

Value Creation Model

We in the Fujitsu Group are committed to providing value to society driven by Our Purpose, starting with social trends.

Our business environment

Social trends

Response to an era of uncertainty
Agreement of global goals

- Global pandemic
- Increased geopolitical risk
- Escalating climate change issues
- Loss of biodiversity
- Growing social inequality

Expectations for companies

Stakeholder capitalism
Playing a leading role toward achieving sustainability

Expectations of Fujitsu

Digital transformation



Input	
Fiscal 2021 results	
Financial capital	
● Equity attributable to owners of the parent ratio	47.7%
● Revenue	¥3,586.8 billion
● Free cash flow	¥189.0 billion
Human capital	
● Number of employees	124,216
● Percentage of female employees (non-consolidated)	18.7%
● Percentage of female managers (non-consolidated)	8.0%
● Number of Global Fujitsu Distinguished Engineers	32
Natural capital	
● Energy usage	13 million GJ
Intellectual capital	
● R&D investment	¥105.3 billion
Social & relationship capital	
● Community activity-related expenditures	¥2.2 billion
Manufactured capital	
● Capital expenditure	¥88.9 billion

Our Purpose

Our Purpose is to make the world more sustainable by building trust in society through innovation

Building new possibilities by connecting people, technology and ideas, creating a more sustainable world where anyone can advance their dreams

Vertical areas	Sustainable Manufacturing	Consumer Experience	Healthy Living	Trusted Society
Horizontal areas	Digital Shifts	Business Applications	Hybrid IT	

GRB (Global Responsible Business)

Human Rights and DE&I	Wellbeing	Environment	Compliance	Supply Chain	Occupational Health and Safety	Community

Output	
Fiscal 2022 targets	
Financial indicators	
● Revenue	¥3,200.0 billion
● Operating profit margin	10%
● EPS CAGR	12%
Non-financial indicators	
● Customer NPS®	+3.7 points year on year
● Employee engagement	75
● DX Promotion Indices	3.5

Outcome

Providing value to society
Providing human-centric values

- Shareholders
Long-term improvement in corporate value
- Customers
Customers' success and their sustainable growth
- Employees
An environment that maximizes potential
- Business partners
Coexistence and co-prosperity with business partners
- Society
Act for the needs of our planet first

SUSTAINABLE DEVELOPMENT GOALS

