

PROGRESS IN BUSINESS MODEL TRANSFORMATION

The Fujitsu Group, striving to create new value in the Internet of Things (IoT) era, is working to realign its business structure toward services and to expand global operations. This section sets out how far we have come with our business model transformation.

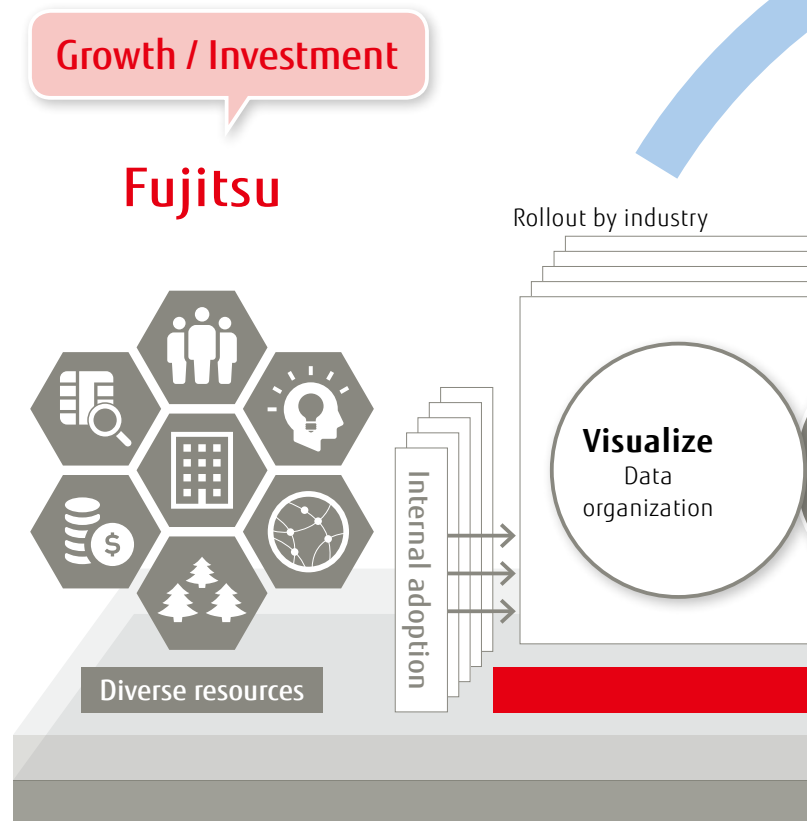
18 **PART 1** CREATING VALUE THROUGH DIGITAL INNOVATION

20 **Interview:**
Change Seen from the Digital Innovation Front Lines

24 **PART 2** EVOLUTION OF THE GLOBAL MATRIX ORGANIZATION

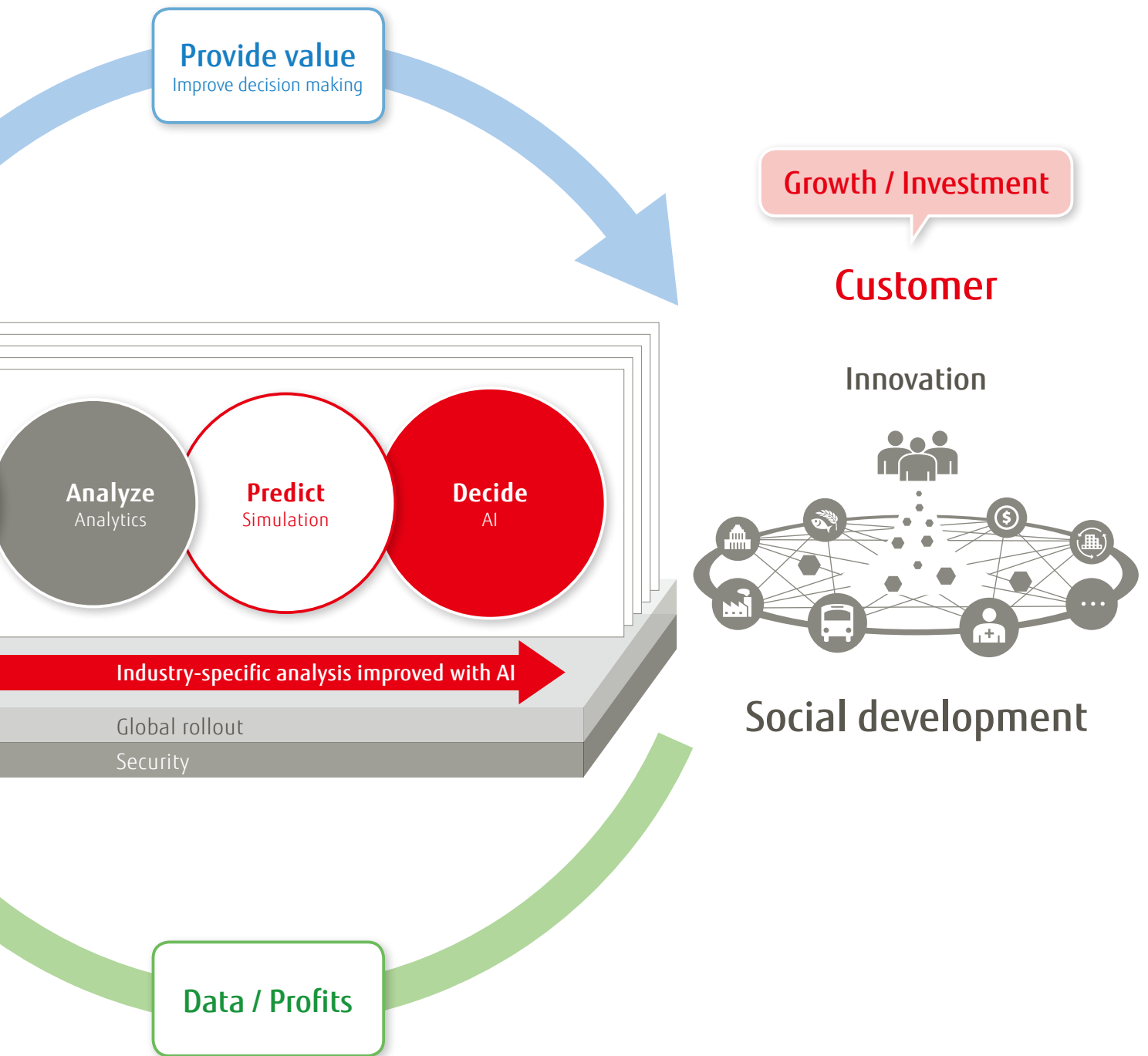
28 Business Overview by Region
30 Review of Operations by Region

PART 1 CREATING VALUE



The Fourth Industrial Revolution led by information and communication technology (ICT)-driven digital innovation is bringing rapid, unprecedented transformation to people's lives, businesses, and communities throughout the world. As billions of people access knowledge, new added value is created across industries in all fields of endeavor, including manufacturing, healthcare, agriculture, disaster prevention, transportation, and education. But it is also giving rise to new risks in such areas as cyber security and privacy.

THROUGH DIGITAL INNOVATION



Fujitsu aims to provide a secure human-centric ICT infrastructure to analyze data accumulated through the interconnectivity of everything, and to offer new value to more people and communities globally. We have the diverse management resources essential to creating that value, spanning personnel with expert knowledge and experience, state-of-the-art R&D systems, intellectual property, and a wealth of versatile solutions that are adopted and tested within the Group. At the same time, we are striving to bolster such resources through their optimal combination at the global level.

We are supporting the entire value chain through robust security, providing customers with the tools for sophisticated decision making using artificial intelligence (AI) to organize and visualize vast amounts of data. In doing so, we are strengthening customers' businesses and opening doors to new innovations.

Fujitsu is determined to accomplish sustained development as an irreplaceable partner by creating a virtuous cycle of reinvesting in digital innovation, beginning with the growth and development of customers and society.