

Outline of Comments at Analyst Briefing for the Fiscal 2009 Financial Results Announcement

Date: April 30, 2010
Place: Shiodome Headquarters Building, Tokyo, Japan
Presenter: Masami Yamamoto, President, Fujitsu Limited

1. Introductory Remarks

- Thank you for attending today.
- I would like to take a few minutes at the start of this analyst briefing to discuss three topics: 1) Fujitsu's new executive structure, 2) Our management direction, 3) Our medium-term financial targets.
- I plan to speak in more detail about these topics at a Management Direction Briefing in July.

(Regarding Mr. Kuniaki Nozoe)

- I regret that issues regarding the resignation of our former president have caused concern among our many stakeholders.
- I would also like to sincerely apologize that our past disclosure of the information was not proper.
- Regarding Fujitsu's position on the matter, we made a public statement on April 14 explaining the facts in detail.
- The situation has not impacted our business. We will work to make certain that customers are reassured about Fujitsu's business initiatives and performance.

2. Regarding Fujitsu's New Executive Appointments

- The new executive structure consists of five corporate senior executive vice presidents and two corporate executive vice presidents, who assist me as president.
- I have overall executive authority, but in order to strengthen the ties between our business operations to a greater extent than we have in the past, we will further strengthen the cooperation between the corporate senior executive vice presidents.
- We have established an executive structure that is capable of responding to the rapid changes in the ICT industry and the escalation of global competition.
- Since becoming president on April 1, I have met with almost 70 customers. I plan to continue proactively visiting customers in order for us to better understand their needs, thereby enabling Fujitsu to reflect these needs in the management direction of its business.

3. Strategic Management Direction and Challenges

(Strategic Management Direction)

- We have built a foundation for growth, but we will continue to carry out business restructuring as necessary. People think of business restructuring as getting rid of businesses, but we see it as a positive way to make businesses more profitable.
- Through 1) globally expanding our business, and 2) creating new businesses, we will pursue growth and profitability, leveraging our superior quality.

- Up until now, we have focused on expansion on the twin pillars of products and services, but by combining Fujitsu's advanced technologies, products and solutions, our business model will evolve to deliver comprehensive services to customers.

(Long Term Vision: A Human-Centric Intelligent Society)

- Fujitsu has a vision that, within the next 10 years, we can promote a higher quality of life, with both prosperity and security, by using advanced ICT to solve many of the challenges facing both businesses and society.

- Cloud computing enables us to expand our business by providing services to fields where the penetration of ICT has been slow.

- In a variety of fields, such as medicine, agriculture, education, energy, and transportation, it will become possible for us to resolve problems by delivering new services. We hope to solve environmental problems and help people to live prosperous and secure lives.

- Behind these new services lie vast amounts of data. Advanced data analysis technologies are useful for situational awareness and predicting the future. People can enjoy the benefits of these advanced services without any awareness of the complex processes that lie behind them.

- We call this a "Human-Centric Intelligent Society."

(Business Strategy – Pursuing Customer-Centric Management)

- To achieve this vision, we are pursuing specific policies in three areas—customer-centric management, global expansion, and promotion of environmental sustainability.

- Everything we do must begin with an understanding of the challenges facing our customers. We must manage our business with this customer-centric perspective.

- For example, it is Fujitsu's role to provide customers with clear advice regarding the deployment of cloud platforms, such as questions regarding the possibility of migrating applications to a cloud environment or how to connect existing systems to the cloud. This is what Fujitsu is known for.

(Business Strategy – Global Expansion)

- In addition, we are globally expanding our service platforms.

- In Japan, we beat our competitors as the first to announce highly-reliable enterprise cloud services this past February, and throughout this year we will be expanding this platform to five locations outside of Japan, including the United States, the UK, Germany, Singapore, and Australia. In addition, we plan to collaborate with telecoms to build a global datacenter network.

- Our customers in Japan are focusing their investments on regions of incredible growth in China and Asia. It is our job to support customers in expanding their businesses globally.

(Business Strategy – Environmental Sustainability)

- In the 21st century, companies have a responsibility to endeavor to resolve environmental challenges. At the same time, we view this undertaking as a source of added value.

- Fujitsu is designing all of its products to be environmentally-friendly.

- In addition, advanced simulations are a vital part of resolving environmental challenges. The next-generation supercomputer Fujitsu is developing will be a flagship tool for tackling environmental problems.

4. Medium-Term Targets and Earnings Projections for Fiscal 2010

(Medium-Term Targets)

- We are maintaining the medium-term target we announced last July of generating record high operating income of 250 billion yen for fiscal 2011.
- Fujitsu is aiming to generate an operating income margin of 5%. In order to become a truly global ICT corporation, this level of profitability is essential.
- We are maintaining our goal of generating 40% of our total sales outside Japan.

(Earnings Projections for Fiscal 2010)

- We are projecting operating income of 185 billion yen for fiscal 2010.
- As a medium-term target in the plan we announced last July, we projected an interim operating income of 200 billion yen for fiscal 2010. To ensure that we achieve our target of generating 250 billion yen in operating income in fiscal 2011, however, in fiscal 2010 we need to accelerate investments in cloud computing and new businesses. More specifically, we are planning about 100 billion yen in investment in fiscal 2010.
- Considering this investment burden, I decided to set the operating income projection at 185 billion yen at this time as our commitment to the market.
- We are not satisfied with this operating income of 185 billion yen. Internally, we are striving to achieve operating income of 200 billion yen for fiscal 2010.

5. Dividends

- Fujitsu will pay a year-end dividend of 5 yen per share for fiscal 2009, 2 yen more per share than we had originally planned. Combined with the interim dividend of 3 yen per share, we will be paying an annual dividend of 8 yen per share.
- For fiscal 2010, Fujitsu is planning on paying an interim dividend of 5 yen per share and a year-end dividend of 5 yen per share, for an annual dividend of 10 yen per share.

6. Concluding Remarks

- I think it is important that we move forward in reinvigorating Fujitsu with an aggressive stance in taking up the challenge of creating new businesses.
- With this positive attitude in mind, Fujitsu is communicating its new brand message to the world: "shaping tomorrow with you."
- Thank you for supporting the business initiatives that will lead to new growth for Fujitsu.