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.

(Billions of yen) (%)

	JGAAP			IFRS								Year-on-year change (%)
Fiscal years ended March 31	2012	2013	2014	2014	2015	2016	2017	2018	2019	2020	**2021**	**2020/2021***
FINANCIAL DATA												
Net sales (revenue)	¥4,467.5	¥4,381.7	¥4,762.4	¥4,762.4	¥4,753.2	¥4,739.2	¥4,132.9	¥4,098.3	¥3,952.4	¥3,857.7	**¥3,589.7**	**−6.9**
Net sales (revenue) outside Japan	1,506.0	1,498.2	1,801.4	1,801.4	1,879.9	1,894.2	1,461.2	1,506.8	1,435.4	1,228.5	**1,172.0**	**−4.6**
Point 1 Percentage of sales outside Japan (%)	33.7	34.2	37.8	37.8	39.6	40.0	35.4	36.8	36.3	31.8	**32.7**	
Operating profit	105.3	88.2	142.5	147.2	178.6	120.6	117.4	182.4	130.2	211.4	**266.3**	**25.9**
Operating profit margin (%)	2.4	2.0	3.0	3.1	3.8	2.5	2.8	4.5	3.3	5.5	**7.4**	
Net profit (loss) (profit (loss) attributable to owners of the parent)	42.7	(79.9)	48.6	113.2	140.0	86.7	88.4	169.3	104.5	160.0	**202.7**	**26.7**
Cash flows from operating activities	¥ 240.0	¥ 71.0	¥ 175.5	¥ 176.5	¥ 280.1	¥ 253.0	¥ 250.3	¥ 200.4	¥ 99.4	¥ 347.2	**¥ 307.9**	**−11.3**
Cash flows from investing activities	(190.8)	(161.4)	(128.8)	(128.9)	(200.5)	(164.3)	(145.4)	(22.5)	4.1	(114.2)	**(71.5)**	**—**
Point 2 Free cash flow	49.1	(90.4)	46.6	47.5	79.6	88.7	104.8	177.8	103.5	233.0	**236.3**	**1.4**
Cash flows from financing activities	(138.9)	100.3	(44.7)	(46.2)	(17.3)	(67.7)	(98.8)	(112.4)	(136.6)	(193.1)	**(219.6)**	**—**
Inventories	¥ 334.1	¥ 323.0	¥ 330.2	¥ 330.2	¥ 313.8	¥ 298.8	¥ 293.1	¥ 241.6	¥ 226.0	¥ 238.0	**¥ 237.0**	**−0.4**
Monthly inventory turnover rate (times)	1.01	1.00	1.07	1.07	1.11	1.12	1.15	1.21	1.22	1.13	**1.16**	
Total assets	2,945.5	2,920.3	3,079.5	3,105.9	3,271.1	3,226.3	3,191.4	3,121.5	3,104.8	3,187.4	**3,190.2**	**0.1**
Owners' equity (equity attributable to owners of the parent)	841.0	624.0	573.2	566.5	790.0	782.7	881.2	1,087.7	1,132.0	1,240.9	**1,450.1**	**16.9**

Point 1
Percentage of sales outside Japan

The percentage of sales outside Japan increased 0.9 of a percentage point, to 32.7%. The weakening of the yen against the euro and pound compared with the previous fiscal year pushed up the percentage of sales outside of Japan.

Point 2
Free cash flow

Free cash flow was ¥236.3 billion, exceeding ¥200.0 billion for two consecutive fiscal years. The Company aims to create free cash flow of over ¥1 trillion over the five-year period until the fiscal year ending March 31, 2025.

* The actual figures are shown in units of billions of yen, and the rate of change is calculated in units of millions of yen.

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.

	JGAAP			IFRS								(%) Year-on-year change (%)
Fiscal years ended March 31	2012	2013	2014	2014	2015	2016	2017	2018	2019	2020	**2021**	**2020/2021*1**
FINANCIAL DATA												
Point 3 Return on equity (%)	5.1	(11.8)	8.1	23.2	20.6	11.0	10.6	17.2	9.4	13.5	**15.1**	
Owners' equity ratio (equity attributable to owners of the parent ratio) (%)	28.6	21.4	18.6	18.2	24.2	24.3	27.6	34.8	36.5	38.9	**45.5**	
Return on assets (%)	1.4	(2.7)	1.6	3.7	4.4	2.7	2.8	5.4	3.4	5.1	**6.4**	
Interest-bearing loans (billions of yen)	381.1	534.9	519.6	560.2	578.4	534.9	486.7	402.2	316.2	405.5	**316.3**	**–22.0**
D/E ratio (times)	0.45	0.86	0.91	0.99	0.73	0.68	0.55	0.37	0.28	0.33	**0.22**	
Net D/E ratio (times)	0.14	0.40	0.38	0.46	0.27	0.20	0.12	–0.05	–0.09	–0.04	**–0.11**	
R&D expenses (billions of yen)	238.3	231.0	221.3	222.5	202.7	179.8	170.0	158.6	134.9	123.3	**113.8**	**–7.7**
Point 4 Capital expenditure*2 (billions of yen)	140.6	121.7	122.2	122.8	140.6	156.0	120.6	94.0	83.5	96.4	**87.5**	**–9.2**
Depreciation*2 (billions of yen)	131.5	116.5	115.1	115.9	121.2	119.8	108.6	107.0	96.9	84.5	**76.0**	**–10.1**
Amounts per share of common stock (yen)*3												
Net profit (loss) attributable to owners of the parent (EPS)*4	¥ 20.64	¥ (38.62)	¥ 23.49	¥ 54.71	¥ 67.68	¥ 41.94	¥ 42.83	¥ 82.53	¥ 512.50	¥791.20	**¥1,013.78**	**28.1**
Dividends	10	5	4	4	8	8	9	11	150	180	**200**	**11.1**
Equity attributable to owners of the parent*5	406.42	301.57	277.03	273.79	381.88	378.37	429.80	528.38	5,585.35	6,197.11	**7,287.15**	**17.6**

Point 3

Return on equity

Calculated through the division of profit attributable to owners of the parent by total equity attributable to owners of the parent (owners' equity), ROE was 15.1%. As a result of higher profit attributable to owners of the parent, ROE was up 1.6 percentage points year on year.

Point 4

Capital expenditure

With respect to the Technology Solutions segment, the Company invested ¥46.6 billion, mainly for facilities related to the services business and to office renovations associated with the Borderless Office initiative (reimagining the use of shared working space) that the Company is promoting as part of its Work Life Shift. As for the Device Solutions segment, investment amounted to ¥40.7 billion, mainly for equipment and facilities for the manufacturing of electronic components at subsidiary Shinko Electric Industry Co., Ltd.

*1 The actual figures are shown in units of billions of yen, and the rate of change is calculated in units of millions of yen.

*2 Capital expenditure and depreciation in the fiscal year ended March 31, 2020 do not include the effect of adopting IFRS 16 (Leases).

*3 On October 1, 2018, Fujitsu consolidated every 10 shares of stock into one share. Dividends per share for 2019 and thereafter reflect this share consolidation.

*4 Profit attributable to owners of the parent ÷ Average number of shares of common stock outstanding excluding treasury stock during the fiscal year

*5 Total equity attributable to owners of the parent (Owners' equity) ÷ Number of shares of common stock outstanding excluding treasury stock at the end of the fiscal year

Performance Highlights

Fujitsu Limited and Consolidated Subsidiaries

(%)

Fiscal years ended March 31	2012	2013	2014	2015	2016	2017	2018	2019	2020	**2021**	**2020/2021**
NON-FINANCIAL DATA (ESG INDICATORS)											
Environmental											
Greenhouse gas emissions (Scope 1) (thousand tons)*1	—	225	219	197	189	208	198	147	87	**75**	**–13.8**
Greenhouse gas emissions (Scope 2 [Location-based]) (thousand tons)*1	—	790	1,105	700	686	1,021	939	808	715	**583**	**–18.5**
Greenhouse gas emissions (Scope 2 [Market-based]) (thousand tons)	—	—	—	—	—	—	912	771	663	**540**	**–18.6**
Greenhouse gas emissions (Scope 3) (thousand tons)	—	5,137	8,499	8,124	7,290	7,800	6,271	6,105	5,769	**4,581**	**–20.7**
Energy usage (thousand GJ)	—	—	19,700	18,780	18,370	20,380	19,250	17,350	16,300	**13,780**	**–15.5**
Ratio of renewable energy to total electricity consumption (%)	—	—	—	—	—	5.2	7.3	8.6	8.4	**10.1**	
Water usage (thousand m³)	21,800	19,860	18,620	16,600	15,830	16,870	15,540	13,830	9,910	**6,770**	**–31.7**
Social											
Number of employees	173,155	168,733	162,393	158,846	156,515	155,069	140,365	132,138	129,071	**126,371**	
Outside Japan	66,258	64,497	61,357	59,491	57,610	56,622	47,889	46,791	46,839	**44,946**	
Percentage of female managers (non-consolidated) (%)	3.7	4.0	4.3	4.6	4.8	5.2	5.7	6.1	6.6	**7.4**	
Employee engagement*2	—	—	—	—	—	—	—	—	56	**65**	
Governance											
Point 5 Percentage of independent directors (non-consolidated) (%)	36.4	33.3	27.3	36.4	40.0	40.0	40.0	40.0	55.6	**55.6**	
Percentage of female directors (non-consolidated) (%)	8.3	8.3	9.1	16.7	20.0	20.0	20.0	20.0	22.2	**22.2**	

Point 5

Percentage of independent directors

As of the Annual Shareholders' Meeting convened in June 2021, five of the Company's nine directors approved were independent directors, who constitute a majority at meetings of the Board of Directors. The Company is strengthening oversight and advisory capabilities by actively appointing external directors with a high degree of independence and diverse perspectives.

*1 Figures for the fiscal years ended March 31, 2017 to 2019 differ from those presented in the ESG Highlights graphs on page 18 due to the inclusion of international business sites. From the fiscal year ended March 31, 2020, these international business sites were included, and the figures match with those in the ESG Highlights graphs on page 18.

*2 An average score calculated by assigning scores between 0 and 100 to each of the five answer options of survey questions

Highlights by Segment

Fujitsu Limited and Consolidated Subsidiaries
Presented based on business segments applied from the fiscal year ended March 31, 2021

Technology Solutions

Solutions / Services

Market Environment

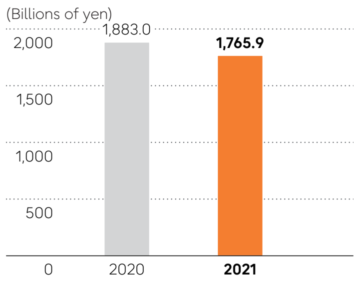
The growth rate of the Solutions/Services market in the fiscal year ended March 31, 2021 turned negative, mainly due to the negative impact of COVID-19 on IT investments. In the fiscal year ending March 31, 2022, economic activity is expected to return gradually to normal, with an attendant restart of IT projects and an increase in new projects related to digital transformation (DX). DX initiatives including modernization of existing legacy IT systems are expected to accelerate in response to changes in lifestyle patterns and workstyles brought about by COVID-19.

Fiscal 2020 Highlights

Revenue
Revenue in Solutions/Services was ¥1,765.9 billion, down 6.2% year on year. This decrease is due to impacts of COVID-19, including delays of business negotiations with customers in the enterprise and healthcare sectors, a fallback after the completion of a major business deal in the finance and retail sector, and a nationwide development halt in the infrastructure business among local governments. In addition, the end of the support period for Windows 7 in 2020 led to a fallback in areas like PC setup and deployment support in the hardware-related business, which had performed strongly in the previous fiscal year.

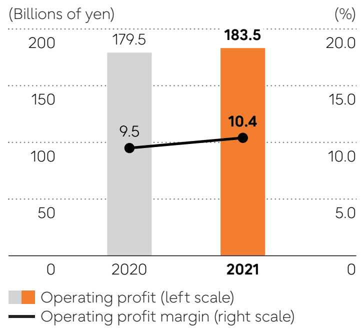
Operating Profit
Operating profit was ¥183.5 billion, up ¥4.0 billion year on year. This increase is due to an improvement in profitability in Solutions/SI and operation and maintenance services, as well as increasing efficiency in operating expenses, which offset the impact of the decline in revenue.

Revenue
(Fiscal years ended March 31)



Note: Includes intersegment sales

Operating Profit / Operating Profit Margin
(Fiscal years ended March 31)



System Platforms

Market Environment

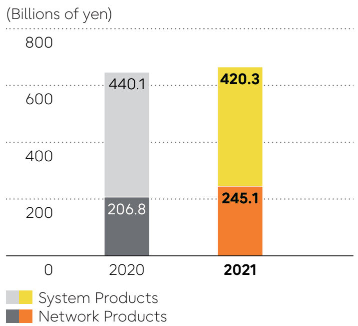
Impacted by a decline in IT investments due to delays and standstills of projects caused by the spread of COVID-19, the domestic System Platforms market contracted in the fiscal year ended March 31, 2021. In the fiscal year ending March 31, 2022, the market is expected to return to growth with the restart of these projects and the start of new DX-related projects.

Driven by the switch from LTE to 5G, the size of the North American and Japanese mobile infrastructure markets has increased, and demand for O-RAN-compliant base stations in particular is expected to grow rapidly. While the optical transmission market in Japan expanded due to increased demand for core networks in the course of the 5G rollout in the fiscal year ended March 31, 2021, the North American optical transmission market shrank due to investment restraints amid the spread of COVID-19. Nevertheless, the market is expected to expand gradually, reflecting the growth in traffic accompanying the deployment of 5G.

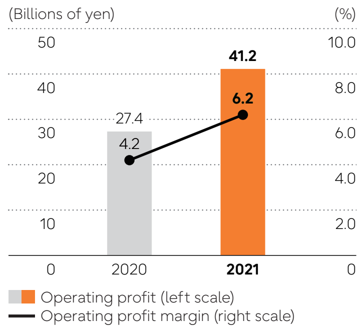
Fiscal 2020 Highlights

Revenue
Revenue in System Platforms was ¥665.4 billion, up 2.8% year on year. Despite a decline in revenue for System Products including servers and storage systems due to COVID-19, revenue increased due to a major business deal related to supercomputers and growth in demand for communication infrastructure including 5G base stations and optical transmission networks in the network business.

Operating Profit
Operating profit was ¥41.2 billion, up ¥13.7 billion year on year. This increase is due to factors like higher revenue in our network business and increased efficiency in our IA server development system globally.



Note: Includes intersegment sales



	Market Environment	Fiscal 2020 Highlights	Revenue (Fiscal years ended March 31)	Operating Profit (Loss) / Operating Profit (Loss) Margin (Fiscal years ended March 31)

Technology Solutions — International Regions Excluding Japan

Market Environment

Please see pages 88–89, "Technology Solutions Highlights by International Region."

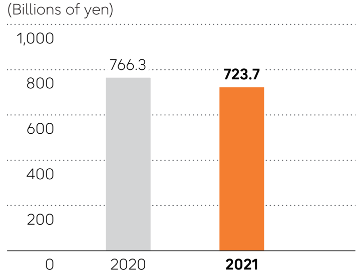
Fiscal 2020 Highlights

Revenue

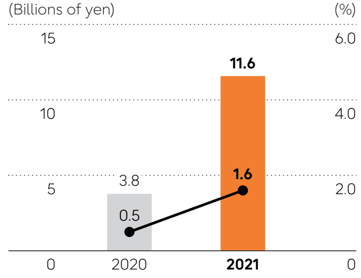
Revenue in International Regions Excluding Japan was ¥723.7 billion, down 5.6% year on year. Despite securing a deal for a large-scale IT system development project in Europe, the strong impact of COVID-19 in the regions outside of Japan, as well as business reorganization measures like the withdrawal from low-profit businesses in Europe and the products business in the Americas led to a decline in revenue.

Operating Profit

Operating profit was ¥11.6 billion, up ¥7.7 billion year on year. Operating profit grew due to improvements and an increase in profit in the NWE (Northern & Western Europe) and the Americas businesses and the absence of the previous fiscal year's business model transformation expenses centered on North America. The decline in revenue was offset by improved profitability and higher efficiency in relation to expenses stemming from the first positive results of business model transformation initiatives.



Note: Includes intersegment sales



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

Ubiquitous Solutions

Market Environment

The corporate PC market in Japan in the fiscal year ended March 31, 2021 expanded significantly year on year overall, mainly driven by the rollout of the GIGA School Program PCs in the education market. These sales compensated for the demand for PCs last fiscal year following the end of the support period for Windows 7 and rush buying ahead of the consumption tax hike that did not recur this year. Despite concerns over a decline in profit due to the end of the GIGA School Program PC rollout and the impact of semiconductor shortages in the fiscal year ending March 31, 2022, a certain stable demand for PCs is expected to continue due to the proliferation of teleworking.

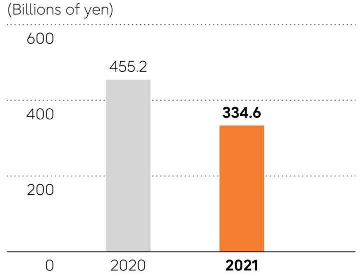
Fiscal 2020 Highlights

Revenue

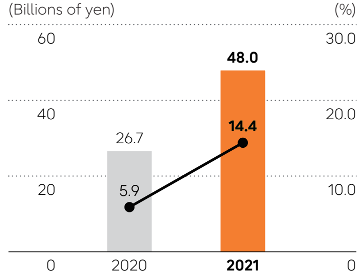
Revenue in the Ubiquitous Solutions segment was ¥334.6 billion, down 26.5% year on year. The decline in revenue was due to an increase in demand for PCs last year following the end of the support period for Windows 7 that did not recur this year and the impact of the transfer of the mobile phone retail store business in the fiscal year under review.

Operating Profit

Operating profit was ¥48.0 billion, up ¥21.2 billion year on year. Excluding the profit of ¥25.4 billion stemming from special items such as the transfer of the mobile phone retail store business, operating profit declined ¥4.7 billion from the previous fiscal year due to the impact of the contraction in revenue.



Note: Includes intersegment sales



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

Device Solutions

Market Environment

In the fiscal year ended March 31, 2021, the market grew due to a higher demand for semiconductors as a result of a shift in the digital landscape due to factors like the proliferation of teleworking triggered by the COVID-19 pandemic. Despite concerns over ongoing supply shortages as a result of stronger administrative regulations and supply chain disruptions caused by disasters and accidents, the demand for semiconductors is expected to continue to expand in line with the spread of 5G and progress of DX.

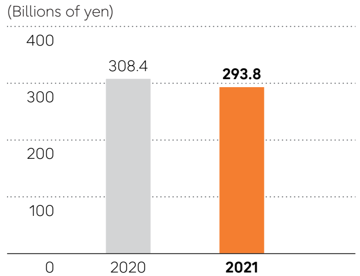
Fiscal 2020 Highlights

Revenue

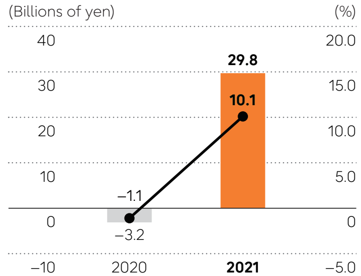
Revenue in the Device Solutions segment was ¥293.8 billion, down 4.7% year on year. Revenue declined due to the transfer of the semiconductor plant in Mie Prefecture in the third quarter of the fiscal year ended March 31, 2020. Excluding the impact of restructuring, revenue increased year on year due to an expansion in demand for electronic components.

Operating Profit

Operating profit was ¥29.8 billion, a turnaround of ¥33.0 billion from an operating loss in the previous fiscal year. This turnaround resulted from the absence of the previous fiscal year's restructuring expenses in the electronic components business, which totaled ¥10.0 billion. Excluding this impact, the turnaround amounted to ¥23.0 billion, reflecting favorable results from electronic components throughout the year due to a higher demand for semiconductors.



Note: Includes intersegment sales



Operating profit (loss) (left scale)
Operating profit (loss) margin (right scale)

Technology Solutions Highlights by International Region

Fujitsu Limited and Consolidated Subsidiaries

Asia

Market Environment

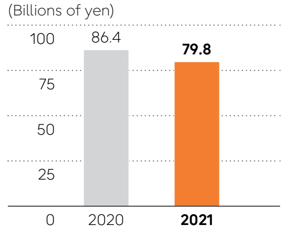
In 2020, the IT market in Asia grew 5.0% year on year, expanding at a faster rate than the previous year. From 2020 to 2021, the market is forecast to expand significantly by 11.9% year on year. The market is expected to expand even more rapidly than before, with a CAGR of 7.9% from 2020 to 2023. Growth is expected over a wide range of markets from products to services after recovering from a period of stagnation in 2019 due to the impact of COVID-19.

Priority Tasks

In Asia, we promote our business in line with the different market needs in each country and region. We cooperate with local partners, focusing on main target domains including automotive and manufacturing industries and government institutions. In Singapore, Thailand, China, and South Korea, where the service sales ratio is currently high, we will strengthen our earnings capabilities by focusing on business deals in the upstream stages, such as consulting. At the same time, we will deploy global and regional offerings in the automotive, manufacturing, and retail sectors, aiming to expand business application services and managed infrastructure services. As for the Philippines, Indonesia, Taiwan, and Vietnam, where the product sales ratio is high, we will work to increase our earnings capabilities mainly by automating infrastructure operations and strengthening partner alliances. We will continue to provide workstyle solutions for the "new normal" era brought about by COVID-19 to customers in a wide range of industries and government institutions. In addition, we will cooperate with our partners to actively provide technologies, offerings, and solutions on a global scale to solve new issues and needs, including the rising awareness toward the SDGs, social issues, and data-driven business.

Revenue

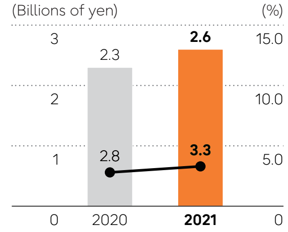
(Fiscal years ended March 31)



Note: Includes intersegment sales

Operating Profit / Operating Profit Margin

(Fiscal years ended March 31)



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

Europe

Market Environment

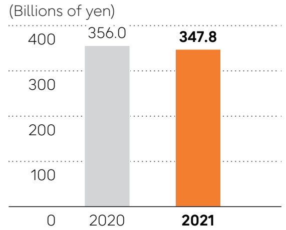
In 2020, Europe's IT market grew at a modest pace of 2.6% year on year, after a period of stagnation during the previous year. Breaking this down by region, the IT market in Central and Eastern Europe grew by 8.9% year on year, expanding significantly at a faster pace than the previous year, while in Western Europe, the market grew at a slow pace, increasing by 1.8%. From 2020 to 2021, the IT market in Europe as a whole is expected to grow 7.2% year on year. Central and Eastern Europe as main drivers of growth are expected to grow by 10.1% and Western Europe by 6.9%. CAGR from 2020 to 2023 for the IT market in Europe overall is expected to be 4.7%. By region, Central and Eastern Europe is forecast to grow 4.3% year on year and Western Europe 4.7%, with IT investment expected to accelerate beyond pre-COVID-19 levels as the market continues to expand firmly.

Priority Tasks

In Europe, we completed restructuring measures, including the closure of product manufacturing plants, withdrawal from low profitability sites, and reduction of fixed expenses in the first half of the fiscal year ended March 31, 2021. In the products business, we have switched to efficient operations using electronics manufacturing services, while also concentrating management resources on the services business in an effort to expand sales and improve profitability. Going forward, we will cooperate with the operations in Japan and develop a common global portfolio to expand our offerings. Specifically, in the Northern & Western Europe (NWE) region, we will change to a sales system based on industry types, and strengthen and expand key areas such as cloud and information security. We will further roll out solutions including offerings from partners such as SAP and Microsoft to provide solutions and services to resolve customers' issues through an optimal delivery model in conjunction with the Global Delivery Centers (GDCs). In the Central & Eastern Europe (CEE) region, we have been working on the construction of a new foundation for service provision and conversion of sites for the services business to drive the growth of services. Going forward, we will provide global offerings and other solutions for customers in our specialty domains, including the public sector, manufacturing and automotive, with the aim to achieve growth in the services and digital fields.

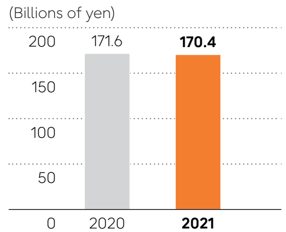
Revenue

NWE



Note: Includes intersegment sales

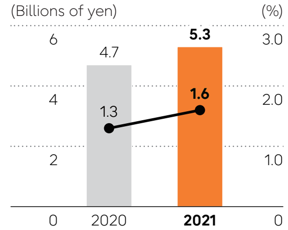
CEE



Note: Includes intersegment sales

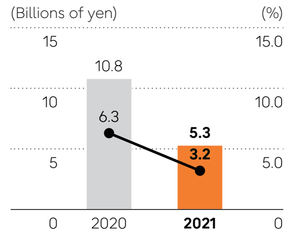
Operating Profit / Operating Profit Margin

NWE



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

CEE



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

Note: IDC's *Black Book Live Edition* is the source of IT market information.

Americas

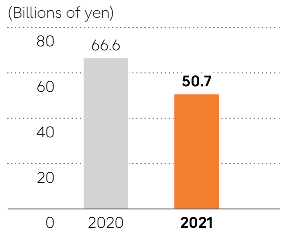
Market Environment

In 2020, the IT market in the Americas grew 4.8% year on year, continuing to grow solidly despite a slight slowdown due to the impact of COVID-19 from the previous year. From 2020 to 2021, the market is expected to expand rapidly by 9.2%. From 2020 to 2023, the market is projected to continue growing at a high level, with a CAGR of 6.4%.

Priority Tasks

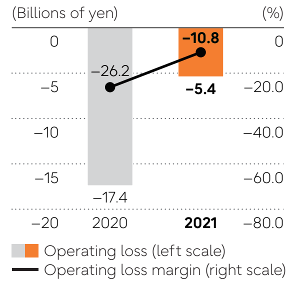
In the Americas, the Fujitsu Group completed the revision of its business portfolio by withdrawing from the products business (excluding the network products business) and by reorganizing retail businesses within the Group. Going forward, we will improve the profitability of the services business through selection and concentration, aiming to achieve both improved profitability and recovery of business scale. Specifically, we will formulate sales systems and account plans aligned with customers' industry types and strengthen our deployment of global offerings through preparation of industry-specific solutions and coordination with headquarters.

Revenue
(Fiscal years ended March 31)



Note: Includes intersegment sales

Operating Profit (Loss) / Operating Profit (Loss) Margin
(Fiscal years ended March 31)



Oceania

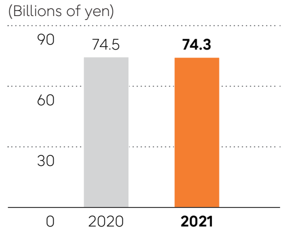
Market Environment

In 2020, Oceania's IT market grew gradually despite slowing down, expanding 3.7% year on year. From 2020 to 2021, the market is expected to continue growing gradually at 2.6% year on year. From 2020 to 2023, the market is forecast to continue growing at the same level, at a CAGR of 3.2%.

Priority Tasks

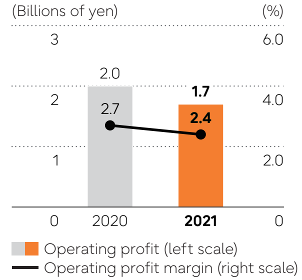
In Oceania, the services business accounts for a large ratio of sales of around 70%. However, the task here is to further improve profitability and align our business expansion with market changes and the necessary speed. In the fiscal year ending March 31, 2022, we are switching from a region-based sales system to a system centered on customers, in an effort to strengthen industry-type consulting functions. At the same time, we are switching to an operating model that offers greater efficiency and promoting utilization of the GDCs, automation, and standardization. We will also enhance offerings to drive sales growth in the digital domain, where high profits are expected, and will promote utilization of the GDCs and automation of tasks in delivery to drive down costs. We will also utilize Versor Pty. Ltd., which we acquired in April 2021, to respond to the expanding demand for advanced data analytics consulting services, aiming to shift to a high-value-added services business.

Revenue
(Fiscal years ended March 31)



Note: Includes intersegment sales

Operating Profit (Loss) / Operating Profit (Loss) Margin
(Fiscal years ended March 31)



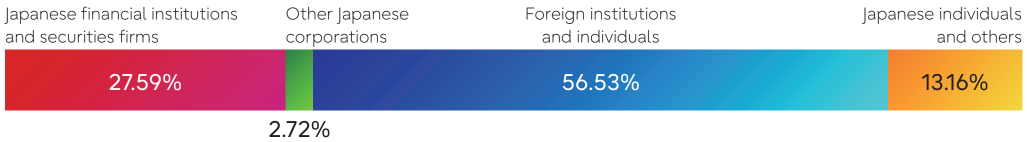
Note: IDC's *Black Book Live Edition* is the source of IT market information.

Shareholder Data

(As of March 31, 2021)

Capital:	¥324,625,075,685
Authorized Common Stock:	500,000,000 shares
Issued Common Stock:	207,001,821 shares
Number of Shareholders:	108,464

Equity Shareholdings by Type of Shareholder:



Status of Principal Shareholders:

Principal Shareholders	Number of Shares Held (Thousands)	Percentage of Shares Held (%)
The Master Trust Bank of Japan, Ltd. (for trust)	16,807	8.45
Ichigo Trust Pte. Ltd.	14,899	7.49
Custody Bank of Japan, Ltd. (for trust)	10,395	5.22
GIC PRIVATE LIMITED – C	5,491	2.76
Fujitsu Employee Shareholding Association	4,442	2.23
Asahi Mutual Life Insurance Company	3,518	1.77
Custody Bank of Japan, Ltd. (for trust 7)	3,396	1.71
STATE STREET BANK WEST CLIENT - TREATY 505234	3,220	1.62
STATE STREET BANK AND TRUST COMPANY 505103	3,002	1.51
Fuji Electric Co., Ltd.	2,844	1.43

Notes: 1. The investment ratio is calculated after exclusion of treasury stock holdings (8,002,339 shares).
2. The shares held by The Master Trust Bank of Japan, Ltd. (for trust), Custody Bank of Japan, Ltd. (for trust), and Custody Bank of Japan, Ltd. (for trust 7) pertain to their trust business.

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Transfer Agent:	Mitsubishi UFJ Trust and Banking Corporation 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8212, Japan
Stock Exchange Listings:	Tokyo, Nagoya
Accounting Auditors:	Ernst & Young ShinNihon LLC
Shareholder Information:	For further information, please contact: Fujitsu Limited Public & Investor Relations Telephone: +81-3-6252-2173 Facsimile: +81-3-6252-2783

For inquiries, please visit our “Contact” page on our investor relations website.
https://www.fujitsu.com/global/about/ir/

On the Publication of *Fujitsu Group Integrated Report 2021* (Editorial Policy)

This report is for our various stakeholders, including shareholders and other investors, and provides information on non-financial aspects, such as the environment, society, and governance, together with financial information. Through this publication, we aim to communicate the Fujitsu Group’s initiatives for business activities and value creation comprehensively and simply.

In this year’s report, we have provided an easy-to-understand explanation of our Management Direction and FY2020 Progress Review, which was originally presented in April 2021, and tried to describe the CEO’s thinking underpinning it.

In editing the report, we have referred to various guidelines, such as the International Integrated Reporting Framework of the International Integrated Reporting Council.

From the fiscal year ended March 31, 2015, Fujitsu has adopted the International Financial Reporting Standards (IFRS). However, some sections have presented results under the Japanese accounting standard for the purpose of year-on-year comparison. These sections are indicated in the report.