We aim to be our customers' true partner in the area of HRD, contributing to their management and business with a customer-oriented perspective. We work hard as a "knowledge co-creating company" to create a high level of knowledge with and for the customers.

We support our customers' "growth spirals."

These days, companies place a high premium on HRD to become good and strong companies amid the challenges faced in HRD. Under these circumstances, it is important for companies to foster internally the concept of "phronesis," which serves as a foundation for the right decisions by good and strong companies.

The term *phronesis* means wisdom, practical knowledge and practical reason. It refers to the ability to make decisions and take action from experience in the context of work processes. As each individual grows, the individual knowledge becomes organizational knowledge. The organizational knowledge, in turn, further stimulates the individuals. This growth spiral makes companies strong.

We support our customers' management and business, linked to this growth spiral, by providing our HRD solutions.

**Knowledge Co-Creating**

We create knowledge with our customers.
We aim to be a true partner to our customers by providing high-level "knowledge" services.

We aim to be our customers' true partner in the area of HRD, contributing to their management and business with a customer-oriented perspective. We work hard as a "knowledge co-creating company" to create a high level of knowledge with and for the customers.

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* Phronesis: This term comes from the book *The Aesthetics of Business Administration* (in Japanese) by Ikujiro Nonaka, Mitsuaki Shimaguchi and Value Creation Forum 21 (editor).
We contribute to HRD in line with our customers' business strategies by supporting HRD measures at the organizational level and providing learner-centric learning solutions.

Challenges
Business strategies

Planning, development and evaluation
We review current HRD to plan, develop, evaluate and implement the required framework and materials.

Support of practices
Our direct support enhances the effects of HRD.

Organization-centered HRD cycle in line with business strategies

HRD implementation
We effectively use learner-centric learning to balance efficiency and quality in HRD. We also visualize this activity.
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**Challenges**

- **Business strategies**
- **Organization-centered HRD cycle in line with business strategies**

We review current HRD to plan, develop, evaluate and implement the required framework and materials. Our direct support enhances the effects of HRD. We effectively use learner-centric learning to balance efficiency and quality in HRD. We also visualize this activity.

**HRD implementation**

- Classroom training
- Distance-learning classroom
- Training on demand
- e-learning
- Cloud-based exercises

**Learner-centric learning cycle**

- Share with learners: Share actual practices and knowledge among learners
- Use in workplace: Compile knowledge
- Case studies on business issues

**Self-learning**

Acquire knowledge
Learning Driving Organizational Growth

We support the learning and growth of individuals. The learning and growth of individuals evolve into a strength of the organization.

Together with our customers, we create brand identity through the human resources needed to support the customers’ businesses in the future. Our comprehensive support offers mechanisms for growth aimed at accomplishing the customers’ goals.

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**HRD Consulting**

- **HRD consulting**
  We design human resource strategies for organizational growth and fostering the people who will contribute to business. We also design HRD structures enhancing business skills.

- **Program for energizing organizations**
  We provide training to enhance on-site skills supporting corporate activities.

- **Business innovation program**
  We support project practices and design of resolution processes for actual work issues.

- **Skills assessment service**
  We visualize on-site skills and analyze issues on the basis of industry trends.
  (SkillCompass users as of April 2018: Approximately 384,000 people at 1,010 companies)

- **Talent management**
  We analyze data related to human resources, set development targets and target levels, and support the examination and implementation of HRD measures.
Users share actual practices and experiences from the knowledge they acquire, made visualize and compile. By offering the most suitable opportunities, our support has a powerful effect on our customers’ growth.

With acquisition of knowledge as the intent behind our training courses, we produce and provide training courses to support customer-specific work first and then create value. In the courses, learners practice sharing their knowledge and experience, supporting the further establishment of the knowledge and know-how considered essential to their organizations and teams.

**HRD and visualization**

Customers check, download and analyze detailed information regarding the learning history of learners, such as their completion progress expressed as a percentage, test scores and the contents of questionnaire responses.

**Producing and streaming customized e-learning content**

We can produce and stream e-learning content composed of the knowledge and know-how gained through work experience, to pass along that learning to organizations and teams so that HRD can progress efficiently.

**Promoting the sharing of actual practices and experiences through social learning**

In social learning, learners share with other learners the insights they have gained on their own, and they recommend suggested content to other learners. Learning is not done in social isolation.

**Proven and trusted services**

We provide courteous support based on the know-how acquired from the usage records and practices of customers in over 7,600 industries and business categories.
Learners

We provide a great number of courses ranging from the latest ICT technology to business skills and global HRD.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of courses:</th>
</tr>
</thead>
<tbody>
<tr>
<td>New-employee training</td>
<td>1,450 (classroom training: 810; e-learning: 640)</td>
</tr>
<tr>
<td>Global human resources training</td>
<td>1,162 (in-house: 196; external, partner external company: 966)</td>
</tr>
<tr>
<td>On-site training</td>
<td>92,000 (classroom training learners: 61,000; e-learning learners: 31,000)</td>
</tr>
<tr>
<td>Hybrid training</td>
<td>6,500</td>
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* As of April 2018, excluding satellite training

Our learner-centric learning approach focuses on individual learning for the growth of the organization.
Learners

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Providing Best Learning System Suited to Learning Goals and Environment

-- Classroom training/distance learning classroom/training on demand/e-learning --

Categories

**Topics**
- AI/Analytics
- Robotics
- Cloud
- Security
- Agile development
- Design thinking

**Human business**
- Leadership
- Communication
- Negotiation
- IT solution sales

**Upper processes**
- Business analysis
- BABOK
- Requirements definition
- Consulting

**IT operations management**
- IT service management
- ITIL certification acquisition
- Security management

**Project management**
- Project management
- Quality management
- Risk management
- PMP exam preparation

**IT technology**
- Network
- Database
- System infrastructure
- Application development

**Business solutions**
- Information gathering
- Information analysis
- Business improvement

**New-employee training**

We have an abundant lineup of new-employee courses available for system integrators and information systems departments.

**On-site training**

We customize training contents to meet the customer's requirements and fast-track the delivery of the customer's own courses while keeping the quality high.

* We also operate the training courses.

**Global human resources training**

This training develops personnel to have the self-confidence to be able to handle global projects.
- Improved ability to work with diverse cultures
- Communication for global system engineers
* Conducted in English or Japanese

**Hybrid training**

Hybrid training combines learning styles (such as e-learning plus classroom training or training on demand plus classroom training) to enhance learning effectiveness.
Supporting Actual Practices to Enhance Our Customers’ Business Performance

-- Customized e-learning content development/document production and use/website production and operation services --

Contents for Performance Support

To enhance our customers' business performance, we provide practical support solutions that leverage our training know-how and specialized knowledge as an HRD and training service company. Our support is also aimed at greater awareness and growth at the organizational level through communication directed at both the information providers and the users.

- As a partner of information providers
  We provide effective training content that is easy to understand and easy to access.

- As a counselor for users
  Our services are reliable, providing support anytime anywhere for further improvement.

One-stop solutions supporting practices

- Planning/consulting
  - Investigate current status
  - Review the contents and quantity of information, and sort the information
  - Set target users and identify concepts

- Design
  - Set guidelines and regulations
  - Coding, HTML and Flash
  - Usability and accessibility measures
  - Design the table of contents and create writing rules

- Writing
  - Manuscripts written by senior technical writers
  - Various types of output supported

- Translation/localization
  - Translations are proofread under high quality standards.
  - Localization is based on the culture and locale.

- Publication/operation
  - We handle daily update tasks with friendly support.

- Development
  - Instructors who have advanced skills, such as instructional designers, SCORM engineers and other experts, develop high quality learning content.

- Use/evaluate
  - Accessibility assessment based on JIS (Japanese Industrial Standards) and Fujitsu’s abundant know-how
  - Improvement suggestions based on usability analysis
Supporting Actual Practices to Enhance Our Customers' Business Performance

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Visualizing knowledge changes you from "knowing" to "capable of acting"
Professionals such as instructional designers, SCORM engineers, technical communicators and other experts provide the great support needed to meet customers’ expectations.

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Support tools
Tools supporting production (cloud type)

Support tools
Tools supporting practices (cloud type)
Learning Centers Supporting Our Customers' Growth
-- Spaces and mechanisms for acquiring practical knowledge --

« Learning centers
The learning centers provide excellent learning environments for participants to train in the latest technologies and develop practical skills.

- **Shinagawa**
  - 25 classrooms
  - 650 seats

- **Osaka**
  - 6 classrooms
  - 124 seats

- **Nagoya**
  - 6 classrooms
  - 98 seats

- **Okinawa**
  - 1 classrooms
  - 18 seats

« Distance learning classroom
We offer courses on the latest technologies and practice equipment at our learning centers through collaboration with our partners.

« CYBERIUM/Shinagawa
This facility is the place where learners are provided with training with practical contents including know-how of security human resource development of Fujitsu, and can learn the latest technology. They think out solutions by exchanging their opinions straightforwardly with those having diverse values. By experiencing threats of actual cyberattacks and through other training, they cultivate their power of ideas to change threats into opportunities for new business creation.
PC / Programming School for Consumers
-- Fujitsu Open College --

Our motto is "Providing places of learning filled with hospitality."

Fujitsu Open College’s goal is to build classrooms where participants can have enjoyable learning experiences at their own pace, go over their lessons carefully and repeat them as many times as they like. Fujitsu Open College currently operates about 100 schools throughout Japan. About 7,000 users, most of whom are senior citizens, use this service every week. The classrooms are completely different from other PC classroms in that all the PCs are from a single manufacturer.

We now start the new service “F@IT Kids Club” from April 2017. F@IT Kids Club is Fujitsu group’s first programming school for children. F@IT Kids Club aims for nurturing human resources in that they can contribute in the next generation IT society. We provide “places of learning” for people of all ages, from children to senior citizens. Together with our domestic partners, we promote Fujitsu Open College as the No. 1 classrooms in the local community.

Structure of Fujitsu Open College’s business ties

In addition, we have teaching material sales system for F@IT Kids Club.

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Fujitsu Learning Media Staff

Through employee placement, temporary employee placement and outsourcing, Fujitsu Learning Media Staff supports our customers’ businesses by leveraging the know-how that Fujitsu Learning Media has cultivated in the areas of training administration, content production, manual translation, etc.

**Supporting HRD through outsourcing**
- Medium- to long-term training administration staff
- Convention administration staff
- Staff in charge of setting up training venues

**Business support with temporary staff and work-at-home staff**

<table>
<thead>
<tr>
<th>Office workers</th>
<th>IT engineers</th>
<th>Manual production coordinators and translators</th>
<th>Instructors</th>
</tr>
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<tbody>
<tr>
<td>Training administration</td>
<td>Web programmers</td>
<td>Manual writers and editors</td>
<td>Business system presenters</td>
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<td>OA instructors</td>
</tr>
<tr>
<td>Office work in English</td>
<td></td>
<td>Technical translators and checkers (Japanese/English)</td>
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**FUJITSU LEARNING MEDIA STAFF LIMITED**
- General work dispatching business (Ministry of Health, Labour and Welfare license number: 13-06-0045)
- Fee-based employee placement business (Ministry of Health, Labour and Welfare license number: 13-06-0042)
- January 22, 1998
- 40 million yen (100% subsidiary of Fujitsu Learning Media Limited)

Fujitsu Learning Media Okinawa

Fujitsu Learning Media Okinawa provides HRD services based on leading-edge training curricula developed over time by Fujitsu Learning Media and tailored to match the characteristics of the local area and companies.

**Training services**

We provide support for well-planned training courses meeting the needs of our customers, from training curricula consisting of 1,450 courses.

* Learners can make use of the training curricula at the Okinawa Learning Center located in Okinawa IT Shinryo Park.

**Training service support**

Every day, our customers throughout the world make use of our training services and e-learning services. Our Okinawa facilities support the operation of this training system.

**FUJITSU LEARNING MEDIA OKINAWA LIMITED**
- Training services and training service support business
- August 26, 2010
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