

Fujitsu's Services and Software Business

December 2, 2002
Fujitsu Limited

1. Overview of Services & Software

Services & Software: Central to Fujitsu's Business Strategy

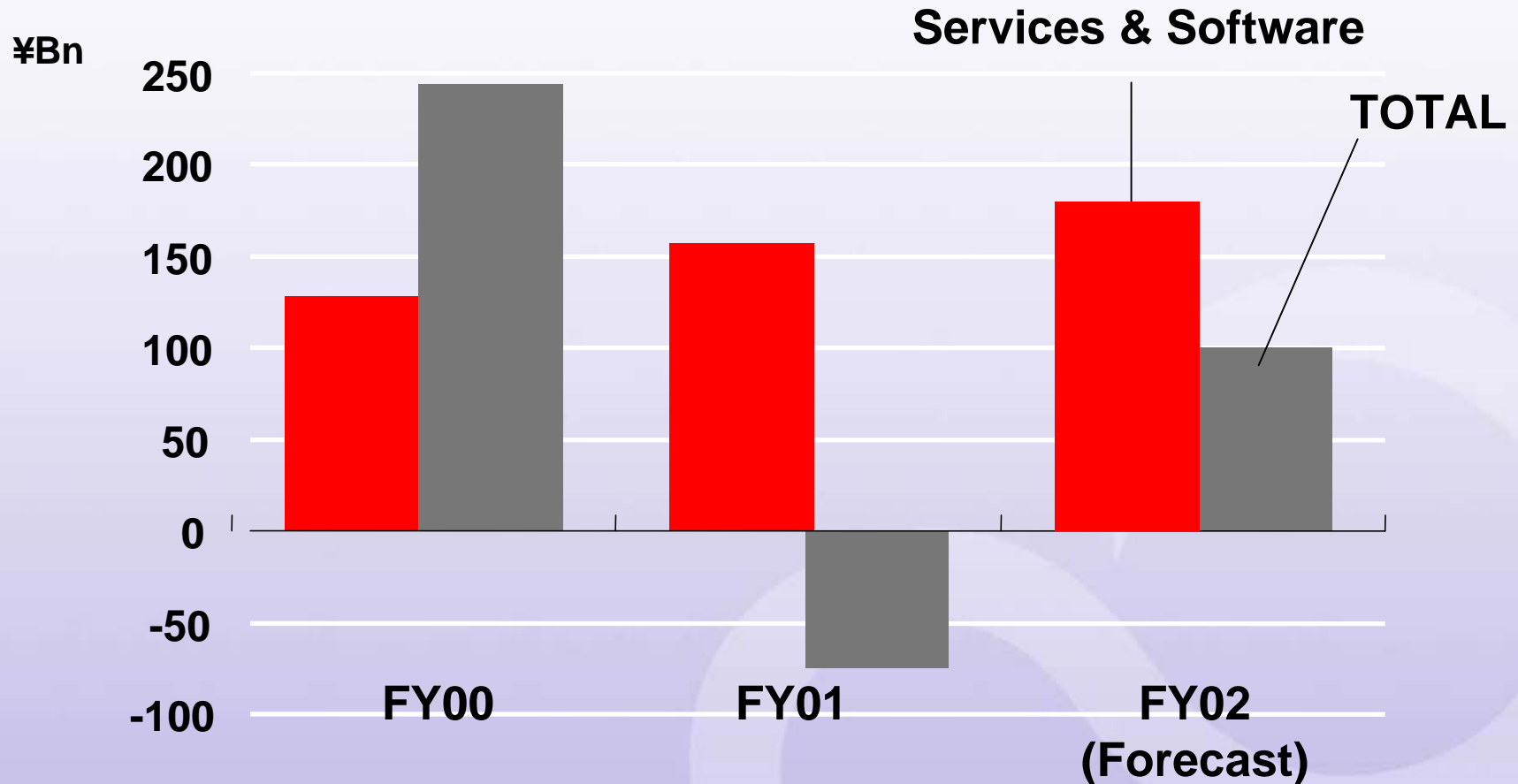
Increasing Share of Overall Revenues

	FY00	FY01	FY02 (Forecast)
Services & Software	37%	42%	44%
Platforms	43%	40%	35%
Electronic Devices	14%	11%	14%
Financing	2%	2%	2%
Other	4%	5%	5%

* Breakdown of consolidated net sales; FY02 forecast as of October 29, 2002.

Services & Software: Central to Fujitsu's Business Strategy

Steady Contributor to Operating Income



* Consolidated operating income; FY02 forecast as of October 29, 2002.

Services & Software

Sales and Operating Income Margins (Japan/Overseas)

(billion yen)

		FY2000	FY2001	FY2002 (Forecast)
Net Sales	Japan	1,454	1,534	1,600
	Overseas	559	551	530
	Total	2,014	2,085	2,130
Operating Income Margins	Japan	11%	12%	12%
	Overseas	-5%	-4%	0%
	Total	6%	7%	8%
	Operating Income (billion yen)	128	157	180

Note: Consolidated Services & Software net sales and operating income margins.
Operating income margin is calculated excluding intersegment sales. FY02 forecast
as of October 29, 2002.

IT Services Market Share

GLOBAL (US\$Bn, 2001)*

Rank	Company	Sales	Share
1	Company a	35.0	6.4%
2	Company b	21.5	4.0%
3	Fujitsu	12.4	2.3%
4	Company c	11.6	2.1%
5	Company d	11.3	2.1%

*Source: Gartner Dataquest July 2002
(GJ02528)

JAPAN (¥Bn, 2000)*

Rank	Company	Sales	Share
1	Fujitsu	977.4	13.4%
2	Company A	720.9	9.9%
3	Company B	678.5	9.3%
4	Company C	630.3	8.6%
5	Company D	516.2	7.1%

*Source: Gartner Dataquest March 2002

Services & Software Business Composition

From Consulting and Systems Integration to Operation and Maintenance

Market Segments		Characteristics
Solutions, Systems Integration		<ul style="list-style-type: none"> •Enhanced consulting capabilities from synergies between Accenture's management consulting strengths and Fujitsu's IT consulting expertise •Pioneered packaged services offerings in Japan 10 years ago; 6,000 services products now •Strength in high-quality, high-reliability large-scale systems
Infra-structure Services	Managed Services	<ul style="list-style-type: none"> •System Operations Management •Support Desk •Security Services •Maintenance
	Network Services	<ul style="list-style-type: none"> •Outsourcing Services •Network Services (B-FENICS, @nifty, etc.)
	Middleware	<ul style="list-style-type: none"> •Collaborative Business Integration (Interstage) •Operations Management Software (Systemwalker) •Database (SymfoWare)

Services & Software Market Position in Japan

Rank	Solutions/ Systems Integration	Managed Services	Outsourcing	Total
1	Fujitsu	Fujitsu	IBM Japan	Fujitsu
2	HITACHI	NEC	Fujitsu	HITACHI
3	NTT Data	HITACHI	HITACHI	NEC
4	NEC	IBM Japan	NTT Data	NTT Data
5	IBM Japan	NTT Data	NEC	IBM Japan

Source : Fujitsu Analysis (excludes middleware)

Competitive Strengths in Services & Software

	Strengths
Customer Base	<ul style="list-style-type: none"> •Largest base of users in Japan 170,000 customers; 4,000 corporate mainframe users
Products/ Services	<ul style="list-style-type: none"> •Comprehensive lineup of solutions offering PROPOSE: 6,000 industry- and business-specific offerings GLOVIA: World-class ERP package (installed on 5,600 systems worldwide) •Most widely recognized ASP vendor in Japan (IDC Japan xSP market survey results)
Organization	<ul style="list-style-type: none"> •Large global corps of Services & Software professionals Japan: 86,000 (largest in nation) Fujitsu: 9,000 Group Companies (49 companies): 27,000 FCA/FSA*: Two associations comprising 200 companies developing software and services in cooperation with Fujitsu, 50,000 technical staff Overseas: 24,000
Support	<ul style="list-style-type: none"> •Nationwide network of local support offices <ul style="list-style-type: none"> -Largest support business revenues in Japan -Largest number of systems support personnel in Japan (approx. 10,000) -Approx. 1,000 support offices

Note: FCA is largest association of IT services companies in Japan; FSA is only manufacturer-affiliated association of software companies in Japan.

■ Our specialists are certified to handle a wide array of business needs.

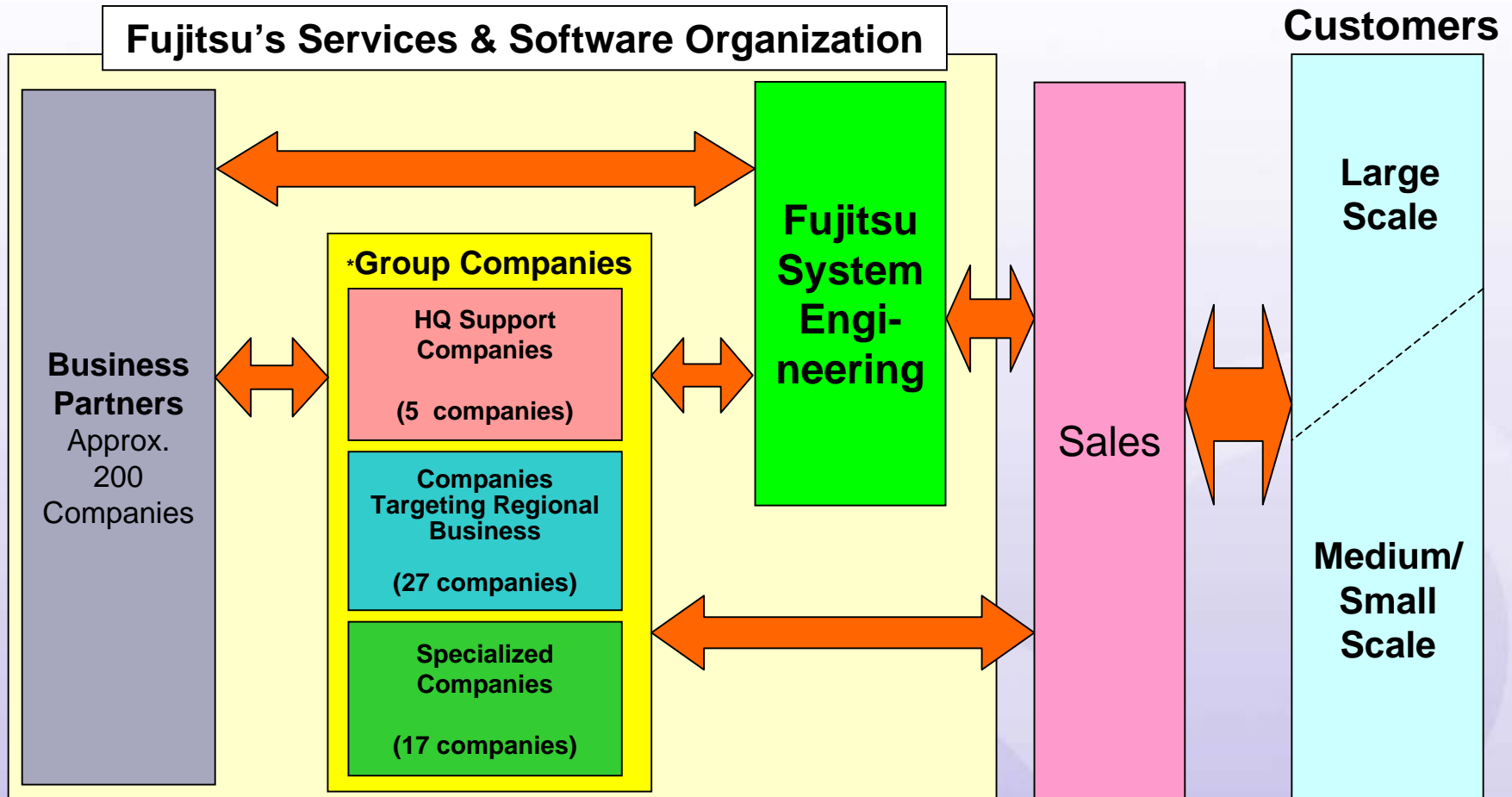
- IT coordinators, Project Management Professionals, SAP consultants, Oracle-certified specialists
- Fujitsu-certified GLOVIA and Interstage consultants

■ We develop IT professionals through in-house certification programs.

- **Consultants:** Assess customer's business environment and offer solutions.
- **Project Managers:** Responsible for project planning and execution.
- **IT Architects:** Specialize in system methodology design and solutions creation.

Services & Software Business Organization (Japan)

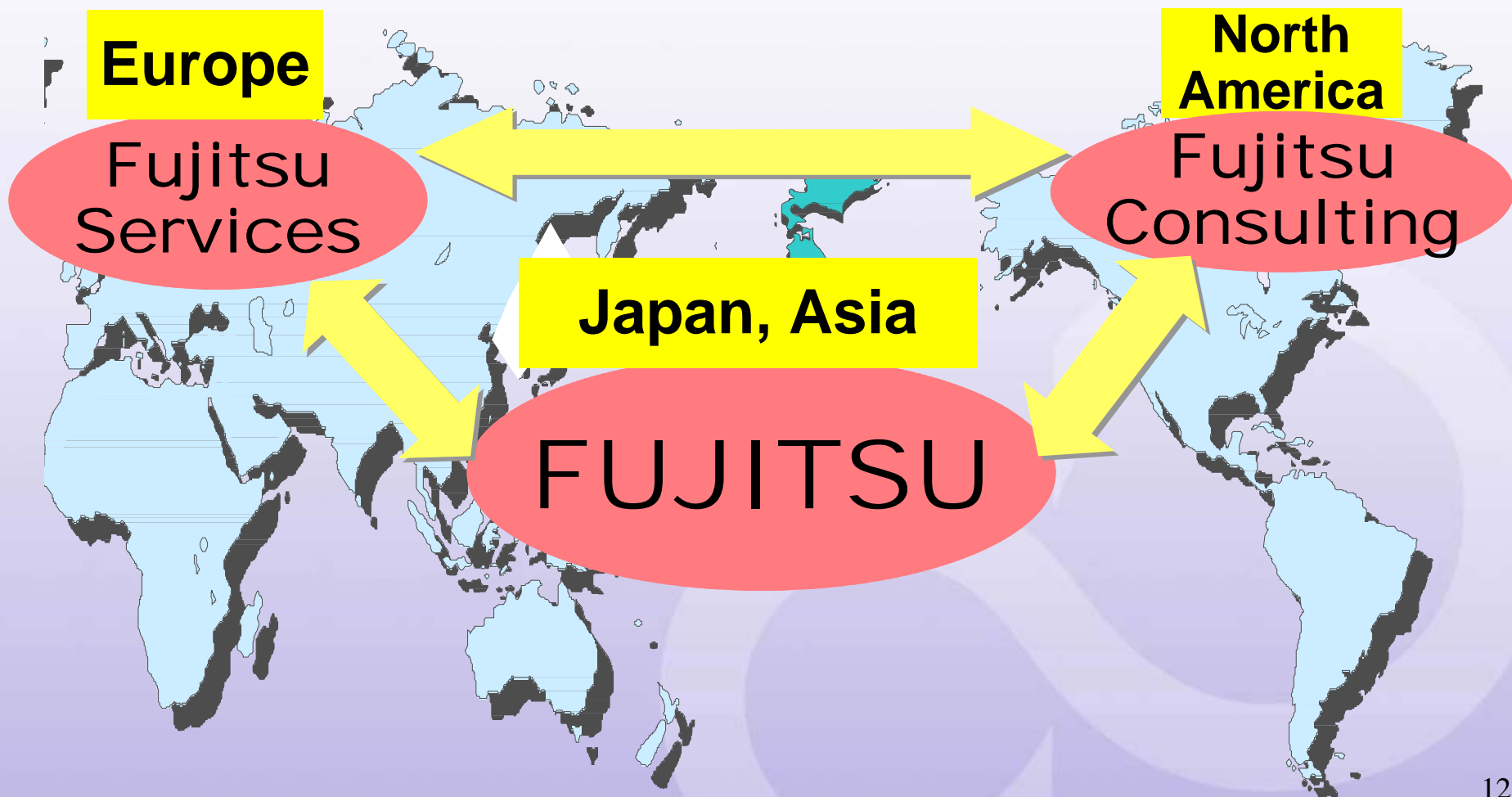
- Locally Based Services
- Specialized Industry/Service Companies



- * HQ Support Companies: Targeting specific industries and large scale systems (e.g., Fujitsu Advanced Solutions)
Companies Targeting Regional Business: Focusing on medium and small companies, local government (e.g., Fujitsu System Solutions)
Specialized Companies: Network and managed services (e.g., Fujitsu Support and Service Inc.)

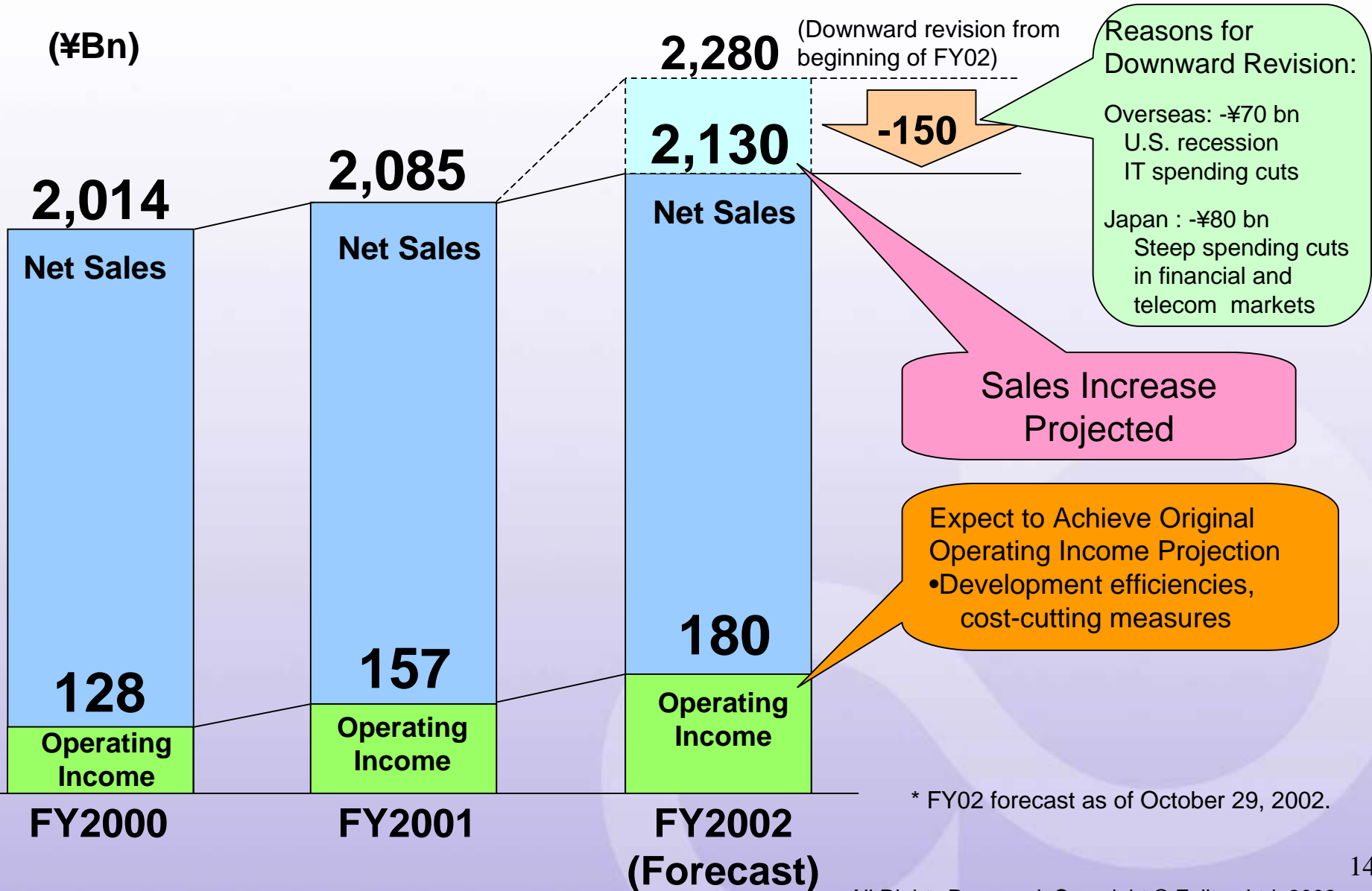
Global Business Development

- Share Products, Provide Value-Added Services Appropriate for Each Country, Region
- Support Overseas Operations of Japanese Companies
- Share Expertise Globally (Example: e-government business)



2. First-half Results and Full-year Projections for FY2002

Sales and Operating Income for Services & Software

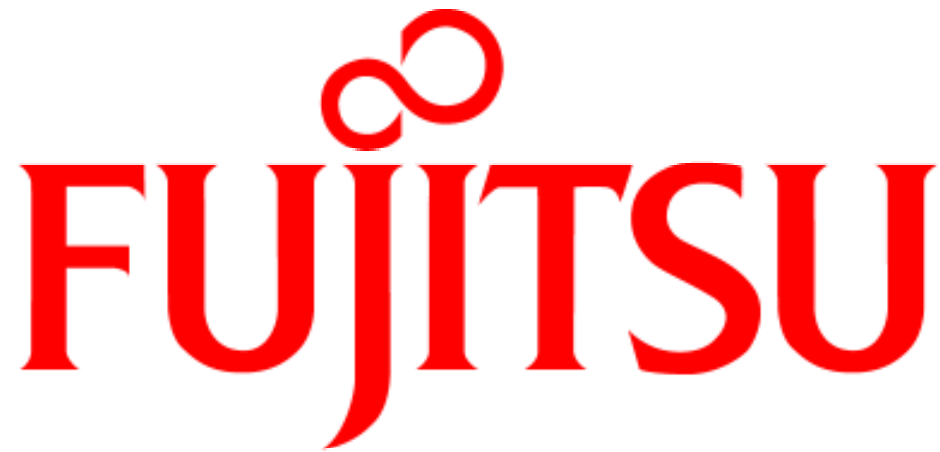


Breakdown of Sales/Operating Income and Progress in Meeting Targets

(billion yen)

		FY01			FY02		
		First Half	Second Half	Full Year	First Half	Second Half (Forecast)	Full Year (Forecast)
Net Sales	Solutions, Systems Integration	403	535	938	403	606	1,010
	Infrastructure Services	528	618	1,146	514	605	1,120
	Total	931	1,154	2,085	918	1,212	2,130
Operating Income	Solutions, Systems Integration	3	46	50	9	60	70
	Infrastructure Services	44	63	107	42	67	110
	Total	48	109	157	51	128	180

*Second half FY02 and FY02 forecast as of October 29, 2002.



FUJITSU

THE POSSIBILITIES ARE INFINITE

Cautionary Statement

The documents, analyst meeting presentation materials and other information on this web site 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. Words such as "anticipates," "believes," "expects," "estimates," "intends," "plans," "projects," and similar expressions which indicate future events and trends identify forward-looking 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 the major geographic markets for Fujitsu's services and products, which are the United States, EU, Japan and elsewhere in Asia, particularly as such conditions may effect customer spending;
- rapid technological change, fluctuations in customer demand and intensifying price competition in the IT, telecommunications, and microelectronics markets in which Fujitsu competes;
- Fujitsu's ability to dispose of non-core businesses and related assets through strategic alliances and sales on commercially reasonable terms, and the effect of realization of losses which may result from such transactions;
- uncertainty as to Fujitsu's access to, or protection for, certain intellectual property rights;
- uncertainty as to the performance of Fujitsu's strategic business partners;
- declines in the market prices of Japanese and foreign equity securities held by Fujitsu which could cause Fujitsu to recognize significant losses in the value of its holdings and require Fujitsu to make significant additional contributions to its pension funds in order to make up shortfalls in minimum reserve requirements resulting from such declines;
- poor operating results, inability to access financing on commercially reasonable terms, insolvency or bankruptcy of Fujitsu's customers, any of which factors could adversely affect or preclude these customers' ability to timely pay accounts receivables owed to Fujitsu; and
- fluctuations in rates of exchange for the yen and other currencies in which Fujitsu makes significant sales or in which Fujitsu's assets and liabilities are denominated, particularly between the yen and the British pound and U.S. dollar, respectively.