

## Summary Translation of Question & Answer Session at FY2011 R&D Strategy Briefing

Time & Date: October 13, 2011, 15:00-16:00  
Venue: Okada Memorial Hall, Fujitsu Laboratories Ltd.  
Presenter: Mr. Tatsuo Tomita, President, Fujitsu Laboratories Ltd.  
Mr. Shigeru Sasaki, Corporate Senior Vice President and Director,  
Fujitsu Laboratories Ltd.

### **Questioner A**

*Q: You explained that your “monozukuri”(manufacturing capabilities) sites are dispersed, could you please elaborate.*

A: (Tomita) At Fujitsu, much of our *monozukuri*, or Japanese manufacturing capabilities for semiconductors, components, automotive-related items and many other types of products is handled by our Group’s subsidiaries. With regard to our manufacturing plants, including for PCs and servers, those are also operated by subsidiaries. All of these being handled individually mean that barriers can emerge among subsidiaries—at times, when investments are made, the scale is small, or long-term investments might not really be feasible, and there are cases of more than one subsidiary making investments in the same *monozukuri* technological area. Given this, having Fujitsu Laboratories as a core, I would like to see the Fujitsu Group’s portfolio of *monozukuri* capabilities become more organized, and for us to more skillfully leverage the Group’s technologies by collaborating closely with the *monozukuri* team of our parent company. Fujitsu is not a services-only company. Both services and *monozukuri*, an area I believe we should strengthen, are important pillars for Fujitsu.

### **Questioner B**

*Q: You mentioned that Fujitsu was partnering with overseas universities – with the university in Israel, specifically what type of R&D do you plan to conduct?*

A: (Sasaki): Our contract prohibits us from discussing in detail, but we can share that the collaboration is in the growing field of efficient search and analysis of “big data”.

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