Medium-Term Management Plan

Revision of Segments and Financial Plan

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- Now, let me explain the financial plan under the medium-term management plan.

I. Revision of Segments

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- Before discussing the financial plan, I would like to provide some supplemental information on changes to our business segments.

Ⅰ Revision of Segments

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Overview

- The existing Technology Solutions segment is broken down into Service Solutions and Hardware Solutions, and we will transform our business portfolio by increasing investments in growth areas
- The existing Technology Solutions segment is eliminated

Service Solutions

The hardware sales and hardware maintenance services will be separated from the existing Solutions/Services business and the International Regions Excluding Japan to create a new Service Solutions segment (that will be comprised of three new sub-segments)

Global Solutions		Create and provide globally common, value-based services, centered on Fujitsu Uvance *Development of offerings and provision of services through a global delivery system
Regions	Japan	Implement and provide services for the Japan market(Includes implementation of Fujitsu Uvance)
	International	Implement and provide services for the international market(Includes implementation of Fujitsu Uvance)

Hardware Solutions

The hardware sales and hardware maintenance services in the existing Solutions/Services business and in the International Regions Excluding Japan will be consolidated with the System Platforms business to create a new Hardware Solutions segment

Inter-segment Elimination/Corporate

This includes advanced R&D not belonging to any segment, such as research laboratories, in-house DX investment on a global group basis, business growth investments common to the group, sales and disposals of common assets, etc., and consolidated adjustment accounts

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- First, I will present an overview of changes to the segment. CEO Tokita touched on this earlier, so I will only go over the main points. The major change is that existing Technology Solutions are divided into two categories: Service Solutions and Hardware Solutions.

- In the previous Technology Solutions segment, the hardware sales and hardware maintenance services that had been a part of the Solutions & Services and International Regions Excluding Japan sub-segments are separated out to create the new Services Solutions segment.

- By separating out all hardware, including hardware sales conducted by sales companies, such as Fujitsu Japan, as well as the hardware maintenance services that had been included in the previous Solutions & Services sub-segment, the new Service Solutions segment will just include systems integration and other services businesses.

- The Service Solutions segment is comprised of three sub-segments.

- The first is Global Solutions, which will create and provide uniform global value delivery business centered on Fujitsu Uvance. It is the cornerstone of our business portfolio transformation and is positioned as a driver of growth in our medium-term management plan.

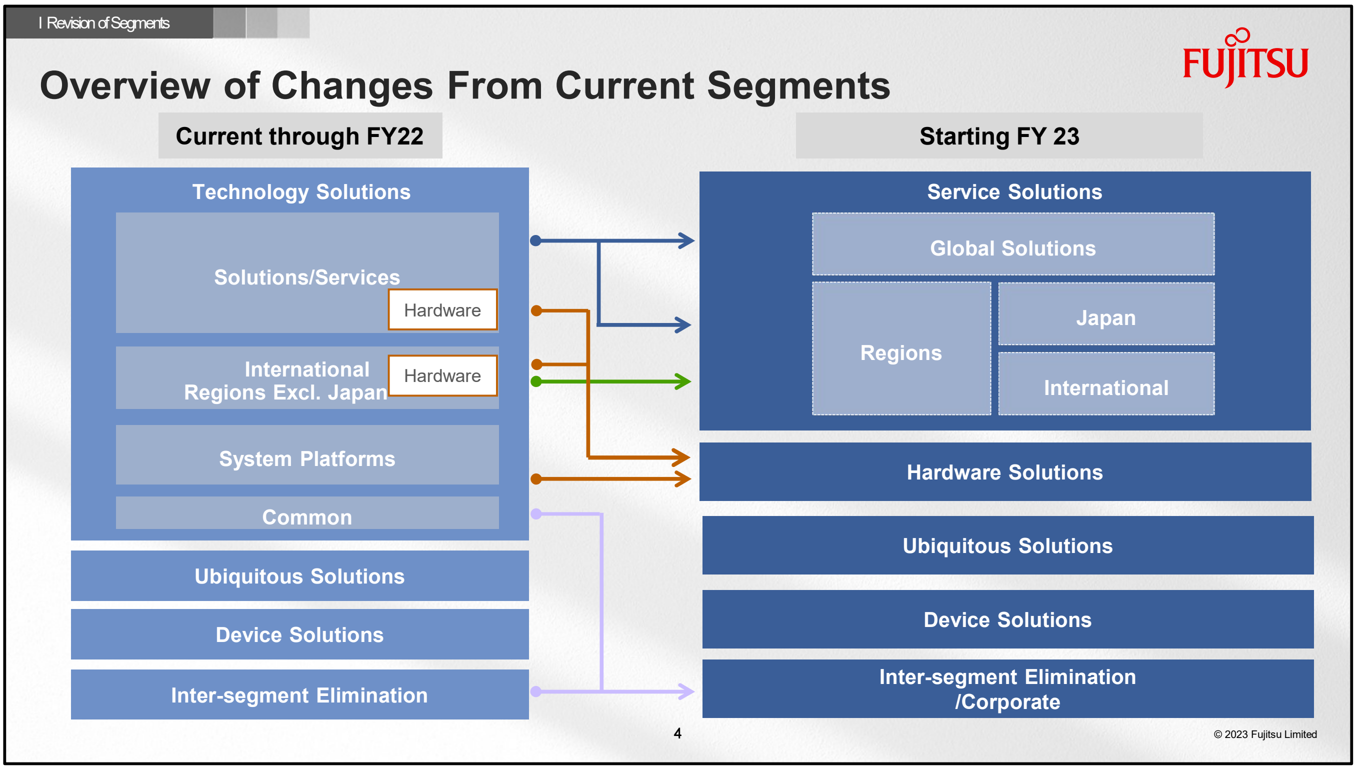
- The next sub-segments are the Regions, and these businesses provide services depending on the region or location of the customer. Note that the Uvance implementation is also included in the Regions. Regions are divided into Japan and Overseas according to major market segments.

- The Japan region is a business backed by a strong customer base. This region is positioned as a cash cow in the current business portfolio, and Fujitsu's business in this area will continue to play a leading role in the digitalization and modernization of Japan. In this business, we aim to further improve profitability through steady business growth and enhanced delivery.

- In the Overseas region, there are still many issues to be resolved. During this medium-term plan period, we will move forward to ensure a shift in our business structure by implementing a uniform global strategy. The Service Solutions segment consists of the three sub-segments I just described.

- The other new segment is Hardware Solutions. It includes hardware sales and the hardware maintenance business that had been part of the previous Solutions & Services and International Regions excluding Japan sub-segments, and consolidates those business with the previous System Platforms sub-segment, creating a segment focused solely on the hardware business.

- Elimination/Corporate includes the Common part of the previous Technology Solutions segment as well as research laboratories and company-wide research and development activities that do not belong to any individual segment, and also company-wide DX investments.



- The following page shows the segment changes. As I explained these changes just now, I will omit further explanation.

Comparison of Current and New Segments

FY22 Results(※) and FY23 Plans

※FY 22 figures for new segments have not been audited

(Billions of yen)

		Current Segment FY22	Current Segment FY23	Current Segment vs LY	Adjustment FY22	Adjustment FY23
Total	<vs LY>		<104%>			
	Revenue	3,713.7	3,860.0	146.2	-	-
	OPPL	(14.7) **335.6**	**340.0**	**4.3**	-	-
	[%]	[9.0%]	[8.8%]	[-0.2%]	(-)	(-)
Technology Solutions	<vs LY>		<104%>			
	Revenue	3,176.5	3,300.0	123.4		
	OPPL	(13.1) **263.1**	**288.0**	**24.8**		
	[%]	[8.3%]	[8.7%]	[0.4%]		
Solutions/ Services	<vs LY>		<109%>			
	Revenue	1,819.3	1,980.0	160.6	-416.7	-400.0
	OPPL	(-4.1) **233.7**	**329.0**	**95.2**	**-85.2**	**-86.0**
	[%]	[12.8%]	[16.6%]	[3.8%]	[-2.2%]	[-1.2%]
International Regions Excl. Japan	<vs LY>		<101%>			
	Revenue	812.4	820.0	7.5	-230.7	-230.0
	OPPL	(-10.0) **5.9**	**22.0**	**16.0**	**-5.4**	**-10.0**
	[%]	[0.7%]	[2.7%]	[2.0%]	[-0.6%]	[-0.6%]
System Platforms	<vs LY>		<91%>			
	Revenue	678.1	620.0	-58.1	454.2	440.0
	OPPL	(0.1) **68.9**	**33.0**	**-35.9**	**43.6**	**59.0**
	[%]	[10.2%]	[5.3%]	[-4.9%]	[-0.3%]	[3.4%]
Common	<vs LY>					
	Revenue	-133.4	-120.0	13.4		
	OPPL	(27.2) **-45.4**	**-96.0**	**-50.5**	**31.8**	**18.0**
Ubiquitous Solutions	Revenue	232.9	245.0	12.0	53.1	65.0
	OPPL	**-6.5**	**-**	**6.5**	**15.1**	**15.0**
Device Solutions	Revenue	382.6	375.0	-7.6	-	-
	OPPL	(1.6) **79.0**	**52.0**	**-27.0**	**-**	**-**
Inter-segment Elimination	Revenue	-78.4	-60.0	18.4		
	OPPL	-	-	-		

	New Segment FY22	New Segment FY23	New Segment vs LY
Total		<104%>	
	3,713.7	3,860.0	146.2
	(14.7) **335.6**	**340.0**	**4.3**
	[9.0%]	[8.8%]	[-0.2%]
Service Solutions		<109%>	
	1,984.2	2,170.0	185.8
	(-13.9) **149.0**	**255.0**	**106.0**
	[7.5%]	[11.8%]	[4.3%]
Global Solutions		<112%>	
	407.2	455.0	47.8
	(-4.1) **0.9**	**6.0**	**5.1**
	[0.2%]	[1.3%]	[1.1%]
Regions (Japan)		<111%>	
	1,194.6	1,330.0	135.4
	147.7	**237.0**	**89.3**
	[12.4%]	[17.8%]	[5.4%]
Regions (International)		<101%>	
	581.7	590.0	8.3
	(-9.7) **0.5**	**12.0**	**11.5**
	[0.1%]	[2.0%]	[1.9%]
Intra-seg. Elim.	-199.3	-205.0	-5.7
Hardware Solutions		<94%>	
	1,132.3	1,060.0	-72.3
	(-0.1) **112.5**	**92.0**	**-20.5**
	[9.9%]	[8.7%]	[-1.2%]
Ubiquitous Solutions	286.0	310.0	24.0
	8.6	**15.0**	**6.4**
Device Solutions	382.6	375.0	-7.6
	(1.6) **79.0**	**52.0**	**-27.0**
Inter-seg. Elim./ Corporate	-71.5	-55.0	16.5
	(27.2) **-13.6**	**-74.0**	**-60.4**

Figures in parentheses are special items (one-time gains/losses) . Figures are a part of OPPL. 5

- The following page is a reclassification table of revenue and operating income. The old segments are on the left side of the page, the reclassification amounts are on the right, and the new segments are next to the amounts.

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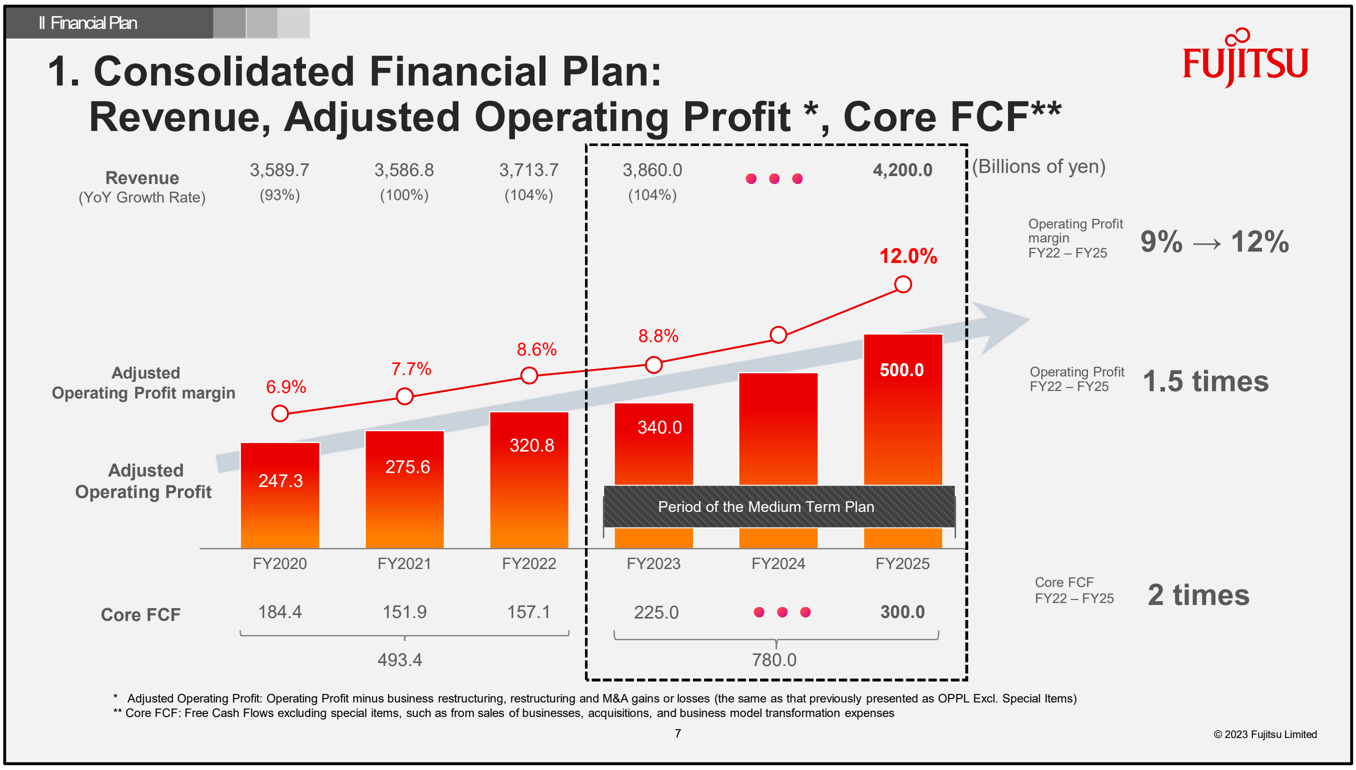
II. Financial Plan

- That concludes the overview of the segment changes. Next is the financial plan.



- First, we present highlights of the consolidated financial plan: revenue, adjusted operating income, and core free cash flow. The period within the dotted line box is the period of this medium-term management plan.

- The term "adjusted operating profit" is being used from now on, but this is the same as the previous term we called "operating profit excluding special items and restructuring". It is operating profit excluding one-time gains and losses from business restructuring, M&A and institutional changes. It represents the recurring profit from the business.

- In fiscal 2025, the final year of the current medium-term management plan, sales revenue is projected to be 4.2 trillion yen. Adjusted operating profit is targeted at 500 billion yen. The operating profit margin is projected at 12%, and the absolute value of profits is projected to be approximately 1.5 times that of fiscal 2022.

- Core free cash flow generated by this business growth in fiscal 2025 is projected to be 300 billion yen.

- There was a negative impact on cash flow in fiscal 2022, mainly due to an increase in inventories resulting from advance procurement of parts and materials. By addressing these current issues, we plan to double our ability to generate cash flow compared to fiscal 2022.

2. Segment Plans: Revenue and Adjusted Operating Profit

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(Billions of yen)

Segment		FY22	FY25	FY22-FY25
Total	<CAGR> Revenue	3,713.7	4,200.0	<4.2%> 486.3
	Adj. Operating Profit	**320.8**	**500.0**	**179.2**
	[%]	[8.6%]	[12.0%]	[3.4%]
Service Solutions	<CAGR> Revenue	1,984.2	2,400.0	<6.5%> 415.8
	Adj. Operating Profit	**162.9**	**360.0**	**197.1**
	[%]	[8.2%]	[15.0%]	[6.8%]
1 Global Solutions	<CAGR> Revenue	407.2	600.0	<13.8%> 192.8
	Adj. Operating Profit	**5.0**	**60.0**	**55.0**
	[%]	[1.2%]	[10.0%]	[8.8%]
2 Regions (Japan)	<CAGR> Revenue	1,194.6	1,450.0	<6.7%> 255.4
	Adj. Operating Profit	**147.7**	**280.0**	**132.3**
	[%]	[12.4%]	[19.3%]	[6.9%]
3 Regions (International)	<CAGR> Revenue	581.7	600.0	<1.0%> 18.3
	Adj. Operating Profit	**10.3**	**20.0**	**9.7**
	[%]	[1.8%]	[3.3%]	[1.5%]
Intra-seg. Elim.	Revenue	-199.3	-250.0	-50.7

1 Global Solutions — Driver of growth

Business growth centered on Fujitsu Uvance and enhanced delivery

- Revenue: CAGR 14% from FY22
- Operating Profit margin: FY22 1% → FY25 10%
  [From upfront investment phase to growth]

2 Regions (JAPAN) — Sustained improvement in profitability

Support in digitization and modernization

- Revenue: CAGR 7% from FY22
- Operating Profit margin: FY22 12% → FY25 19%
  [Sales increase + Sophistication of delivery]

3 Regions (International) — Business structure transformation

Expanding global offering services centered on Fujitsu Uvance

- Revenue: CAGR 1% from FY22
  (Expand Uvance, pare existing businesses)
- Operating Profit margin: FY22 2% → FY25 3%

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- The following pages describe the characteristics of each segment and each new segment.

- At the top are the consolidated totals, the figures I mentioned earlier, with adjusted operating profit for fiscal 2025 projected to be 500 billion yen, and increase of approximately 180 billion yen from fiscal 2022.

- The drivers that support this growth are, in particular, the revenue and profit from Service Solutions. Sales revenue in fiscal 2025 is projected to be 2.4 trillion yen, representing an average annual increase from fiscal 2022 of 6.5%. Adjusted operating profit is projected to be 360 billion yen, 2.2 times higher than in fiscal 2022. We aim to achieve an operating profit margin of 15%.

- We also present supplemental information on each sub-segment.

- First, Global Solutions. This business is a driver for the growth of the services business and a cornerstone of our portfolio transformation. Sales revenue is expected to expand significantly by developing value-delivering businesses centered on Uvance. Also, as we are currently in the upfront investment phase, the adjusted operating profit margin is very low, at approximately 1%. Uvance's entire lineup will be available in 2023, and sales revenue is expected to expand significantly as the business develops. We aim to achieve a 10% profit margin in fiscal 2025.

- The next region, Japan, is a cash cow backed by a strong customer base. We will further improve profitability. Sales revenue growth is expected to average just under 7%, and Fujitsu will continue to play a leading role in Japan's digitalization and modernization through its business in the region. In terms of profits, in addition to steadily expanding businesses with healthy margins, we will continuously improve profitability by pursuing more sophisticated delivery. We aim to achieve an adjusted operating profit margin of 19% in fiscal 2025.

- We plan to transform the business structure of the Overseas region over the medium term. By achieving a transformation in the business portfolio through a uniform global strategy, we will firmly establish the starting point for sound growth.

2. Segment Plans: Revenue and Adjusted Operating Profit

FUJITSU

(Billions of yen)

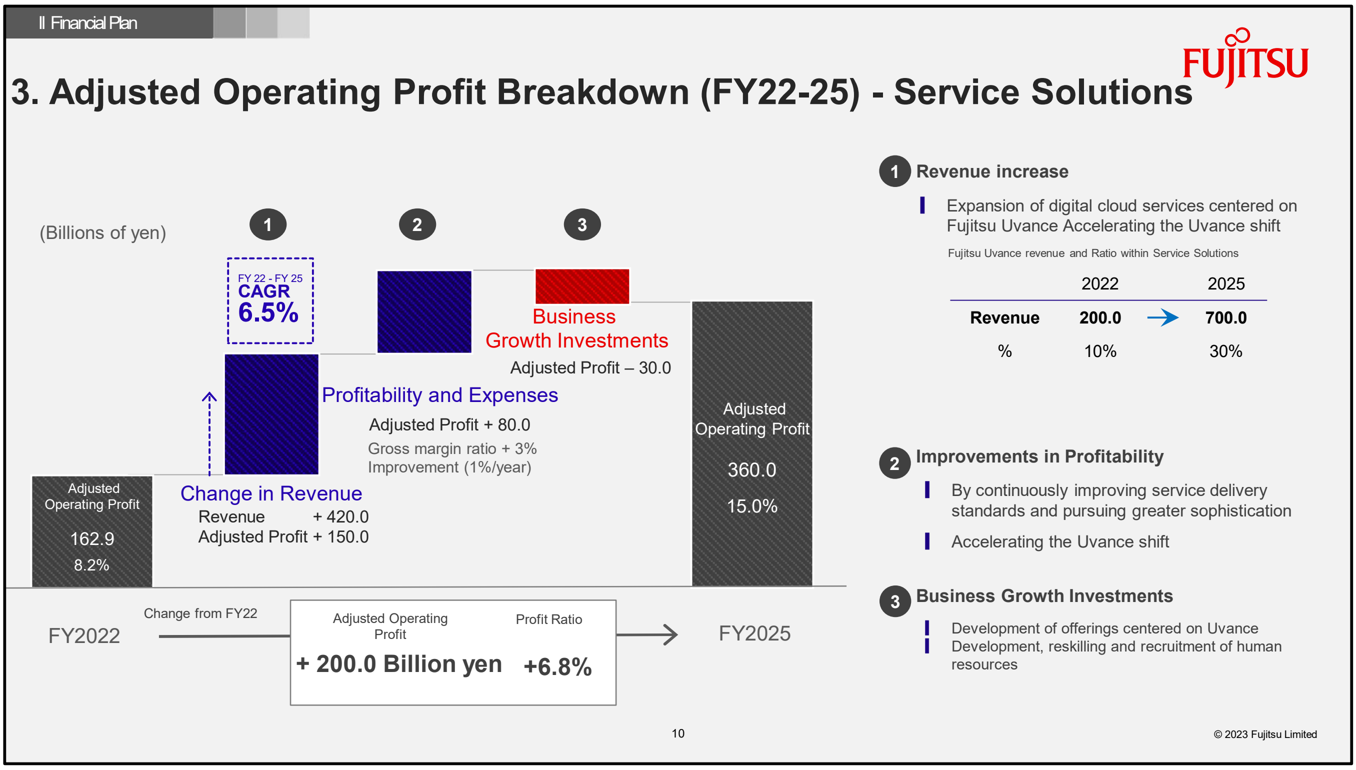
		FY22	FY25	FY22-FY25
Hardware Solutions	<CAGR>			<0.5%>
	Revenue	1,132.3	1,150.0	17.7
	Adj. Operating Profit	**112.6**	**110.0**	**-2.6**
	[%]	[9.9%]	[9.6%]	[-0.3%]
Ubiquitous Solutions	<CAGR>			<2.7%>
	Revenue	286.0	310.0	24.0
	Adj. Operating Profit	**8.6**	**10.0**	**1.4**
	[%]	[3.0%]	[3.2%]	[0.2%]
Device Solutions	<CAGR>			<2.3%>
	Revenue	382.6	410.0	27.4
	Adj. Operating Profit	**77.4**	**80.0**	**2.6**
	[%]	[20.2%]	[19.5%]	[-0.7%]
Inter-seg. Elim./ Corporate 4	Revenue	-71.5	-70.0	1.5
	Adj. Operating Profit	**-40.9**	**-60.0**	**-19.1**

4 Inter-seg. Elim/Corporate

- **Expanding investment in business growth for self-transformation**
  - R&D (enhancement of advanced research centered on AI)
  - Internal DX (One Fujitsu program)

- The next page shows the other segments.

- Our plan calls for us to ensure that the Hardware, Ubiquitous and Device Solutions segments maintain the same level of profits as fiscal 2022. At the bottom of the table, we plan to increase our investment in business growth, although we expect to see a decline of approximately 20 billion yen in earnings from Elimination/Corporate.
- We will expand growth investments in advanced R&D centered on AI and in our internal digital transformation for data-driven management.



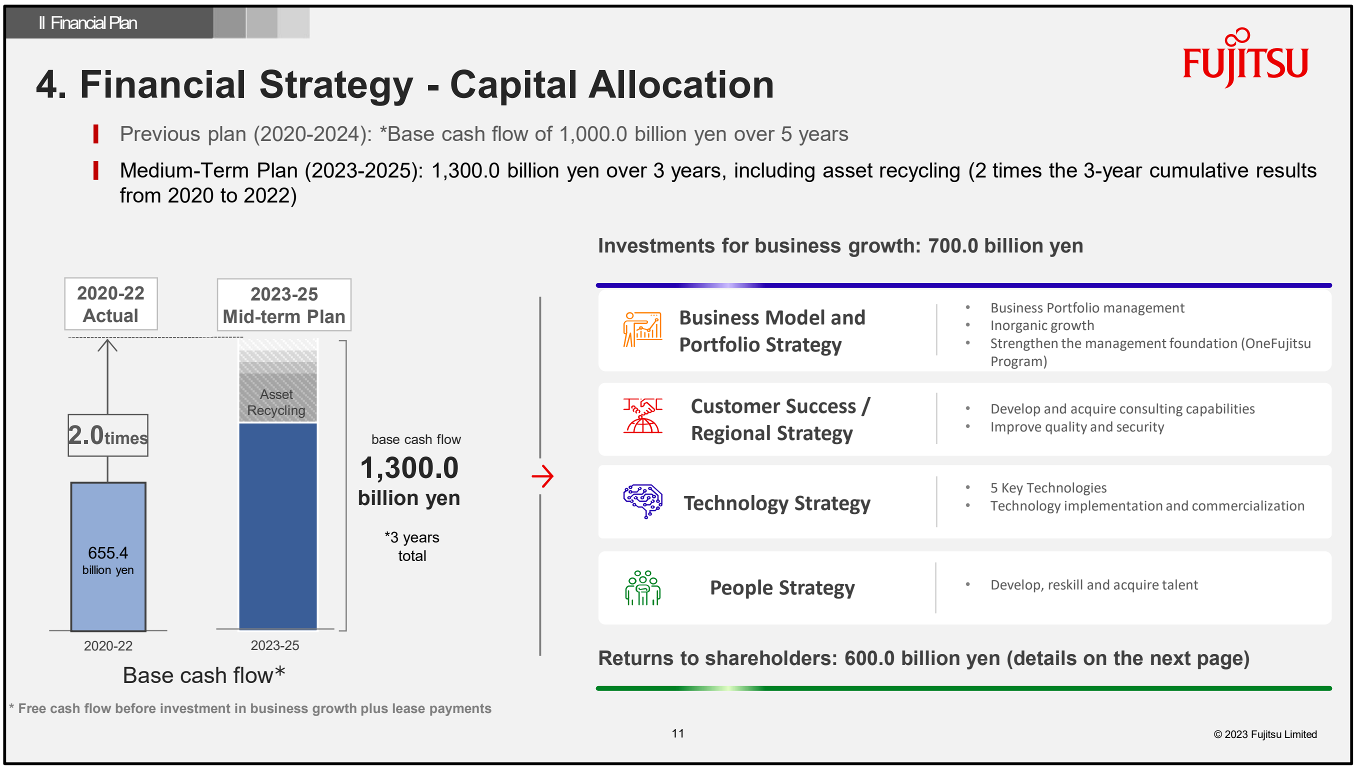
- This page summarizes our plans to expand operating profit in Service Solutions, which is our growth driver. The leftmost figure is the adjusted operating profit from fiscal 2022. This is the starting for the changes we are projecting through fiscal 2025.

- (1) is the increase in sales revenue, and the average growth rate over the three-year period is projected to be 6.5%. The higher gross margin from higher revenue is projected to generate 150 billion yen in higher operating profit. The increase is largely expected to come from the expansion of Uvance, which generated revenue of approximately 200 billion yen in fiscal 2022. In fiscal 2025, we aim to increase sales to 700 billion yen, or 30% of total revenue in the Service Solutions segment.

- The next item (2) is approximately 80 billion yen in higher operating profit due to improved profitability. In addition to improving the gross margin by more than 1% per annum, we will improve profitability by developing value-delivering businesses such as Uvance.

- (3) As a result of the expansion of investments for business growth, operating profit is expected to decline by 30 billion yen. We plan to expand our investments, focusing on the development of Uvance offerings and human resources.

- As a result of these efforts, we aim to achieve adjusted operating profit of 360 billion yen in fiscal 2025.



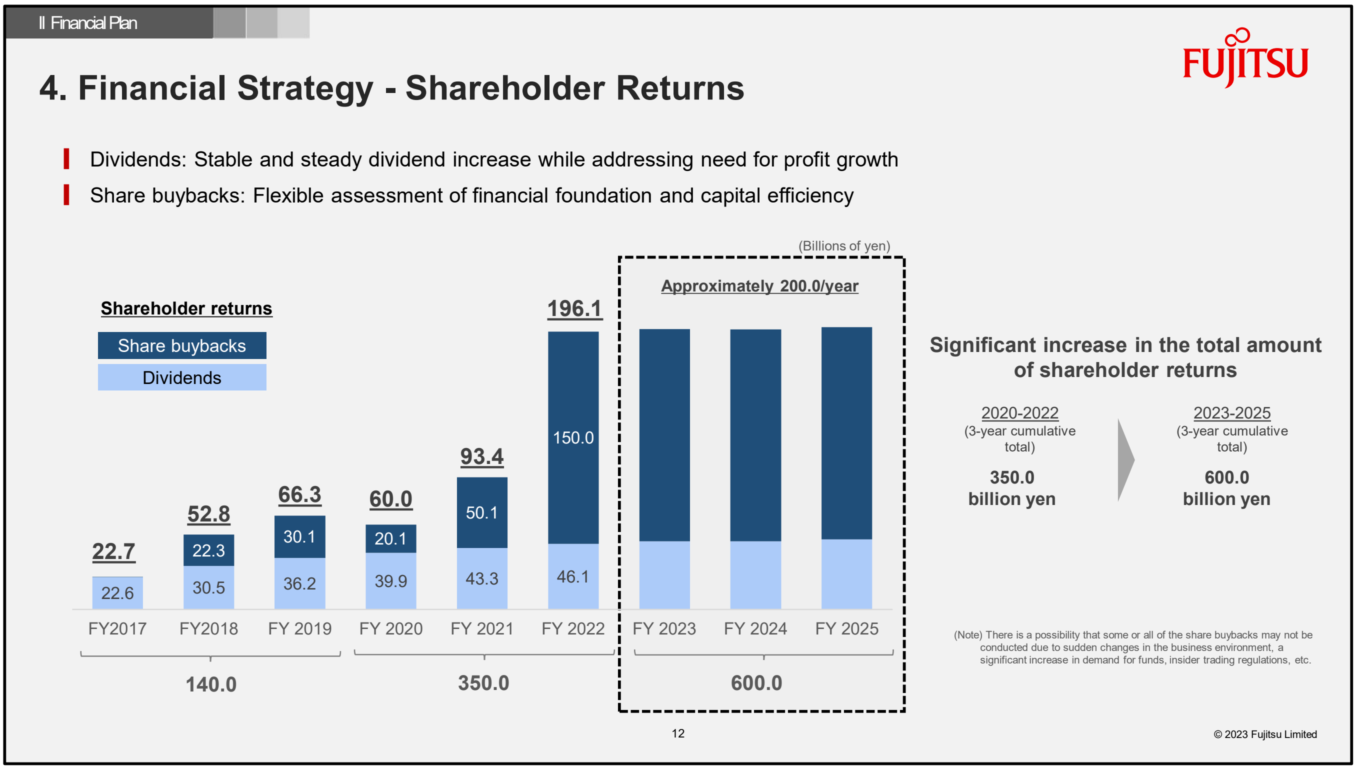
- Our next topic is our capital allocation plan, which is a vital component of our financial strategy. Our objective is to enhance our capacity to generate cash flow and optimize capital allocation, with the aim of consistently expanding our corporate value.

- First, the base cash flow, which is the source of capital to be allocated, is projected to greatly expand. Under the previous capital allocation policy, the total capital allocation for the 5 years from fiscal 2020 to fiscal 2024 was over 1 trillion yen. We had already planned to generate cash flow, but our plan now projects base cash flow of 1.3 trillion yen over the three years of the medium-term management plan, from fiscal 2023, which is a significant increase from the previous plan.

- This is about 2 times larger than the 3 years from fiscal 2020 to fiscal 2022. In addition to higher cash flow from business growth, improved working capital efficiency and sales of non-core assets are expected to be included in this.

- The planned allocation of this capital is on the right, with a balance of approximately 700 billion yen for business growth investment and approximately 600 billion yen for shareholder returns. By vigorously investing in business growth, we will be able to achieve further sustainable business growth. This includes investments in organic growth and funds to deal with business risks, such as the continued transformation of our business.

- At the same time, we recognize that shareholder returns are an important allocation that leads to higher corporate value. We will significantly expand shareholder returns while assessing our financial foundation and capital efficiency.



- I will describe our thinking and the scale of our planned shareholder returns. There is no change in our way of thinking.

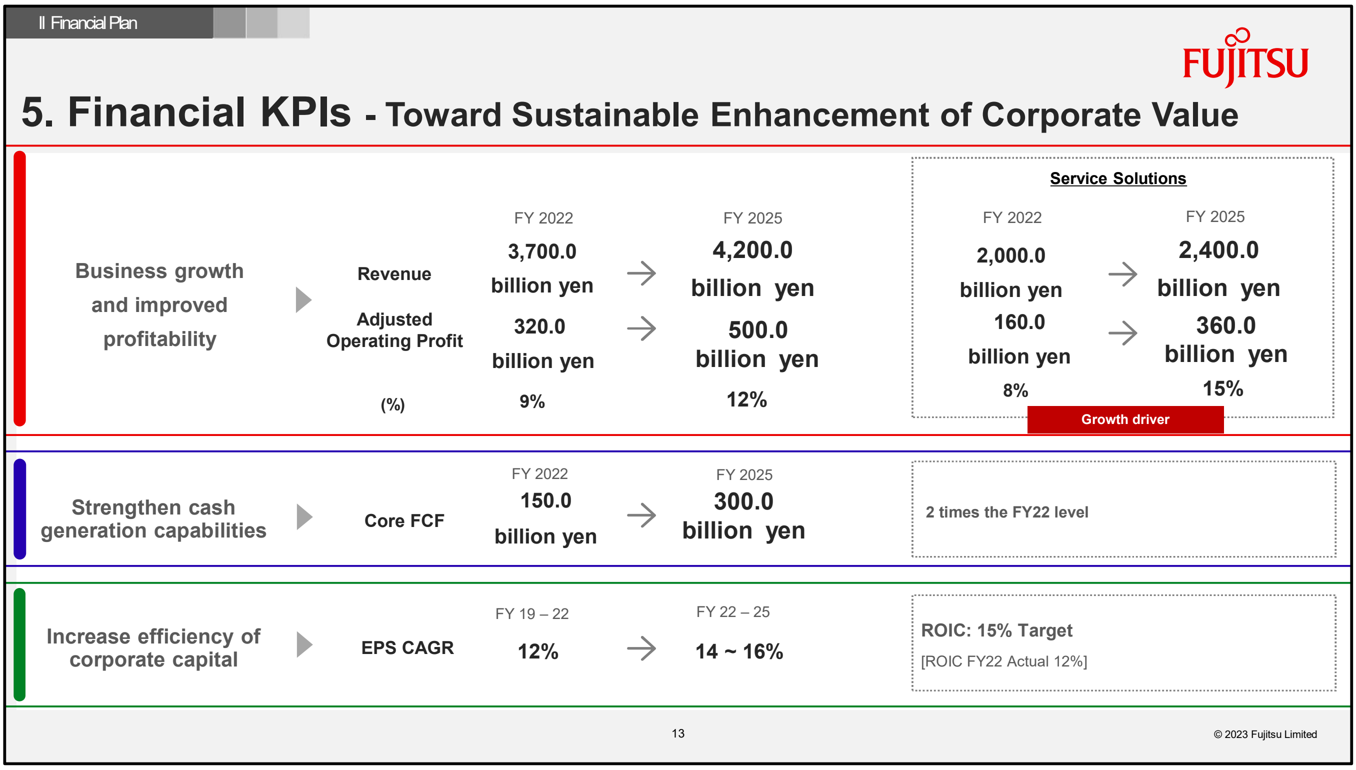
- We will continue to steadily and stably increase dividends while addressing our needs for profit growth. The dividend has already been increased for seven consecutive years until last year, but we will aim for a stable dividend increase over the next three years.

- In addition, Fujitsu will work flexibly to purchase treasury stock while assessing its financial foundation and capital efficiency. Based on the probability of future cash flow expansion, we have already taken the lead in fiscal 2022 and repurchased 150 billion yen in treasury stock. In fiscal 2023 and beyond, we expect to continue to expand cash flows during the medium-term management plan period, and plan to repurchase our own shares on a similar scale.

- The total amount returned to shareholders was approximately 350 billion yen for the 3 years from fiscal 2020 to fiscal 2022. We plan to significantly increase this amount to approximately 600 billion yen over the 3 years beginning in fiscal 2023. Against the backdrop of expanding earnings and the ability to generate cash flow through sustainable business growth, we will work to secure a solid financial foundation and improve capital efficiency.

- On the slide, the total return amount is 200 billion yen every year.
- We plan to conduct share repurchases with flexibility and agility, depending on changes in the business environment and changes in

demand for funds, and the amount of repurchases in any given year may be higher or lower than that amount. Please understanding that this is only an indication of our capital allocation plans for the 3-year medium-term management plan.



- The last slide summarizes the financial KPIs.

- We are projecting adjusted operating profit of 500 billion yen in fiscal 2025 due to business growth and enhanced profitability. The driver of that growth is the Service Solutions segment. In fiscal 2025, for that segment, we aim to achieve adjusted operating profit of 360 billion yen and an operating profit margin of 15%.

- As shown in the middle of the slide, we aim to strengthen our ability to generate cash flow by improving working capital efficiency in addition to generating cash and business growth. Core free cash flow in fiscal 2025 is projected to be approximately 2 times that of fiscal 2022, or 300 billion yen.

- At the bottom is capital efficiency. Through the optimal allocation of expanded cash flows, we aim for an average annual growth rate of 14% to 16% in EPS compared with fiscal 2022. Return on invested capital is also an important indicator, and achieving an ROIC of 15% is positioned as a medium-term target.

- That concludes my explanation of our financial plan. We will work to continue to achieve sustainable enhancement of corporate value in fiscal 2023 and beyond.

- That concludes my presentation.

Thank you

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