

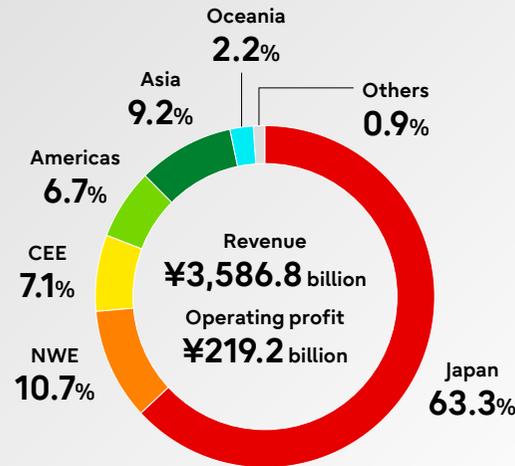
Fujitsu at a glance

The Fujitsu Group has established a global service structure with operations in different regions around the world 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.

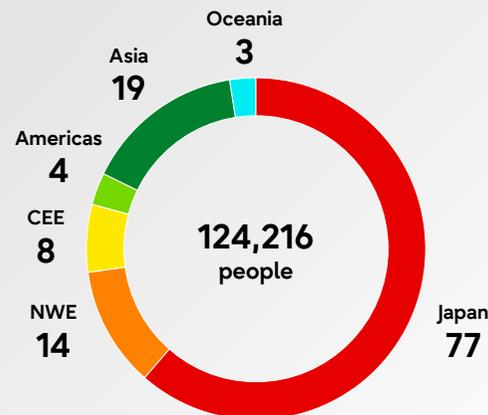
Notes:
 NWE (Northern & Western Europe): the United Kingdom, Finland, Sweden, Denmark, Norway, Spain, Portugal, France, Belgium, Luxembourg, and the Netherlands
 CEE (Central & Eastern Europe): Germany, Austria, Switzerland, Poland, and Russia
 Americas: the United States, Canada, Brazil, Mexico, etc.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

Revenue by region (Fiscal year ended March 31, 2022)



Consolidated number of employees (As of March 31, 2022)

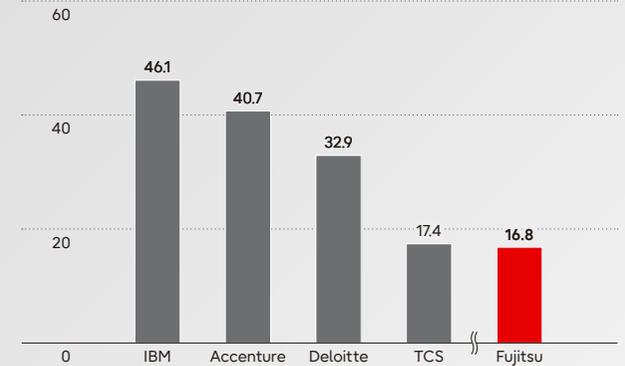
(Thousands of people)



Fujitsu's position in the IT services market

Global services revenue

(Billions of US dollars)

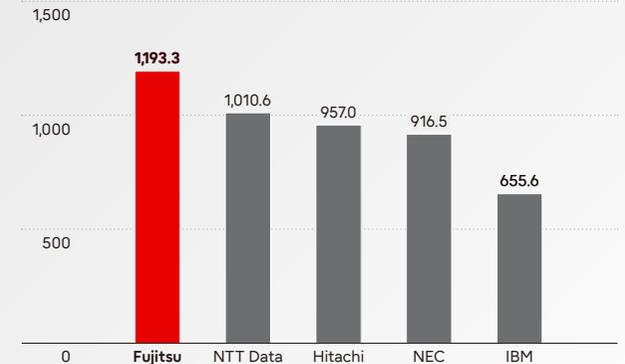


Notes:

- Revenue estimate using calendar year, based on IDC's services market definition. US dollar basis
 - Ranking by vendors' revenue in 2020
- Source: IDC Japan, January 2022 (#JPJ48619722)

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 2022 (#JPJ47876122)

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.)

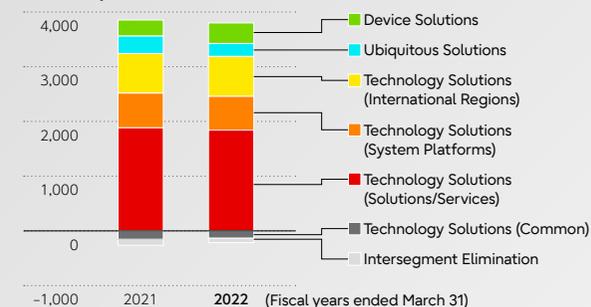
Intersegment Elimination

- ▶ Elimination of intersegment sales

Performance by segment

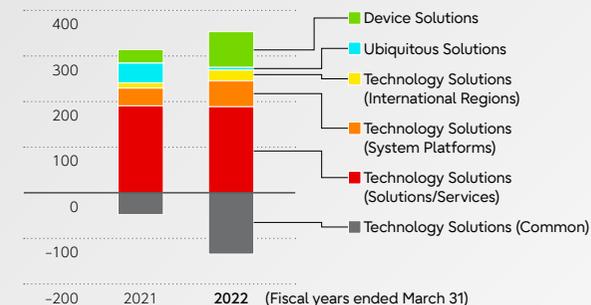
Revenue

(Billions of yen)



Operating profit

(Billions of yen)



Technology Solutions

(Fiscal years ended March 31, 2022)

Revenue	¥3,056.3 billion
Operating profit	¥193.9 billion
Operating profit margin	6.3%

Value Creation Model

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

Our business environment

Social trends

Response to an era of uncertainty
Agreement of global goals

- Global pandemic
- Increased geopolitical risk
- Escalating climate change issues
- Loss of biodiversity
- Growing social inequality

Expectations for companies

Stakeholder capitalism
Playing a leading role toward achieving sustainability

Expectations of Fujitsu

Digital transformation



Input	
Fiscal 2021 results	
Financial capital	
● Equity attributable to owners of the parent ratio	47.7%
● Revenue	¥3,586.8 billion
● Free cash flow	¥189.0 billion
Human capital	
● Number of employees	124,216
● Percentage of female employees (non-consolidated)	18.7%
● Percentage of female managers (non-consolidated)	8.0%
● Number of Global Fujitsu Distinguished Engineers	32
Natural capital	
● Energy usage	13 million Gj
Intellectual capital	
● R&D investment	¥105.3 billion
Social & relationship capital	
● Community activity-related expenditures	¥2.2 billion
Manufactured capital	
● Capital expenditure	¥88.9 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

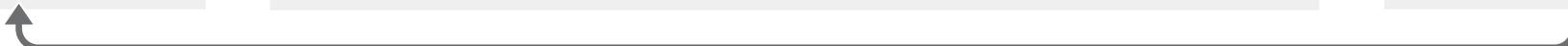
Vertical areas	Sustainable Manufacturing	Consumer Experience	Healthy Living	Trusted Society
Horizontal areas	Digital Shifts	Business Applications	Hybrid IT	

GRB (Global Responsible Business)

Human Rights and DE&I	Wellbeing	Environment	Compliance	Supply Chain	Occupational Health and Safety	Community

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 the needs of our planet first

Output	
Fiscal 2022 targets	
Financial indicators	
● Revenue	¥3,200.0 billion
● Operating profit margin	10%
● EPS CAGR	12%
Non-financial indicators	
● Customer NPS®	+3.7 points year on year
● Employee engagement	75
● DX Promotion Indices	3.5



Board of Directors / Audit & Supervisory Board members



(Back row from left) 13 Hideo Makuta 10 Youichi Hirose 2 Hidenori Furuta 3 Takeshi Isobe 9 Kenichiro Sasae 5 Chiaki Mukai 11 Megumi Yamamuro 12 Koji Hatsukawa
(Front row from left) 4 Masami Yamamoto 7 Yoshiko Kojo 8 Scott Callon 1 Takahito Tokita 6 Atsushi Abe 14 Catherine O'Connell

1 Takahito Tokita
Representative Director
CEO, CDXO

2 Hidenori Furuta
Representative Director
COO, CDPO

3 Takeshi Isobe
Director and Corporate Executive Officer
SEVP, 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*

14 Catherine O'Connell
Audit & Supervisory Board Member*

* Independent directors and
Audit & Supervisory Board members

Fujitsu update: Current status of changes targeting value creation

The Fujitsu Group has been transforming itself in all aspects of its business, organization, and human resources, and has evolved into a very different entity from the company it was a few years ago. The results of these efforts can be seen in the improvement in the operating profit margin and the generation of base cash flow,* which we expect to exceed ¥740 billion over the three years to March 31, 2023.

* For more information on base cash flow, please refer to "Message from the CFO" on pages 17-18.

Value creation as a Purpose-driven company

Under the Fujitsu Way, which defines the principles of behavior for all Fujitsu Group employees, all corporate activities are positioned as activities to realize Our Purpose, and the organizational and human resource management systems have been reformulated accordingly.

Transformation of business portfolio to become a "DX company"

We have spun off or sold the PC, smart-phone, semiconductor, and scanner businesses to concentrate management resources on the IT services business. By transforming our business portfolio, we are evolving into a "DX company" that supports our customers' digital transformation.

Fujitsu Uvance in four regions worldwide

We have launched Fujitsu Uvance to provide common offerings across the four regions of Japan, Europe, the Americas, and Asia Pacific in seven Key Focus Areas with sustainability at the core. Fujitsu Uvance is pursuing the creation of new value and global growth.

Structural reform of the service delivery model

We are fundamentally reforming the process and structure of service provision, which was created in line with the development and operation of custom-made IT systems for each customer company. By standardizing, automating, and strengthening our global development and service delivery bases, we are building a service delivery model optimized for DX business.

Continued strengthening of governance structure

We are continuing our efforts to ensure effective governance that contributes to enhancing corporate value by appointing an independent external director as chairman of the Board of Directors, adopting a Board composition with a majority of independent external directors, and reviewing the executive compensation system.

Putting sustainability activities back into business

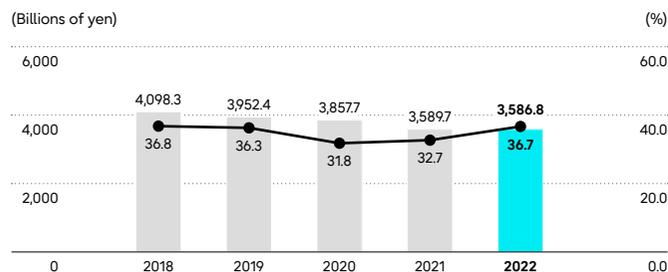
Through Global Responsible Business (GRB), a platform for promoting sustainability activities, we are fulfilling our responsibilities to stakeholders as a global company and returning the knowledge gained from our activities to our business, starting with the resolution of social issues.

Financial highlights

Fujitsu Limited and Consolidated Subsidiaries

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

Revenue and percentage of sales outside Japan



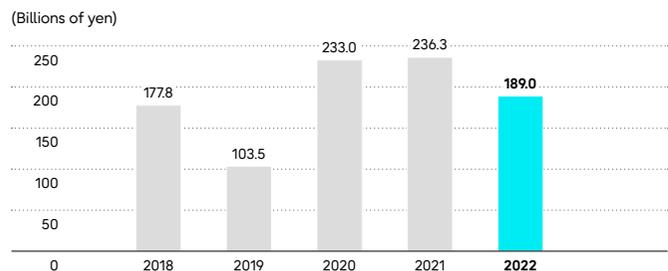
(Fiscal years ended March 31)

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

Revenue **¥2.8 billion** Down

Revenue decreased due to delays in the procurement of parts and materials, canceling out the positive impact of foreign exchange effects due to yen depreciation, higher sales in the network business, and higher sales of electronic components amid rising global demand for semiconductors.

Free cash flow

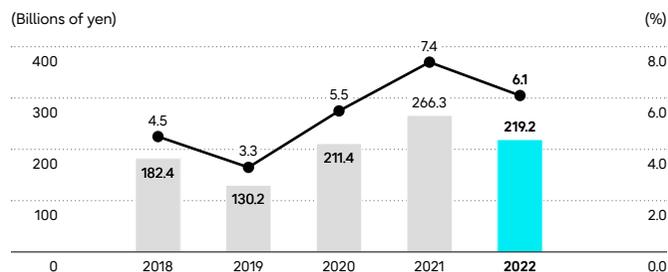


(Fiscal years ended March 31)

Free cash flow **¥47.3 billion** Down

Net cash provided by operating activities decreased as a result of growth investments for value creation and internal transformation, and net cash used in investing activities increased due to capital expenditures for growth. As a result, free cash flow was negative.

Operating profit and operating profit margin



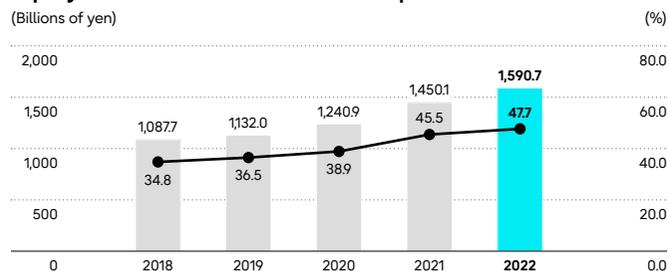
(Fiscal years ended March 31)

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

Operating profit margin **1.3 percentage points** Down

Although the effects of increased revenue in some businesses, cost and expense efficiencies, and foreign exchange rate fluctuations contributed to increased profit, one-time losses related to business restructuring and business transfers, increased investment in growth, and delays in the supply of components resulted in a decrease in earnings and a lower operating profit margin.

Equity attributable to owners of the parent and equity attributable to owners of the parent ratio



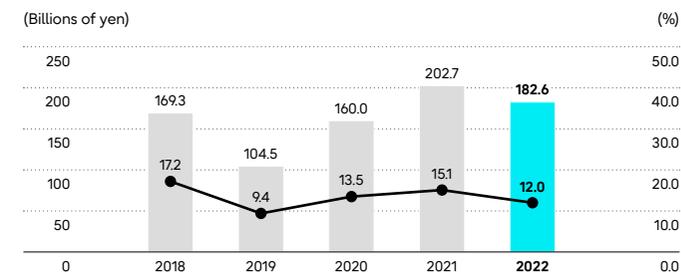
(As of March 31)

■ 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 **2.2 percentage points** Up

Retained earnings increased, mainly due to the recording of profit attributable to owners of the parent, and equity attributable to owners of the parent ratio increased.

Profit attributable to owners of the parent and ROE



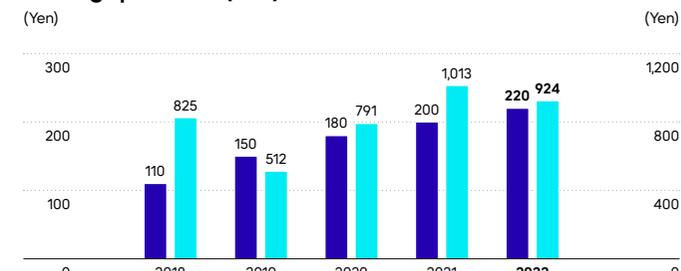
(Fiscal years ended March 31)

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

Profit attributable to owners of the parent **¥20 billion** Down

The ratio of tax to pretax income decreased due to the tax effect of the liquidation of certain subsidiaries as part of the reorganization of North American subsidiaries, and profit attributable to owners of the parent decreased due to one-time losses related to business restructuring and business transfers.

Dividends per share of common stock and earnings per share (EPS)



(Fiscal years ended March 31)

■ Dividends per share of common stock (left scale) ■ Earnings per share (EPS) (right scale)

Note: On October 1, 2018, Fujitsu consolidated every 10 shares of stock into one share.

Dividends per share reflect this share consolidation.

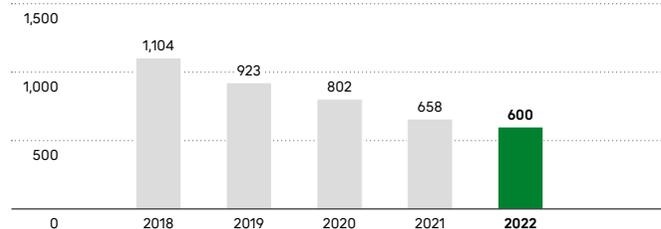
Dividends per share of common stock **¥20** Up

Under the policy of stable dividend growth, annual dividends per share increased ¥20 year on year to ¥220, marking the sixth consecutive year of increases. EPS declined due to a decrease in profit attributable to owners of the parent.

ESG highlights

Trend in greenhouse gas emissions (Scope 1 & 2)

(Thousand tons)



(Fiscal years ended March 31)

As of the end of fiscal 2021, the Fujitsu Group's greenhouse gas (GHG) emissions were 8.8% lower than the fiscal 2020 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)

(Thousand tons)



(Fiscal years ended March 31)

█ Purchased goods and services █ Use of sold products █ Others

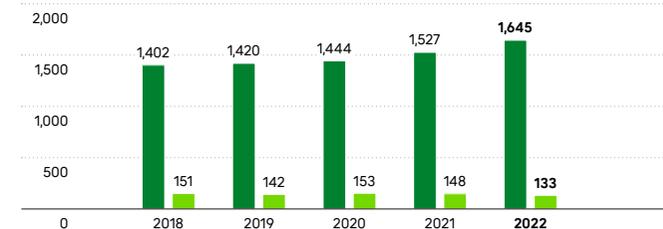
As of the end of fiscal 2021, the Fujitsu Group's GHG emissions were 12.5% lower than the fiscal 2020 year-end level.

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

(People)



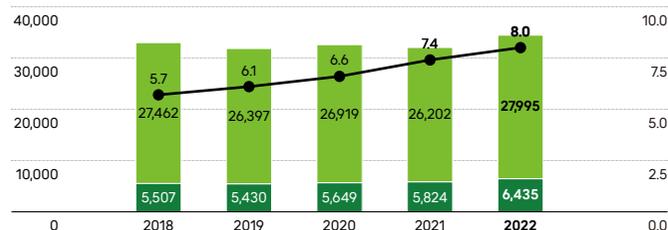
(As of March 31)

█ Employees with information security auditor training (cumulative total)
█ 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

(People)



(As of March 31)

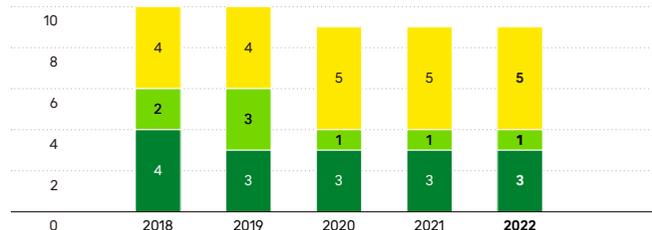
█ Female (left scale) █ Male (left scale) — Percentage of female managers (right scale)

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

(People)



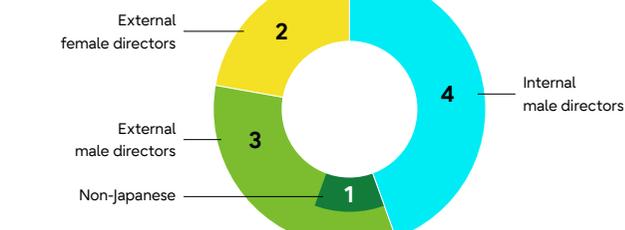
(As of June 30)

█ Executive directors █ Non-executive directors █ Independent directors

We are strengthening oversight by actively appointing independent directors.

Diversity of the Board of Directors

(As of June 27)



We are promoting lively discussions and enhancing objectivity by ensuring the diversity of the Board of Directors. As of June 27, 2022, the nine members of the Board of Directors included five independent directors, two of whom are women.