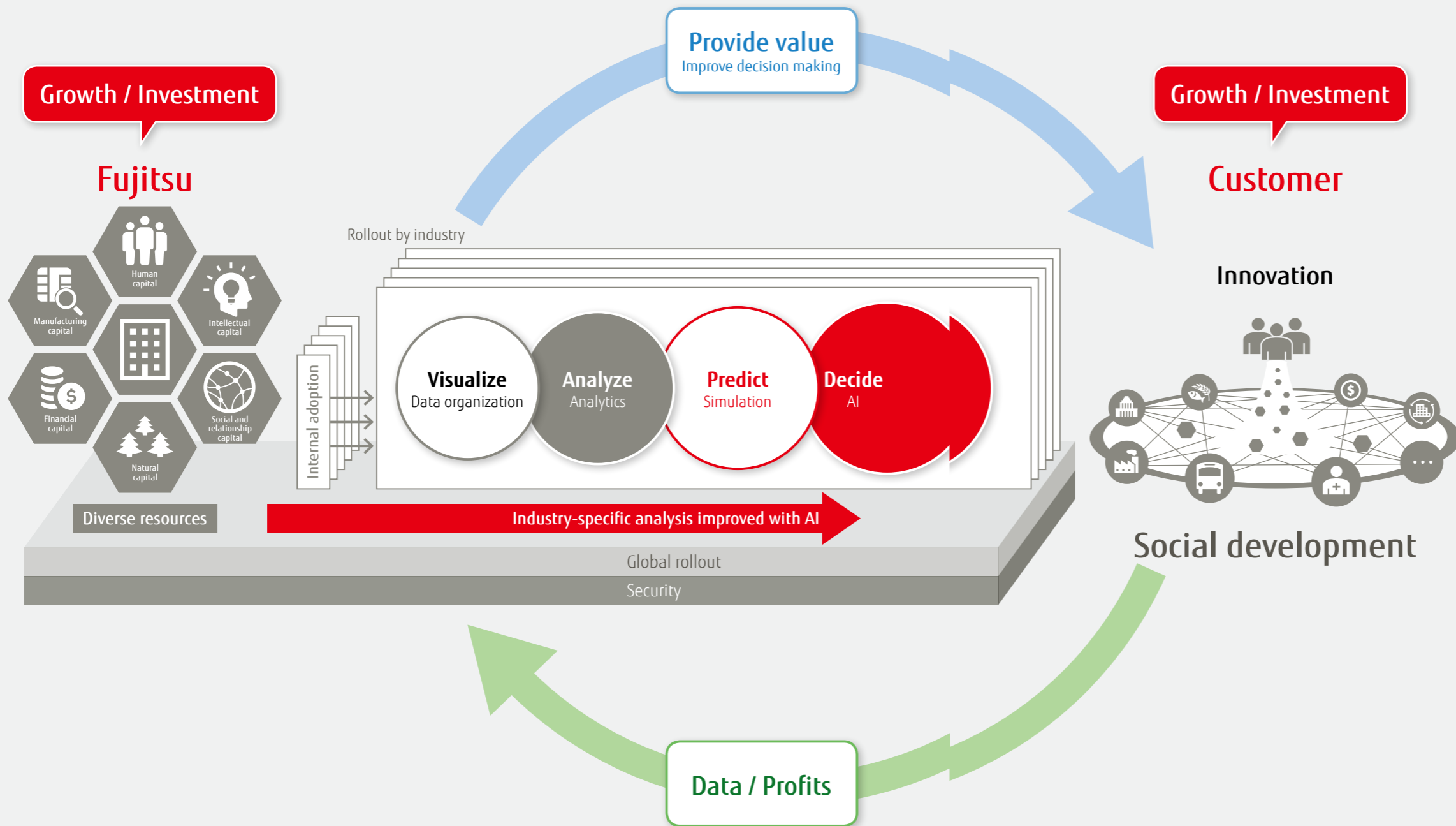


CREATING VALUE THROUGH DIGITAL INNOVATION

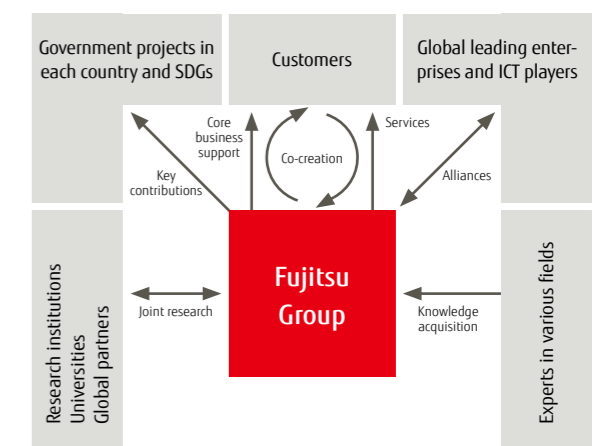
With its sights set on creating new value in the IoT era, the Fujitsu Group is restructuring to focus on services and expanding global businesses. This section reports on the progress of business model transformation.



Establishing Ecosystems Focused on Connected Services

Realizing Connected Services is the Fujitsu Group's basic growth strategy. Based on digital technology-enabled ICT services, we will advance co-creation with a wide spectrum of stakeholders, including international institutions, national governments, private-sector companies, research institutes, and NGOs. These initiatives will build global ecosystems that elicit innovation and thereby provide society with new value.

Further, as the leader of these ecosystems, the Fujitsu Group aims to establish mutually beneficial relationships among respective stakeholders. At the same time, we will redouble efforts to increase and improve the technologies, personnel, and new service delivery systems required to support these initiatives.



Digital technologies are transforming businesses, society, and daily life. In particular, innovation based on the latest technologies is likely to play a large role in enabling society to progress by helping it address a host of issues.

The Fujitsu Group will co-create new value by combining its ICT capabilities with customers' expertise or with know-how in other sectors of society. In these efforts, we will provide customers with "Connected Services," which we realize by

using digital technologies to turn ICT into services. Specifically, the Group will provide secure ICT platforms throughout customers' value chains. Then, we will organize and visualize the huge amounts of data that accumulate when all aspects of customers' operations are interconnected. Finally, we will use AI to enable customers to increase the sophistication of their decision making.

The above-mentioned measures will strengthen the operations of customers and support their formulation of innovations. Moreover, the resulting growth of customers and society will spur reinvestment of the benefits in digital innovation. In this way, we will establish virtuous cycles that create value of ever greater magnitude. In other words, our goal is to continue growing with all stakeholders.