

Management Direction Update

Takahito Tokita

CEO & CDXO

Fujitsu Limited

April 28, 2022



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- Hello, my name is Takahito Tokita, CEO & CDXO of Fujitsu Limited.
- I'd like to thank you all for attending our presentation.
- Today, I'll be discussing our achievements in fiscal year 2021 and our initiatives toward achieving our fiscal year 2022 business targets and beyond. Before that, I would first of all like to express my heartfelt sympathy to those affected by the recent situation in Ukraine and other parts of the world.
- As previously announced, the Fujitsu Group has made donations to the United Nations High Commissioner for Refugees (UNHCR) and also provides support for employees participating in relief activities, and will continue doing so. We hope that peace will be swiftly restored.

Our Purpose

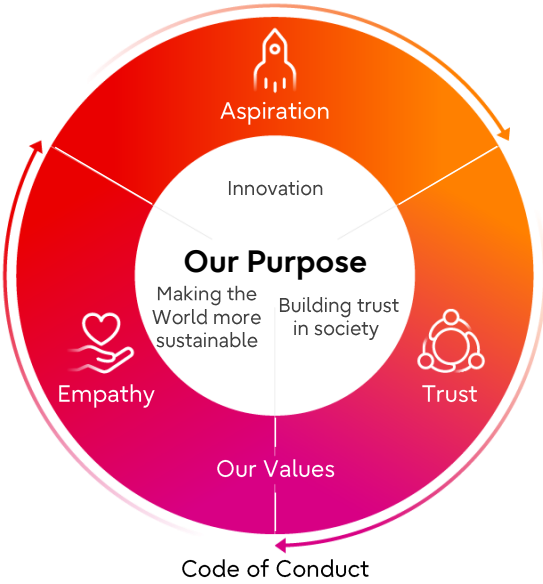
Make the world more sustainable by building trust in society through innovation.

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- The Fujitsu Group's Purpose is "to make the world more sustainable by building trust in society through innovation".
- We have and will continue implementing a variety of changes to realize our Purpose through all of our corporate activities.

Fujitsu Way



Three elements of the Fujitsu Way



Our Purpose		Our purpose is to make the world more sustainable by building trust in society through innovation.
Our Values	Aspiration	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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		<ul style="list-style-type: none">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.

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- In accordance with the Fujitsu Way, which we believe all Group employees should strive to follow, we have established three important values centered on our Purpose: Aspiration, Trust, and Empathy along with our Code of Conduct.
- The Fujitsu Way simultaneously serves as the basis for our actions and judgments, as well as a promise to our customers and society that we will act in accordance with our Values and this Code of Conduct. The Fujitsu Way is shared and promoted with our employees worldwide as well as being a key element of our induction program for new joiners.

FY2021 Results and Initiatives for FY2022 and Beyond



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- I'll now explain about our achievements in fiscal year 2021 and our future initiatives.

Summary of FY2021 Financial Results



Consolidated operating profit, excluding the impact of restructuring, is 275.6 Billion yen (operating profit margin 7.7%), increased by 10%+ compared to the previous year

(Unit: Billions of yen)

Consolidated	2020 (Actual)	2021 (Actual)	Variance
Revenue	3,589.7	3,586.8	▲ 2.8
Operating Profit (Excl. restructuring)	247.3	275.6	28.2
Operating Profit Margin (Excl. restructuring)	6.9%	7.7%	0.8%
Operating Profit	266.3	219.2	▲ 47.1
Operating Profit Margin	7.4%	6.1%	▲ 1.3%
Profit for the Period	202.7	182.6	▲ 20.0
EPS (Yen)	1,013.8	924.2	▲ 89.6

Technology Solutions

Revenue	3,087.7	3,056.3	▲ 31.3
Operating Profit (Excl. restructuring)	200.6	193.9	▲ 6.7
Operating Profit Margin (Excl. restructuring)	6.5%	6.3%	▲ 0.2%
Special Items(Business model transformation)	▲7.4	▲58.9	▲ 51.5
Operating Profit	193.2	135.0	▲ 58.2
Operating Profit Margin	6.3%	4.4%	▲ 1.9%

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- First, I will give an overview of our business results for fiscal year 2021.
- The upper table summarizes the consolidated numbers for the entire company. Revenue was 3.5 trillion yen, while operating profit excluding special items was 275.6 billion yen. Our operating profit margin was 7.7%, and operating income increased more than 10% year on year.
- The lower table summarizes the Technology Solutions business. Revenue was 3056.3 billion yen, operating profit was 193.9 billion yen, and the operating profit margin was 6.3%.
- Our CFO, Isobe, will explain the financial results in further detail later on.

Priority Issues in Achieving Our Purpose

Creating value through “For Growth” and “For Stability” initiatives that contribute to our customers’ businesses

Self-transformation through further implementation of internal DX initiatives



For Growth : Digital (DX, Modernization)

For Stability : Conventional IT (Maintenance and operations of systems, provision of products)

- To realize our Purpose, we have 7 strategic initiatives.
- 4 of the initiatives create greater value for our customers with strengthening in both business growth and stability.
- “For Growth” contributes to the transformation and growth of our customer’s businesses where we plan to expand our scale and increase profitability, with a DX focus.
- “For Stability” is to improve efficiency and profitability, and contribute further to the stabilization of our customers’ businesses.
- And the other 3 initiatives are transforming our own business to embed DX principles in how we work day to day.

Creating Value for Customers



01

Reforming our global business strategy

02

Strengthening issue resolution capability
in Japan

03

Contributing to greater business
stability

04

Becoming our customers'
DX partner of choice

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- I would now like to describe in more detail the 4 strategic initiatives underway in how we are creating more value for our customers, both during fiscal year 2021 and future initiatives for fiscal year 2022 and beyond

01 Reforming Our Global Business Strategy

Transforming Our Business Structure

- Structural transformation of Region business (Americas, Europe)

- Simplification to a 4 Region structure

Japan **Europe** **Americas** **Asia Pacific**

- Global leadership relocation

Enhancing Our Offerings

- Expanded global offerings
- Enhanced presales functions of GDCs*

- Enhance cross-regional collaboration for greater customer value creation and accelerated modernization

- Full-scale launch of Fujitsu Uvance

Fujitsu
Uvance

* GDC: Global Delivery Center

Initiatives in FY2021

FY2022 and Beyond

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- The first strategic initiative is the reformation of our global business strategy.
- We are continuing to implement structural reforms in each region to improve our earnings performance. This included in fiscal year 2021, organization restructuring and service delivery improvement in Americas, resulting in a positive profit performance.
- We are continuing to streamline our business simplifying to 4 regions in April 2022.
 - ✓ North West Europe and Central Eastern Europe integrate to become Europe Region
 - ✓ Asia and Oceania integrate to become Asia Pacific Region
 - ✓ And we continue to have Americas and Japan Regions
- We are improving our approach to global leadership diversity and cross business understanding with the relocation of a number of our global leaders to new locations.
- Our strategy reform also applies to how we are enhancing and expanding our global portfolio with DX based offerings.
- In our Global Delivery Centers (GDCs), which develop and deliver services based on global standards, we have enhanced our pre-sales capability to facilitate making business proposals available for customers based on our global offerings and capabilities.
- Our regions will continue with their customer focus, and we harmonize and accelerate our DX approach globally with full launch of our new Fujitsu Uvance business in fiscal year 2022.

02 Strengthening Issue Resolution Capability in Japan

Strengthening our solutions business, expanding ecosystem

- Established Fujitsu Japan Limited, shifted to be the solutions business
- Partnerships for a sustainable digital society
 - (NTT, Kawasaki City, KDDI etc.)
- Promote DX as the underlying foundation system for society
- Approach centered on resolving societal issues and creating possibilities, e.g. Digital Garden City Nation concept

Enhancing employee development and customer engagement

- Reskilling of 8,000 Business Producers* completed
- Opened up new customer points of contact through digital sales
- Transform the style of business engagement and deals by enhancing consulting capability
- Strengthen approaches to C-suite and lines of business

* Business Producers: Transformed sales staff who address management/social issues through DX

Initiatives in FY2021

FY2022 and Beyond

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- Secondly I will explain our initiative to strengthen our issue resolution capabilities in Japan.
- In fiscal year 2021, we shifted our focus to the solutions business with the establishment of Fujitsu Japan Limited, responsible for the Japan market. We strengthened collaboration with both partners and Government to jointly innovate and contribute to a future sustainable digital society. Such as with
 - ✓ NTT, jointly envisioning sustainable technologies, supporting the IOWN (Innovative Optical and Wireless Network) initiative.
 - ✓ With Kawasaki City, promoting smart cities that make use of cutting-edge technologies.
 - ✓ Partnering with KDDI, jointly utilizing both Company's 5G technology to create new services that enrich customer experience and contribute to society.
- And as announced today, we will pursue collaboration with Ricoh triggered by the participation of PFU in to the Ricoh Group.
- As well as, in fiscal year 2022 and beyond, we will continue exploring and supporting further collaborations such as the Digital Garden City Nation concept aiming to achieve rural-urban digital integration and transformation.
- We recognize the importance of our people, and employee development in fiscal year 2021 has included the re-skilling of 8,000 employees to become Business Producers.
- In fiscal year 2022 and beyond, we continue both enhancing and expanding our consultancy capability to transform our style of business engagement with customers, both at C-Suite level and within lines of business.

03

Contributing to Greater Business Stability

FUJITSU

Improving SI business deals and increasing quality, strengthening risk management

- Detection and advanced prevention of issues using AI and data insight
 - Established Information Security Unit with HQ dedicated CISO*
- Increase sophistication of preventative inspections, data-based approach
 - Dedicated CISO in all Regions to deploy global security strategy with proactive application and consistency in risk management

* CISO: Chief Information Security Officer

Further use of GDCs for global standardized development

- Significantly greater efficiency in resource assignment
 - Strengthened GDC to become an organization of 20,000+ people
- Standardize streamlined delivery models and automate operations to provide higher value services
 - Doubled effort to support globalization of Japanese customers through JGG**/GDC alignment

** JGG : Japan Global Gateway

Initiatives in FY2021

FY2022 and Beyond

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- Thirdly I will explain our initiative contributing to greater business stability.
- In fiscal year 2021, we completed a company-wide inspection to prevent serious incidents, and started a trial to detect signs of quality deterioration using AI based on Palantir’s data analysis platforms. We plan to continue these and other activities during fiscal year 2022 for proactive risk detection and security incident prevention, with technologies helping us move to a more sophisticated approach to business management.
- This is augmented in fiscal year 2021 with the establishment of an Information Security Unit which during fiscal year 2022 includes the appointment of dedicated CISO’s in all Regions and GDC business, responsible for proactively deploying a consistent global strategy and evolving set of standards as well as safe guarding our day to day business operations.
- We continue to use and evolve our Global Delivery Centers for global standard services, which during fiscal year 2021 scaled to more than 20,000 employees.
- And have significantly increased efficiency in effective resource allocation. Utilizing a combination of Palantir and ServiceNow workflow, we were able to match talent from a resource pool of 4,000 people to the right jobs in 5 minutes. We will standardize this approach on a global basis and expand its use during fiscal year 2022 with streamlined delivery models and operational automation.
- We also plan to integrate knowledge and operations between our Japan Global Gateway and Global Delivery Center’s to rapidly evolve best practice on a global basis and look forward to continuing to support customers with multinational / global needs.
- Although we have a GDC situated Russia, as previously announced in response to the current situation in Ukraine, we have ceased operations there and are in the process of transferring the services provided from this base to other GDC’s whilst also ensuring no major impact to customers as a result of the change.

04 Becoming Our Customers' DX Partner of Choice

Strengthen "Customer Success" to resolve management issues/issues in society

- Trained Account General Managers who will work alongside customers to resolve issues
- Adjusted product portfolio from a market-focused perspective
- Strengthen support for "Customer Success," the realization of customers' transformation
- Strengthen offerings supporting customers in their sustainability management requirements and resolving issues experienced in society

Ridgelinez: Strengthen approaches based on DX/management issues

- Growth in orders continued to be strong, 120%+ year on year
- Implemented flexible approach to employee management to maximize performance
- Broaden experience in addressing customers' business issues by combining the strengths of Principals
- Accelerate sophisticated management approach using digital tools, e.g. dashboards

* Ridgelinez: Fujitsu's subsidiary offering DX consulting

Initiatives in FY2021

FY2022 and Beyond

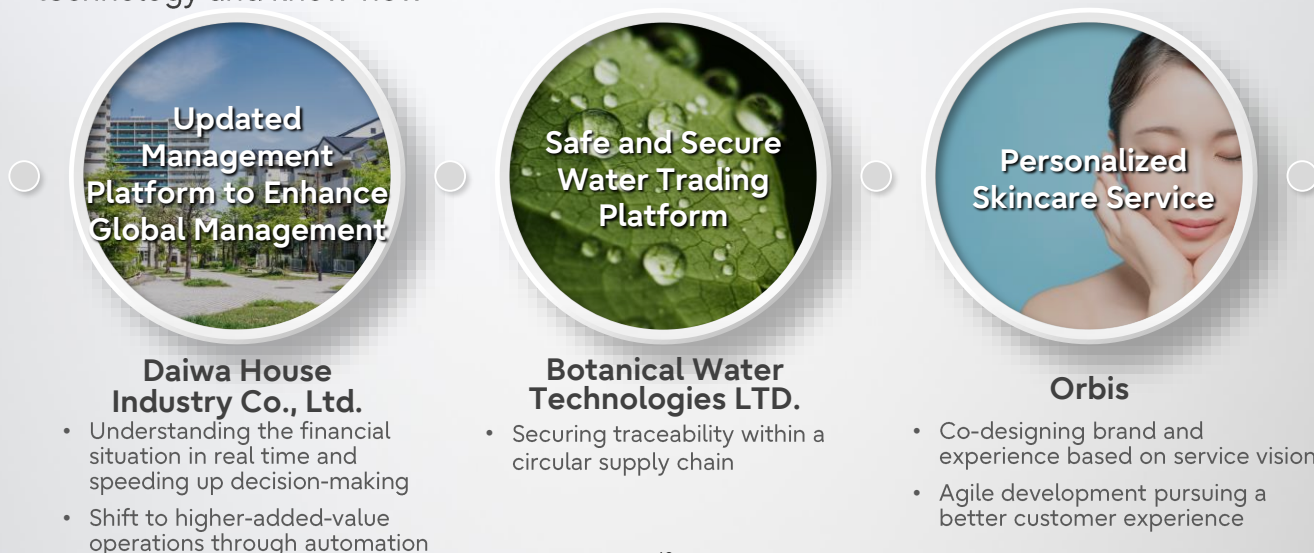
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- Fourthly I will explain our initiatives to being our customers' DX partner of choice.
- At Fujitsu, we are working to strengthen support for our customers' success, helping them to achieve their goals for their own business needs along with the issues they face in society.
- To do so, we developed our own capability in fiscal year 2021, training Account General Managers to work with customers from a medium- to long-term perspective, integrating development and sales functions and, providing centralized customer support. We continue developing our approach to customer engagement in fiscal year 2022 with an empathetic approach and methods to understand and jointly working with customers to resolve their issues and target outcomes.
- In fiscal year 2021, we adjusted our portfolio based on market relevancy, and our new offerings during fiscal year 2022 and beyond focus on solutions and services to support our customers' sustainable management requirements and contribute to the resolution of societal issues.
- I am pleased to share that our consulting organization, Ridgelinez, recorded strong orders, up 120% year on year in fiscal year 2021.
- In fiscal year 2022, we will enrich our Ridgelinez business insight, models and approaches, through experience and knowledge sharing from our leading Principal consultants. Along with expanded use of digital tools.

04 Becoming Our Customers' DX Partner of Choice

Working with customers to deliver digital transformation, bringing together strong technology and know-how



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- Let me bring to life and exemplify our customer focused DX approach with just three of the many examples we have available.
- The first example is our work with Daiwa House Industry Co. Ltd, who were experiencing challenges in rapid overseas business growth. In response to a Fujitsu proposal, they introduced a strategic accounting system that provided integrated financial management information visible in real time, operational automation and, enabled them to overcome an increasing level of business management complexity.
- The second example is our work with Botanical Water Technologies who are using Fujitsu's industry recognized block chain technologies to build a water trading platform that connects drinking water produced with Botanical Water's technology to consumers in water-scare areas, giving a high level of traceability in the circular supply chain
- The third example is the collaboration between cosmetics maker Orbis and Ridgelinez, with Ridgelinez supporting Orbis from vision creation to customer experience design and the development of new services. By using AI to analyze the condition of the skin together with data on lifestyle habits, etc., the two companies designed a customer experience in which customers can enjoy skin care with optimal cosmetics and care information based on their individual needs. Developed in an agile manner and support provided for the early delivery of services.
- By analyzing the condition of the skin using AI and analyzing it together with data on lifestyle habits, etc., the two companies designed a customer experience in which customers can enjoy skin care with optimal cosmetics and care information based on their individual needs. We have developed a mechanism to achieve this in an agile manner and support the early delivery of services.
- We will continue to work with these and our other customers to create new value.

Internal Transformation



01

Enforcing data-driven management

02

DX talent development and productivity improvement

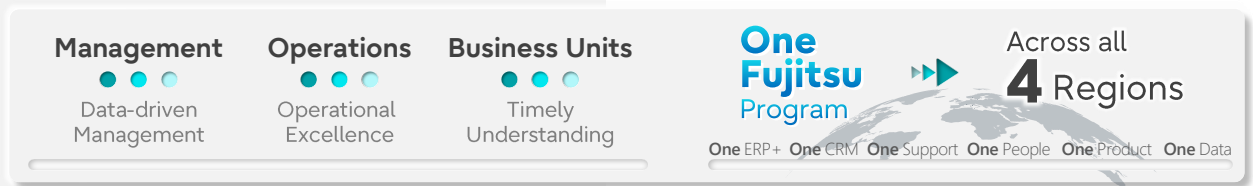
03

Fully participatory, ecosystem-based DX promotion

- The next three strategic initiatives that I will update on, are Fujitsu's own transformation, embedding DX principles in how we work day to day.

01 Enforcing Data-Driven Management

Shifting from results-based management to data-based predictive management



Expanded use of the data analysis platform (Palantir)

- Started utilizing management dashboard
- Established Data Analytics Center

Initiatives in FY2021

Launch of One CRM (from Apr. 2022)

Integrate pipeline management at a global level

Launch of One ERP+ (Live in the UK&I from Apr. 2022)

Integrate company-wide ERP, data-driven 3-axis management
(Service Lines/Regions/Industries)

* UK&I: UK and Ireland

FY2022 and Beyond

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- The first task of these is how we are strengthening data-driven predictive management.
- We have a One Fujitsu Program, using data to improve the management of the entire Fujitsu Group, that integrate across all geographies, and core functions including financial management, customer management, people management and delivery management.
- In fiscal year 2021, we put Palantir's management dashboard into practical use and established a data analytics center dedicated to data analysis.
- In April this year, we launched One CRM, a program to create customer insight, to shift to globally standardized and pipeline management.
- And One ERP+ program, a company-wide and integrated approach to financial management, giving a three lens view of our business across horizontal Service Lines, Regions and Industries, and already live in UK & Ireland.

02 DX Talent Development and Productivity Improvement

Organizational design Resource management
Position-based HR system Supporting learning and growth

Complete change in HR management model

- Increased employee mobility by expanding job postings
- Strengthened role-based compensation system
- Implement global postings
- Promote use of Connect, our globally-shared evaluation system
- Expand application of position-based HR system to support employees' aspirations

Shaping systems and environments to improve productivity and creativity

Work Life Shift 2.0

Smart Working
Borderless Office
Culture Change

- Implemented cutting-edge technology internally
- Support for self-directed career shaping to support employees' life needs
- Expand worldwide borderless office
- Increase employee connection, empathy and trust through data-driven approach, e.g. employee feedback analysis, to improve psychological safety, creativity and productivity.

Initiatives in FY2021

FY2022 and Beyond

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- Secondly, as part of our own transformation, we are developing DX talent and bringing productivity improvements to how we operate.
- In fiscal year 2021, we increased employee mobility by expanding our job posting system to domestic Group companies and to strengthen our compensation system.
- In fiscal year 2022, In order to enhance mobility of human resources globally, we will expand our job posting system.
- We also plan to fully implement "Connect," a global system for evaluating the contributions employees bring to support our Company Purpose.
- And will further support employees realize their career aspirations with a standardized approach to positions and progression.
- As the desire for workplace and lifestyle flexibility continued, our Work Life Shift program promoted continued working from home, remote and hybrid working in fiscal year 2021, along with use of designated child care leave and working / experience opportunities with local governments and strategic partners.
- We have adopted a borderless office approach that transcends geographies, and use of technology is bringing an improved employee experience. For example, our Fujitsu Uvance Kawasaki Tower, which opened last year, uses biometrics in a variety of situations, such as entering and exiting rooms and paying for food and beverages at cafes, and an online system that allows employees to check for any floor congestion. These approaches will continue to be made available to other locations during fiscal year 2022.
- In fiscal year 2022, we will also continue to place great importance on increasing our connection, empathy and trust with employees. Also taking a data-driven approach to assessing employee feedback of suggested improvements which are already known to include psychological safety and wellbeing, supporting creativity and, enhancing productivity.

03 Fully Participatory, Ecosystem-based DX Promotion

FUJITRA (Fujitsu transformation)

- Expanded "Purpose Carving" to all employees globally
- Expanded system of DX Officers globally to drive unit-by-unit DX

VOICE program

- Tried and utilized internally (1,200+ times), template approach, shared with customers for adoption

Fujitsu Innovation Circuit

- Launched "Intrapreneur" training program

Learning



Implementation

- Deepen 30 DX frameworks
- Improve mindsets and corporate culture to achieve DX promotion indicators

- Enhanced insight through use of combined AI and behavioral analysis technology
- Transform from a culture of reporting to a culture focused on customers, conversations and understanding

- Expand the number of participants
- Business creation support (systems, resources)

Commercialization

Initiatives in FY2021

FY2022 and Beyond

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- The third part of our own transformation within Fujitsu is having a fully participatory and inclusive eco-system that promotes a DX approach for our employees.
- In October 2020, we launched the companywide DX Project "FUJITRA" (Fujitsu transformation) and have produced 30 DX frameworks, including mindset and institutional reforms. In fiscal year 2021, we continued our journey with the initiation of "Purpose Carving"; helping individuals discover their own purpose through dialogue with their colleagues. Sharing this information creates empathy and connection, a force for change. We started this project with executives and are now expanding it to all employees.
- The "VOICE" program gathers data-based feedback and is a way to rapidly 'temperature check' opinion and gather insight from our employees (or other key stakeholder groups). This approach has been used more than 1,200 times and templates / blueprints produced as a result that have then been shared with our customers' to offer insight into their business. Feedback from VOICE has also been used to inform improvement activities in our Work Life Shift program.
- In fiscal year 2021, we launched the Fujitsu Innovation Circuit, which trains and supports entrepreneurial employees (intrapreneurs), to generate innovations for future business growth, fully supporting ideas that may become new businesses and creating a culture of safety for those that are less successful but tried. We are already identifying the next Innovation Circuit participants for this fiscal year.
- In fiscal year 2022, we aim to achieve the DX Promotion Indices, one of our non-financial indicators, as we continue promoting the DX framework.

Key Initiatives for Sustainable Growth



- We also have 4 specific initiatives for sustainable growth for society, our customer's and our Company.

Sustainability Initiatives



Contributing to the sustainable growth of our customers, people, and society

Society and the Environment



- Human Rights/Diversity
Expanding the training program to 130,000 employees around the globe
- Post-carbon/Renewable energy
- Resource circulation
- Biodiversity

Solutions to Society Issues

Supply Chains



- Checking suppliers and partners
Procurement by suppliers and partners conforms to required standards
- Promoting diversity
- Optimal procurement of renewable energy
- Reduce greenhouse gas emissions

Supply Chain Diversification

Wellbeing



- Support and promote employee wellbeing and their family's considerations
(March 2022)
Becoming a global leading company, e.g. headache prevention program
- Contributing to local communities

Global Policies and Standards

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- We are committed to global sustainability, and identified seven priority issues with three shown here, (others not shown here include compliance, occupational health and safety and, community).
- With regard to the environment, we have set 9 goals for decarbonization, the use of renewable energy sources, resource recycling, and biodiversity. We aim to achieve these goals in fiscal year 2022.
- For our supply chains, we are and will continue checking our suppliers and partners (and their own procurement approaches), comply with international standards. We will diversify our supply chain in accordance with the circumstances of each country. And work with suppliers and partners to ensure ethical and 'green approach' is taken to all procurement.
- We care about our employees. Our approach to wellbeing promotes and supports good physical and mental health for our employees and also with consideration to their families. We are world leading, for example recently recognized by the International Headache Society - Global Patient Advocacy Coalition, in recognition of our efforts to make available and educate employees about headache disorders and prevention. Moving forward, we will continue to share insight and offer support to employees on this and other wellbeing topics.

Announced as a new global brand in October 2021 with 7 key focus areas

Launched dedicated units in April 2022, initially starting with 1,000+ employees and diverse global leadership

Making the world more sustainable
through Seven Key Focus Areas

Vertical Areas

Four cross-industries



Sustainable
Manufacturing



Consumer
Experience



Healthy
Living



Trusted
Society

Horizontal Areas

Three enablers supporting cross-industries



Digital
Shifts



Business
Applications



Hybrid
IT

Key Technologies



Computing



Network



AI



Data & Security



Converging
Technologies

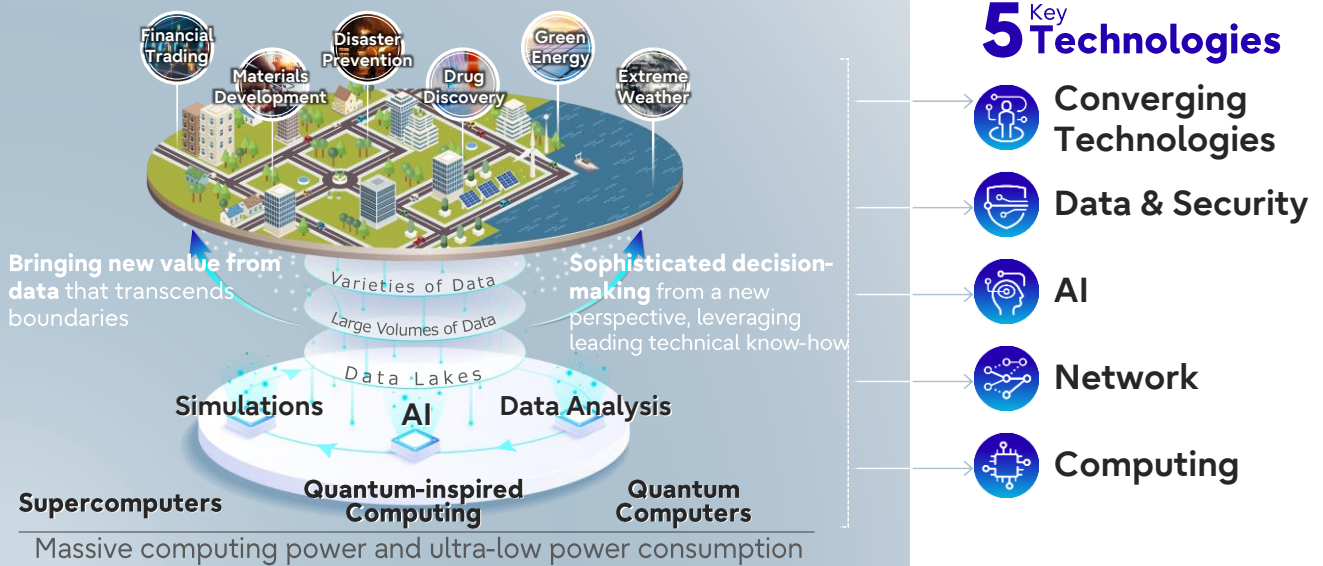
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- Next, I will explain about Fujitsu Uvance. Fujitsu Uvance was announced as a new brand in October 2021, bringing a transformation portfolio to our customers' for a sustainable world.
- Just this April we globally launched Fujitsu Uvance with a newly appointed globally diverse leadership team, and an initial 1,000+ employees in the Uvance business. As we progress this fiscal year, we will accelerate making offerings available to our customer's and market in line with our Uvance principles.
- Fujitsu Uvance consists of seven Key Focus Areas. Four of these are cross industry Vertical Areas, which are supported by three Horizontal Areas as the foundation for digital technology.
- Fujitsu's strength lies in our ability to combine technology innovations and know-how, with industry knowledge, to deliver value in both the Vertical and Horizontal Areas combined. Working with and applying DX approaches in new business.
- We will focus our R&D resources on the five key technologies that support Uvance, as well as tailoring offerings by analyzing the market from the perspective of opportunity and scale.

5 Key Technologies

Developing and applying technologies to address societal issues



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- As I just mentioned, we have 5 key technologies that contribute to Uvance innovations and portfolio, and the rest of the Fujitsu business – developed and applied to address societal issues. Both in terms of how the technology is designed and operates e.g. energy efficient, and the application of the value it brings.
- Working from bottom to top of the diagram,
 - ✓ Computing – to speedily process huge amounts of data
 - ✓ Secure and intelligent networks – to efficiently and securely transport data – globally - to previous hard to reach locations
 - ✓ AI – to create intelligence, meaning and prediction from data, addressing seemingly insurmountable problems
 - ✓ Data and security – essential for societal and customer trust
 - ✓ Converging technologies mark the intersection of digital technology and humanities and the social sciences.
- Fujitsu is committed to using technology to gather data, translate it into value, and improve society and people's lives for the purpose of 'world good.'

Global Research Structure



Nov. 2021

Fujitsu and Ben-Gurion University embark on joint research at new center in Israel for precise and secure AI

Apr. 2022

Fujitsu launches new research center in India, embarking on joint R&D with leading Indian universities to accelerate innovation in AI and machine learning

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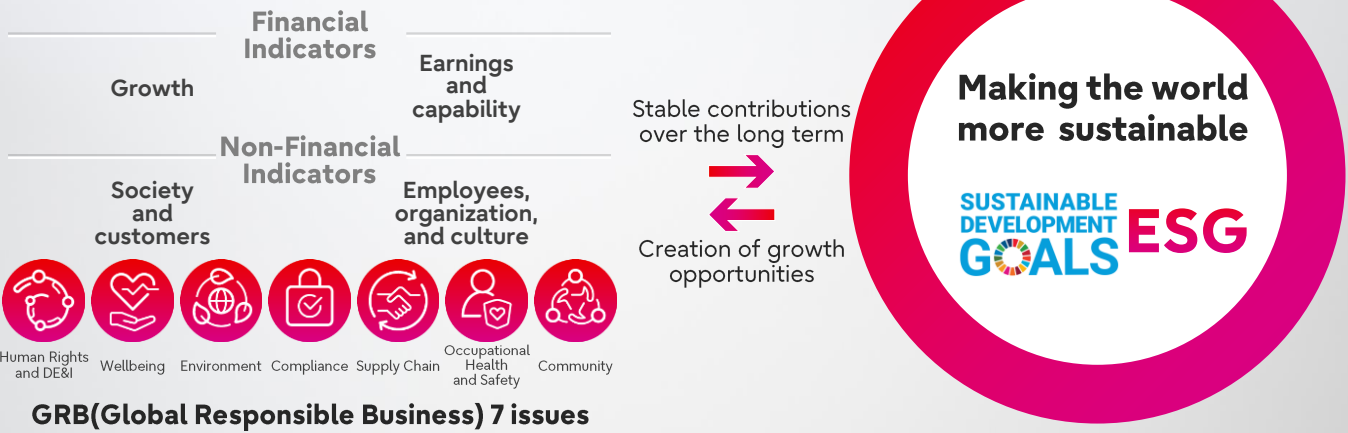
- Within Fujitsu we have a dedicated global research organization of more than 850 researchers based across 8 countries, with each country taking a specific research focus. We are promoting joint research and securing exceptional talent in cooperation with academia in each country.
- In addition, we continue to strengthen our approach with recent new collaborations including;
 - ✓ with Ben-Gurion University for precise and secure AI,
 - ✓ with leading Indian universities to accelerate AI and machine learning innovations, along with a newly launched research center based in India
- We will continue developing advanced technologies and innovations that support the realization of a sustainable world .

FY2022 Management Goals



- I will now explain our management goals for fiscal year 2022.

Management Based on Our Purpose



- Firstly, I will explain the rationale of Fujitsu’s management goals.
- To make a long-term and stable contribution to the realization of our Purpose, it is necessary for Fujitsu to build trusted relationships with all stakeholders and grow sustainably.
- For this reason, we have incorporated non-financial indicators at the core of our business activities and are working to achieve them, in alignment with our financial indicators.

Financial Forecast for FY2022



Seek to fully execute initiatives continued from the prior fiscal year as well additional initiatives starting this fiscal year, while also growing revenues and profits for the entire company and Technology Solutions

(Billions of yen)

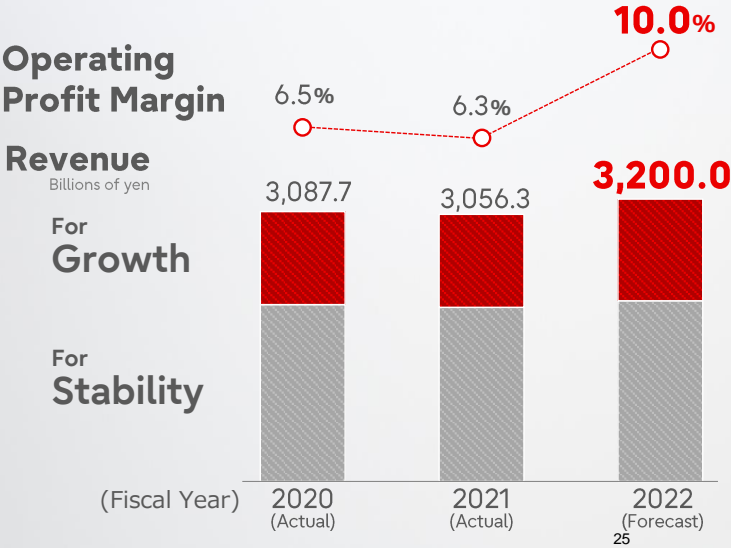
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Operating Profit	219.2	400.0	180.7
Operating Profit Margin	6.1%	10.8%	4.7%
Profit for the Period	182.6	280.0	97.3
Technology Solutions			
Revenue	3,056.3	3,200.0	143.6
Operating Profit (Excl. restructuring)	193.9	320.0	126.0
Operating Profit Margin (Excl. restructuring)	6.3%	10.0%	3.7%
Special Items(Business model transformation)	▲58.9	10.0	68.9
Operating Profit	135.0	330.0	194.9
Operating Profit Margin	4.4%	10.3%	5.9%

- This is our outlook for fiscal year 2022.
- In fiscal year 2022, we aim to record sales of 3,720 billion yen and operating profit in our core business of 390 billion yen. In our technology solutions business, we have set targets of 3,200 billion yen in revenue, 320 billion yen in operating profit in our core business, and an operating profit margin of 10%.

Initiatives to Achieve FY2022 Management Goals

FUJITSU

Target Technology Solutions growth, achieving 3.2 trillion yen revenue and 10% operating profit margin for FY2022



Expanding Revenue

- Continued strengthening of services business
- Expand business in resolving customers' management issues
- Launch and driving Fujitsu Uvance

Improving Profitability

- Improvement of productivity through utilization of GDC/JGG, standardization and automation
- Curb unprofitable projects through quality/risk management

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- The impact of our ongoing internal transformation is expected to become apparent further ahead, and we have corrected our revenue target downwards by 300 billion yen for our technology solutions segment. The operating profit margin has not changed.
- To achieve our fiscal year 2022 targets, we will steadily implement measures centered on expanding sales revenues in the “For Growth” area and improving profitability in “For Stability.”

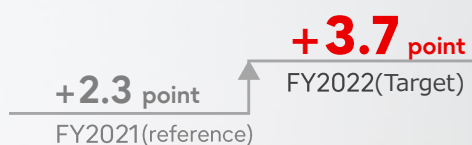
Initiatives to Achieve Management Goals by FY2022



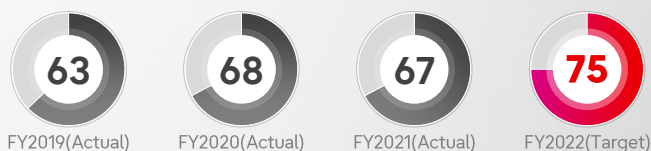
Non-Financial Indicators



Client Net Promoter Score



Employee Engagement



DX Promotion Indicator

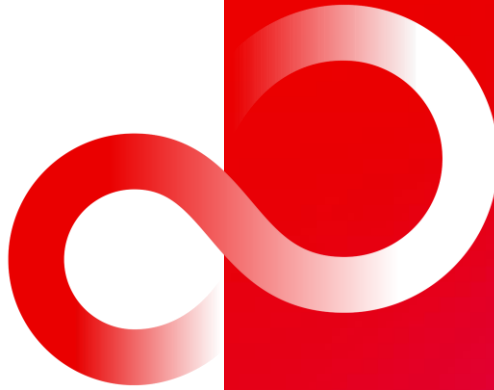


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- Lastly, I will explain our non-financial indicators.
- Fujitsu is setting three key indicators: Customer Net Promoter Score (NPS), which is a measure of customer trust, Employee Engagement, which is a measure of company-employee engagement and the DX Promotion Indicator.
- For the Customer NPS, our goal for fiscal year 2022 is an increase of 3.7 points over the previous survey.
- In fiscal year 2021 we achieved 67 points in Employee engagement, which is almost the same as the previous fiscal year. In fiscal year 2022 we will consider measures based on the results of VOICE and aim for 75 points.
- The DX Promotion Indicator improved significantly to 3.2 points in fiscal year 2021. We will continue to implement these measures and aim to achieve 3.5 points in fiscal year 2022.
- Finally, as part of our efforts to strengthen data-driven management, we are also currently analyzing how non-financial indicators contribute to the achievement of financial indicators.

Thank you



- This concludes my explanation of the Management Direction Update.
- I would like to thank you very much once again for your attention
- Our CFO, Isobe, will now explain the financial figures in greater detail.

Cautionary Statement

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