FY2022
Management Direction
Performance Summary

Takahito Tokita
CEO
Fujitsu Limited

April 27, 2023
Our Purpose

Make the world more sustainable by building trust in society through innovation.
Our Purpose

Making the World more sustainable
Building trust in society

Aspiration

Innovation

Empathy

Trust

Our Values

Aspiration
• Set ambitious targets and act with agility.
• Embrace diversity and create original ideas.
• Stay curious and learn from failures and experiences.
• Deliver positive impact through human centric innovation.

Trust
• Honor promises and exceed expectations.
• Act with ethics, transparency and integrity.
• Work autonomously and unite for common goals.
• Contribute to a trusted society using technology.

Empathy
• Strive for customers’ success and their sustainable growth.
• Listen to all people and act for the needs of our planet.
• Work together to solve global challenges.
• Generate shared value for our people, customers, partners, community and shareholders.

Code of Conduct
• We respect human rights.
• We comply with all laws and regulations.
• We act with fairness in our business dealings.
• We protect and respect intellectual property.
• We maintain confidentiality.
• We do not use our position in our organization for personal gain.
Summary of FY2022 Financial Results

Operating Profit reached a record high of 335.6 billion yen (9.0%).

<table>
<thead>
<tr>
<th>Consolidated</th>
<th>2021 (Actual)</th>
<th>2022 (Actual)</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>3,586.8</td>
<td>3,713.7</td>
<td>+126.9</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>219.2</td>
<td>335.6</td>
<td>+116.4</td>
</tr>
<tr>
<td>Operating Profit Margin</td>
<td>6.1%</td>
<td>9.0%</td>
<td>+2.9%</td>
</tr>
<tr>
<td>Profit for the Period</td>
<td>182.6</td>
<td>215.1</td>
<td>+32.4</td>
</tr>
<tr>
<td>Operating Profit (Excl. restructuring)</td>
<td>275.6</td>
<td>320.8</td>
<td>+45.2</td>
</tr>
<tr>
<td>Operating Profit Margin (Excl. restructuring)</td>
<td>7.7%</td>
<td>8.6%</td>
<td>+0.9%</td>
</tr>
<tr>
<td>EPS (Yen)</td>
<td>924.2</td>
<td>1,107.6</td>
<td>+183.4</td>
</tr>
</tbody>
</table>

| Technology Solutions          |                |               |          |
|-------------------------------|                |               |          |
| Revenue                       | 3,056.3        | 3,176.5       | +120.1   |
| Operating Profit              | 135.0          | 263.1         | +128.1   |
| Operating Profit Margin       | 4.4%           | 8.3%          | +3.9%    |
| Operating Profit (Excl. restructuring) | 193.9       | 249.9         | +56.0    |
| Special Items (Business model transformation) | -58.9       | 13.1          | +72.1    |
Achievement of Medium-Term Management Plan Targets

Steadily improved profitability of the consolidated business including Technology Solutions.

<table>
<thead>
<tr>
<th>Fiscal year</th>
<th>Operating Profit (billions of yen)</th>
<th>Operating Profit Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>130.2</td>
<td>3.3%</td>
</tr>
<tr>
<td>2019</td>
<td>211.4</td>
<td>5.5%</td>
</tr>
<tr>
<td>2020</td>
<td>266.3</td>
<td>7.4%</td>
</tr>
<tr>
<td>2021</td>
<td>219.2</td>
<td>6.1%</td>
</tr>
<tr>
<td>2022</td>
<td>335.6</td>
<td>9%</td>
</tr>
</tbody>
</table>

Consolidated Revenue (billions of yen)

<table>
<thead>
<tr>
<th>Fiscal year</th>
<th>Consolidated Revenue (billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>3,952.4</td>
</tr>
<tr>
<td>2019</td>
<td>3,857.7</td>
</tr>
<tr>
<td>2020</td>
<td>3,589.7</td>
</tr>
<tr>
<td>2021</td>
<td>3,586.8</td>
</tr>
<tr>
<td>2022</td>
<td>3,713.7</td>
</tr>
</tbody>
</table>

Of which 3,176.5 is Technology Solutions.

Technology Solutions

Medium-Term Management Plan Period

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Achieved Customer NPS and DX Promotion Index goals. Globally improved Employee Engagement score.

**Customer NPS®**
Net Promoter Score

- **FY2019 (Actual)**: 63
- **FY2020 (Actual)**: 68
- **FY2021 (Actual)**: 67
- **FY2022 (Actual)**: 69

Net Promoter Score increased by **+2.3 points** from FY2021 (Reference point) to FY2022.

**Employee Engagement**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2019 (Actual)</th>
<th>FY2020 (Actual)</th>
<th>FY2021 (Actual)</th>
<th>FY2022 (Actual)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Promoter Score</strong> (Customer NPS®)</td>
<td>+18.1 points</td>
<td>+2.3 points</td>
<td>67</td>
<td>69</td>
</tr>
</tbody>
</table>

**DX Promotion Index**

- **FY2019 (Actual)**: 1.9
- **FY2020 (Actual)**: 2.4
- **FY2021 (Actual)**: 3.2
- **FY2022 (Actual)**: 3.56

Globally improved Employee Engagement score.
Creating customer value by contributing to their business growth and stability, whilst alsotransforming ourselves with the implementation of a DX approach.

Achieving Our Purpose – Strategic Priorities

01 Rebuilding our global business strategy
02 Strengthening issue resolution capability in Japan
03 Contributing to greater stability of our customers’ businesses
04 Becoming our customers’ DX partner of choice

01 Enforcing data-driven management
02 DX talent development and productivity improvement
03 Fully participatory, ecosystem-based DX promotion

Our Purpose

Value Creation

Internal Transformation
Strategic Priorities

Value Creation – Results

Headline Results ~FY2022

Rebuilding our global business strategy
01 Simplified to a four-region structure. Launched Fujitsu Uvance.

Strengthening issue resolution capability in Japan
02 Reskilled Japan sales to help customers address social and business issues with enhanced technology.

Contributing to greater stability of our customers' businesses
03 Global standardization and enhanced governance of quality, risk management, and security measures.

Becoming our customers' DX partner of choice
04 Increased customers' business success by helping solve their management issues.

Governance
Strengthened
Americas
Business reform

Fujitsu
Uvance
Revenue
200 billion yen

Rebecca
Producers
Reskilled
8,000

Fugaku
Awarded
4 titles over
4 consecutive terms

GDC & JGG*

Headcount
30,000

Quality checks
using AI
Projects
6,000+

DX partnership cases
with customers
160+
companies

Ridgelinez
Revenue
100 billion yen
Consulting proposals
250+
companies

Going Forward

Change in business focus and improve profitability in international regions.

Change in business model and portfolio to create enhanced customer value.

Support the modernization of customers’ IT and service environments.

Implement a model, structure, and system for global customer success.

*GDC: Global Delivery Center  JGG: Japan Global Gateway

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### Strategic Priorities

**Internal Transformation – Results**

**Headline Results ~FY2022**

<table>
<thead>
<tr>
<th>Enhancement</th>
<th>OneData</th>
<th>OneCRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,000 people</td>
<td>31 countries for 20,000 people</td>
<td></td>
</tr>
</tbody>
</table>

**Going Forward**

- Globally unified and operational data-driven management based on OneERP+.

<table>
<thead>
<tr>
<th>Enhancement</th>
<th>Productivity</th>
<th>Company’s DX Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPPL/employee (vs FY2019)</td>
<td>+60%</td>
<td>Participants</td>
</tr>
<tr>
<td>26,000 people</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Enforcing data-driven management**
- Commenced data-driven management with OneFujitsu programs.

**DX talent development and productivity improvement**
- Established 'Work Life Shift' to promote empowered working and career development, with new work environments, systems and policies, which has contributed to higher employee productivity.

**Fully participatory, ecosystem-based DX promotion**
- Developed our DX mindset and corporate culture through communication and collaboration forums.

**Company’s DX Event Participants**
- 26,000 people
Increasing both Revenue and Operating Profit centered on Solutions/Services.

<table>
<thead>
<tr>
<th>Consolidated</th>
<th>2022 (Actual)</th>
<th>2023 (Forecast)</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>3,713.7</td>
<td>3,860.0</td>
<td>+146.2</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>335.6</td>
<td>340.0</td>
<td>+4.3</td>
</tr>
<tr>
<td>Operating Profit Margin</td>
<td>9.0%</td>
<td>8.8%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Profit for the Period</td>
<td>215.1</td>
<td>218.0</td>
<td>+2.8</td>
</tr>
<tr>
<td>Operating Profit (Excl. restructuring)</td>
<td>320.8</td>
<td>340.0</td>
<td>+19.1</td>
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<td>Operating Profit Margin (Excl. restructuring)</td>
<td>8.6%</td>
<td>8.8%</td>
<td>+0.2%</td>
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</tbody>
</table>
Evolving our model to ensure sustainable growth and improved profitability for 2030 and beyond.

Initiatives

- Improved profitability
- Reform of corporate culture
- Further strengthen the business model and portfolio (Enhance On Cloud business)
- Ensure support for customer modernization (Lead DX* and GX*)
- Improve profitability of international business (Shift to service business)

*Digital Transformation  *Green Transformation
Future Schedule

(Today)
April 27
FY2022 Financial Results
Summary of the Management Direction Performance

May 24
Announcement of the Next Medium-Term Management Plan

May 29, 30th
IR Days

June 26
General Meeting of Shareholders
Thank you
These materials may contain forward-looking statements that are based on management’s current information, 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. Actual results may differ materially from those projected or implied in the forward-looking statements due to, without limitation, the following factors listed below.

- General economic and market conditions in key markets (Particularly in Japan, Europe, North America, Oceania, and Asia, including China)
- Fluctuations in exchange rates or interest rates
- Fluctuations in capital markets
- Intensifying price competition
- Changes in market positioning due to competition in R&D
- Changes in the environment for the procurement of parts and components
- Changes in competitive relationships relating to collaborations, alliances and technical provisions
- Risks related to public regulations, public policy and tax matters
- Risks related to product or services defects
- Potential emergence of unprofitable projects
- Risks related to R&D investments, capital expenditures, business acquisitions, business restructuring, etc.
- Risks related to natural disasters and unforeseen events
- Changes in accounting policies