



FUJITSU

# Uvance Wayfinders

Consulting by Fujitsu  
February 22, 2024

# 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.



Medium-Term Management Plan  
Released on May 23, 2023

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

## Input

(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)

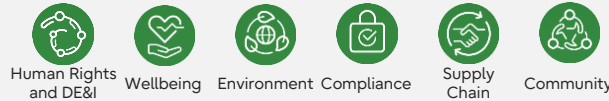
### Technology and intellectual capital

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

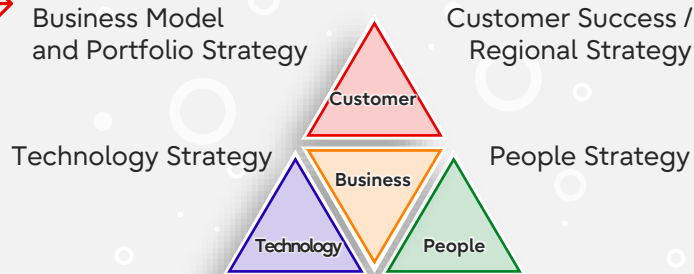
## Fujitsu's Business Activities

Implement key strategies based on sustainability

### Global Responsible Business



### Key Strategies



## Output / Outcomes

### 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+** %

# Our Purpose

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



# Medium-Term Management Plan Key Strategies

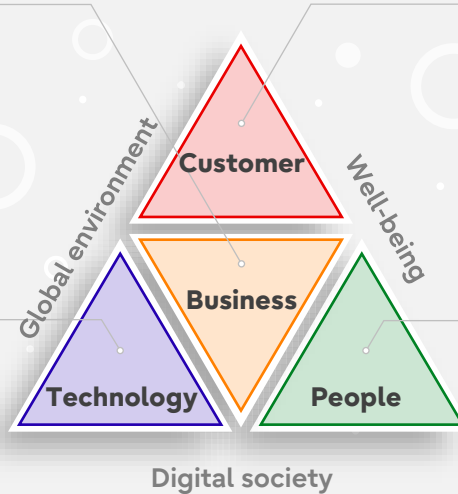
Key strategies to maximize stakeholder value and achieve Fujitsu's aspirations

## 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

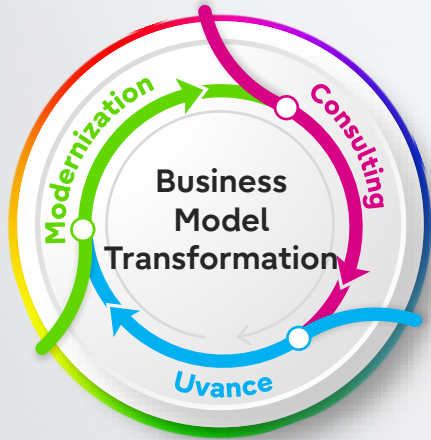
- Expand consulting
- Modernization
- International focus on services
- Strategic alliances
- Further stability of customers' business

## People Strategy

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

# Enhancing Our Consulting Capabilities

In an era where established industrial structures are changing and new business structures are emerging, we pave the way for a sustainable future through consulting based on the power to realize concepts and technology.



## Uvance Wayfinders' Compass

### Outcome-Oriented:

We are committed to focusing on outcomes, confronting societal issues and our customers' increasingly complex business challenges head-on.

### Technological Evolution for Sustainability:

We guide the path of evolving technologies, such as AI and quantum computing, to contribute to the sustainable development of society.

### Continuous Value Creation:

We stand shoulder-to-shoulder with our customers in addressing their challenges, persistently delivering value across all business scenarios.

# Consulting to Solve Customer Challenges



We propose solutions and offerings for our customers' business challenges from both business and technology perspectives, and support them through to execution.



## Business Consulting

With a broad perspective that encompasses society, we identify the challenges that need to be addressed and drive tangible business transformations that go beyond mere theoretical discussions.



## Technology Consulting

Leveraging data and technology, we combine practical application of our offerings to enhance our customers' business agility.

# The Strength of Uvance Wayfinders



Fujitsu is strengthening its consulting capabilities along issue lines, not traditional industry lines.

**Cross-Industry  
Approach Leveraging  
Years of Expertise**

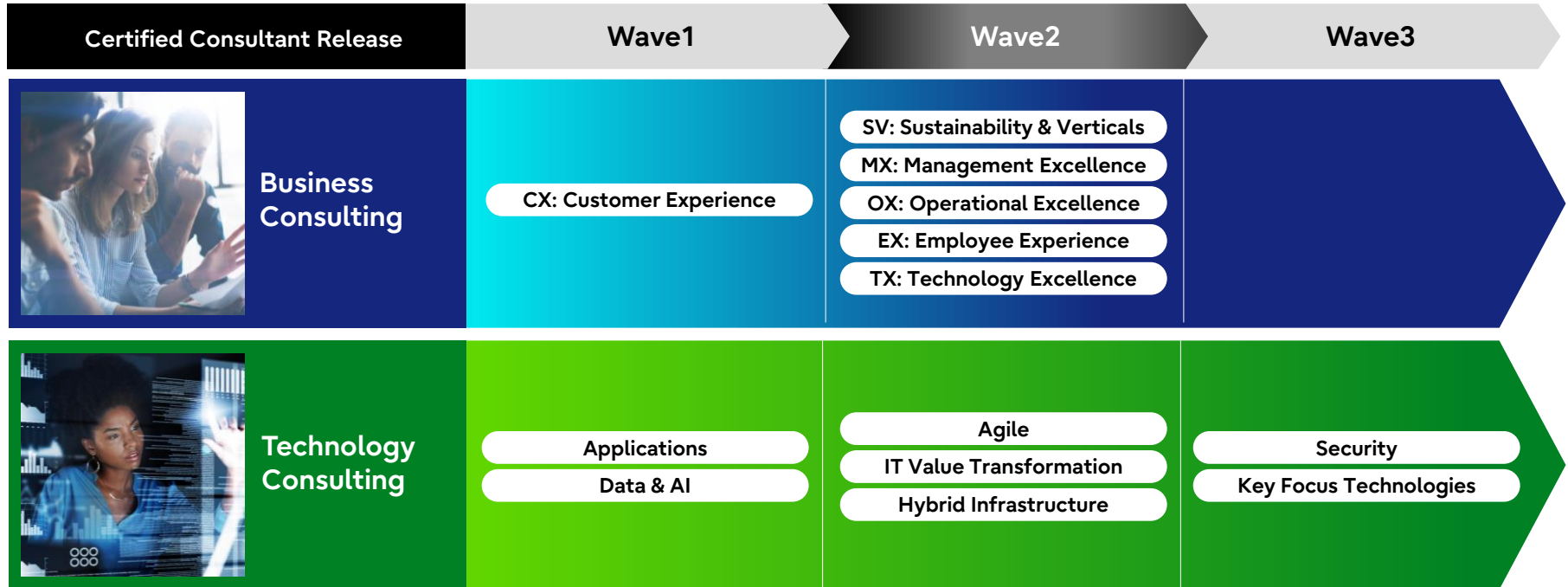
**Uvance  
Wayfinders**

**2** Key  
Strengths

**Global R&D  
Commitment Driving  
Technological Power  
for Value Delivery**

# Key Focus Consulting Practices

We have defined our strategic focus on 13 key practices. By synergistically combining these practices, we deliver optimal solutions and drive transformative change. Starting from January 2024, we have been gradually producing certified consultants.





# Reinforcing Consulting Capabilities

In order to bring a positive impact to society, we are committed to scale.

**6,000 people**  **Reskilling**

**3,000 people**  **Recruitment**

**Over 1,000 people**  **M&A**

**Targets for Fiscal Year 2025**

**Consulting Personnel 10,000~**

 <b>Business Consulting</b> <b>3,000 people</b>	 <b>Technology Consulting</b> <b>7,000 people</b>
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# The future is the path yet unexplored

Chart a course across the unknown with Fujitsu's consultancy, Uvance Wayfinders.

Taking a broad view of society through the lenses of business and technology, we've set our sights on finding undiscovered ways forward.

Our approach to confronting challenges is methodical and measured, connecting diverse values to create new possibilities in business and society.

Advancing a brighter future for generations to come.



## Uvance Wayfinders

The brand name embodies our strong desire to become a partner in creating a better future. By merging technology with the diverse industry insights we have cultivated over the years, we aim to create a 'knowledge eco-system' for society as a whole, together with our customers.

**Thank you**

