

Initiatives toward Medium-Term Growth

December 3, 2014

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President

Fujitsu Limited

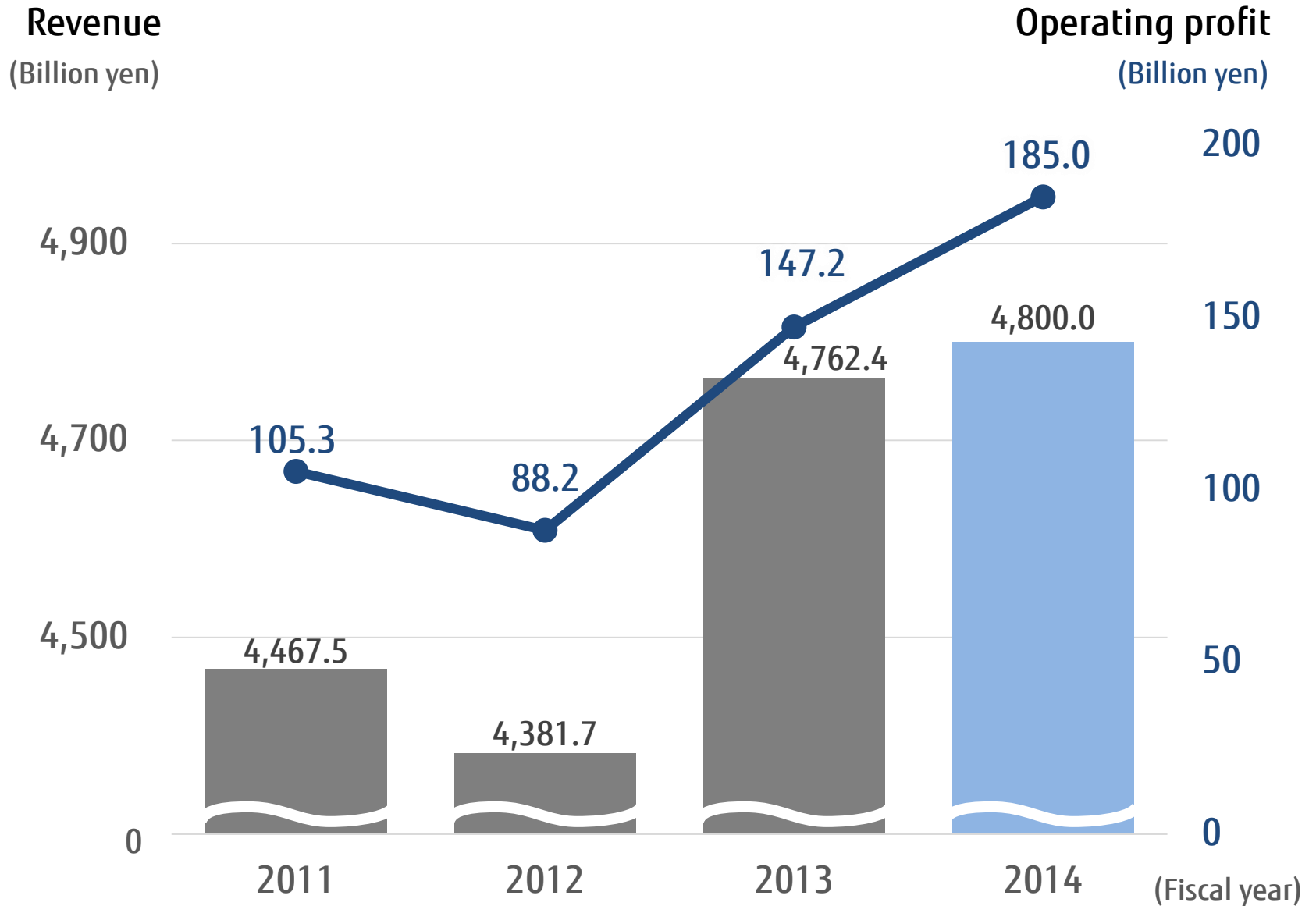
Looking Back on the First Half of Fiscal 2014

Fiscal 2014 First Half Overview

(Billion Yen)			2Q FY2014	Change vs. 2Q FY2013	1H FY2014	Change vs. 1H FY2013	Change vs. July 2014 projections*
Technology Solutions	Services	Revenue	648.5	+16.8	1,229.0	+42.4	→
		Operating profit	35.2	-5.5	48.4	-9.0	→
	System Platforms	Revenue	135.5	-18.1	263.1	-13.2	→
		Operating profit	4.0	-15.5	2.3	-15.0	→
Ubiquitous Solutions		Revenue	245.0	-17.7	513.9	+35.2	↗
		Operating profit	0.9	+12.5	0.96	+38.2	↗
Device Solutions		Revenue	145.1	-13.9	280.4	-24.0	→
		Operating profit	6.6	-6.2	9.9	-10.0	→
Other/Elimination and Corporate		Revenue	-50.1	+4.7	-93.6	+0.9	→
		Operating profit	-21.8	-1.1	-38.0	-2.1	→
Total		Revenue	1,124.1	-28.1	2,192.8	+41.2	+42.8
		Operating profit	24.9	-16.1	32.2	+1.8	+7.2

*Comparison with earnings projections announced July 30, 2014

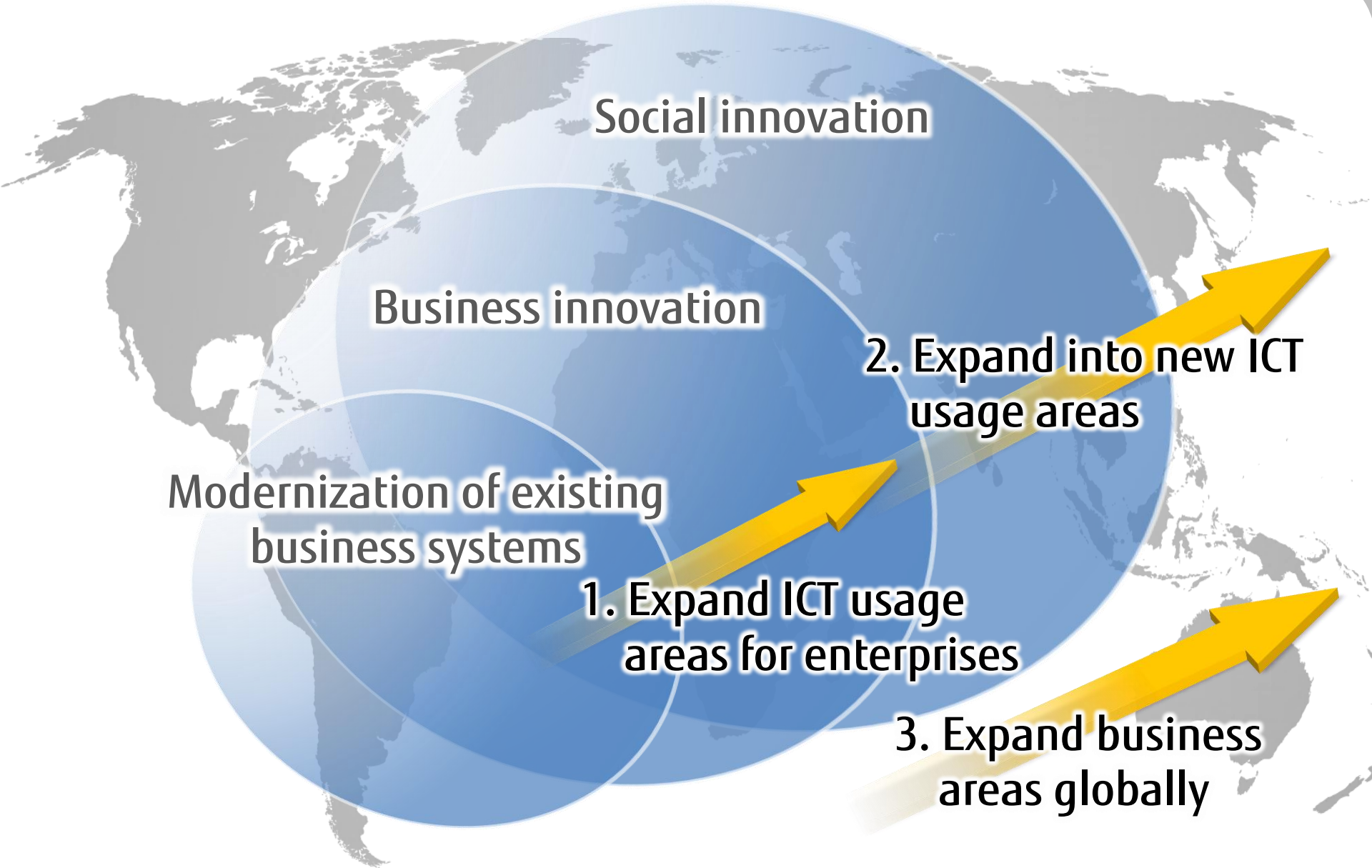
Full-Year Earnings Projections for Fiscal 2014



*Figures for FY2011-2012 presented in accordance with Japanese accounting standards

Growth Strategy: Expanding into New Business Areas

Framework for Growth Strategy



Examples of Initiatives in Business Innovation Field

- Transforming business front lines through use of Big Data
- Focusing on ICT usages that can directly contribute to customers' sales and profit

Marketing innovation



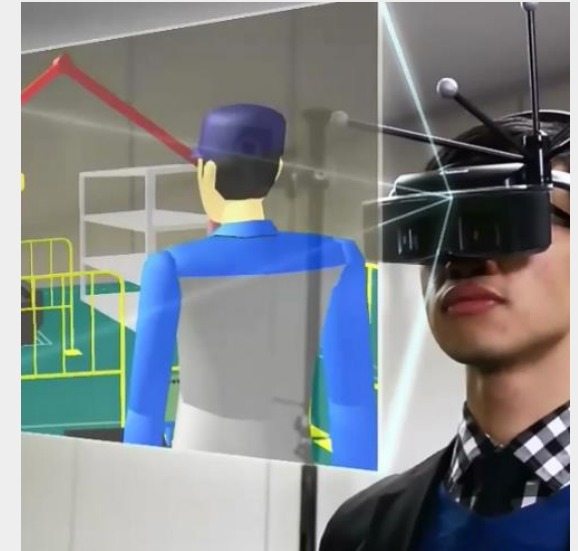
- Omni-channel utilization
- Social media analytics
- O2O (Online to Offline)

Work style innovation



- Frontline use of smart devices
- BYOD (Bring your own device)
- Integration of communication platforms

Manufacturing innovation



- Virtual reality simulations
- 3D printing
- Big Data utilization in production lines

Progresses in Business Innovation Field

■ Business wins leveraging Fujitsu's comprehensive strengths and partnerships

Marketing innovation

Sophisticated marketing, etc.



500 Big Data business deals per year

Work style innovation

Global communications platform



Cumulative 1 million users

Manufacturing innovation

Consulting, virtual reality, etc.



200 business deals per year

Examples of Initiatives in Social Innovation Field

- Develop initiatives that, as a business, resolve societal problems
- Deliver new value through partnerships with variety of companies, organizations

Health & Medical Care



Enable medical services tailored to individual needs

Transportation & Vehicles



Develop new services using positional data

Food & Agriculture



Build safe and secure food value chain

Progresses in Social Innovation Field

■ Concrete results, a steady stream of business deals

Health & Medical Care

**Regional medical network
(HumanBridge)**



**Adopted by over 30
regional networks
throughout Japan**

Transportation & Vehicles

**Information on roads
that require caution
based on vehicle data**



**Used by 6 regional trucking
associations in Japan;
Provided to regional
governments
(from September 30)**

Food & Agriculture

**Cloud
(Akisai)**



**Used by over 200
organizations in Japan,
also in Turkey, Vietnam**

■ Position as a human interface in business innovation, social innovation

**Business Innovation Example:
Further enhancing sales capability
by transforming workstyle**



Fukuoka Financial Group

**Delivering security and convenience
through comprehensive strengths in
smart devices, networks, and systems**

**Tablets with biometric authentication
(customization)**

Mobile authentication services

Secure networks

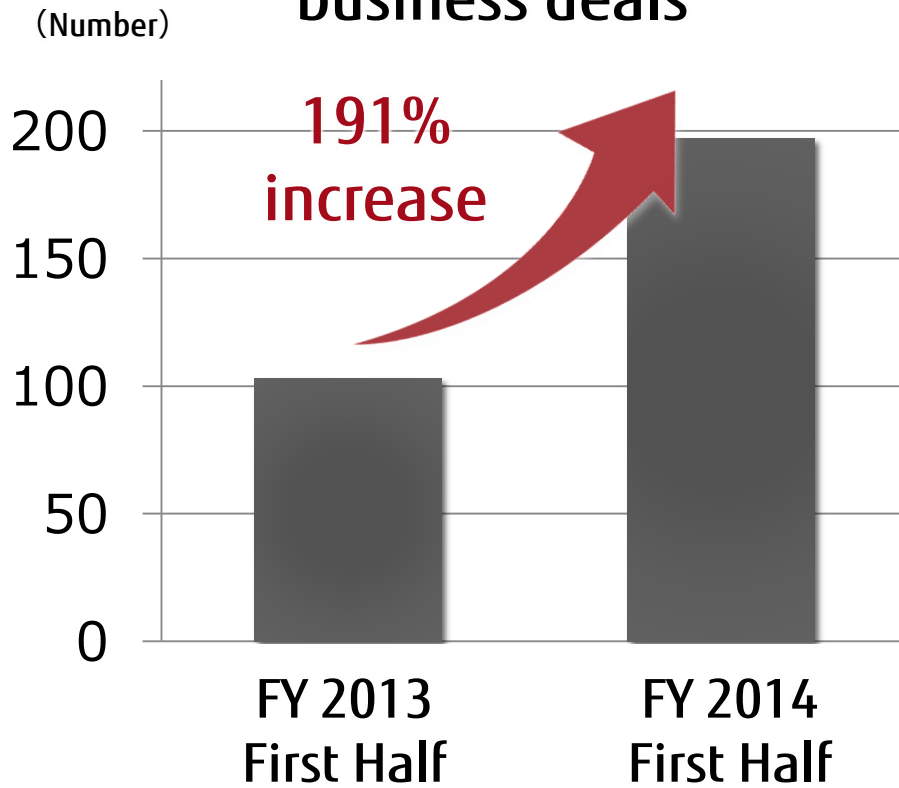
Remote data deletion if lost or stolen

**24-hour monitoring and operations
from Fujitsu's center**

Security Initiatives

■ Enhance customer support in the area of cyber security

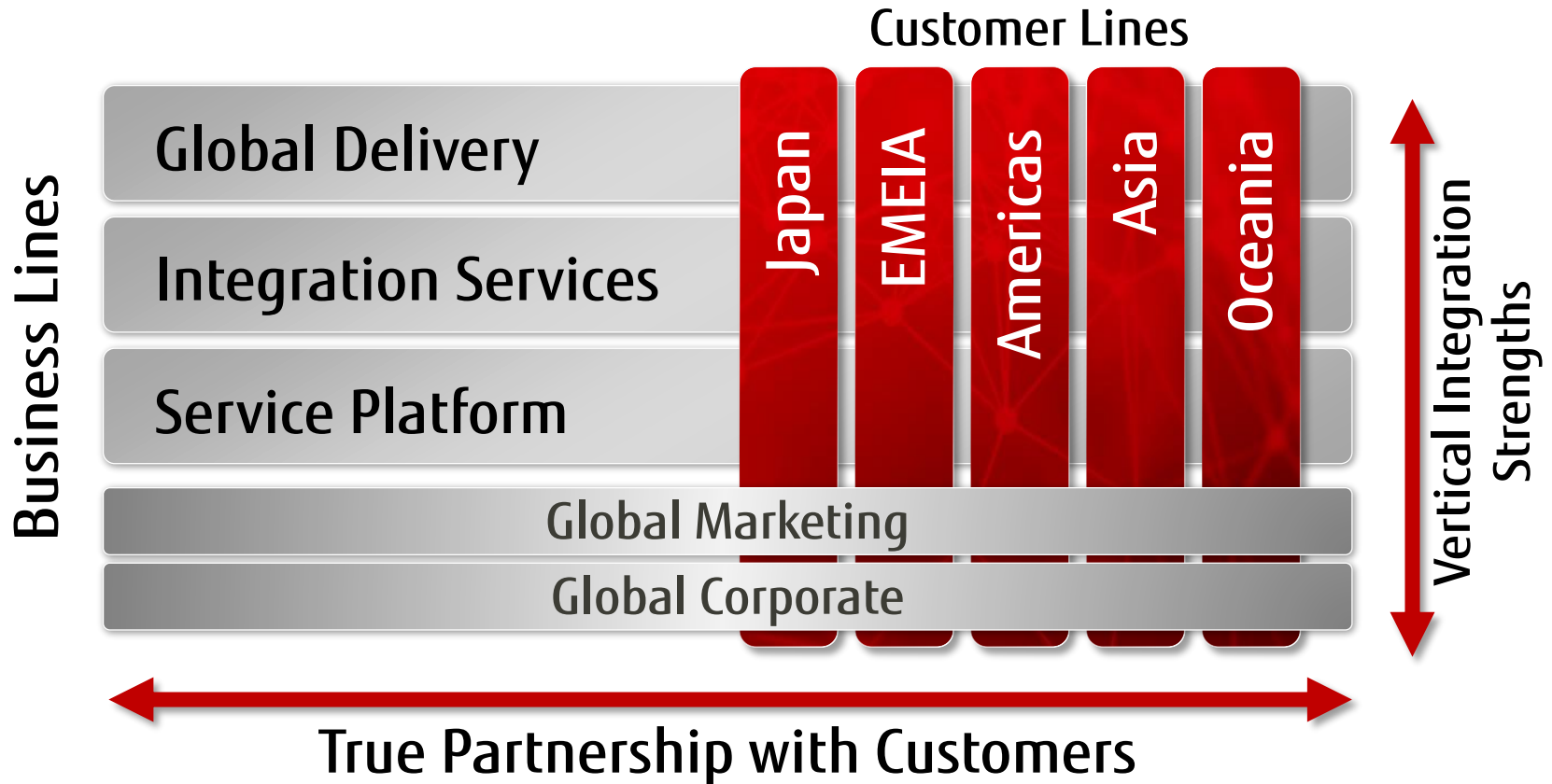
Trend in number of security business deals



Security Initiative Center

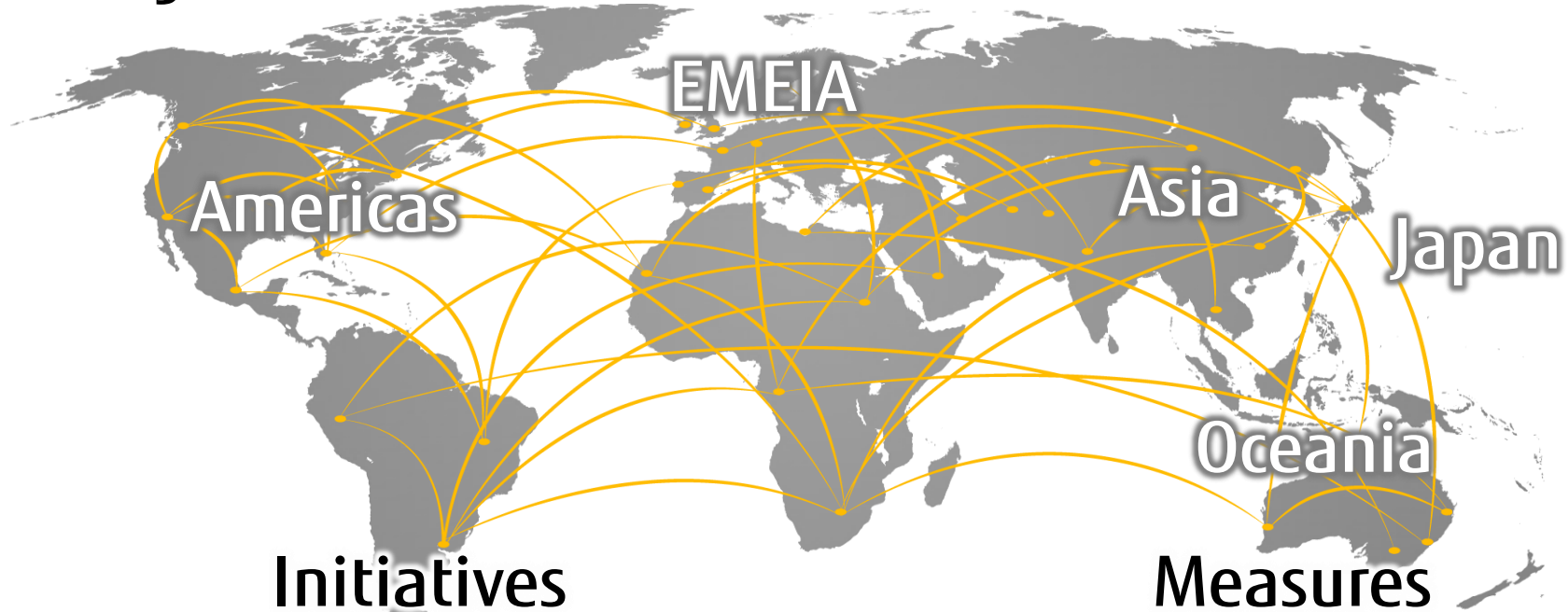
Changes to Organizational Structure

- Reorganized previous "Japan" and "International" categories into five regions
- Reorganized and strengthened Global Delivery group to enhance products and services for global market



Strengthening Global Delivery Capabilities

- Expanding global provision of uniform services and solutions
- Managed services, innovation solutions



- Initiatives**
1. Build and expand global services locations
 2. Global standardization of tools, platforms
 3. Enhance global products, solutions

- Measures**
1. Development investments
 2. Human resource development and training
 3. Upgrade internal IT infrastructure for global uniformity
 4. M&A

Results in Global Delivery Field

■ Capabilities cultivated in Japan expanded into other countries

Science

King Abdulaziz University
(Saudi Arabia)



Deployment of HPC systems and service solutions

Financial Services

CaixaBank
(Spain)



Order for 8,500 smart ATMs, remote operation monitoring services

Transportation

PT. Marga Utama Nusantara
(Indonesia)



Use of SPATIOWL traffic information service

Platforms for Generating Innovation

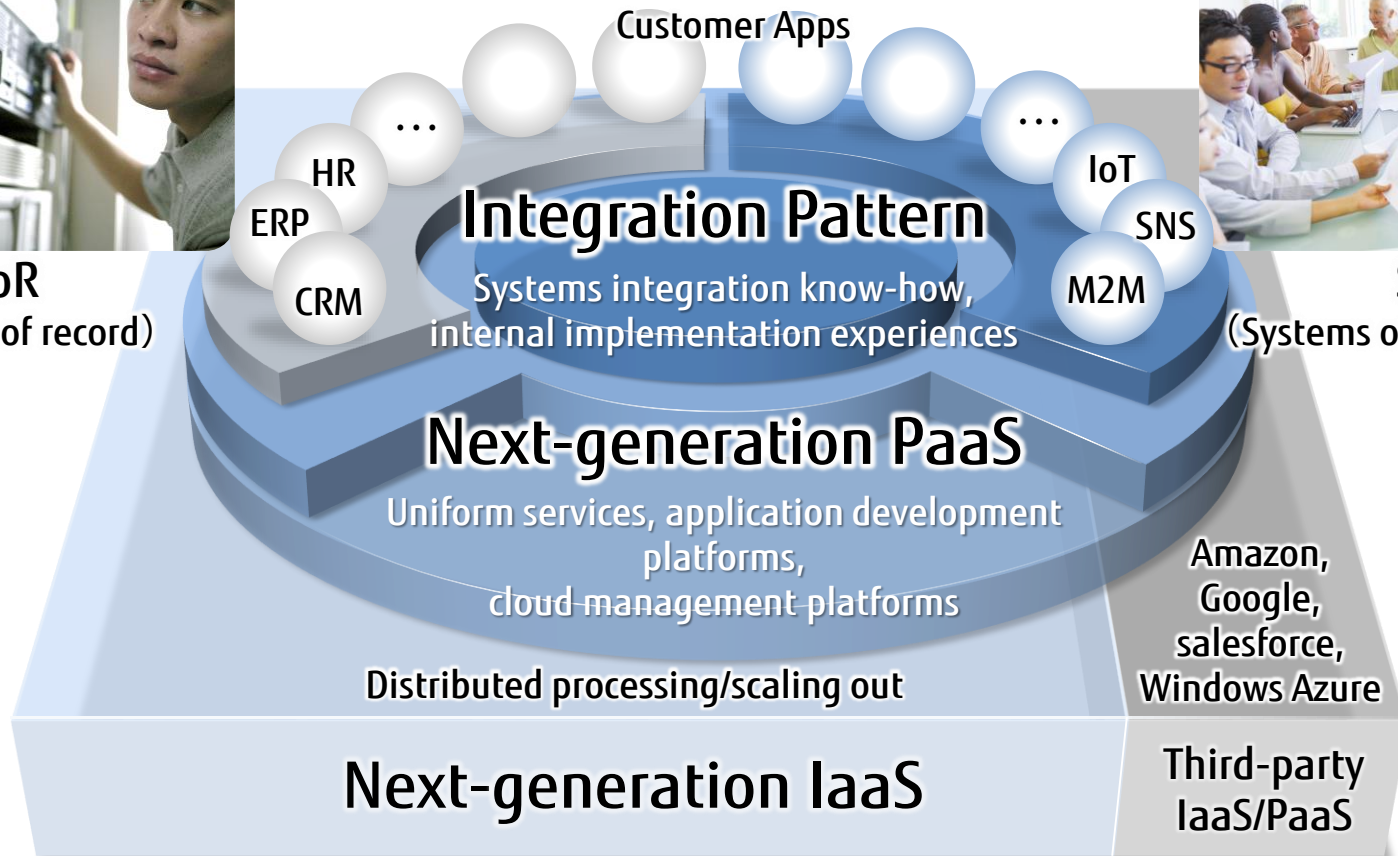
- Leveraging Fujitsu's systems engineering expertise to build and deliver high value-added cloud platforms that bring together Fujitsu's capabilities in middleware and networks



SoR
(Systems of record)



SoE
(Systems of Engagement)

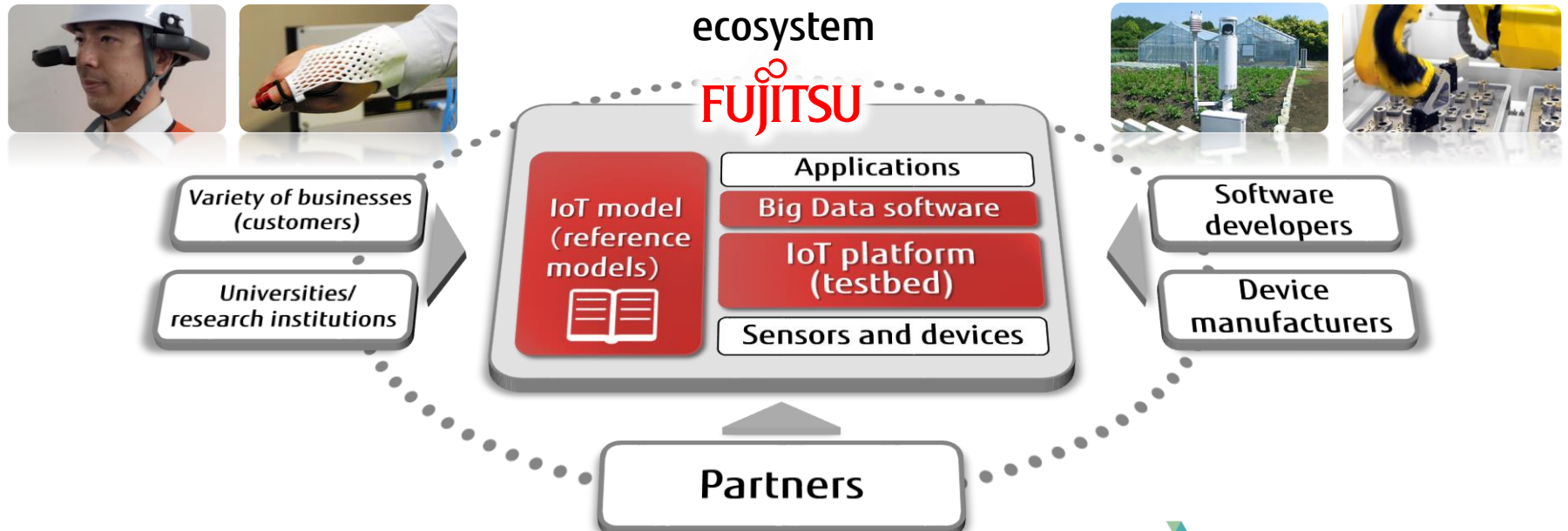


Initiatives to Create New Business in the IoT Field

- **Launch of IoT platform (announced November 13)**
 - Create new businesses with customers, form global ecosystem
 - Create comprehensive value, including networks, the cloud and applications
- **Active involvement to create industry standards**
 - Participating as steering-committee member in IIC*

* IIC: Industrial Internet Consortium

Jointly created businesses and ecosystem



Example of Initiatives in IoT Field

- Conducting field trials in wide range of areas where innovation is expected from IoT

Smart city

Monitor and control LED streetlights



Kaga, Inc.

Health

Monitoring of elderly and supporting independent lifestyles



INSIGHT, CASALA*₁
(Ireland)

Manufacturing

Internal implementation of Smart Factory



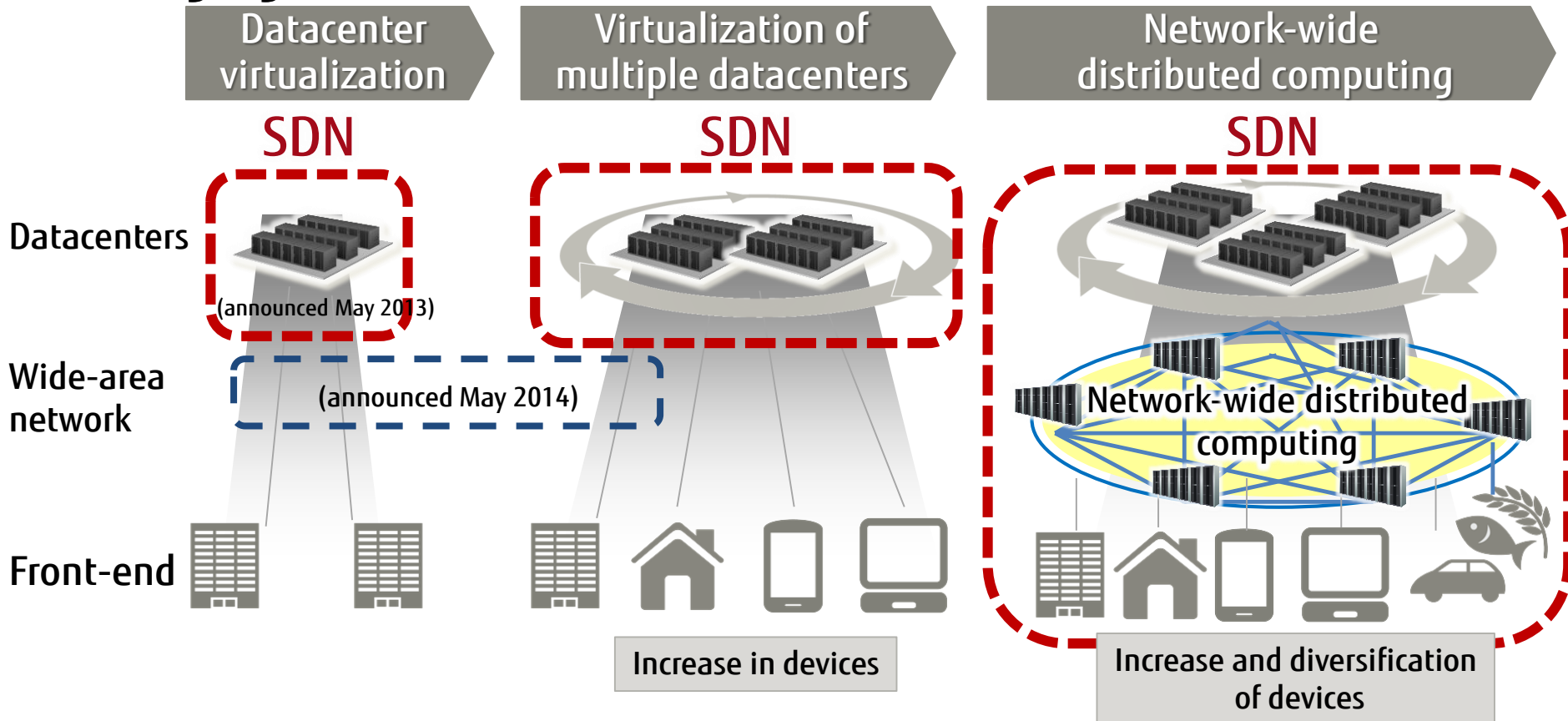
Fujitsu I-Network Systems,
Cisco Systems G.K.,
smart-FOA Co

*1 INSIGHT: A research center established by Science Foundation Ireland

CASALA: Centre for Affective Solutions for Ambient Living Awareness (an experimental smart house equipped with sensing environments)

Initiatives for Next-generation Networks

- Building on datacenter virtualization, support for virtualization among multiple datacenters
- Strive to enable network-wide distributed computing for the emerging cloud and IoT era



Partnering with Amdocs to Provide Network Solutions to Telecom Carriers (announced Oct 2014)

Next-Generation Supercomputer Initiative

- Leader in the HPC area for over 30 years
- Participating in the development of basic design for a “post-K computer” in the Flagship 2020 Project driven by MEXT/RIKEN



**FUJITSU Supercomputer
PRIMEHPC FX100**

Flagship 2020 Project

Priority issues

- Realize a healthy and long-lived society
- Disaster prevention and the environment
- Energy
- Strengthen industrial competitiveness
- Promote basic science, etc.

Sales Targets and Investment Plan

Investments in New Areas (Cumulative FY2014-2016)

■ Plan to invest 200 billion yen to achieve growth strategy

Strengthen global delivery capabilities

50 billion yen

Social innovation

50 billion yen

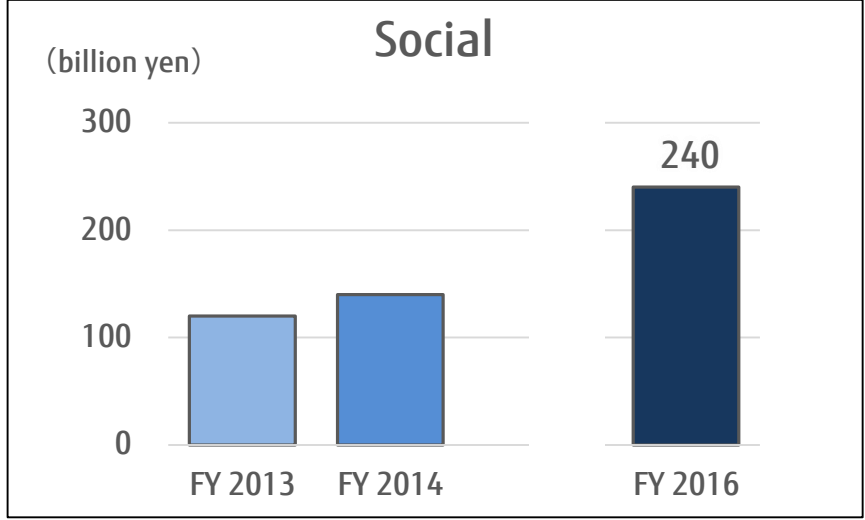
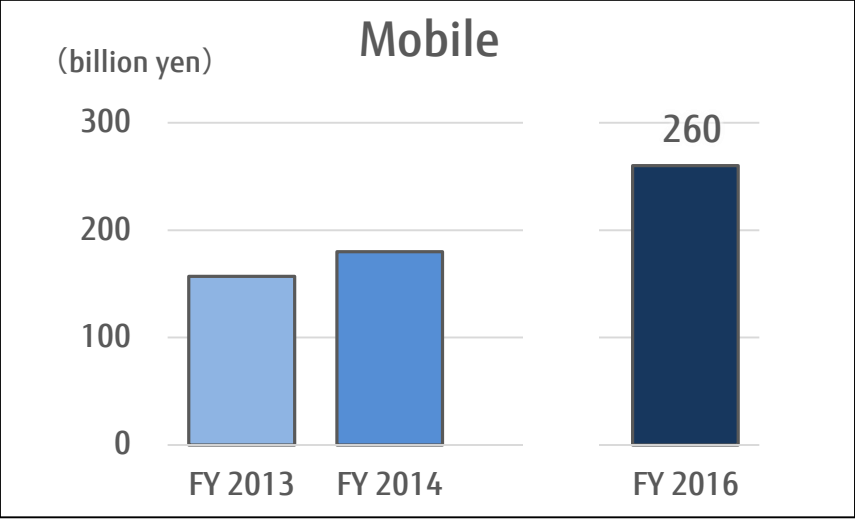
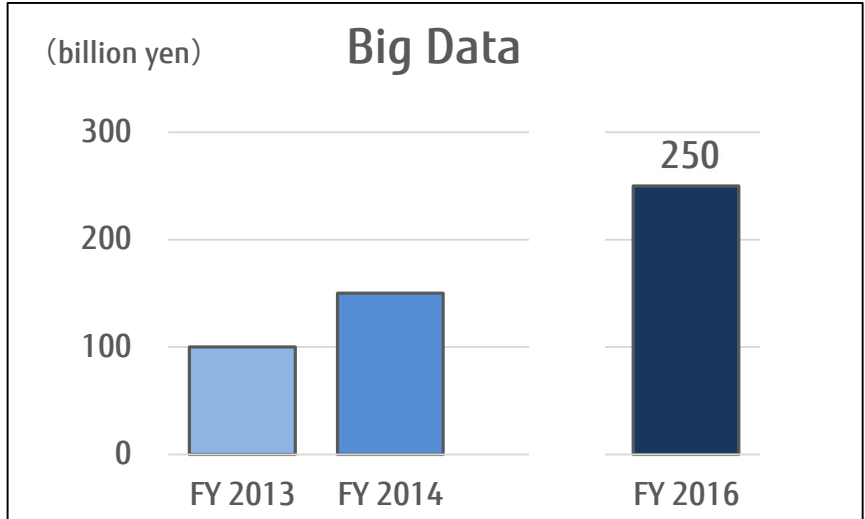
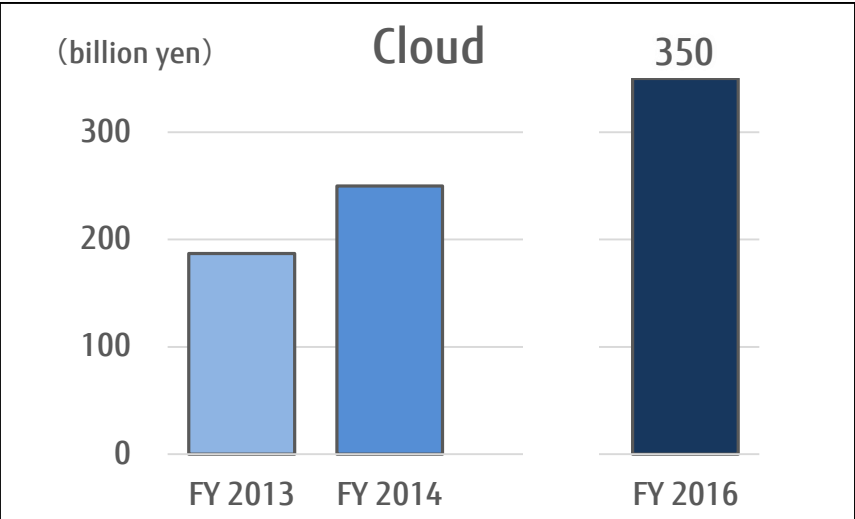
Business innovation

100 billion yen

Modernization of existing business systems

Sales Targets on Innovation Fields

■ Make the innovation field a pillar of revenue in FY 2016

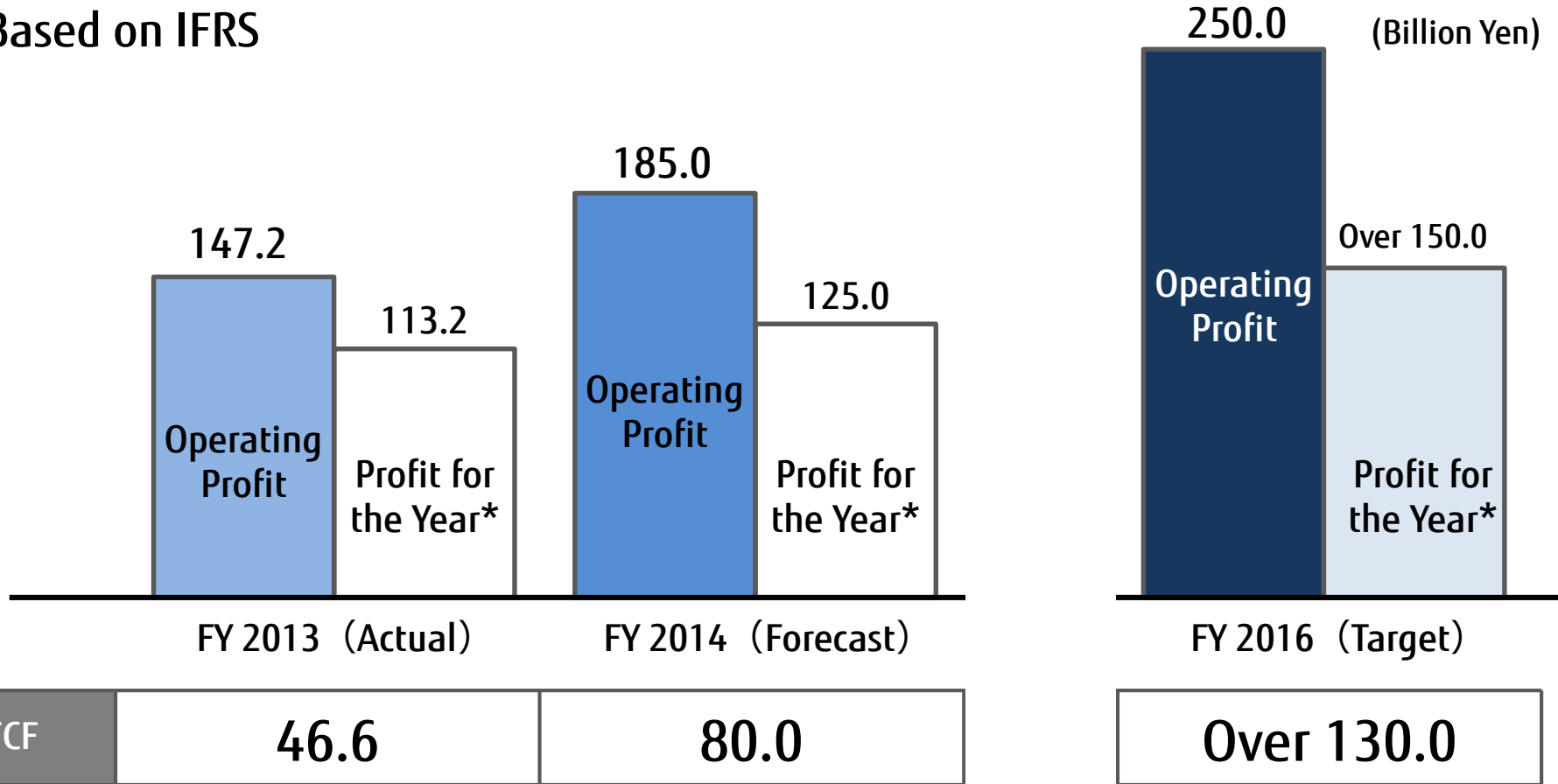


* Sales based on business deals (includes double-counting among categories)


Medium-Term Targets

■ Achieve profit growth while expanding investments

Based on IFRS



* Profit attributable to owners of the parent company



FUJITSU

shaping tomorrow with you

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Actual results may differ materially from those projected or implied in the forward-looking statements due to, without limitation, the following factors:

- general economic and market conditions in the major geographic markets for Fujitsu's services and products, which are the United States, EU, Japan and elsewhere in Asia, particularly as such conditions may effect customer spending;
- rapid technological change, fluctuations in customer demand and intensifying price competition in the IT, telecommunications, and microelectronics markets in which Fujitsu competes;
- Fujitsu's ability to dispose of non-core businesses and related assets through strategic alliances and sales on commercially reasonable terms, and the effect of realization of losses which may result from such transactions;
- uncertainty as to Fujitsu's access to, or protection for, certain intellectual property rights;
- uncertainty as to the performance of Fujitsu's strategic business partners;
- declines in the market prices of Japanese and foreign equity securities held by Fujitsu which could cause Fujitsu to recognize significant losses in the value of its holdings and require Fujitsu to make significant additional contributions to its pension funds in order to make up shortfalls in minimum reserve requirements resulting from such declines;
- poor operating results, inability to access financing on commercially reasonable terms, insolvency or bankruptcy of Fujitsu's customers, any of which factors could adversely affect or preclude these customers' ability to timely pay accounts receivables owed to Fujitsu; and
- fluctuations in rates of exchange for the yen and other currencies in which Fujitsu makes significant sales or in which Fujitsu's assets and liabilities are denominated, particularly between the yen and the British pound and U.S. dollar, respectively.