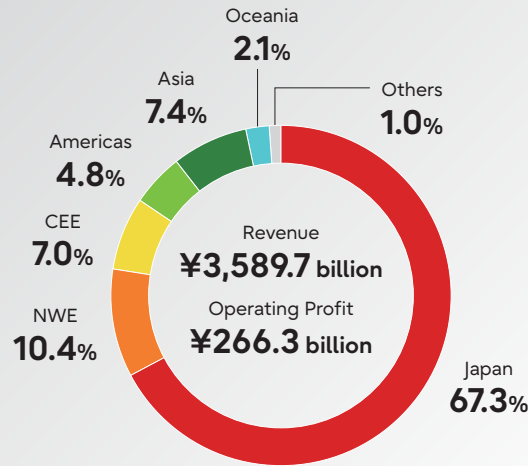


# Fujitsu at a Glance

The Fujitsu Group has established a global service structure with operations in six regions including Japan.

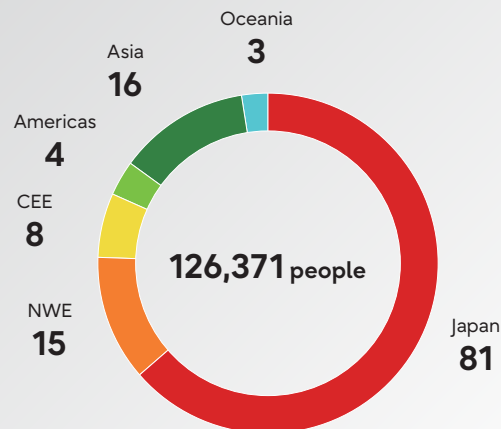
Fujitsu's IT services business ranks top by market share in Japan and in the top tier worldwide, a record that reflects our outstanding technologies and long track record in building large-scale, cutting-edge systems.

**Revenue by Region** (Fiscal year ended March 31, 2021)



**Consolidated Number of Employees** (As of March 31, 2021)

(Thousands of people)

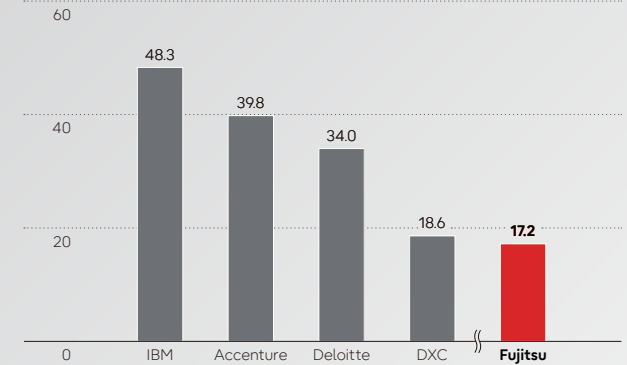


Notes:  
NWE (Northern & Western Europe): the United Kingdom, Finland, Sweden, Denmark, Norway, Spain, Portugal, France, Belgium, Luxembourg and the Netherlands  
CEE (Central & Eastern Europe): Germany, Austria, Switzerland, Poland and Russia  
Americas: the United States, Canada, Brazil, Mexico, etc.  
Others: Europe excluding NWE and CEE, the Middle East and Africa

**Fujitsu's Position in the IT Services Market**

**Global Services Revenue**

(Billions of US dollars)



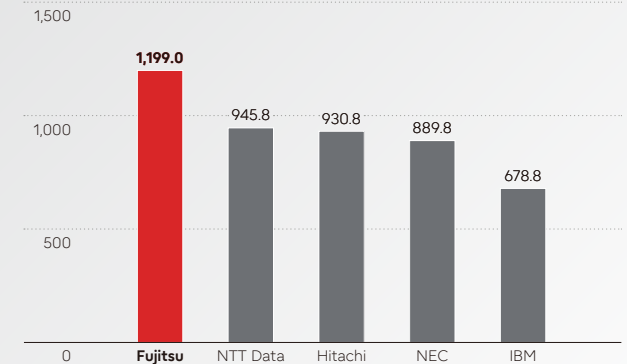
Notes: 1. Revenue estimate using calendar year, based on IDC's services market definition. US dollar basis

2. Ranking by vendors' revenue in 2019

Source: IDC Japan, April 2021 (JPJ47534821)

**Japan IT Services Revenue**

(Billions of yen)



Note: Consolidated revenue estimate using calendar year, based on IDC's services market definition

Source: IDC Japan, July 2021 (JPJ47045321)

## Business Segments

### Technology Solutions

**Main Products/Services/Regions**

#### Solutions/Services

- ▶ System integration (system implementation, business application services, etc.)
- ▶ Consulting
- ▶ Outsourcing services (datacenter services, ICT managed services, application managed services, business process outsourcing, etc.)
- ▶ Cloud services (IaaS, PaaS, SaaS, etc.)
- ▶ Network services (business networks, etc.)
- ▶ System support services (ICT system and network maintenance and monitoring services, etc.)
- ▶ Security solutions
- ▶ Software (middleware)

#### System Platforms

##### System Products

- ▶ Servers (mainframes, UNIX servers, mission critical IA servers, PC servers)
- ▶ Storage systems
- ▶ Front end technology (ATMs, POS systems, etc.)
- ▶ Software (OS)
- ▶ Automotive control units and in-vehicle information systems

##### Network Products

- ▶ Network management systems
- ▶ Optical transmission systems
- ▶ Mobile base stations

#### International Regions Excluding Japan

- ▶ Solutions/Services delivery and System Products sales in regions outside Japan

#### Technology Solutions (Common)

- ▶ Common expenses related to Technology Solutions (basic research and development expenses and others)
- ▶ Elimination of sales/profit/loss between subsegments
- ▶ Corporate subsidiaries

### Ubiquitous Solutions

**Main Products/Services**

- ▶ PCs

### Device Solutions

**Main Products/Services**

- ▶ Electronic components (semiconductor packages, batteries, etc.)

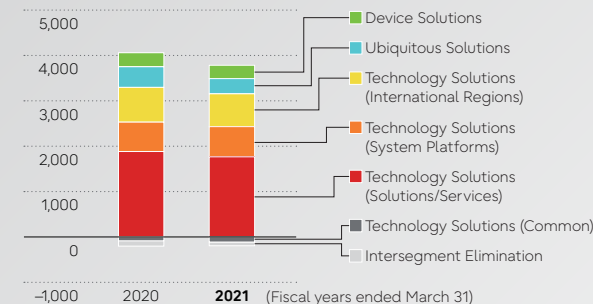
### Intersegment Elimination

- ▶ Elimination of intersegment sales

## Performance by Segment

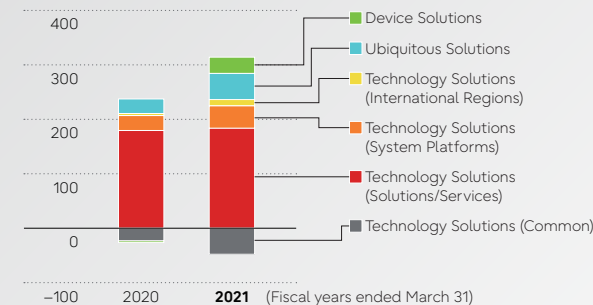
### Revenue

(Billions of yen)



### Operating Profit

(Billions of yen)



### Technology Solutions

(Year on year)

Revenue	<b>Down 5.3%</b>
Operating Profit	<b>Up 0.3%</b>
Operating Profit Margin	<b>Up 0.4 percentage point</b>

## Fujitsu Update: Current Status of Changes Targeting Value Creation

Through the transformation of its business model, the Fujitsu Group has taken bold steps to evolve considerably from the company it was just several years ago.

Recent results demonstrate the success of these efforts to date, with Fujitsu achieving operating profit of more than ¥200 billion for two consecutive years and record-high operating profit and net profit attributable to owners of the parent in fiscal 2020 (the year ended March 31, 2021). We will continue to accelerate our transformation efforts to achieve medium- to long-term growth.

### Revising the Fujitsu Way with Our Purpose as its pillar

In 2020, we clarified Fujitsu's Purpose and revised the Fujitsu Way, which defines the principles of behavior of all Fujitsu Group employees, for the first time in 12 years. We are pursuing value creation unique to the Fujitsu Group by addressing the challenges of global society and enhancing empathy with the voices of global citizens.

### Transforming the business model from an electronic equipment and IT company to a DX company

We have spun off or sold our PC, smartphone, and semiconductor businesses to concentrate management resources on our IT services business. We are shifting our business model to reinforce our position as a leading DX company that supports the digital transformation of our customers.

### Reorganizing Group formation to accelerate transformation

To accelerate business model transformation and strengthen competitiveness, we have established new subsidiaries including Fujitsu Japan and Ridgelinez, streamlined system integration subsidiaries and research centers, and consolidated the Fujitsu Group's delivery functions. We are rebuilding our global business strategy around a six-region structure comprising Japan, Asia, Northern & Western Europe (NWE), Central & Eastern Europe (CEE), the Americas, and Oceania.

### Pursuing a new organization and human resources to create new value

To promote shifts in the Group's employee mindsets and organizational culture, we are building a new human resources and organizational management framework appropriate for this "new normal" era. We will lead the transformation of our customers through example, further promoting DX internally with data-driven management and strengthening the ranks of people who can spearhead our DX initiatives, making our own transformation a guiding light for others.

### Earning the trust of stakeholders by acting as a responsible global company

Through Global Responsible Business (GRB), a platform for promoting sustainability activities, we are striving to earn the trust of our stakeholders by fulfilling our responsibilities as a global company and promoting initiatives that contribute to solving social issues.

### Continuously strengthening governance structure to enhance corporate value

We are working to constantly strengthen our structure to promote effective governance that meets the expectations of our shareholders. Measures we have taken included ensuring diversity on the Board of Directors, appointing an independent director as chairman of the Board of Directors, and forming the Board of Directors with independent directors as a majority.

# Value Creation Model

We in the Fujitsu Group are committed to providing value to society driven by Our Purpose, starting with social trends.

## Social Trends

- 1 An era of uncertainty**  
Threat of new coronavirus infection
- 2 Agreement of global goals**  
SDGs / Paris Agreement (COP)
- 3 Expectations of companies**  
Stakeholder capitalism
- 4 Expectations of Fujitsu**  
Digital transformation



### Input

Fiscal 2020 results

**Financial capital**

- Revenue ¥3,589.7 billion
- Operating profit margin 7.4%

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**Non-financial capital**

**Human capital**

- Ratio of female employees (non-consolidated) 18.2%
- Percentage of female managers (non-consolidated) 7.4%
- Annual cost of education\* ¥114.8 thousand/year per person

\* Fiscal 2019 results, Fujitsu and domestic Group companies

**Natural capital**

- GHG emissions 658 thousand tons

**Intellectual capital**

- R&D investment ¥113.8 billion

**Social & Relationship capital**

- Community investment ¥11 billion

**Manufactured capital**

- Capital expenditure ¥87.5 billion

### Our Purpose

Our Purpose is to make the world more sustainable by building trust in society through innovation

**Building new possibilities by connecting people, technology and ideas, creating a more sustainable world where anyone can advance their dreams**

**Fujitsu UVance**

Vertical Areas	Sustainable Manufacturing	Consumer Experience	Healthy Living	Trusted Society
Horizontal Areas	Digital Shifts		Business Applications	Hybrid IT

**Global Responsible Business (GRB)**

Human Rights, Diversity & Inclusion	Wellbeing	Environment	Compliance	Supply Chain	Health and Safety	Community
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### Outcome

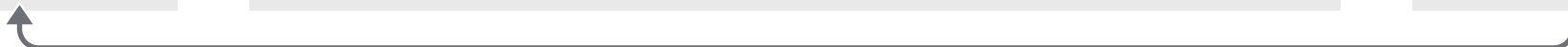
Providing value to society  
Providing human-centric values

- Shareholders  
**Long-term improvement in corporate value**
- Customers  
**Customers' success and their sustainable growth**
- Employees  
**An environment that maximizes potential**
- Business partners  
**Coexistence and co-prosperity with business partners**
- Society  
**Act for needs of our planet first**

### Output

Fiscal 2022 targets

Financial indicators	Revenue ¥3,500.0 billion	Operating profit margin 10%	
Non-financial indicators	Customer NPS® (under preparation)	Employee engagement 75	DX Promotion Indices 3.5





## Board of Directors / Audit & Supervisory Board Members



(Back row from left) 10 Hideo Makuta 10 Youichi Hirose 9 Kenichiro Sasae 2 Hidenori Furuta 3 Takeshi Isobe 7 Yoshiko Kojo 11 Megumi Yamamuro 12 Koji Hatsukawa  
(Front row from left) 4 Masami Yamamoto 8 Scott Callon 1 Takahito Tokita 6 Atsushi Abe 5 Chiaki Mukai

- 1 **Takahito Tokita**  
Representative Director  
CEO, CDXO
- 2 **Hidenori Furuta**  
Representative Director  
COO, CDPO
- 3 **Takeshi Isobe**  
Director  
CFO
- 4 **Masami Yamamoto**  
Director  
Senior Advisor
- 5 **Chiaki Mukai**  
Director\*
- 6 **Atsushi Abe**  
Director\*
- 7 **Yoshiko Kojo**  
Director\*
- 8 **Scott Callon**  
Director\*
- 9 **Kenichiro Sasae**  
Director\*
- 10 **Youichi Hirose**  
Audit & Supervisory  
Board Member
- 11 **Megumi Yamamuro**  
Audit & Supervisory  
Board Member
- 12 **Koji Hatsukawa**  
Audit & Supervisory  
Board Member\*
- 13 **Hideo Makuta**  
Audit & Supervisory  
Board Member\*

\* Independent directors and Audit & Supervisory Board members