

PERFORMANCE HIGHLIGHTS

Fujitsu Limited and Consolidated Subsidiaries

The Fujitsu Group adopted International Financial Reporting Standards (IFRS) in fiscal 2014. Figures for fiscal 2013 are presented based on both Japanese GAAP and IFRS.

On November 1, 2017, the Company sold some of its shares in Fujitsu TEN Limited to DENSO CORPORATION. Consequently, Fujitsu TEN became classified as a discontinued business and net sales (revenue) and operating profit were reclassified in the fiscal year ended March 31, 2017.

Fiscal years ended March 31	Millions of yen										Year-on-year change (%)	
	2010	2011	2012	2013	2014	2014 (IFRS)	2015 (IFRS)	2016 (IFRS)	2017 (IFRS)	2018 (IFRS)	2019 (IFRS)	2019 (IFRS) / 2018 (IFRS)
FINANCIAL DATA												
Net sales (revenue)	¥4,679,519	¥4,528,405	¥4,467,574	¥4,381,728	¥4,762,445	¥4,762,445	¥4,753,210	¥4,739,294	¥4,132,972	¥4,098,379	¥3,952,437	-3.6
Net sales (revenue) outside Japan	1,748,304	1,587,363	1,506,096	1,498,215	1,801,491	1,801,491	1,879,981	1,894,216	1,461,294	1,506,864	1,435,405	-4.7
Percentage of sales outside Japan (%)	37.4	35.1	33.7	34.2	37.8	37.8	39.6	40.0	35.4	36.8	36.3	
Operating profit	94,373	132,594	105,304	88,272	142,567	147,275	178,628	120,612	117,455	182,489	130,227	-28.6
Operating profit margin (%)	2.0	2.9	2.4	2.0	3.0	3.1	3.8	2.5	2.8	4.5	3.3	
Net profit (loss) (profit (loss) attributable to owners of the parent)	93,085	55,092	42,707	(79,919)	48,610	113,215	140,024	86,763	88,489	169,340	104,562	-38.3
Cash flows from operating activities	¥ 295,389	¥ 255,534	¥ 240,010	¥ 71,010	¥ 175,532	¥ 176,502	¥ 280,149	¥ 253,092	¥ 250,331	¥ 200,415	¥ 99,416	-50.4
Cash flows from investing activities	1,020	(142,108)	(190,830)	(161,481)	(128,873)	(128,938)	(200,516)	(164,317)	(145,479)	(22,578)	4,142	-
Free cash flow	296,409	113,426	49,180	(90,471)	46,659	47,564	79,633	88,775	104,852	177,837	103,558	-41.8
Cash flows from financing activities	(405,310)	(166,933)	(138,966)	100,384	(44,794)	(46,217)	(17,327)	(67,741)	(98,896)	(112,496)	(136,622)	-
Inventories	¥ 322,301	¥ 341,438	¥ 334,116	¥ 323,092	¥ 330,202	¥ 330,202	¥ 313,882	¥ 298,849	¥ 293,163	¥ 241,603	¥ 226,045	-6.4
Monthly inventory turnover rate (times)	1.04	1.02	1.01	1.00	1.07	1.07	1.11	1.12	1.15	1.21	1.22	
Total assets	3,228,051	3,024,097	2,945,507	2,920,326	3,079,534	3,105,937	3,271,121	3,226,303	3,191,498	3,121,522	3,104,842	-0.5
Owners' equity (equity attributable to owners of the parent)	798,662	821,244	841,039	624,045	573,211	566,515	790,089	782,782	881,292	1,087,797	1,132,055	4.1
Return on equity (%)	12.0	6.8	5.1	(11.8)	8.1	23.2	20.6	11.0	10.6	17.2	9.4	
Owners' equity ratio (equity attributable to owners of the parent ratio) (%)	24.7	27.2	28.6	21.4	18.6	18.2	24.2	24.3	27.6	34.8	36.5	
Return on assets (%)	2.9	1.8	1.4	(2.7)	1.6	3.7	4.4	2.7	2.8	5.4	3.4	
Interest-bearing loans	577,443	470,823	381,148	534,967	519,640	560,243	578,492	534,913	486,728	402,294	316,211	-21.4
D/E ratio (times)	0.72	0.57	0.45	0.86	0.91	0.99	0.73	0.68	0.55	0.37	0.28	
Net D/E ratio (times)	0.20	0.14	0.14	0.40	0.38	0.46	0.27	0.20	0.12	-0.05	-0.09	
R&D expenses	224,951	236,210	238,360	231,052	221,389	222,516	202,722	179,895	170,030	158,665	134,941	-15.0
Capital expenditure	126,481	130,218	140,626	121,766	122,282	122,863	140,697	156,049	120,676	94,037	83,540	-11.2
Depreciation	164,844	141,698	131,577	116,565	115,180	115,929	121,207	119,800	115,010	107,032	96,921	-9.4
Amounts per share of common stock (yen)												
Net profit (loss) (profit (loss) attributable to owners of the parent)	¥ 45.21	¥ 26.62	¥ 20.64	¥ (38.62)	¥ 23.49	¥ 54.71	¥ 67.68	¥ 41.94	¥ 42.83	¥ 825.32	¥ 512.50	-38.0
Dividends	8	10	10	5	4	4	8	8	9	110	150	36.4
Owners' equity (equity attributable to owners of the parent)	386.79	396.81	406.42	301.57	277.03	273.79	381.88	378.37	429.80	5,283.85	5,585.35	5.7
NON-FINANCIAL DATA (ESG INDICATORS)												
Environmental												
Trends in total greenhouse gas emissions (whole Group globally) (thousand tons)	1,313	1,185	1,098	1,014	1,324	1,324	1,263	1,234	1,199	1,104	923	-16.4
Social												
Number of employees	172,438	172,336	173,155	168,733	162,393	162,393	158,846	156,515	155,069	140,365	132,138	
Outside Japan	65,598	65,705	66,258	64,497	61,357	61,357	59,491	57,610	56,622	47,889	46,791	
Percentage of female managers (non-consolidated) (%)	3.1	3.5	3.7	4.0	4.3	4.3	4.6	4.8	5.2	5.7	6.1	
Governance												
Percentage of independent directors (non-consolidated) (%)	30.0	30.0	36.4	33.3	27.3	27.3	36.4	40.0	40.0	40.0	40.0	

Note: On October 1, 2018, Fujitsu consolidated every 10 shares of stock into one share. Dividends per share for 2018 reflect this share consolidation.

Point 1 Net D/E ratio

Interest-bearing loans have been declining in recent years while cash and cash equivalents have gradually increased since the fiscal year ended March 31, 2012 due to business sales and the strong performance of services businesses. As a result, the balance sheet has improved, and we moved to a positive net cash position in the fiscal year ended March 31, 2018. In the fiscal year ended March 31, 2019, we further strengthened our net cash position.

Point 2 R&D expenses

R&D expenses in the Ubiquitous Solutions and Device Solutions segments have decreased since the fiscal year ended March 31, 2016 due to the sale of non-core businesses. Of the total of ¥134.9 billion in R&D expenses in the fiscal year ended March 31, 2019, expenses related to the Ubiquitous Solutions business accounted for ¥3.3 billion and those associated with the Device Solutions business totaled ¥14.8 billion, while most were related to the Technology Solutions business and to Other/Elimination and Corporate.

Point 3 Capital expenditure

As a result of the sale of non-core businesses, capital expenditures in the Ubiquitous Solutions and Device Solutions segments have decreased in recent years. In the fiscal year ended March 31, 2019, the Group's total capital expenditure was ¥83.5 billion, of which ¥49.3 billion was invested in the Technology Solutions business, mainly for facilities related to datacenters in and outside Japan.

Point 4 Number of employees

Due to business selection and concentration, the number of employees has decreased both in and outside Japan, to reach a total of 132,138 at the end of the fiscal year ended March 31, 2019. In the fiscal year ended March 31, 2019, the number of employees in Japan decreased, mainly owing to the deconsolidation of the PC business in May 2018 and headcount reductions chiefly through a voluntary retirement program as part of a shifting of resources at the end of the fiscal year. Overseas, the number of employees decreased due to such factors as the deconsolidation of Fujitsu Component.