

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 pursue business activities to meet these needs and expectations.

Members of Fujitsu
Family Association

Approx.
3,500
companies

With Our
Customers

P81-82

Responses made by Customer
Relations Center to inquiries

Approx.
60,000

With Our
Business Partners

P83-84

Questionnaires on CSR
returned by our suppliers

Approx.
750
companies

With Global and
Local Communities

P86-89

Organizations in which
Fujitsu participates as a member
such as industrial associations,
study groups, and NGOs

Approx.
1,300
organizations

Graduates of JAIMS
(Global Business Training Institute)

Cumulative Total
23,000
from **54** countries
(since foundation
in 1972 by Fujitsu)

For Our
Shareholders
and Investors

P85

Individual briefings
for investors

Approx.
1,050
(60% overseas)



Highlights in 2010

A Dialogue with Stakeholders in Which Experts Were Invited to Address Fujitsu's Five Priority Issues

December 16, 2010, Fujitsu published its basic policy on corporate social responsibility, in which communication and collaboration with stakeholders is one of the priority issues.

We took this opportunity to plan the future promotion of various forms of communication with stakeholders, the first of which called on experts in a number of fields to gather and share their opinions on these major issues.

The dialogue began with a presentation by President Yamamoto of his thoughts on how Fujitsu had come up with the basic policy and priority issues for CSR. An additional presentation was made by Etsuro Yamada, President of the Public Relations Unit, giving practical examples of priority issues. Then, after we heard expert opinions on each priority issue, all participants exchanged views. In closing, President Yamamoto expressed his determination to implement management consistent with CSR policy.

Date: Thursday December 16, 2010

Place: Fujitsu Headquarters in Shiodome, Tokyo.

Experts: Junko Edahiro
Masaharu Okada
Keiji Kawahara
Kimiko Horii

Fujitsu: Masami Yamamoto (President and CEO)
Masami Fujita (Corporate Senior Executive Vice President)
Atsuhisa Takahashi
(Then Head of Corporate Environmental Strategy Unit)
Morimasa Ikemoto (President of Fujitsu Way Unit)
Etsuro Yamada (President of Public Relations Unit)
Kimitaka Kato (President, Fujitsu Design Ltd.)



Junko Edahiro

President of e's Inc. President of the NGO - Japan for Sustainability. She translates, writes, lectures on environmental themes, and sends such information overseas. She served as a member of the Council on Global Warming under the Cabinets of Prime Ministers Fukuda and Aso, and is a visiting researcher at the Research into Artifacts Center for Engineering, the University of Tokyo. Her main translations into Japanese include Al Gore's book *An Inconvenient Truth*.



Keiji Kawahara

Executive Director, International Association for Universal Design. President of KIDStudio Corp. Professor of the Nagoya University of Arts and Sciences Graduate School. He has won many awards in international design competitions and has participated in the planning and development of numerous industrial products that utilize the insights of universal design, including the "Touch Me" watch for the visually handicapped.

Providing Opportunities and Security through ICT

- Some of Fujitsu's projects supporting developing nations make wonderful and full use of ICT, for example in offering inexpensive and readily accessible communications services. I would like to see them leading to the solution of social problems in those regions from a long-term perspective, not ending up as field-trials. I would also like to hear from Fujitsu, as a global enterprise based in Japan, a well reasoned opinion on how to solve Japan's own problems such as social disparities and an aging society. (Ms. Edahiro)
- ICT-related services are less subject to restrictive legislation and commercial practices in developing nations, so they are easy to expand. I believe Fujitsu could develop its own CSR activities through social and other businesses by fully utilizing ICT. (Mr. Okada)

Protecting the Global Environment

- Fujitsu is pursuing various environmental initiatives, but things are moving fast world wide, and many other companies are also engaged in similar activities. It is therefore becoming more and more difficult each year to showcase activities that evoke stakeholders' sympathy.



Masaharu Okada

Professor at Kyushu University. Executive Director of the Grameen Creative Lab@Kyushu University. After joining a Japanese communications company he worked in its American and Internet business subsidiaries in Japan, engaging in a wide variety of international business centering around international law. Since 2001 he has been a consultant to venture and entertainment businesses.



Kimiko Horii

Former President and Advisor of the GEWEL NPO. After joining Japan Air Lines and then moving on to a foreign-affiliated battery company, where she served as Executive Secretary for the General Manager in Japan and south Korea, she moved to a foreign-affiliated cosmetics company. There, as National Sales Director, she managed 700 salespeople. In 2003, she founded GEWEL (Global Enhancement of Women's Executive Leadership). With the aim of achieving diversity and inclusion, she is active mainly in consulting to promote diversity within companies, in surveying employee awareness, and lecturing.



This is why the last few years have seen what we might call ecological exhaustion, a spreading sense of stagnation, with the activities of the ecologically concerned becoming habitual and some even disengaging from ecology. As Fujitsu has made protecting the global environment a priority issue, I hope Fujitsu will make this the opportunity to effectively convey the significance and the achievement of your efforts to your stakeholders. (Ms. Edahiro)

Embracing Diversity and Developing Human Resources

- One problem of diversity in Japan is that in many companies, even after they have introduced a new system to promote the active participation of female employees and to improve work-life balance, it often tends to make no headway. I therefore highly value Fujitsu's inclusion of this among its priority issues. To reform corporate culture through the promotion of diversity, a company needs to show acceptance of each individual employee's values. I expect to see Fujitsu's top executives and the management layer addressing this issue in word and deed, and would like Fujitsu, like other visionary companies throughout the world, to give clear messages at international conferences, etc. (Ms. Horii)

Communicating and Collaborating with Stakeholders

- For a company to advance, it must consider its relationships with many people, including its customers, suppliers and employees. Today, enterprises and their various stakeholders are pooling their wisdom in attempts to address societal problems. Naturally, employees are also important stakeholders, and increasing the satisfaction of different categories of employee will contribute to the greater satisfaction of other stakeholders. I am interested to see which social issues Fujitsu will address through dialogues with its stakeholders. (Mr. Kawahara)
- A social business can be seen as a business that values compassion. I would like to see Fujitsu create new businesses that show its stakeholders a distinctively Japanese compassionate DNA, such as the "waste not, want not" recycling society of Edo (now Tokyo) period, and the "three goods" of Japan's Omi merchants (good for the seller, the buyer and society). (Mr. Okada)

The Last Word in Today's Dialogue



Masami Yamamoto
President and CEO

Thank you, every one of you, for the valuable opinions you have expressed today. Japan has traditionally seen virtue in unpublicized good works, and the Fujitsu Group has accordingly not aggressively publicized the CSR aspects of its corporate activities. However, both the Group and the world are becoming increasingly globalized, and we owe it to our stakeholders to provide them with accurate sources of information and explanations of the issues we are addressing as we seek to further increase the centripetal force of the Group. This is the thinking behind the brand promise "Shaping tomorrow with you" that we adopted in 2010. The "you" refers to you and all our other stakeholders. The brand promise represents our commitment to society that Fujitsu will, together with all of our stakeholders, envisage and shape one "new tomorrow" after another. Today's stakeholder dialogue forms a part of this process, and we will continue listening to your opinions and providing you with information in the future as we strengthen our ongoing efforts in ways that are true to Fujitsu.

With Our Customers

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

To Increase Customer Satisfaction

Based on the statement “We seek to be their valued and trusted partner” in the Corporate Values of the Fujitsu Way, all our ideas and actions originate from a customer-centric approach to business. We aim to contribute to the success of our customers and grow together as their valued and trusted partner.

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 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 through using the “Program to Improve the Quality of Management”^{*} and taking a number of initiatives to form an innovative corporate culture that can keep pace with the changes at our customers’.

^{*} **The Program to Improve the Quality of Management:** This is the 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 incubated “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 only a tool to support people in their work and increase efficiency in their working places. Field Innovation concentrates on the customer’s work place to determine the true nature of the issues by visualizing relationships between people, processes, and ICT. This increases the value of using ICT by making full use of these insights from the workplace.

By making such management issues visible, Field Innovation leads to continuing customer’s management innovation in line with the intentions of top management. We have already implemented Field Innovation programs at as many as 300 customers and also continue to use it ourselves within the Fujitsu Group.

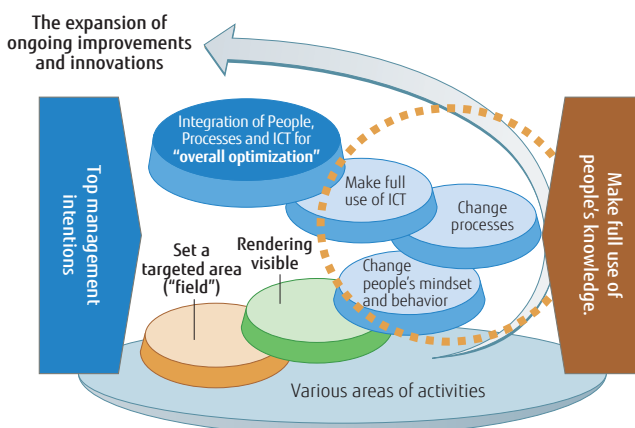
Additionally, we have fostered specialists known as Field Innovators. Now, 400 Field Innovators visualize the issues and build consensus with customer at customer’s locations to promote innovation. We continue to foster Field Innovators, to strengthen the framework and concentrate their knowledge.

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

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

(Units: Activity)

	FY 2008	FY 2009	FY 2010
Results of Activity	129	294	331



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 visible thoroughly using ethnography^{*}, visualization of PC operations, and the latest technology.

^{*} **Ethnography:** A site survey method used in cultural anthropology. In this method, daily life is surveyed from the viewpoint of the subject by actually participating in the life or work being studied.

• Facts modify attitudes

Issues only become clear when the basic facts are known and mindsets can be reformed. Also, we can aim for agreement on mindset reform through workshops and achieve reforms that take advantage of people’s knowledge. Our innovation methodology is threefold – in People, Processes and ICT, where people’s mindset, actions and work processes have changed.

• 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.

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 inquiries. 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 of the Fujitsu Contact Line, with the telephone number for access published on our corporate website and in catalogs, press releases and advertisements.

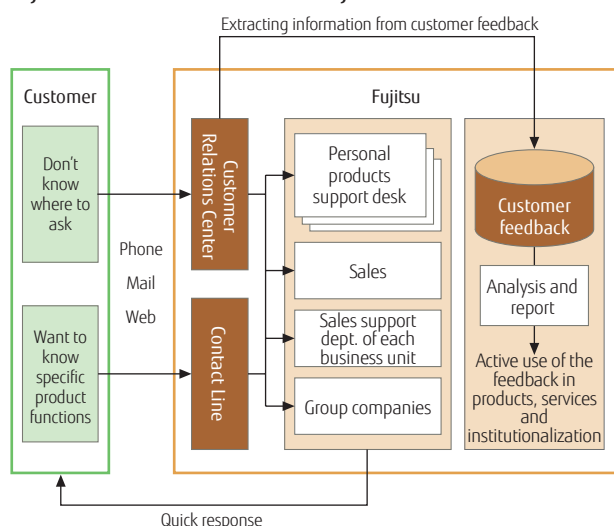
The Fujitsu Customer Relations Center and the Contact Line act as a clearing house that links the customer to the best line of communication for answering their inquiries. They not only contribute to increasing customer satisfaction

by 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.

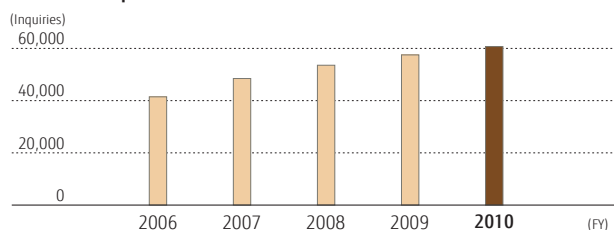
Note that when we receive opinions or when something is brought to our attention in the form of a complaint from the customer, the specific content of that feedback or complaint is reported to our executives.

WEB Fujitsu Customer Relations Center (in Japanese)
<http://jp.fujitsu.com/contact/customer/>

Fujitsu Customer Relations Center/Fujitsu Contact Line



Trends in Inquiries Addressed to the Customer Relations Center



PC Support Center for Individual Customers

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 at our Azby Technical Center, which is a major part of the personal products support desk.

WEB Azby Technical Center (in Japanese)
http://azby.fmworld.net/support/intro/azby_tech.html

Examples of Improvements Based on Customer Feedback

● Miniaturization of notebook PC AC adapters

In response to customer requests to miniaturize and reduce the weight of notebook PC AC adapters to make them more portable for business trips, we reviewed our internal evaluation

standards for selecting AC adapters for greater usability and lower cost.

As a result of this review, we switched from the earlier 80W adapters to 65W ones. We implemented further miniaturization and weight reduction in AC adaptors.

Placing Importance on Connecting with Our Customers

Fujitsu Family Association

The Fujitsu Family Association was founded in 1964 as our user community to help members exchange information and improve each other's skills. As of the end of FY 2010, it had 11 chapters and LS Research Committees throughout Japan with some 3,500 members.

Since there was increasing interest in new technologies such as cloud computing, many networking events, study and research activities were held among the members on those topics in FY 2010 covering how to apply these new technologies to their business, and so on. Also, conferences were held in spring and autumn in Japan, and an overseas seminar in the United States, while six 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 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.

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

WEB Fujitsu Family Association (in Japanese)
<http://jp.fujitsu.com/family/>

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:** 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, and data centers.

Product and Service Marking/Labeling

In the divisions in charge of every Fujitsu product or service, we make all possible efforts to observe all laws and company internal regulations concerning the marking and labeling of Fujitsu Group products for content, performance, safety and specifications.

With Our Business Partners

We promote our CSR procurement in cooperation with our business partners as well as support their efforts to enhance business continuity management (BCM) and compliance.

Promoting Socially Responsible Procurement

In procurement, we pursue a policy based on harmonious coexistence with our business partners, fair and proper evaluation and selection of suppliers, and the promotion of socially responsible procurement activities.

We work together with our suppliers to implement procurement activities grounded in the principles of corporate social responsibility (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.

Also, in 2007 we published the Fujitsu CSR Promotion Guidebook, which describes concrete efforts based on the CSR Procurement Guidelines, and held a briefing session for approximately 180 of our main suppliers. In the briefing session, in addition to the explanation about the CSR Procurement Guidelines and the CSR Promotion Guidebook to suppliers, we conducted a written survey to ascertain progress status and CSR activities systems at our suppliers (of whom there were about 750 in FY 2010). We carry out this written survey every year and provide the results to our suppliers as feedback to support their proactive improvements related to CSR management.



Fujitsu Procurement Policy and CSR Procurement Guideline
<http://www.fujitsu.com/global/about/procurement/policy/>

Informing and Emphasizing the Importance of CSR to Buyers

Through education and training, Fujitsu keeps employees in charge of procurement informed of the importance of CSR-conscious procurement activities. In FY 2010, we held trainings 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 2011, we will continue similar education to further increase our buyers' awareness on CSR issues.

Collaborative Promotion of CSR with Suppliers

Promoting Green Procurement

We have set out the basic requirements for environmentally sound procurement of parts, materials and products in the Fujitsu Group Green Procurement Direction and are working with our suppliers on green procurement activities (see page 61).

We request that all of our suppliers implement an environmental management system (EMS) so that they can continuously implement environmental burden reduction. In particular, we periodically survey their EMS implementation status and, as a general rule, request that they establish an EMS subject to third-party certification. We also ask that our suppliers build a chemical substances management system (CMS^{*1}) based on the JAMP^{*2} guidelines for the management of chemical substances included in products. We monitor 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 request that our suppliers make efforts toward limiting and reducing CO₂ emissions and conserving biodiversity. In particular, we held briefing sessions for our suppliers, and asked for their support after we explained the importance of declaring their commitment to these themes explicitly and of promoting activities with specific goals. Especially, with regard to conserving biodiversity, we supported our suppliers' efforts in this area by preparing and providing guidelines for them which include concrete examples of such efforts at corporations and information on ways of promoting such activities.

^{*1} CMS: Chemical substances Management System

^{*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 unexpected contingencies, Fujitsu has made a major commitment to strengthening the BCM capabilities of our suppliers since FY 2007.

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.
- 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

1. Fair Trade

We promote fair, transparent and free competition and do not engage in any illicit trade.

2. Protection of Confidential Information

We maintain and promote proper handling of confidential information, including third parties' confidential and personal information.

3. 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.

4. 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.

We have so far held a total of 23 briefing sessions for our main suppliers to explain the necessity for BCM and Fujitsu's approach to this issue. Furthermore, every year we conduct a questionnaire survey on the subject matter and in FY 2010 we surveyed some 750 suppliers about BCM by questionnaire. We also held workshops in order for the suppliers whose efforts in this area are not making progress to acquire the necessary knowledge about BCM. As a result, the percentage of suppliers who developed their own BCM plans improved significantly from 11% in 2006 to 48% in 2010.

In FY 2011, we will be promoting further BCM enhancements throughout the entire supply chain after verifying how our suppliers coped with the Great East Japan Earthquake, which occurred on March 11, 2011.

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. Furthermore, in an effort to strengthen the compliance of our suppliers, we held training sessions in February 2011 that directed the attention of management and workers in our major solutions-related partners towards compliance issues.

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 2010 (For suppliers of software development, services, or hardware manufacturing)

- Information security seminars (Dec. 2010)
A total of some 1,200 companies (some 1,300 individuals) attended
- Questionnaires to suppliers on information security measures (Feb. 2011 through Mar. 2011)
About 1,400 companies
- Information security audits (on-site) of our suppliers (Apr. 2010 through Mar. 2011)
A total of some 190 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 (see page 93).

Partnerships with Our Suppliers

In 1997, Fujitsu established its suppliers' performance review (SPR^{*1}) system, in which our about 200 core suppliers (covering 90% or more of total procurement) are comprehensively evaluated for their products and efforts from the standpoint of quality, technology, price, supply, the environment and reliability. From FY 2008, we have added the results of our survey on CSR, information security and BCM to "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^{*2}) in 2004. Starting in 2008, we reviewed about 1,500 solution-related system supplier companies and provided the results as feedback to about 200 of our main suppliers.

With our main suppliers, we hold business review meetings 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 our procurement strategies.

^{*1} SPR: Suppliers' Performance Review

^{*2} PPR: Partners' Performance Review

Fujitsu Supplier Day

Since 1997, we have held Fujitsu Supplier Day to strengthen our partnership with our business partners. 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 2010 event was held in January 2011 and was attended by approximately 740 representatives from some 370 domestic and overseas suppliers.



Fujitsu Supplier Day

For Our Shareholders and Investors

As we increase our management transparency by the timely and appropriate disclosure of information, we are moving forward with a variety of IR activities for even better communications with our shareholders and investors.

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.

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 presentations on management policy and specific business briefings 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.

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 the year-end presentation 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.

Publication on IR websites

Fujitsu publishes information that we would like our shareholders and investors to know on our Japanese and overseas 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 shareholder meetings.



- IR website for shareholders and investors (Japanese IR site)
<http://pr.fujitsu.com/jp/ir/>
- Investor Relations (overseas IR site)
<http://www.fujitsu.com/global/about/ir/>
- IR website for private individuals (in Japanese)
<http://pr.fujitsu.com/jp/ir/private/>
- Executive Presentations
<http://www.fujitsu.com/global/about/ir/library/presentations/>

Main Results of IR Activities in FY 2010

	2010 Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	2011 Jan.	Feb.	Mar.
In Japan	Annual Shareholders' Meeting		• Annual Shareholders' Meeting									
	Management Direction Briefing			• Management Direction Briefing								
	Financial Results Announcements	• Annual Financial Results		• First-Quarter Financial Results		• Second-Quarter Financial Results		• Third-Quarter Financial Results				
	Business Briefings	• R&D *							• SI Business Study			
Outside Japan	Roadshows	• North America • Europe					• Asia	• Europe	• North America			

In FY 2010, we held about 1,050 briefings for institutional investors and securities analysts (58% of them overseas and 42% within Japan).

* This R&D Strategy Briefing was held on March 31.

With Global and Local Communities

We engage in a variety of social contribution activities for a prosperous future where people's dreams are fulfilled, and we make proposals and suggestions to governments and industry groups to help solve problems and issues.

Basic Approach

Directions for Social Contribution Activities

The Fujitsu Group will create new value and knowledge together with our customers, communities, and people worldwide 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, Challenges, Community Engagement and Environment.



Social Contribution Activities in FY 2010 (Fujitsu)

● ICT for Everyone ◆ Challenges ■ Community Engagement ★ Environment (See page 65 for the more articles of Environmental Social contribution.)

Promoting Learning & Education and International Exchange

- Fujitsu Kids' Site (Japanese website)
- PC assembly workshops
- Support for Information Ethics education
- ◆ Management of the Japan-America Institute of Management Science (JAIMS)
- ◆ Sponsorship of the Fujitsu Scholarship Program
- ◆ Support for the Mathematical Olympiad Foundation of Japan & the Japanese Committee for the International Olympiad in Informatics

Company Sports

- ◆ ■ Track and field
- ◆ ■ American football
- ◆ ■ Women's basketball

Cultural & Artistic Activities

- Sponsorship of the Fujitsu Concert Series
- Sponsorship of the Fujitsu Concord Jazz Festival
- Hosting of the 18th Fujitsu Cup Masters Tournament
- Hosting of the 23rd World Go Championship Fujitsu Cup
- Sponsorship of the Fujitsu Ladies Golf Tournament
- Support for the Kawasaki Frontale Professional Soccer Team

Local Activities

- ★ Spring Festival at Kawasaki Research and Manufacturing Facilities
- ★ Tea-picking Festival at Numazu Plant
- Kusunoki Festival at Fujitsu Solution Square

Disaster Relief Support

- Miyazaki Prefecture hoof-and-mouth disease outbreak (May 2010)
- China, Qinghai earthquake (May 2010)
- New Zealand earthquake (March 2011)
- Great East Japan Earthquake (March 2011)

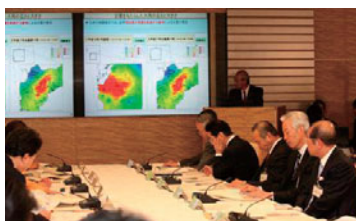
Activities Related to Public Policy

Fujitsu participates in government and industry group councils and committees 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.

In FY 2010, Fujitsu worked with about 1,300 partners such as industry groups, research organizations, and NGOs on activities including the following.

Studying Ways to Protect the Country Against Natural Disasters

A Fujitsu board member served as the chairperson of a dedicated investigatory committee concerned with countermeasures for large-scale flooding established by the Japanese government's Central Disaster Prevention Council. Given that large-scale flooding with the potential of severe damage to urban areas now occurs worldwide, this committee completed a report in April 2010



Working with the Central Disaster Prevention Council

following three years and half of study and investigation. This report provides specific estimates of the damage that could be sustained were large-scale flooding to occur in the Tokyo metropolitan area. The report made specific proposals on measures the government should take to ensure timely and appropriate evacuation, and to strengthen emergency preparedness in public agencies, and other issues.

Studying Regulations Appropriate for the Times

While there are regulations under the legal system whose purpose is to protect the nation's citizens or support smooth and active economic activity, regulations need to be reviewed in light of technological progress and changes in society.

The Japanese government reviews regulations that may have become anachronistic under a subcommittee on regulatory and systematic reform established by the Government Revitalization Unit. Fujitsu executives serve on a working group of this subcommittee. In FY 2010, this subcommittee looked into procedural simplification for wind and solar power generation and establishing rapid charging stations for electric cars, diversifying the system of charges for electric power among other issues, and made recommendations for regulatory reform to achieve a low-carbon society.

With Global and Local Communities

Activity Examples | ICT for Everyone

Japan

Fujitsu Kids Event 2010

In cooperation with the Japanese Olympiad in Informatics Committee, we held an event to interest children in technology and foster their dreams in July 2010 at our Kawasaki research and manufacturing facilities. This was the fourth such event to be held, and about 100 children selected by lottery enjoyed learning about computer mechanisms through play and games.

The event had two parts. In the first, entitled "Let's have fun learning about computers!" after trying to sort a variety of data in a group project, the children learned about the mechanism by which multiple computers process data in parallel by walking around a picture painted on the ground. In the second part, "Let's find Fujitsu technology!" the children visited "Fujitsu Technology Hall," where many products such as supercomputers and their applications, self checkout systems, and undersea cables are displayed, and learned how the mechanisms they had studied are used in actual products.



Fujitsu Kids Event 2010

Providing "Karada (Body) Life" to Respond to a Variety of Health Needs

Fujitsu has been providing a service that records physiological changes and other data acquired using mobile phone sensors and personal computers on a cloud server to support daily

health management since August 2010.

Additionally, since the end of June 2011, we have operated a patient support service for diabetes, a disease that affects a growing number of actual and potential patients every year. This system aims to use the power of ICT to simplify personal management of daily blood glucose levels and lifestyle so that patients can keep going without wearying effort.

Fujitsu is committed to supporting all kinds of health needs from disease prevention and health improvement to patient support.



Websites for Kids to Experience the Joy in Learning

To convey to children respect for intellectual property and the spirit of creating things, Fujitsu FOM Limited, which provides ICT-based education, supports the virtual patent application site "Brainstorm Champion" operated by Yamanote Consulting, Inc.

Also, Fujitsu Learning Media Limited, which provides human resource development services offers an internet browser for kids "Hiragana Navi" to convert Kanji (Chinese characters) into Hiragana or the alphabet, as well as to filter out harmful information. Nifty and Fujitsu also provide enjoyable educational content for children.

Overseas

The Americas | USA

Excellence in Leadership Prize Received for Contributions to Primary Education

In its home base of Richardson, Texas, Fujitsu Network Communications (FNC), which provides communications solutions such as systems for communications carriers in North America, works to contribute to local communities. In addition to making donations to grade schools, these efforts include classes taught at school sites by Fujitsu employees, acting as judges at science fairs and invention fairs, and provision of the Fujitsu Challenge Prize to teachers who integrate creative and innovative use of technology as part of the instruction process.

These activities have been widely praised, and in April 2011, FNC was awarded Richardson Independent School District's excellence in leadership prize, the highest award given to a corporation for contribution to the community.



Speech at the Awards Ceremony

Asia | Thailand

PC Donation for Education and Sea Conservation Program

Fujitsu System Business Thailand (FSBT), an ICT solution company in Thailand, joined hands with Siam Family Mart, operating a chain of convenience stores in Thailand, in the project initiative entitled 'Youth and Education' in June 2010. In this project, FSBT donated 12 PCs to rural schools for the purpose of supporting education program.

FSBT also donated 8 sets of PCs for education to Nongmakok Temple in rural temple at Petchburi province in July 2010.

Additionally, FSBT organized Fujitsu Sea Conservation program in February 2011 to celebrate the 20th anniversary for the operation in Thailand. FSBT executives and staff visited a coral plantation area in Chonburi province and donated baby mangrove trees to support the coral plantation project.



Donating PCs to the "Youth and Education" Project

Japan

Supporting a Programming Contest for Technical College Students

The programming contest is a competition at which technical college students from all over Japan exhibit the results of their studies and compete with their concepts and capabilities in information processing technology. Fujitsu has supported this contest as a special cooperating corporation since the 6th annual event in 1995. In commemoration of the 20th anniversary of the founding of this contest, in 2009 Fujitsu established the Fujitsu Special Prize and presents a Fujitsu personal computer to the winning team as an additional prize.

In November 2010, Fujitsu invited the winning team to its Kawasaki research and manufacturing facilities. In addition to presentation and demonstration by them, we arranged discussions with a variety of Fujitsu employees, including engineers from the technology division. The students were forthcoming with technical question concerning development efforts at the site, project



Technical college 21st Programming Contest

management methods, and other issues.

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

Supporting Athletes in a Variety of Fields

The Fujitsu Group supports people who take on challenges in a variety of fields.

Among Fujitsu's employees there are many athletes who compete at the world-class level despite handicaps. For example, Fujitsu employees have participated as Japanese representatives in wheelchair rugby, wheelchair basketball, and downhill chair skiing events. These athletes work seriously at their activities while meeting their responsibilities in both their jobs and their sports.

We also support the annual Oita International Wheelchair Marathon, where some of our employees participate as competitors.

Fujitsu continues to encourage employees taking on challenges by supporting those who work in various fields at the same time as they are participating in American football, track and field, and women's basketball teams.



30th Oita International Wheelchair Marathon

Overseas

The Americas : USA (Hawaii)**Educating Business Leaders at JAIDS (Japan–America Institute of Management Science)**

JAIDS 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. (A total of 23,000 people from 54 countries have participated.)

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.



JAIDS Students



JAIDS
<http://www.jaids.org/>

Asia :**Providing Opportunities to Study at JAIDS through the Fujitsu Scholarship Program**

In 1985, in celebration of the 50th anniversary of its founding, Fujitsu established the Fujitsu Scholarship Program to foster elite business leaders who will connect Japan with the rest of the world.

Initially, this program started as a scholarship for participants to study Japanese Management at JAIDS. In 1996, we expanded it to include programs other than JAIDS and provided opportunities for businesspersons from the Asia-Pacific region to study, and the cumulative total of recipients has reached about 420 persons as of April 1, 2011.



Fujitsu Scholarship
<http://www.fujitsu.com/global/about/responsibility/community/scholarship/>

Asia : Vietnam**Scholarship Program to 3 Universities in Hanoi**

Fujitsu Vietnam Limited (FVL), an IT company in Vietnam, gives scholarship for 2 excellent students in each of 3 universities, Hanoi University of Technology (HUT), National Economic University and College of Technology every year.

With Global and Local Communities

Activity Examples | Community Engagement

Japan

Supporting the Yosakoi Festival with ICT

The Yosakoi Festival in Tosa, Kochi Prefecture, is one of the most popular summer festivals in Japan, with 18 thousand participants (dancers) and two million visitors over four days. Fujitsu Shikoku Systems Limited, which is based in Kochi Prefecture, and some other Fujitsu Group companies support its operation by developing and operating a Performance Management System, the "Dokoiko Service." This system is designed to resolve problems of crowding by visitors and traffic jams getting to the various event stages and areas from the standpoints of both visitors and dancers.

The "Dokoiko Service" provides real time information about crowding at the event stages and dancing spots over the internet. It enables the dancers to see where they can dance at minimum waiting time. Based on the information, they decide their route and apply for the performance so that they can dance at more stages. On the other hand, visitors can check the performance schedule on the website, and get to the stages prior to their favorite dancers' arrival. Thus, the Dokoiko System contributes to

efficient operation of the Yosakoi Festival.



Introducing the Dokoiko Service at the Yosakoi Festival

Supporting Career Education with Workplace Experiences and Delivered-to-the-School Classes

The Fujitsu Group offers junior high school students opportunities to learn about society and professional people as a part of their career education through classrooms or vocational experiences.

Fujitsu Design Limited provides mobile-phone design workplace experiences at their Kawasaki research and manufacturing facilities. The Group also participates in a program that delivers classes to students as part of an NPO-sponsored career education program. Thus Fujitsu works proactively in education support activities and continues to support local career education.



A career education program at a junior high school

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.

At the Fujitsu Shiodome headquarters in December 2010, employees collected and sold secondhand books and DVDs in support of internationally active NGOs. Also in that month, we held a fair trade product sales event at the Fujitsu Solutions Square (in Kamata) at which 5 NGOs exhibited.

Overseas

Europe | United Kingdom

Charity Bicycle Race to Raise Money for British Heart Foundation

Employees of Fujitsu Telecommunication Europe Limited (FTEL), a UK telecommunications' company operating in Europe and the Middle East, held a charity bicycle run to raise money for local emergency equipment for the British Heart Foundation (BHF) in October 2010. Seventy employees and 15 family members joined either a 50 or an 80 km course in Warwickshire, the United Kingdom and enjoyed running through the local countryside and seeing many sights such as William Shakespeare's birthplace. In preparation for the run, many of FTEL employees were training after work and in lunch breaks.

FTEL raised GBP 7,500 (about one million JPY) for BHF by this charity run.



FTEL employees who participated in the charity bicycle run

Oceania | Australia

Volunteer Activity for Challenged Persons in Vocational Training Facility

In November 2010, 12 employees of Fujitsu Australia and New Zealand Limited (FANZ) provided assistance with packing and assembly works to challenged persons in High Point Industries, a vocational training facility. This activity was organized in cooperation with United Way Melbourne, a volunteer-led NPO.

The purpose of the activity was to help challenged persons exert their abilities though the work. However, it also became a valuable opportunity for FANZ employees to recognize the importance of local communities.



Employees who participated in volunteer work