

Message to Shareholders and Investors

Through the pursuit of
Our Purpose, we will embrace
new challenges that
go beyond existing
frameworks and strive for
the creation of value that only
Fujitsu can provide.

Takahito Tokita

Representative Director
CEO, CDXO



Providing Value Guided by Aspiration, Trust, and Empathy

The Fujitsu Group's Purpose is to make the world more sustainable by building trust in society through innovation. Our starting point is to work with our customers and other stakeholders to find ways to overcome the challenges that society faces. However, in order to build a relationship of trust with our stakeholders through the challenge of solving problems, we must have true empathy for the problems that society faces and for the demands for their solutions. I believe that repeating the cycle of Aspiration, Trust, and Empathy will lead to the provision of new value and our own sustainable growth.

The world faces wide-ranging challenges, including economic disparities between countries that have come to light as a result of the race to secure sufficient supplies of vaccines, climate change that is causing increasingly severe natural disasters around the world, the emergence of geopolitical risks including the economic decoupling between the United States and China, and the disruption of supply chains globally. Underlying my emphasis on the cycle of Aspiration, Trust, and Empathy is a sense of crisis—unless each and every one of us asks themselves how they can contribute to solving social issues and achieving the outcomes outlined by initiatives like the SDGs through our business, and seeks to take on these challenges, not only will the Group struggle to continue creating value in the future, but more importantly, the world will face increasingly dire challenges in the years ahead.

This sense of crisis really hit home with the outbreak of COVID-19. Our group has been providing services to local governments and the healthcare sector for many years, but

as COVID-19 brought to light the lack of a mechanism for hospitals, health centers, and local governments to share information in an efficient and timely manner, it became clear that we had not been deeply aware of this issue and had not proposed measures to solve it to a wide range of customers. This caused us to reevaluate our approach to date and was a moment of deep self-reflection.

Pursuit of the Fujitsu Group's Unique Value Creation

Turning this sense of regret and crisis into constructive energy, we are focusing on **delivering value to customers in the two business domains of "For Growth" and "For Stability."** With "For Growth," which represents the domain in which we contribute to the transformation and growth of our customers' businesses, we are promoting digital transformation (DX) to create new businesses using data, and "modernization," which involves replacing and upgrading conventional IT systems by shifting them to cloud-based services. In the "For Stability" domain, we contribute to the stable operation of our customers' IT infrastructure through the maintenance and operation of conventional IT systems and the provision of related products.

In April 2021, as we entered the second year of our "For Growth" and "For Stability" business strategy, we also identified **seven Key Focus Areas that will drive the "For Growth" business domain.** Of the seven areas, we defined three Horizontal Areas—Digital Shifts, Business Applications, and Hybrid IT—as the foundations of the digital technologies and

services that are essential to supporting our customers' DX. Based on this foundation, we provide services that generate high added value in the four Vertical Areas of Sustainable Manufacturing, Consumer Experience, Healthy Living, and Trusted Society, pursuing a cross-industry approach based on the ideal state of society and the issues that need to be addressed to realize it.

The examination of the Key Focus Areas began with a vision of the world in 2030, and we imagined the future of society and the activities of companies and local governments in that society. Next, we focused on the markets that are expected to show high growth by 2030. Based on this analysis, we examined from various angles how we can utilize the management resources of our group and whether we can gain a strong competitive advantage in the future as the markets grow.

During this process, we thoroughly discussed what kind of value creation Fujitsu is uniquely capable of. As an IT services and software business with a large share of the Japanese market, the Fujitsu Group has provided services to customers in all industries, including manufacturing, finance, retail, telecommunications, and healthcare, as well as to the public sector, from the central government to local governments. Will we remain able to deliver competitive services in all of these areas in the future? Is there a way to make more effective and efficient use of limited management resources? What initiatives should be prioritized to realize Our Purpose? These four Vertical Areas are the result of such in-depth questions and discussions.

Delivering value to customers in the two business domains of "For Growth" and "For Stability" **P19-28**

Key Focus Areas **P22-23**

The “purpose-driven organization” that I am aiming for represents new value creation aligned with Our Purpose that exceeds the existing business frameworks or “silos” that have emerged in different teams’ areas of work and surroundings. It is an organization that has a pervasive culture of creating new value. In other words, completely breaking free of thinking in “silos” empowers us to create a purpose-driven organization.

New Services That Break the Bounds of “Silos”

Behind the setting of the Key Focus Areas is my belief that new value creation requires a new business vision. For example, simply expanding the options for purchasing locations such as physical stores and online stores does not mean that we have realized the vision of Consumer Experience as a valuable experience for consumers. Rather, to create value that goes beyond simple purchasing and creates a new experience that excites consumers, we must integrate diverse industries, such as supply chain management encompassing procurement, manufacturing, and the distribution of products right through to store displays, with finance, spanning such areas as cashless payments and point exchanges. To achieve this, we must first remove the conventional frameworks of industries, pursue value for customers and society, and envision the services that realize that value.

The “purpose-driven organization” that I am aiming for represents new value creation aligned with Our Purpose that exceeds the existing business frameworks or “silos” that have emerged in different teams’ areas of work and surroundings. It is an organization that has a pervasive culture of creating new value. In other words, completely breaking free of thinking in “silos” empowers us to create a purpose-driven organization.

One of the characteristics of our group is that we have a strong “frontline capability,” which means that our business tends to operate in a bottom-up manner, driven by our industry-specific business divisions armed with highly skilled employees. However, if there is too much of a bottom-up tilt, it can create a situation where thinking that transcends

boundaries and silos becomes blocked. By combining bottom-up, frontline capabilities with Key Focus Areas identified from the perspective of Our Purpose, we can trigger a chain reaction and take on the challenge of creating new value.

Demonstrating Competitiveness through the Integration of Technology and Services

A few years ago, when I was based in the UK, one of our customers commented rather frankly to me that “Fujitsu’s technology consists of different pieces. These pieces don’t show all that Fujitsu can actually do.” If we compare technology to language, for example, I see this customer’s criticism as, in effect, saying, “Fujitsu may have the vocabulary, but I don’t know what you are trying to say.”

To answer the question of what we’re “trying to say,” let’s consider the example of the hardware business. This business represents an important asset for us to achieve growth as a technology group. This is because the technological capabilities we have developed through the development and manufacture of hardware are the source of our competitive advantage and differentiation from our competitors. That being said, the business of making products according to the specifications given by the customer as we’ve done in the past is just one piece of the puzzle. Only by envisioning the kind of value that we can provide to our customers and to society, and offering it as a service, can our hardware business and advanced technological capabilities remain a competitive advantage.

The recent launch of the 5G business, which vertically integrates telecommunication technology and services,

embodies this idea. Rather than delivering communication devices that meet the customer's specifications as "pieces," we first envision the services that are needed in the world, develop the hardware necessary for those services, and then provide them in an integrated manner with software and services. We will strengthen businesses that are born out of this kind of social issue-driven thinking.

New Domestic Business Structure in Full Swing as Management Policy Progresses

The Key Focus Areas define the future direction of the Fujitsu Group's business, but specific initiatives are still in their infancy. I will now touch on some initiatives that are already moving forward under our Management Direction, aiming to create value in the "For Growth" and "For Stability" business domains.

Rebuilding Our Global Business Strategy

Aside from Japan, in each of the international regions structural reforms to streamline the product-centered business portfolio, which consists mainly of the sale of hardware and its maintenance and operation, have largely been completed. However, the transition to a growth trajectory by shifting to the services business has been delayed compared to the initial plan due to the impact of the strict lockdowns to prevent the spread of COVID-19 in Europe, which accounts for approximately 70% of our international regions' sales revenue.

On the other hand, we are getting a good sense of the way forward, having started the first quarter of the fiscal year ending March 31, 2022 in the black, and having seen gradual growth in services business deals in the Central & Eastern

Europe (CEE) and Northern & Western Europe (NWE) regions. This is due in part to determined efforts being made in each region to implement the **four measures—common global portfolio, account plan, offerings, and alliances—** that are the preconditions for the shift to the services business.

Strengthening Issue Resolution Capability in Japan

April 2021 marked the full-scale launch of our structure designed to strengthen our domestic business, which we had been preparing since the fall of 2020. **Fujitsu Japan** is a new company that brings together the technological capabilities and know-how of the Fujitsu Group to make proposals that will contribute to solving the social issues facing Japan.

Japan's Digital Agency was established in September 2021 and is moving forward with plans to standardize the information systems used by local governments to handle basic administrative tasks. In addition, many Japanese companies are under pressure to review their internal operations and processes to make effective use of data and to address the risks associated with aging core systems. That makes DX, including the migration of on-premise systems to the cloud, an urgent issue. Fujitsu Japan aims to become a leader in DX in Japan by responding to the needs of local governments as they standardize their information systems and by providing solutions for corporate management issues.

Contributing to Greater Business Stability

As a counterpart to Fujitsu Japan, which makes proposals to customers, Japan Global Gateway, which also started full-scale operations in April 2021, facilitates "delivery" of the contents of proposals through software development and

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system maintenance and operations. This organization is the key both to improving the quality and speed of services provided to customers and to increasing the profitability of the Group's existing IT services businesses.

It has already been several years since the Group set the standardization of delivery and the utilization of global delivery centers as a management issue. The foremost mission of **Japan Global Gateway** is to break through the barriers of business practices and culture that have hindered standardization and the effective use of global delivery capabilities. With the determination to establish a model for service delivery, we have assembled a team of skilled and experienced system engineers (SEs), including managers who can bring about change.

Coinciding with the full-scale launch of Fujitsu Japan and Japan Global Gateway, we transferred related divisions of Fujitsu headquarters to Fujitsu Japan and consolidated system integration subsidiaries into Fujitsu headquarters and Fujitsu Japan. We are strengthening our delivery capabilities by optimally allocating management resources across the Fujitsu Group toward "For Growth" and "For Stability."

We are also focusing on **strengthening risk management** to **prevent system failures and unauthorized access**, which is a prerequisite for the stable operation of IT infrastructure. Based on sincere reflection on system issues that have come to light, I am directly leading a close Groupwide inspection to see if there are any internal management systems that have deteriorated over time, or if there are any practices that have not been integrated in formal procedures.

Becoming Our Customers' DX Partner of Choice

Rather than providing stand-alone technologies, products, or services, the DX that the Group aims to achieve means solving customers' management issues and envisioning the creation of completely new value together with customers. Our "**business producers**" are tasked to lead the way in solving problems and creating value. We are fundamentally reviewing the sales activities of Fujitsu itself and Fujitsu Japan and encouraging employees in conventional sales positions to become business producers through reskilling.

Ridgelinez, a subsidiary that began operations in April 2020, already provides consulting services to about 300 customers to help them realize DX. For a consulting service that identifies and analyzes business issues through discussions with management, the spread of COVID-19 has created a very challenging environment, but the company is expanding its customer base while utilizing seminars conducted online and other online forums. Some of the projects linked to the company's services have led to business deals with the Company, and we look forward to medium- to long-term business expansion.

Achievement of Our Management Goals

By focusing on the seven Key Focus Areas, we will further accelerate our investment in growth and do our utmost to **achieve our financial targets** of revenue of ¥3.5 trillion and an operating profit margin of 10% in the Technology Solutions business in the fiscal year ending March 31, 2023. In particular, we expect the operating profit margin to contribute to strengthening profitability once Japan Global Gateway gets

into stride after its launch. We have taken various steps we felt were needed to get to this point and position us for the future. I am confident that we will see results. We are now focusing on accelerating our initiatives toward the fiscal year ending March 31, 2023.

As for non-financial indicators, we have recently set quantitative targets for the fiscal year ending March 31, 2023 for **employee engagement** and **DX Promotion Indices**. For the remaining indicator, the **Net Promoter ScoreSM (NPS[®])**,* we are currently discussing within the Group with a view to setting a target value that is convincing from a global perspective.

* Net Promoter[®] and NPS Prism[®] are registered trademarks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld, and Net Promoter SystemSM and Net Promoter ScoreSM are service marks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

Transformation Is Never Complete

To achieve a breakthrough in delivering business growth, we need to eliminate various barriers that stand in the way, one by one. When we look at the future of society and pursue the ideal state of our group, many challenges still lie ahead. As the **One ERP+ Project** progresses, we would like to clarify the results of data-driven management and use them as a reference for proposals to customers and also establish causal links between financial indicators and non-financial indicators. With regard to **Global Responsible Business (GRB)**—our priority issues for sustainability—we would like to clarify the relationship with financial indicators more logically. In the area of climate change, we would also like to provide new services, including solutions to support our customers' climate change responses, as well as reducing

the Group's own greenhouse gas emissions. In addition, as a group we will need to support the **sustainable transformation of our customers and society** in order to realize Our Purpose of making society more sustainable. Acutely aware that transformation is never complete, I am becoming more and more motivated to promote it. Transformation that delivers sustainability will only become possible once our own transformation is realized.

I see growing expectations for change within the Fujitsu Group and increasing motivation to promote change among employees. It is demonstrated in the high application numbers for the **internal job posting system** that we introduced to encourage staff to take on challenges and grow, and gradually improving employee engagement. The Group's DX project **"Fujitra,"** which is spearheading the Group's own transformation, is also promoting a project called **"Purpose Carving[®],"** in which employees are asked to identify and express their personal purposes. In such ways, moves toward the realization of Our Purpose are steadily spreading within the Group, with the starting point of empathy for social issues.

To achieve truly "purpose-driven" management and medium- to long-term growth, we will continue to push forward with reforms. Expect more changes to come with the Fujitsu Group!



Takahito Tokita
Representative Director
CEO, CDXO

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Purpose Carving [®]	P14

In-House Promotion of the Fujitsu Way

Revision of the Fujitsu Way

In recent years, the world has entered a more complex, interconnected, rapidly changing and uncertain era, throwing various threats to global sustainability into relief. Against this backdrop, the Fujitsu Group has defined its Purpose—“to make the world more sustainable by building trust in society through innovation.” This statement reaffirms Fujitsu’s commitment to providing even greater value to its customers through technology and proactively contributing to the transformation of society.



Measures to Promote the Fujitsu Way and Our Purpose throughout the Group

To promote the Fujitsu Way among Group employees, we are implementing various communication activities, offering a variety of briefings across different venues and media for all employees. To help steadily spread awareness of the Fujitsu Way, we have appointed Fujitsu Way promotion leaders at Fujitsu Group companies both in Japan and internationally. We have established a governance system in which the Fujitsu Way promotion leaders take the lead in promoting the Fujitsu Way throughout the year.

Fujitsu Way Meetings are held every six months by the CEO and Fujitsu Way promotion leaders representing each division as a venue for directly communicating the thoughts of Fujitsu’s leadership, ensuring the uptake of the Fujitsu Way, and motivating Fujitsu Way promotion leaders. We are working to spread the Fujitsu Way throughout the world, including holding town hall meetings with the CEO and sharing best practices from frontline departments.

Broadening the Message through Purpose Carving®

To realize Fujitsu’s Purpose, we need to mobilize the thoughts and feelings of each and every employee to generate greater power and momentum. To this end, the Fujitsu Group is rolling out a Groupwide program called Purpose Carving®, an initiative that encourages employees to engage in dialogue and express their personal purpose in words. Through Purpose Carving®, we aim to reevaluate the meaning of work and life, carve out an individual’s purpose, and at the same time, find where they overlap with Fujitsu’s Purpose, providing the driving force for future change.

Currently, the management team is pioneering the implementation of this program and is in the process of rolling it out to all departments. In addition, we have implemented Purpose Carving® as part of the training program for approximately 1,600 new employees in Japan in fiscal 2021.



Sustainability Contribution Award

The Fujitsu Group has expanded the Environmental Contribution Award, which was launched in 1995, to the more relevant “Sustainability Contribution Award,” to commend projects at all Group companies involved in activities that make society more sustainable and for fostering mindsets and change in organizational culture to achieve this, aimed at realizing the Group’s Purpose. Based on the criteria of “Aspiration,” “Trust,” and “Empathy,” which are the foundational values of the Fujitsu Way, the Fujitsu Way promotion leaders and departments related to **Global Responsible Business (GRB)** promotion conduct the screening, and finally the CEO and the COO approve the projects to be awarded.

In 2020, the inaugural year of the competition, we received 127 submissions from Fujitsu Group companies around the world, with the Grand Awards going to “Achieved the highest level of speed in the machine learning processing benchmark MLPerf HPC” and “Faster than anyone else. COVID-19 Infection Control Team” while six excellence awards and 13 special awards were also given. These awards and good practices are shared widely within the Group to provide an opportunity to expand the promotion of sustainability.

Message from the CFO

We will accelerate our strategic growth investments to expand our business and strengthen our profitability. Simultaneously, we will continuously work to increase returns to shareholders and achieve sustainable growth in corporate value.

Takeshi Isobe

Director
CFO



Overview of Financial Performance in the Fiscal Year Ended March 31, 2021

For the fiscal year ended March 31, 2021, consolidated revenue was ¥3,589.7 billion, a decrease of ¥268.0 billion from the previous fiscal year that reflected the impact of COVID-19 and the absence of one-off demand for PCs in the previous fiscal year. In contrast, consolidated operating profit and profit attributable to owners of the parent reached respective record highs of ¥266.3 billion, up ¥54.8 billion year on year, and ¥202.7 billion, up ¥42.6 billion year on year. This was owing mainly to steady progress in improving profitability in the domestic services business, as well as gains on business sales and lower business model transformation expenses than in the previous fiscal year. As a result, the operating profit margin improved 1.9 percentage points from the previous fiscal year, to 7.4%.

In the Technology Solutions business, a business segment for which financial targets are set in our medium-term plan, revenue decreased ¥169.2 billion year on year, to ¥3,043.6 billion, due to the significant impact of COVID-19. Operating

profit was negatively impacted by over ¥50 billion due to the decrease in revenue, but this was more than offset by improved profitability, resulting in an increase of ¥0.5 billion year on year, to ¥188.4 billion. The operating profit margin improved 0.4 of a percentage point from the previous fiscal year, to 6.2%.

We are steadily expanding our earning power as we make progress toward achieving our financial targets of revenue of ¥3.5 trillion and an operating profit margin of 10% in the fiscal year ending March 31, 2023, the final year of our medium-term plan. Achieving these targets remains an ambitious goal, but we believe we can do so by steadily pushing forward with the measures we have already launched into motion.

With regard to the financial position, free cash flow (FCF) increased ¥3.3 billion year on year, to ¥236.3 billion. As a result of profit growth, EPS increased 28.1% year on year, to ¥1,013.8, while enhancing capital efficiency, as exemplified by the improvement in ROE of 1.6 percentage points year on year, to 15.1%. For EPS, we are targeting a compounded annual growth rate of 12% for the five fiscal years starting from the fiscal year ended March 31, 2020.

Accelerating Strategic Growth Investments

In Technology Solutions, we are promoting business under the two domains of “For Growth,” where we contribute to the transformation and growth of our customers’ businesses, and “For Stability,” where we contribute to the stable operation and quality improvement of our customers’ IT infrastructure. In the fiscal year ending March 31, 2022, we will step up strategic growth investments more than ever before to expand the scale of our “For Growth” and “For Stability” businesses and improve profitability. As for investments for value creation, we are promoting the development of global offerings that will drive the expansion of the services business and reinforcing Japan Global Gateway (JGG) to establish a service delivery model. With an eye toward the Group’s internal transformation, we are investing in human resources development and the realization of data-driven management. We plan in the fiscal year ending March 31, 2022 to increase our overall investment for growth in the two domains by approximately ¥60 billion from the previous fiscal year, to ¥100 billion.

These investments will always be made from a global perspective, while with regard to returns, we will focus on measures that will contribute to sustainable growth and profitability over the medium to long term, rather than aiming for benefits in the short term. A typical example is JGG, which became fully operational in April 2021. This is an initiative to improve both quality and profitability by promoting standardization and in-house development and maintenance work and expanding development of software and systems at overseas sites. Similarly, one of the main objectives of the reorganization of Fujitsu Japan and SI subsidiaries, which also began full-scale sales activities in April, is to improve business efficiency.

As for investments for our own transformation, we are promoting our Work Life Shift initiative and human resources development to realize employee wellbeing, and we are continuing to invest in the One ERP+ Project to standardize and integrate the Fujitsu Group's global IT systems as a foundation for data-driven management. As data-driven management becomes more sophisticated, we expect it to provide great benefits for financial management. For example, we anticipate that we'll be able to make more efficient

and effective management decisions by understanding financial information with an unprecedented level of detail, speed, and ease. This will offer insights into factors that affect sales revenue and profit, risk management, and support the flexible formulation of financial plans based on highly accurate forecasts. We will accelerate investments in the two growth fields of value creation and our own transformation to achieve stronger business growth.

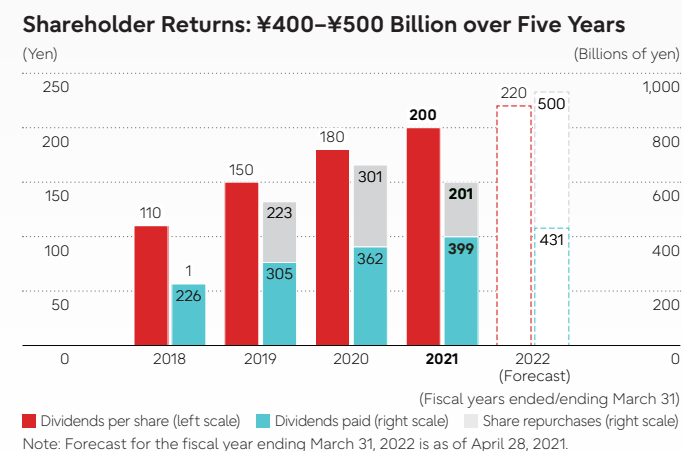
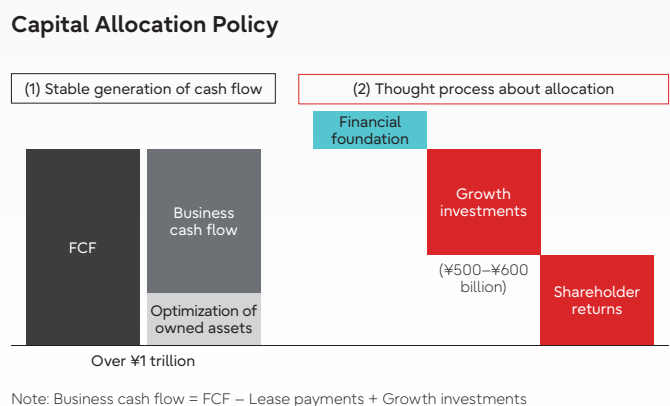
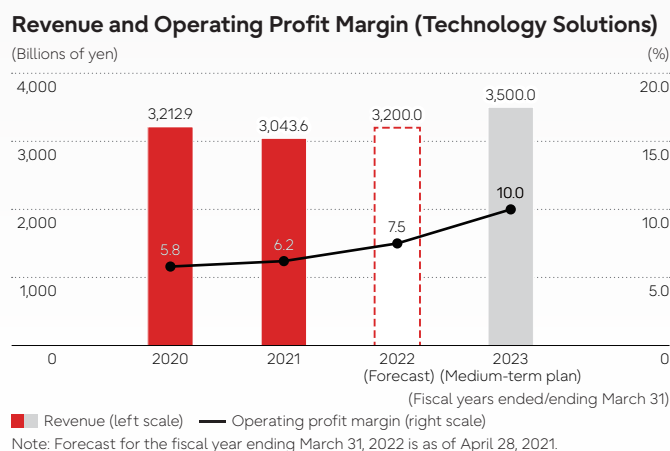
Expanding Shareholder Returns and Improving Capital Efficiency

In parallel with accelerating investment in growth, we are also expanding shareholder returns. We plan to return ¥400–¥500 billion to shareholders over the five-year period from the fiscal year ended March 31, 2021 to the fiscal year ending March 31, 2025. We increased dividends per share for the fifth consecutive year to ¥200 in the fiscal year ended March 31, 2021; as a result, the total amount of shareholder returns was approximately ¥60 billion. In the fiscal year ending March 31, 2022, we plan to continue to increase dividends based on

stable cash flow generation and expand share buybacks to ¥50 billion, while continuing to improve capital efficiency.

Implementation of Financial Strategies for Sustainable Growth

We are doing our utmost to achieve the financial targets of our medium-term plan, which ends in the fiscal year ending March 31, 2023. Those targets are a crucial milestone as a promise to our shareholders and investors, but they represent an intermediate waypoint in the sustainable growth of our Group, and not the final goal. In addition to steadily implementing the measures we have already set forth to achieve our medium-term targets, we have also started initiatives that will shape the Group in 2030, such as the development of offerings in the seven Key Focus Areas that will drive our ongoing "For Growth" initiative. We will continue to pursue rational financial strategies from a long-term perspective to ensure the sustainable growth of the Fujitsu Group.



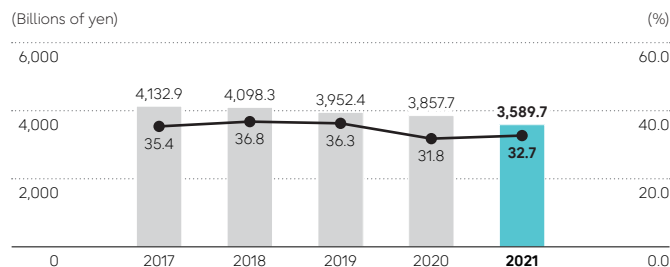
Financial Highlights

Fujitsu Limited and Consolidated Subsidiaries

The Fujitsu Group adopted International Financial Reporting Standards (IFRS) in the fiscal year ended March 31, 2015.

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 revenue and operating profit were reclassified in the fiscal year ended March 31, 2017.

Revenue and Percentage of Sales Outside Japan



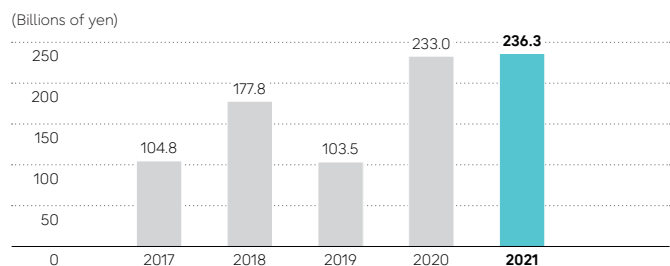
(Fiscal years ended March 31)

■ Revenue (left scale) — Percentage of sales outside Japan (right scale)

Revenue **¥268.0 billion** Down

Although revenue remained at a high level for 5G base stations in the network business and electronic components due to high global demand for semiconductors, overall revenue declined, mainly due to the negative impact of COVID-19 and an increase in demand for PCs last year following the end of the support period for Windows 7 that did not recur this year.

Free Cash Flow

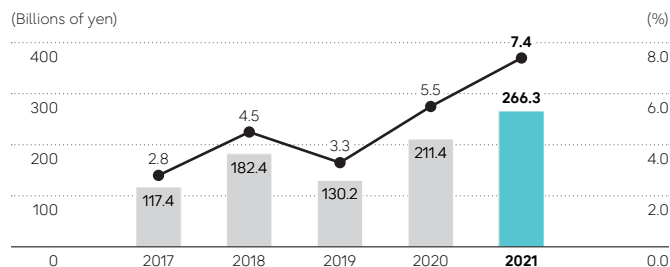


(Fiscal years ended March 31)

Free cash flow **¥3.3 billion** Up

Net cash provided by operating activities decreased ¥39.3 billion year on year as a result of an increase in income tax expenses. Net cash used in investing activities also decreased from the previous fiscal year, by ¥42.6 billion. As a result of the aforementioned factors, free cash flow improved in net cash inflows.

Operating Profit and Operating Profit Margin



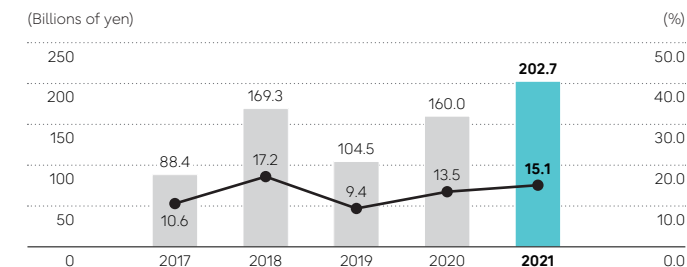
(Fiscal years ended March 31)

■ Operating profit (left scale) — Operating profit margin (right scale)

Operating profit margin **1.9 percentage points** Up

Operating profit increased significantly due to improvements in profitability in the Technology Solutions segment, increased sales volume in Network Products like 5G base stations, and a strong demand for semiconductors despite the impact of reduced revenue due to COVID-19 and an increase in demand for replacement PCs last year that did not recur this year.

Profit Attributable to Owners of the Parent and ROE



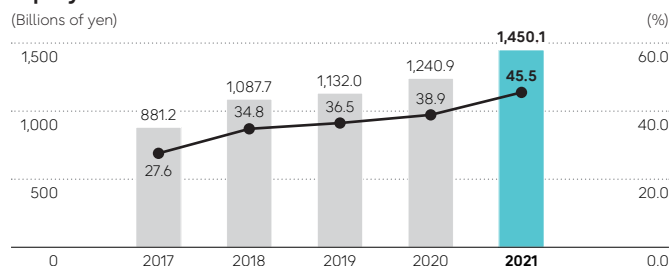
(Fiscal years ended March 31)

■ Profit attributable to owners of the parent (left scale) — ROE (right scale)

Profit attributable to owners of the parent **¥42.6 billion** Up

Profit attributable to owners of the parent rose ¥42.6 billion year on year due to higher operating profit. Income tax expenses were up ¥10.0 billion year on year, to ¥78.3 billion, as a result of an increase in taxable income.

Equity Attributable to Owners of the Parent and Equity Attributable to Owners of the Parent Ratio



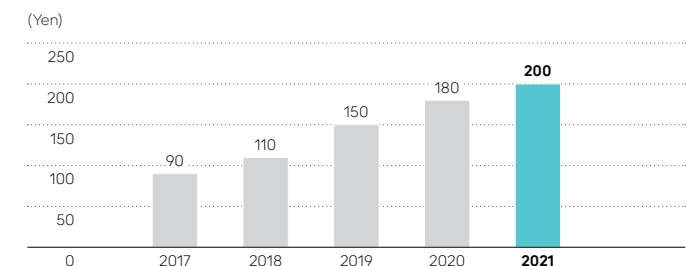
(As of March 31)

■ Equity attributable to owners of the parent (left scale)
— Equity attributable to owners of the parent ratio (right scale)

Equity attributable to owners of the parent ratio **6.6 percentage points** Up

Reflecting the recognition of profit attributable to owners of the parent of ¥202.7 billion, retained earnings were up ¥173.2 billion from the previous fiscal year-end. Although an acquisition of treasury stock of ¥20.0 billion implemented as a shareholder return measure led to negative treasury stock, at cost, of ¥79.4 billion, equity attributable to owners of the parent ratio rose.

Dividends per Share of Common Stock



(Fiscal years ended March 31)

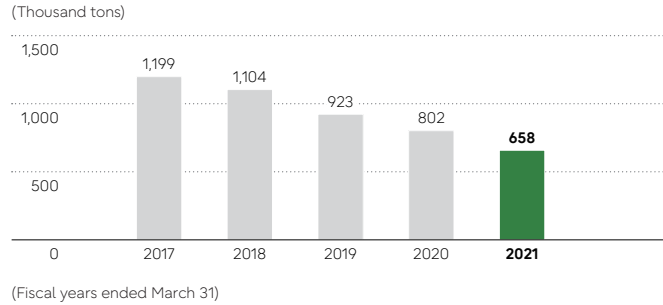
Note: On October 1, 2018, Fujitsu consolidated every 10 shares of stock into one share. Dividends per share reflect this share consolidation.

Dividends per share of common stock **¥20** Up

Annual dividends increased ¥20 year on year, to ¥200. Further, the Company implemented a ¥20.0 billion acquisition of treasury stock during the fiscal year, completing the entire treasury stock acquisition quota of ¥50.0 billion set in the previous fiscal year. Going forward, the Company will continue stably providing dividends commensurate with the growth of businesses and profits over the medium to long term.

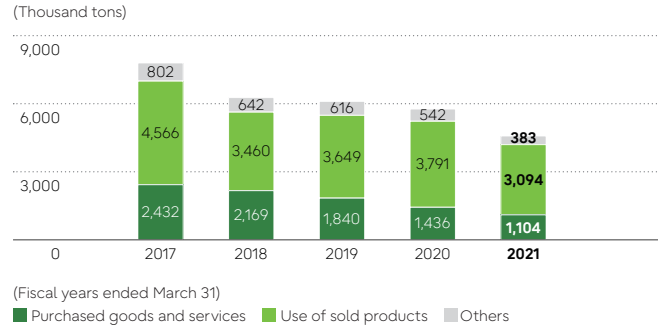
ESG Highlights

Trend in Greenhouse Gas Emissions (Scope 1 & 2)



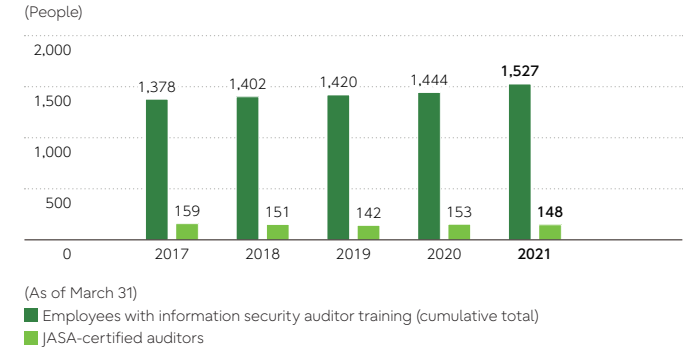
As of the end of fiscal 2020, the Fujitsu Group's greenhouse gas (GHG) emissions were 18.0% lower than the fiscal 2019 year-end level.
 Note: The scope of aggregation is Fujitsu Limited and Group companies in Japan and overseas.
 Scope 1: Direct emissions
 Scope 2: Indirect emissions from energy sources

Trend in Greenhouse Gas Emissions (Scope 3)



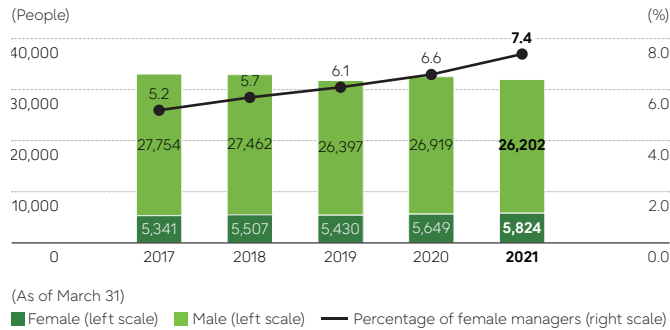
As of the end of fiscal 2020, the Fujitsu Group's GHG emissions were 20.7% lower than the fiscal 2019 year-end level.
 Note: The scope of aggregation is Fujitsu Limited and Group companies in Japan and overseas.
 Scope 3: Indirect emissions other than Scope 1 and Scope 2

Employees with Information Security Auditor Training (Cumulative Total) and JASA-Certified Auditors



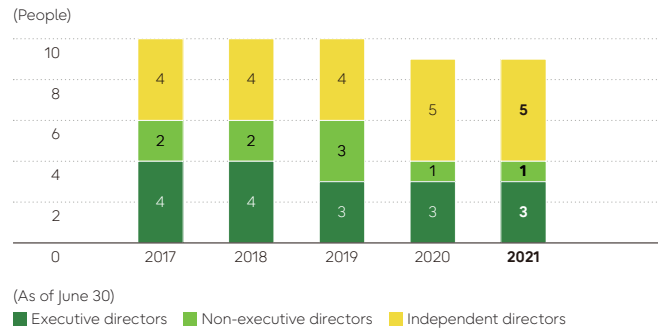
We have been offering information security auditor training to heighten the quality of information security audits in each organization. Also, we have been encouraging employees to acquire auditor qualifications certified by Japan Information Security Audit Association (JASA).
 Note: The scope of aggregation is Fujitsu Limited and Group companies in Japan.

Numbers of Female and Male Employees and Percentage of Female Managers



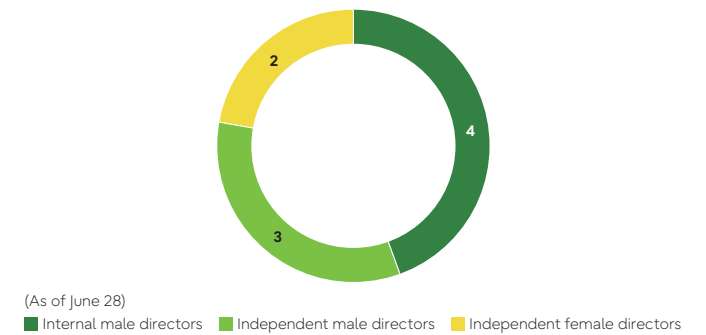
Fujitsu is proceeding with selective training for female employees and other initiatives with a view to having more women in leadership positions.
 Note: The scope of aggregation is Fujitsu Limited.

Executive Directors, Non-Executive Directors, and Independent Directors



We are strengthening oversight by actively appointing independent directors.

Diversity of the Board of Directors



We are promoting lively discussions and enhancing objectivity by ensuring the diversity of the Board of Directors. As of June 28, 2021, the nine members of the Board of Directors included five independent directors, two of whom are women.