group, boasting 4,000 members. Through organizations at both a regional and national level, the group conducts 400 activities annually and is expanding its range of overseas activities as well.

In addition, we have a Leading-Edge Systems Users Group focused on advanced IT research activities, as well as specific initiatives in the manufacturing and retail industries, and with financial and academic research institutions that are useful to customers in the day-to-day management of their organizations.

Fujitsu Family Society Activities



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Universal Design

Our products and services incorporate the principles of universal design by taking a multi-faceted view of our customers’ workplaces (the environments in which they are used) and work styles (the work actually performed and communications).

Contributing to Customers’ Businesses with Universal Design

Information technology is an indispensable part of our work and everyday lives with ubiquitous applications. That is why we at Fujitsu pursue what we call “human-centered design” in striving to deliver IT products and services that are readily understood and easy to use.

As IT gathers momentum and becomes more interwoven with our social fabric, so too have its users grown more diverse. Today there is a demand for IT with greater ease of use and which avoids the limitations imposed by differences in age, physical ability, cultural background or experience.

To this end, the Fujitsu Group actively espouses the following four principles of universal design while constantly listening to our customers in order to develop products and services that enable even more people to utilize IT comfortably, safely and effectively.

- **Complement the Five Senses**

We equip our products and services with various operating methods so as not to restrict accessibility for users whose sensory functions may be impaired by age or other factors.

- **Consider Physical Capabilities**

The dimensions, setup and operability of our products are all designed to flexibly accommodate users of all statures and physical capabilities, including those in wheelchairs, and to minimize physical stress and fatigue.

- **Consider Cultural and Individual Sensitivities**

We provide readily understood information in an attempt to avoid misunderstandings and incomprehensibility brought about by disparities in user knowledge, culture and language.

- **Maximize Usability**

We design interfaces with outstanding usability to enhance user safety, efficacy, efficiency and satisfaction.

Fostering a Holistic Approach to Universal Design

Underpinned by the philosophy of universal design, we are working to better understand our customers’ IT usage environments based on the results of direct feedback and field surveys from three perspectives: the IT itself, the workplaces in offices and stores where our products and services are used, and the work style with which office tasks and communication are performed.

Furthermore, we are working to clarify and improve problems in synch with our customers via a three-step process of broadening our understanding of the customer, thoroughly considering the customer’s usage environment, and providing attractive products and services.

 **Accessibility**
<http://www.fujitsu.com/global/accessibility/>

Universal Design Examples

FOMA® Raku Raku Phone III



This line of mobile phones combines highly popular and easily legible display screen functions and readily understood illustrated operating guides with automatic voice-synthesized operating instructions and e-mail. It also features enhanced call capabilities such as a voice speed change function for slower playback of the speaker’s voice, and a clear voice function for cleaner sound even in noisy areas.

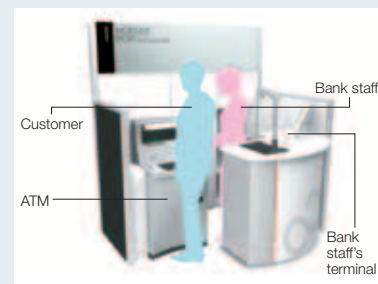
FOMA is a registered trademark of NTT DoCoMo

Web Accessibility Solutions



Accessibility will play a critical role in the future as a service platform for websites that need to reach many people. We leverage our accumulated tools and services for web accessibility as solutions that provide comprehensive support for customers, from planning their websites to status assessment, accessible web design and website operation.

Improved Customer Service



We are using universal design not only to improve our IT products, but also to present proposals for improving workplaces, including stores and other spaces, as well as work styles in these places. For instance, we collaborated with a banking customer to create a new type of service counter that leverages both the speed of ATM transactions and the personal attention of bank staff, and to co-develop a business system, thereby delivering more efficient and detailed service to satisfy the bank’s diverse clientele.