

## Delivering Greater Value to Our Customers and Society



*Michiyoshi Mazuka*

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### **The Transformation of Fujitsu**

Today, progress in information technology (IT) is transforming business, our personal lifestyles, and society itself. We are already at the stage where society could not function without IT. Within this context, the roles and responsibilities of the Fujitsu Group as a supplier of IT solutions are expanding faster than ever. To fulfill these roles and meet these responsibilities, we are transforming our approach to business in three ways: we are focusing on the customer's customer; we are adopting a global perspective; and we are reinforcing our commitment to environmental sustainability.

### **A Focus on the Customer's Customer: Making the Customer's Business Our Starting Point**

To contribute even more to the success of our customers' business, we must satisfy not only their IT needs, but widen our perspective to also address the people and processes that drive their business. We aim to develop a deeper understanding of our customers and their business.

Based on this thinking, we have developed "Field Innovation" as a new methodology for making continuous improvements for ourselves and our customers. Using this methodology, we make the relationship between people, processes and IT visible by taking advantage of people's unlimited knowledge.

To put the Field Innovation methodology into practice, we are developing a new group of "Field Innovator" consultants with broad experience in a range of business areas. The first class consisting of about 150 consultants started training in October 2007 and the second class of about 170 consultants started in October 2008. The first class has completed internal projects and received hands-on experience at customer sites, and they began full-fledged on-site activities in April 2009.

Our customer-centric management approach also emphasizes the use of our own experience as a customer of IT as reference models. This enables us to speak from experience and offer realistic solutions to our customers.

With Field Innovators and internal reference models, we are aiming to get closer to our customers and solve their underlying business problems.

### **A Global Perspective: Think Global, Act Local**

Fujitsu is striving to become a truly global enterprise in order to continue to provide value to its customers as the globalization trend accelerates. What is more, in this age of diversifying IT, Fujitsu alone cannot satisfy all the needs of its customers. It is essential that we enhance Fujitsu's global presence, strengthen collaborative alliances with our global partners, and build complementary relationships with them.

Since June 2008, we have transformed our global management by integrating separate region-based management teams into a single management structure for business outside Japan. This simplified and efficient management structure will help to accelerate the transformation of our global business.

The boldest move we made was to transform Germany-based system products company Fujitsu Siemens Computers into a fully owned subsidiary. The integration of this company, renamed Fujitsu Technology Solutions, will act as a catalyst for the transformation of Fujitsu into a truly global enterprise. We have already begun reforming our server business, restructuring our sales system in Japan, reorganizing our Group companies outside Japan, and strengthening our relationships with our global partners, among other initiatives.

The expansion of our global businesses will require us to share common targets throughout the Group. We must also increase personnel exchanges and facilitate the sharing of know-how, while standardizing and unifying our products and services globally. These initiatives are all part of the "Think Global" approach. In each country and region, we must then reinforce the "Act Local" part of the equation to ensure that our customers are well-served locally.

To continue to provide value to our customers, we must aim at becoming a company that can continually provide value to customers based on the "Think Global, Act Local" approach.

### **Sustainability: Leveraging the Power of IT to Protect the Environment**

There is a growing global awareness of the key role that IT has to play in reducing society's burden on the environment and in preventing global warming, in particular.

To promote the innovations needed to realize this potential of IT, in December 2007 the Fujitsu Group announced a new initiative called "Green Policy Innovation" which aims at reducing the environmental burden of our customers' business activities. The goal of Green Policy Innovation is to reduce CO<sub>2</sub> emissions by a total of at least 7 million tons in Japan in the four years from FY 2007 through FY 2010.

Furthermore, in light of the declaration of the G8 Toyako Summit held in July 2008 that by 2050 the world's total emission of greenhouse gases should be halved, we have instituted "Green Policy 2020" as the Fujitsu Group's medium-term environmental vision. This vision adopts "Creation," "Collaboration" and "Change" as its keywords, and by creating environmental innovation at both the corporate and societal levels, aims at creating a prosperous, low-carbon society. The Fujitsu Group will continuously promote activities aimed at achieving this vision, with a goal of reducing CO<sub>2</sub> emissions in Japan by about 30 million tons per year by 2020.

Focusing on the customer's customer. Adopting a global perspective. Reinforcing our commitment to environmental sustainability. These three transformations will help us to realize the "constant pursuit of innovation" cited in the Corporate Vision of the Fujitsu Way. To meet the ever-increasing responsibilities of an IT company, the Fujitsu Group will continually pursue the potential of IT to create new value and fulfill the dreams of people throughout the world.



A handwritten signature in black ink that reads "Kuniaki Nozoe". The signature is written in a cursive, flowing style.

**Kuniaki Nozoe**

President  
Fujitsu Limited