## **CONTENTS**

MANAGEMENT	An ove	erview of the Fujitsu Group's current status and future direction	
	004	A MESSAGE FROM THE PRESIDENT by Masami Yamamoto, President	
	005	FUJITSU'S GROWTH STRATEGY Seeking to Expand Business Domains 1. Expand ICT Usage Areas for Enterprises 2. Expand into New ICT Usage Areas 3. Expand Business Areas Globally 4. Eyeing Further Growth, Together with Customers	
	012	PERFORMANCE HIGHLIGHTS	
	016	MESSAGE TO SHAREHOLDERS AND OTHER INVESTORS by Masami Yamamoto, President Increasing investments for medium- to long-term growth while pursuing profit growth through expansion of the ICT business	
	024	A MESSAGE FROM THE CFO by Hidehiro Tsukano, Corporate Senior Vice President	
	026	FEATURE: MESSAGE FROM SALES GROUP HEADS AND A REGIONAL HEAD	
		President President President President Finance & Social Infrastructure Industry Sales Group Corporate Senior Vice President Poblic Sector & Regional Sales Group Sales Group Corporate Senior Vice President Corporate Senior Vice President Poblic Sector & Regional Sales Group Duncan Tait  Yoshihiko Hanada Masaaki Hamaba Hiroyuki Ono	
		Solving customers' problems through Fujitsu's unique total solutions combining ICT, IT system engineer proposal and solution capabilities, and service infrastructure	
PERFORMANCE	An ove	rview of business performance by segment and by region, and a progress check on research & development	
	036	BUSINESS OVERVIEW	
	038	OPERATIONAL REVIEW AND OUTLOOK	
	054	MAJOR ANNOUNCEMENTS AND IR ACTIVITIES IN FISCAL 2013	
	056	INITIATIVES BY REGION	
	066	<b>RESEARCH &amp; DEVELOPMENT</b> Major Advanced R&D Achievements for Fiscal 2013 and Advanced R&D Strategic Direction in Fiscal 2014	
	070	The Story Behind the Development of the "Akisai" Food and Agriculture Cloud Service INTELLECTUAL PROPERTY	
RESPONSIBILITY	Report	ing on Fujitsu's CSR activities, corporate governance and more	
	072	OUR CORPORATE PHILOSOPHY FUJITSU Way	
	074	FUJITSU GROUP CSR	
	080	MANAGEMENT ORGANIZATION	
	082	INTERVIEW WITH AN EXTERNAL AUDITOR by External Audit & Supervisory Board Member Koji Hatsukaw	
	084	REVIEW OF CORPORATE GOVERNANCE IN FISCAL 2013	
	086	CORPORATE GOVERNANCE	
	099	BUSINESS AND OTHER RISKS	
FACTS & FIGURES	Financ	ial information and outline of the Fujitsu Group	
	103	FINANCIAL SECTION	
	158	MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING	
	160	GLOSSARY	
	163 165	PRINCIPAL SUBSIDIARIES AND AFFILIATES SHAREHOLDERS' DATA	

## Forward-Looking Statements

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