

Part III: Management Direction

1. Basic Management Policy

Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world. To achieve this vision, the Fujitsu Group strives for sustainable profit and growth, while continually enhancing its corporate value.

The Fujitsu Group is dedicated to contributing to the success of its customers and seeks to grow with them as their valued and trusted partner.

2. Medium-Term Business Strategy, Target Management Index, and Priority Tasks

Although the global economy is showing positive signs, risks remain, and the outlook continues to be uncertain. At the same time, Japan's economy faces ongoing earthquake recovery and energy shortages, making fundamental reforms an urgent issue. In addition, as economic globalization advances, having a greater presence in global markets and being able to manage risks are critical for corporations seeking to maintain and enhance their competitiveness.

Against a backdrop of increasingly sophisticated data devices and networks, the use of ICT is growing in all areas of society and the economy. As a result, there has been an ongoing transformation in market structures, with the creation of new businesses in a wide range of industries. Moreover, various types of event-based digital data can now be captured, and, even in areas where up until now it was difficult to make predictions or perform analyses, ICT is beginning to enable dramatic transformations and increases in efficiency. Expectations are high for the new role ICT can play in contributing to the creation of a prosperous society and the resolution of various social issues, such as disaster prevention, energy, the environment and medicine.

In this environment, the Fujitsu Group aims to become a globally integrated company with technology as its foundation. Moving forward on its own transformation, and supporting the business of its customers, the Fujitsu Group seeks to use ICT to contribute to the creation of a prosperous society, including, for example, the efforts to rebuild areas damaged by the Great East Japan Earthquake. To do so, the company is strengthening its existing businesses, accelerating the globalization of its operations, and creating new services businesses.

To strengthen its existing businesses, Fujitsu is working to address underperforming businesses and implement comprehensive Company-wide cost efficiencies, while enhancing its ability to keep pace with changes in the market environment and shifting resources into areas of growth.

With respect to accelerating the globalization of its operations, Fujitsu is taking a global perspective to strengthen procurement, production, product development and service delivery organizations with the aim to expand business by meeting the needs of customers. At the same time, Fujitsu is establishing global, Company-wide shared functions to create robust risk management procedures and improve cost structure.

Fujitsu seeks to create new services businesses by pursuing technologies and ICT infrastructure that enables high-end data utilization. Together with this, Fujitsu will move ahead with the development of advanced models that lead to the creation of a comfortable, intelligent society for people. In addition, to enable enterprise customers to quickly launch services, Fujitsu is bringing together everything from terminals and systems equipment to networks, focusing on integrated services that can be used within a single system.

As a result of these initiatives, in fiscal 2015, Fujitsu aims to generate operating income of more than 200.0 billion yen, net income of over 100.0 billion yen, and free cash flow of at least 100.0 billion yen.

Moreover, advances in high performance computing and other technologies are essential for bringing about a prosperous society and for the sustained growth of the Fujitsu Group. The Fujitsu Group is committed to continuing to focus its R&D on such next-generation technologies.

Diligently striving to meet the challenges discussed above, the Fujitsu Group will further pursue the transformation of its operations to continue earning the confidence of customers and society. It will do this as a global enterprise that contributes to the creation of a reliable and secure networked society.