

Medium-Term Management Plan

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Agenda



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II Fujitsu's Ideal State

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- Customer Success / Regional Strategy
- Technology Strategy
- People Strategy

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Our Purpose

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



Fujitsu Way



Three elements of the Fujitsu Way



Our Purpose	<p>Our purpose is to make the world more sustainable by building trust in society through innovation.</p>
Our Values	<p>Aspiration</p> <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.
	<p>Trust</p> <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.
	<p>Empathy</p> <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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I. Previous Medium-Term Management Plan Summary

Provide digital services originating from cross-industry societal issues, which contribute to customer growth.

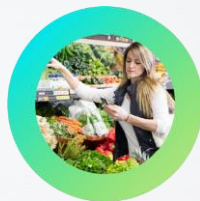
7 Key Focus Areas Achieving a Sustainable World

Vertical Areas

4 cross-industry areas that solve societal issues



Sustainable Manufacturing



Consumer Experience



Healthy Living



Trusted Society

Horizontal Areas

3 technical areas that support cross-industry



Digital Shifts



Business Applications



Hybrid IT

Key Technologies



Computing



Network



AI



Data & Security



Converging Technologies

Examples of Fujitsu Uvance Offerings



Reduce the environmental burden across the end-to-end supply chain



Optimize the supply chain across manufacturing, distribution and sales



Secure stable supplies of goods in an emergency



Offering

- Reducing GHG emissions by changing procurement routes
- Environmental consulting and GHG reduction Platform
- Factory production planning and management
- Logistics planning and traffic control
- Retail demand forecasting and purchasing planning
- Traceability
- Simulate the impact of hazardous scenarios
- Propose optimal transport routes to avoid affected locations

Fujitsu Technology

Explainable AI

Social Digital Twin

Behavioral Analysis
(AI Image Analysis)

Connection Chain

Proactive Optimization

Blockchain

Previous Medium-Term Management Plan Performance Results

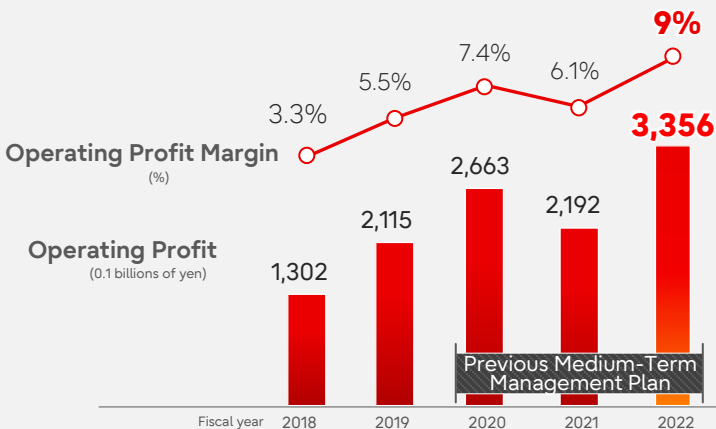


FY2020 to FY2022

Progressively improved profitability with record profit in FY2022

Financial & Non-Financial Performance Results

Summary: Activities and Results of the 7 Strategic Priorities



Customer NPS *

*NPS: Net Promoter Score

- - - +2.3 +18.1

Employee Engagement

- 63 68 67 69

DX Promotion Index

- 1.9 2.4 3.2 3.56

Rebuilding our global business strategy

Fujitsu Uvance



Revenue

200
billion yen

Strengthening issue resolution capabilities

Business Producers



Reskilled

8,000
people

Contributing to greater stability of our customers' business

GDC & JGG*



System

30,000
people

Becoming our customers' DX partner of choice

Ridgelinez



Consulting Proposals

250+
companies

Strengthen data-driven management

OneCRM

Operational in

31 countries
20,000 people

Progression to DX employees and improved productivity

Productivity

Operating income per capita

Up 60%

All inclusive, ecosystem-based, DX promotion

Company-wide DX Event

Participants

30,000
people / event

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II. Fujitsu's Ideal State

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Fujitsu's Materiality

Purpose

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

Fujitsu Way

Values

Aspiration

Trust

Empathy

Materiality
(Essential Areas for Contribution)



- Climate change (Carbon neutral)
- Recycling circulation (Circular economy)
- Living in harmony with nature (Protection and restoration of biodiversity)



- Maintaining information security
- Eliminating the digital divide
- Leading ethical AI and IT
- Ensuring a positive work environment and addressing labor shortages
- Assuring responsible supply chains



- Contributing to healthcare for an improved quality of life
- Promoting lifelong education and reskilling
- Improving customer/consumer experience

Value Creation Concept for 2030

*Net positive:

In addition to maximizing financial returns, we are committed to solving global environmental problems, developing a digital society, and improving people's well-being. Technology and innovation will have a positive impact on society as a whole.



Being a technology company that realizes net positive* through digital services



(FY2022 Results)

Financial capital

- Total assets **3.3** trillion yen
- FCF **177.5** billion yen
- Growth investment **131.0** billion yen

Human capital

- Number of employees **124** thousand people
- Ratio of female employees **24** %
- Ratio of female managers **14** %

Natural capital

- Energy consumption **13** million GJ
- GHG emissions **490** thousand tons (FY2021 Actuals)

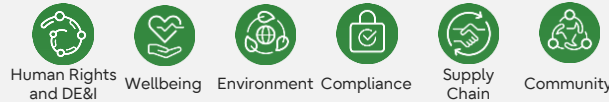
Technology and intellectual capital

- R&D investment **109.5** billion yen/year
- Internal DX investment **50.0** billion yen/year

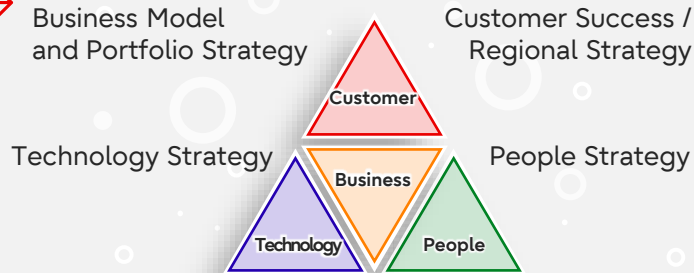


Implement key strategies based on sustainability

Global Responsible Business



Key Strategies



Financial indicators

	FY2022	FY2030
• Growth Area Fujitsu Uvance Revenue	0.2 trillion yen	1+ trillion yen
• Operating Profit Margin Service Solutions	8%	17+ %
• EPS	CAGR 12% (2020~2022)	17+ % (2023~2030)

Solving global environmental issues

- Contribute to reduced global GHG emissions (Global CO2 reduction impact in Service Solutions) **0.3** %
- Use of renewable energy in Fujitsu **100** %

Developing a digital society

- Digital accessibility **150** million people

Improving people's well-being

- Number of people receiving ICT skill training **12+** million people
- Employee Engagement **75+** %
- Diverse Leadership (e.g. ratio of female managers) **30+** %



Positioning of the Medium-Term Management Plan

During this 3-year Medium-Term Management Plan period, we will establish a business model for sustainable growth and improved profitability for 2025, through to 2030 and beyond



Medium-Term Management Plan

(FY2023 to FY2025)

- Transform the business model and portfolio
- Ensure support for customer modernization
- Improve profitability of International business

Aiming to 2030 and beyond

Key Strategies

- Improved profitability
- Transforming corporate culture
- Business Model and Portfolio Strategy
- Customer Success / Regional Strategy
- Technology Strategy
- People Strategy

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III. Medium-Term Management Plan (FY2023 to FY2025)



Medium-Term Management Plan Key Strategies

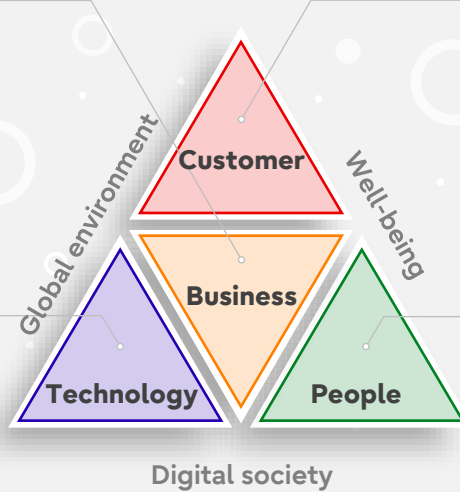
Key strategies to maximize stakeholder value and achieve Fujitsu's aspirations

Business Model and Portfolio Strategy

- Business segments and portfolio
- Shift to growth areas
- Customer engagement model

Technology Strategy

- Develop core technologies
- Business utilization of technologies (Enhance value delivered)



Customer Success / Regional Strategy

- Expand consulting
- Modernization
- International focus on services
- Strategic alliances
- Further stability of customers' business

People Strategy

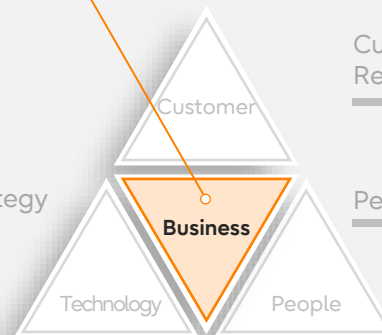
- Globally unified roles
- Improve productivity (per employee)
- Strengthen management foundation

Business Model and Portfolio Strategy

Business Model and Portfolio Strategy



Technology Strategy



Customer Success /
Regional Strategy



People Strategy



Business Segment Changes

Business Segments and Portfolio

Technology Solutions separated into Service Solutions and Hardware Solutions.

Business portfolio transformation realized by dividing our business structure and increasing focus and investments in growth areas.



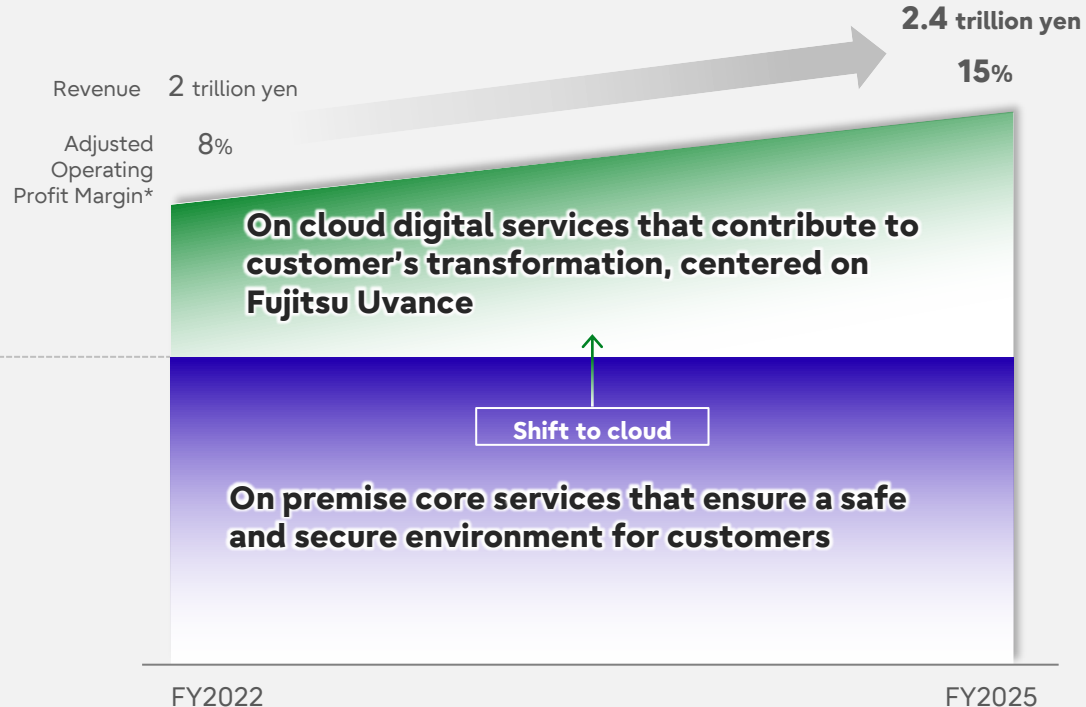
Grow Service Solutions

Shift to Growth Areas

Target high growth and profit in cloud and digital services, including Fujitsu Uvance

Focused Measures

- Expand consulting
 - Develop strategic alliances
 - Develop core technologies and improve business utilization and value delivered
 - Develop and reskill employees
-
- Standardize delivery and improve productivity
 - Expand modernization
 - Stabilize and enhance quality and security



*Indicator which represents an actual profit from core business calculated by deducting profits from business restructuring, M&A, etc, and one-off profits from changes in regulations. (Equivalent to previously known as operating profit excluding special items)

Develop Long-Term Customer Engagement

Customer Engagement Model

Jointly address challenges with customers, continuously provide optimal solutions at each stage of the business model and provide long-term support for modernization and cloud shift.



○ Consulting Led

Work with the CEO/CxO/LoB to address business challenges, identify solutions and propose offerings, that are connected and implemented through the Delivery Lead.

○ Delivery Led

Satisfy customer's IT strategic requirements and ensure secure and reliable delivery of offerings to QCD (Quality, Cost, Delivery).

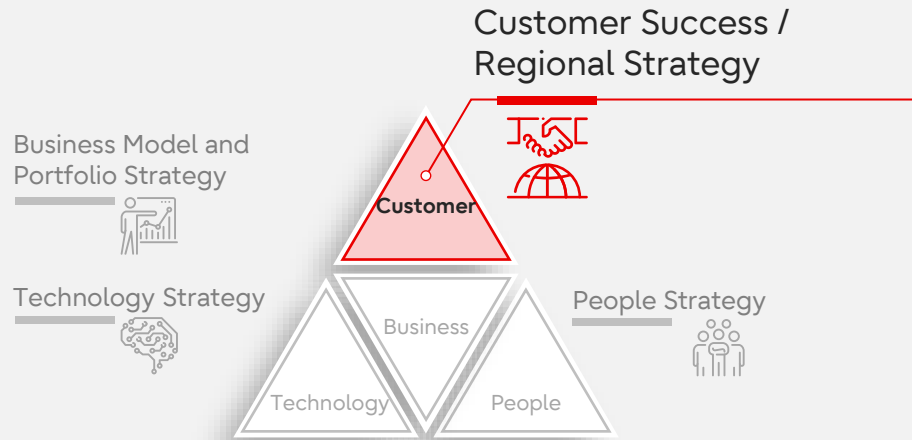
○ Modernization Led

Proactively identify solutions to progress system modernization based on cloud migration and application modernization, e.g. when systems need replacing, contract renewal, and can lead to next-stage consulting opportunities.

Customer
Maximize Engagement



Customer Success / Regional Strategy



Increase Consulting Capability to Solve Customer Issues

Expand consulting

Scale Technology Consulting and Business Consulting capabilities, expand to 10,000 employees through re-skilling, etc.

Technology Consulting



- Fujitsu Uvance horizontal areas
- Strategic alliance partners
- Technology drivers
- Support internal IT developments

Business Consulting



- Fujitsu Uvance vertical areas
- Ridgelinez consulting approach
- Business transformation
- Business management

Realize Customers' Optimal Modernization

Modernization

Use Fujitsu's unique strengths to create greater customer value by supporting their DX / GX* while optimizing their existing assets.

Value to the customer

*GX: Green Transformation



Safe and Secure

Optimal and appropriate modernization of existing assets to meet future business needs.



Total Support

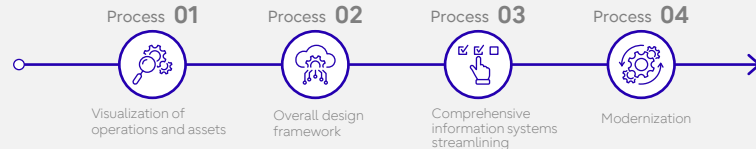
Total support for modernization needs, utilizing Fujitsu engineering capability cultivated from mainframe and other core systems experience.



The Right Solution

Provide global modernization services leveraging alliances with strategic partners.

Fujitsu's modernization services




 **01. Visualization of operations and assets**

Process 02

Overall design framework

 **03. Comprehensive information systems streamlining**

Process 03

Comprehensive information systems streamlining

 **02. Overall design framework**

 **04. Modernization**

Process 04

Modernization

Fujitsu capabilities

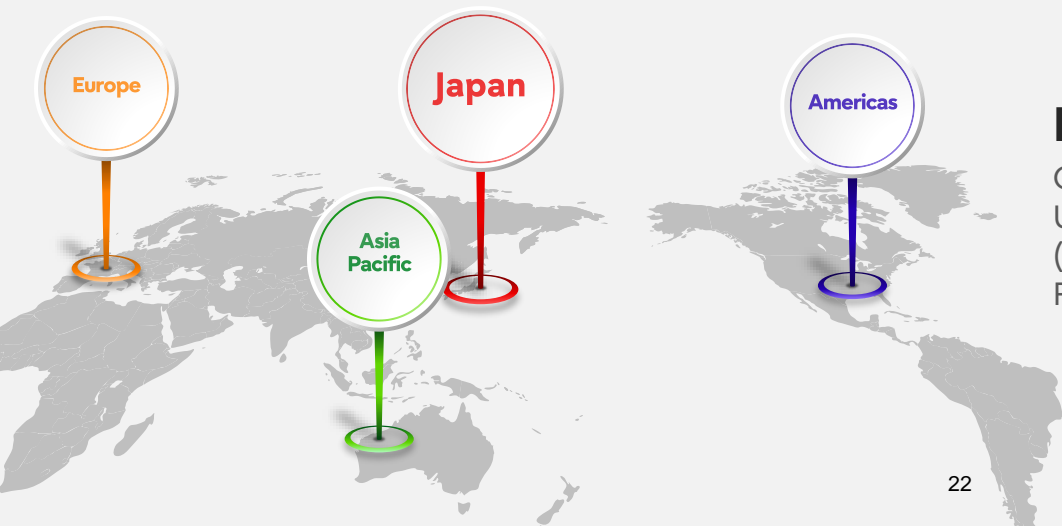
- Transformation Partner (Ridgelinez)
- Specialized function (Modernization Knowledge Center)
- Delivery structure (35,000 employees by FY2025)
- Technology

Main Regional Initiatives

International Focus on Services

Provide optimal solutions for customers in Japan and strengthen service businesses globally.

	Japan		International	
Adjusted operating profit (Target)	FY22	FY25	FY22	FY25
	12%	→ 19%	1%	→ 3%



Japan

Support customers' modernization needs across all industries and strengthen our support structures for customers with Japan-originated businesses operating globally.

International

Grow global offerings and services centered on Fujitsu Uvance.

(Fujitsu Uvance revenue ratio in International services
FY22: 20% → FY25: 45%)

Further Develop Strategic Alliances

Strategic Alliances

Enhance strategic partner alliance relationships to increase value to stakeholders.



- Global strategic partnership agreement
- Largest global SI partner in Japan



- Global program co-developing market offerings and employee skilling
- Leverage from AWS industry expertise to jointly expand globally



- Global technology partner
- Further develop and scale RISE with SAP *



- 2023 Worldwide Elite Segment Partner of the Year Award
- Further develop highly specialized capability



- # 1 Certified Salesforce Partner Program in Japan
- Joint development of manufacturing and healthcare services

*RISE with SAP: Comprehensive offering for business process transformation based on SAP S/4HANA Cloud

Further Stabilizing our Customers' Business

Further Stability of Customers' Business

Company-wide measures to prevent the recurrence of information security incidents and system quality problems.

Medium-Term Management Plan (Security and Quality)



○ Strengthen management structure

- Strengthen the Risk Compliance Committee
- Appointment of Chief Quality Officer (CQO) with increased authority
- Empowered CISO (Chief Information Security Officer)

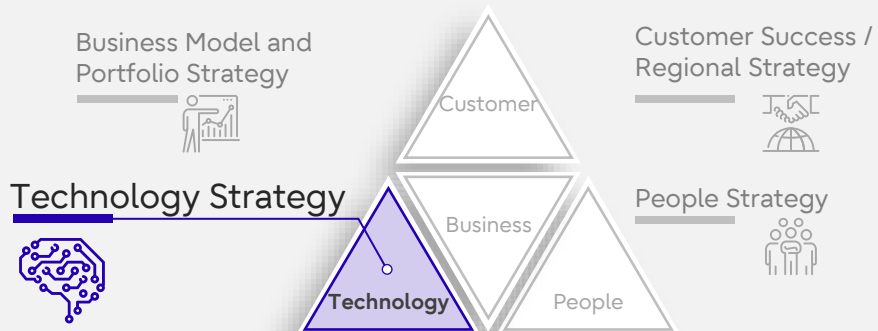
○ Strengthen information security

- Highly objective risk assessment and response
- Centralize security authority controls
- Increase security capability across the business

○ Improve systems quality

- Centralize quality control approval
- Implement permanent quality control
- Strengthen design and operational infrastructure to support quality control

Technology Strategy



Enhance Value through Technology

Develop Core Technologies

Develop core technologies centered around AI to create added value in the services business.

Converging

High precision simulation

Data & Security

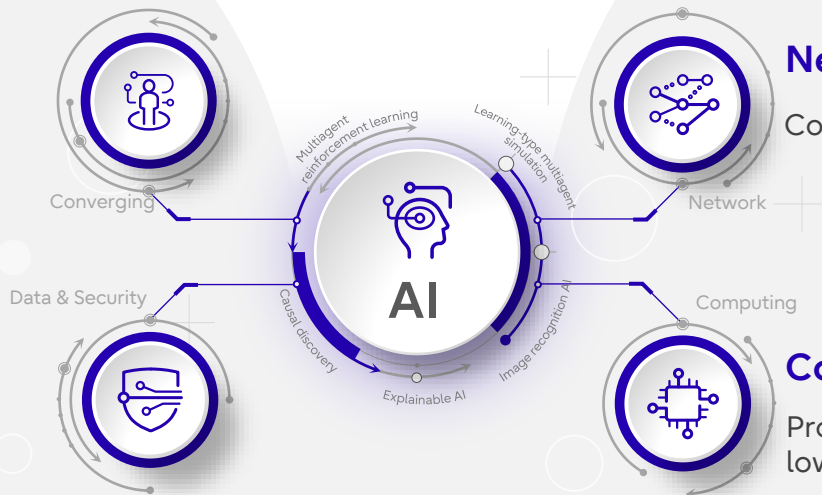
Autonomous and decentralized social system

Network

Control large scale network

Computing

Provide massive speed with low power consumption



Examples of Technology Utilization

Business Utilization of Technologies (Enhance Value Delivered)

Transforming technological innovation into added value for customers and society

Computing × **AI**

Developing training methods for large language models that will be the core of generative AI with "Fugaku"

Converging × **AI**

Shared e-scooter - Isle of Wight, England
Develops human behavior selection models and integrates them with digital twin

- | | | | |
|---|---|---|---|
| <p>Sustainable Manufacturing</p> <ul style="list-style-type: none"> Defect detection and factor analysis Material analysis and search Worker analysis | <p>Consumer Experience</p> <ul style="list-style-type: none"> Purchasing behavior analysis Cashier fraud monitoring Network distribution optimization | <p>Healthy Living</p> <ul style="list-style-type: none"> Predict viral mutations Amino acid sequence analysis Radiation therapy | <p>Trusted Society</p> <ul style="list-style-type: none"> Detect suspicious behavior Optimize traffic flow Reduce CO2 emissions |
|---|---|---|---|

Fujitsu CaaS HPC Fujitsu CaaS Digital Annealer Data e-TRUST

Hybrid IT

- Large-scale simulations
- Fast optimization calculation
- Advanced data security

Other Technology and OSS Communities

Code Name
Fujitsu Kozuchi Fujitsu Web 3 Acceleration Platform

AI **Data & Security**

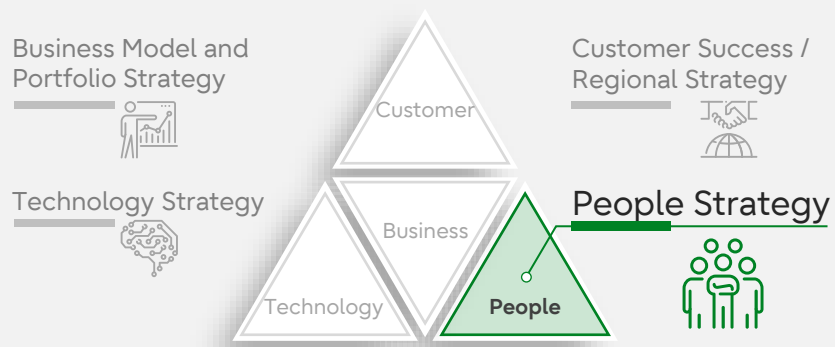
- New discoveries
- Sophisticated analysis
- Trusted information

Technology Platform

AI combined with other key technologies results in a greater impact

Technology-based value delivery model

People Strategy



Business-Aligned Workforce Portfolio

Globally Unified Roles

Develop and establish a global workforce portfolio, aligning employees to growth areas with measures centered on re-skilling and up-skilling with standard global training programs.

Globally Unified Roles



Sales & Marketing

Continuously propose and provide optimal solutions, jointly addressing customer challenges

Consulting

Propose solutions to customers' business challenges from a business and a technology perspective

Delivery

Implement and deliver Fujitsu and partners' solutions in an optimal way

Managed Service

Operate and maintain services and products for customers and assure the quality of service

Offering Development

Plan and develop offerings that solve societal and customer challenges

Research & Development

Research and develop technologies and apply them to solutions and business

Corporate Functions

Provide corporate function services to the Fujitsu Group

Increase Value to Customers by Strengthening the Management Foundation

Improve Productivity (Per Employee), Strengthen Management Foundation

Strengthen and upgrade Fujitsu's management foundation focusing on people and IT.
Expand the value proposition by utilizing the experience and know-how gained through internal practices.

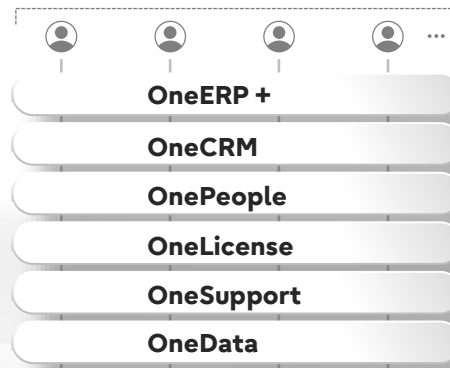
Human Capital Management



- Mechanism for individual-focused growth
- Corporate culture that generates sustainable results

Data-Driven Management

OneFujitsu



- Real-time management
- Integrated data insights and visualization
- Standardized global business operations



IV. Company Targets for FY2025



IV

Targets for FY2025

Financial



Increase company profitability and drive growth in Service Solutions through Fujitsu Uvance



Business growth and improved profitability

	Consolidated	
	FY22	FY25
Revenue	3.7 trillion yen	4.2 trillion yen
Adjusted operating profit*	320 billion yen	500 billion yen
(%)	9%	12%

*Adjusted operating profit: Indicator which represents an actual profit from core business calculated by deducting profits from business restructuring, M&A, etc, and one-off profits from changes in regulations. (Equivalent to previously known as operating profit excluding special items)

Service Solutions

	FY22	FY25
Fujitsu Uvance Revenue	2.0 trillion yen	2.4 trillion yen
	160 billion yen	360 billion yen
(%)	8%	15%



Strengthen cash generation capabilities

	FY22	FY25
Core FCF* (company-wide)	150 billion yen	300 billion yen

*Core FCF: Current FCF after deducting temporary income and expenses associated with business restructuring, M&A, etc.



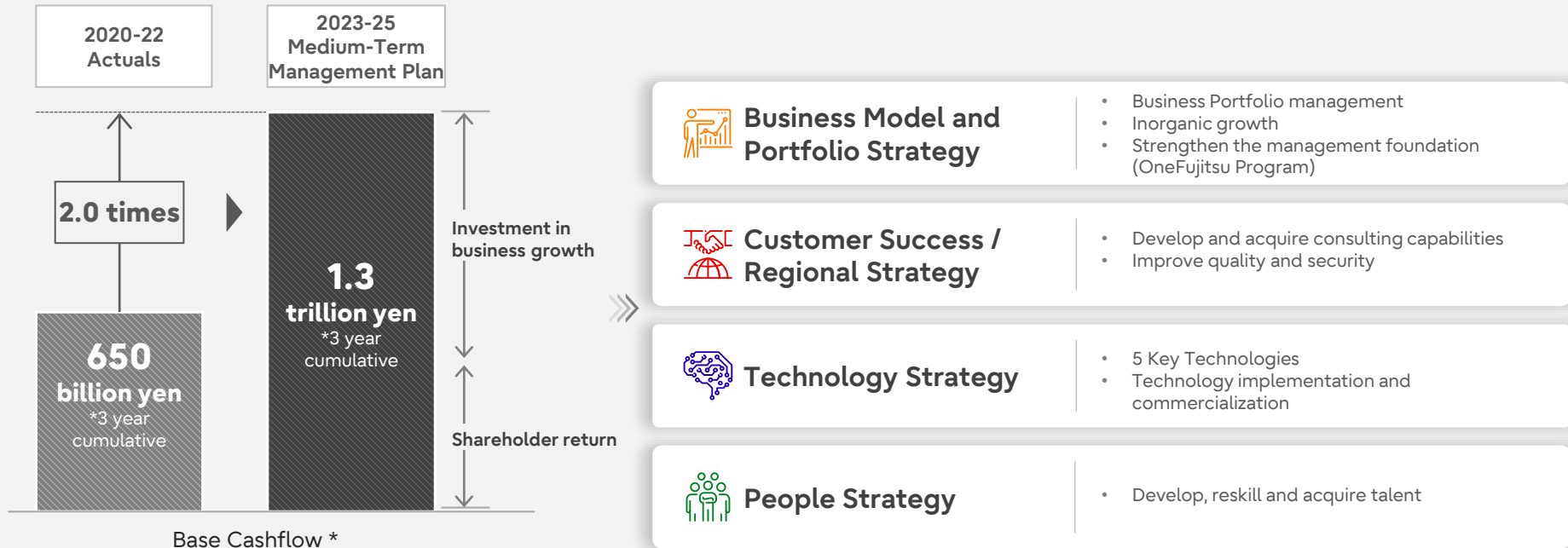
Increase efficiency of corporate capital

	FY19 – FY22	FY22 – FY25
EPS CAGR	12%	14 - 16%

Financial Strategies to Enhance Corporate Value

Accelerate cash generation by focusing on Service Solutions.

Optimize allocations and increase investment in growth areas.



*Free cash flow before investment in business growth and lease payments

Targets for FY2025

Non-financial

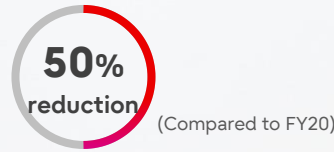


Business model and portfolio transformation is complete and 2025+ growth plans are on track.

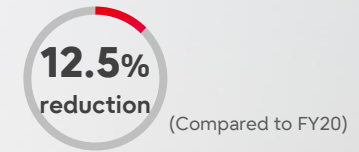
Environment

GHG emissions

Fujitsu Group
- Scope 1, 2 -



Supply chain
- Scope3* -



*Category 11: CO2 emissions due to product power consumption only

Customer

Customer NPS
+20
(Compared to FY22)

Productivity

Per capita productivity (operating income)
+40%
(Compared to FY22)

People

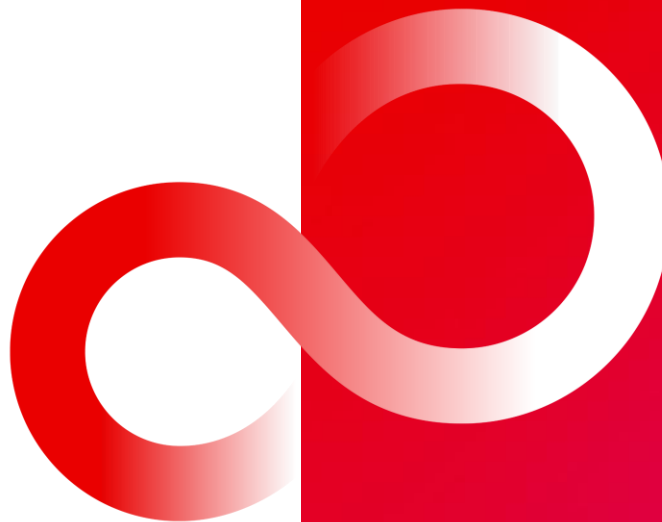
Employee engagement
(FY22) 69 → **75**

Diverse leadership (e.g. ratio of female managers)
(FY22) 14% → **20%**

Toward a Sustainable Future

Planet Prosperity People

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