

## A Message From the CFO

### Performance in Fiscal 2009

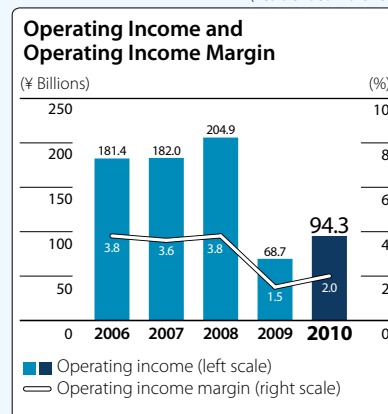
Progress on inventory adjustments, along with economic measures taken by governments worldwide, helped the global economy turn towards recovery during fiscal 2009. This development notwithstanding, lingering effects still remain from the economic weakness in the wake of the financial crisis. In Japan, while the economy began to rebound from the second half of the year, the country's employment and personal income outlook remain weak, with deflationary trends having grown protracted. Given these sobering factors, Japan's economic recovery remains fragile at best.

Reflecting this climate, challenging conditions persisted around investment in ICT. Specifically, corporate sector demand has been slow to revive not only in hardware-related fields, as prevailing sentiments with respect to equipment overcapacity take their toll, but also in software- and service-related areas. Adverse conditions also continue in the consumer sector—while PC sales volumes have risen for models compatible with the latest operating systems, there is a growing preference for low-priced products, and the replacement cycle for mobile phones has lengthened.

In this context, consolidated net sales for the Fujitsu Group in fiscal 2009 amounted to ¥4,679.5 billion, largely unchanged from the previous fiscal year. Excluding effects from the consolidation of Fujitsu Technology Solutions (Holding) B.V. and FDK Corporation, both of which were equity-method affiliates up through fiscal 2008, as well as effects from the transfer of the hard disk drive (HDD) business and currency exchange rates, net sales would have ended



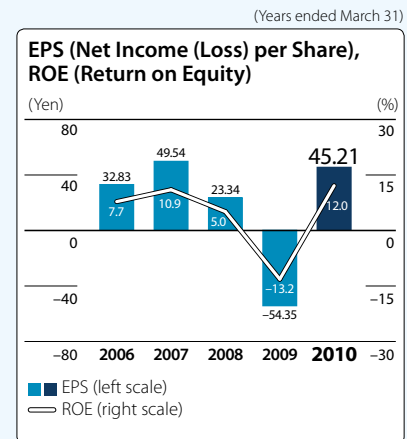
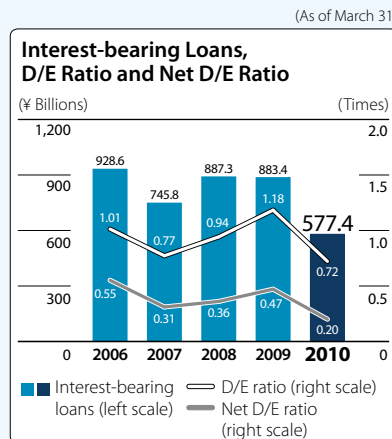
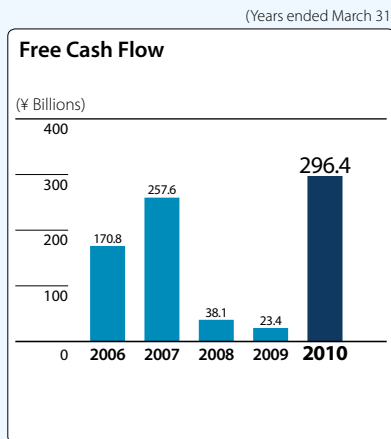
(Years ended March 31)



7% lower. In Japan, sales were down 8.2%. In addition to lower Solutions/Systems Integration sales as companies curbed their ICT investments chiefly in the manufacturing, retail/distribution and financial industries, LSI, server-related, and PC sales were all lower, most notably in the first half of the year. Sales outside Japan, meanwhile, rose 16.6%. But here again, if the effects of business realignment and currency exchange rates are excluded, sales were actually 4% lower for the year. Services were affected by economic weakness in Europe, while HDD, PC, and server-related sales also declined. The ratio of sales outside Japan was 37.4%, representing a year-on-year increase of 5.4 percentage points. EMEA (Europe, Middle East and Africa) region sales rose for the year due to the consolidation of former equity-method affiliate Fujitsu Technology Solutions.

Operating income for fiscal 2009 was ¥94.3 billion, an increase of ¥25.6 billion from a year ago. This growth was made possible by improved earnings from transfer of the loss-making HDD business and structural reforms in the LSI business, as well as company-wide cost-cutting measures. Partially offsetting this was higher expenses for retirement benefits, the result of worsening asset management performance for pension assets in the previous fiscal year. Other negative factors included an allowance for losses pertaining to the development of a next-generation supercomputer and lower sales from the services business.

Other income (expenses), net, totaled ¥18.3 billion, an improvement of ¥200.4 billion from the previous fiscal year. In tandem with gains posted from the sale of shares in FANUC Ltd., we saw improved equity in earnings of affiliates with the consolidation of Fujitsu Technology Solutions and FDK, both of which had posted losses in the previous term. Another boost came from significantly lower impairment losses and an absence of revaluation loss on



investment securities compared with the previous fiscal year.

As a result, net income for fiscal 2009 was ¥93.0 billion, representing a year-on-year improvement of ¥205.4 billion.

#### Financial Issues and Initiatives in Fiscal 2009

The Fujitsu Group continued to improve its financial position in fiscal 2009. The owners' equity ratio rose by 1.5 points compared to the previous fiscal year to 24.7%, primarily from net income posted for the year. Free cash flow was a positive ¥296.4 billion; even excluding proceeds from the sale of shares and other special items it was a positive ¥111.6 billion. Interest-bearing loans amounted to ¥577.4 billion, principally as a result of redemptions of ¥250 billion in convertible bonds and ¥50 billion in straight bonds that matured in 2009. This put the D/E ratio at 0.72 times. Consequently, the net D/E ratio was 0.20 times, falling to its lowest-ever level. Also in fiscal 2009, we drafted a new medium-term management plan that will run through fiscal 2011. Under the plan, our goals are to realize free cash flow of at least ¥150 billion and a D/E ratio of 1.0 times or less by improving earnings and asset efficiency.

The monthly inventory turnover rate was 1.04 times, 0.06 points better than the previous fiscal year. We will make further gains in efficiency to meet our medium-term target of 2.0 times.

\* Forward-looking statements regarding the medium-term management plan are future projections calculated based on a variety of judgments, estimates and assumptions. These statements reflect predictions based on management's judgment and objectives, as well as conditions and assumptions, at the end of fiscal 2009 (March 31, 2010). As such, future results may differ materially from these projections.

Kazuhiko Kato

Corporate Executive Vice President and  
Chief Financial Officer

#### Approach to financing activities and status of credit ratings

To ensure efficient fund procurement to meet its funding needs, the Fujitsu Group views the retention of an appropriate level of on-hand liquidity as an important policy with respect to financing activities. On-hand liquidity consists of cash and cash equivalents, as well as the unused portion of commitment lines established with multiple financial institutions. As of March 31, 2010, the Group had on-hand liquidity of ¥633.0 billion, comprising ¥420.1 billion in cash and cash equivalents and unused commitment lines with an aggregate yen value of ¥212.9 billion.

To procure funds from the global capital markets, the company has acquired bond ratings from Moody's Investors Service (Moody's), Standard & Poor's (S&P), and Rating and Investment Information, Inc. (R&I). As of March 31, 2010, the company had bond ratings of A3 (long-term) from Moody's, A- (long-term) from S&P, and A+ (long-term) and a-1 (short-term) from R&I.