

# Financial Section 2021

For the year ended March 31, 2021

Fujitsu Group  
Integrated Report 2021

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## FIVE-YEAR SUMMARY

Fujitsu Limited and Consolidated Subsidiaries

Years ended March 31	(Millions of yen)				
	IFRS				
	2017	2018	2019	2020	2021
Revenue	¥4,132,972	¥4,098,379	¥3,952,437	¥3,857,797	<b>¥3,589,702</b>
Operating profit	117,455	182,489	130,227	211,483	<b>266,324</b>
Profit from continuing operations before income taxes	124,162	242,488	161,785	228,564	<b>291,855</b>
Profit for the year	95,317	177,255	110,718	160,326	<b>213,523</b>
Profit for the year attributable to owners of the parent	88,489	169,340	104,562	160,042	<b>202,700</b>
Total comprehensive income for the year	137,087	229,583	95,511	170,306	<b>277,091</b>
Total comprehensive income attributable to owners of the parent	129,191	219,838	89,311	171,361	<b>264,945</b>
Total equity	¥1,019,202	¥1,204,902	¥1,253,630	¥1,348,435	<b>¥1,546,905</b>
Total assets	3,191,498	3,121,522	3,104,842	3,187,445	<b>3,190,206</b>
Equity per share attributable to owners of the parent (Yen)	¥ 429.80	¥ 5,283.85	¥ 5,585.35	¥ 6,197.11	<b>¥ 7,287.15</b>
Basic earnings per share (Yen)	42.83	825.32	512.50	791.20	<b>1,013.78</b>
Diluted earnings per share (Yen)	42.83	825.28	512.33	790.76	<b>1,012.63</b>
Total equity attributable to owners of the parent	¥ 881,292	¥1,087,797	¥1,132,055	¥1,240,956	<b>¥1,450,139</b>
Equity attributable to owners of the parent ratio	27.6%	34.8%	36.5%	38.9%	<b>45.5%</b>
Return on equity attributable to owners of the parent (ROE)	10.6%	17.2%	9.4%	13.5%	<b>15.1%</b>
Price earnings ratio	15.90	7.93	15.58	12.33	<b>15.78</b>
Cash flows from operating activities	¥ 250,331	¥ 200,415	¥ 99,416	¥ 347,263	<b>¥ 307,947</b>
Cash flows from investing activities	(145,479)	(22,578)	4,142	(114,206)	<b>(71,561)</b>
Cash flows from financing activities	(98,896)	(112,496)	(136,622)	(193,164)	<b>(219,626)</b>
Cash and cash equivalents	383,969	452,671	416,742	453,036	<b>481,833</b>
Number of employees	155,069	140,365	132,138	129,071	<b>126,371</b>
Average number of temporary personnel	16,684	16,106	13,707	12,876	<b>12,327</b>

Notes: 1. The Fujitsu Group has prepared its consolidated financial statements in accordance with International Financial Reporting Standards (IFRS).

2. Consumption taxes are not included in revenue.

3. Average number of temporary personnel includes contracted employees, part-time workers, and others but excludes temporary staff provided by agencies.

4. On November 1, 2017, the Company transferred a portion of the shares of Fujitsu TEN Limited (hereinafter "Fujitsu TEN") to DENSO Corporation. Accordingly, Fujitsu TEN has been classified as a discontinued operation, and revenue, operating profit, and profit before income taxes for the year ended March 31, 2017 have been restated accordingly.

5. The Company conducted a share consolidation of its common shares with a ratio of ten (10) shares to one (1) share effective October 1, 2018. Equity per share attributable to owners of the parent, basic earnings per share, and diluted earnings per share have been calculated assuming the share consolidation was conducted as of April 1, 2017.

# MANAGEMENT'S ANALYSIS OF FINANCIAL POSITION AND OPERATING RESULTS, AND STATUS OF CASH FLOWS

## Overview of Status of Operations and Management's Discussion and Analysis of Operations

The following section, Management's Discussion and Analysis of Operations, provides an overview of the consolidated financial statements of Fujitsu Limited (the "Company") and its consolidated subsidiaries and equity method associates (together, the "Group") for the year ended March 31, 2021. Forward-looking statements in this section are based on management's understanding and best judgments as of March 31, 2021. The Company revised its segment classifications from the first quarterly consolidated accounting period in the year ended March 31, 2021. For details on the revision, please refer to "Notes to Consolidated Financial Statements 6. Segment Information."

## 1. Issues and Initiatives

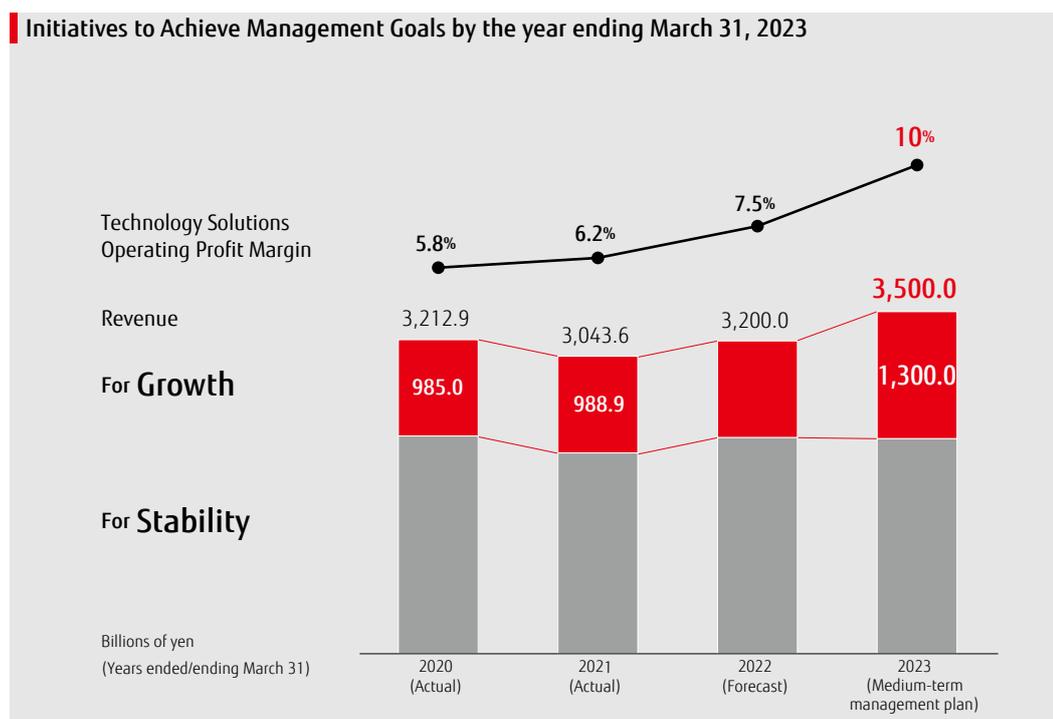
Our Purpose is to make the world more sustainable by building trust in society through innovation. To achieve this purpose, the Group is tackling two challenges that are contributing to the growth and stability of our customers' businesses by creating value through "For Growth" and "For Stability" and transforming itself by implementing internal DX to a greater extent.

The Group has positioned the digital field, which combines the DX business based on technologies such as artificial intelligence (AI) and those for leveraging data with modernization required to achieve DX, such as cloud migration, as a "For Growth" business area in which

it will contribute to the transformation and growth of customer businesses. At the same time, we have designated the conventional IT field, centered on building large-scale mission-critical systems that are related to companies' principal areas of business and providing operation services for those systems, as a "For Stability" business area in which we will contribute to providing greater stability for customer businesses. We will also accelerate our own transformation by implementing internal DX, including data-driven management and the upgrading of internal processes and information infrastructure.

The Group has set out the achievement of revenue of ¥3,500 billion and an operating profit margin of 10% in Technology Solutions, its core business, for the year ending March 31, 2023 as the Group's medium-term management target in order to achieve sustainable growth and raise profitability.

In the year ended March 31, 2021, Technology Solutions posted revenue of ¥3,043.6 billion, operating profit of ¥188.4 billion, and an operating margin of 6.2%. While revenue was down compared with the previous fiscal year, reflecting the significant impact of postponements and delays in projects due to the COVID-19 pandemic, both operating profit and operating margin improved as we steadily tackled the seven priority issues for achieving Our Purpose. Through these efforts, we improved profitability due to such factors as enhancing quality control and expanding remote development and maintenance centered on the Solutions/Services business while making progress in improvement of profitability and increasing efficiency in relation to operating expenses in overseas business.



## Issues to be Addressed for Achieving Our Purpose and Progress Status

### Seven Priority Issues in Achieving Our Purpose

- Creating value through "For Growth" and "For Stability" initiatives, and contributing to the growth and stability of our customers' businesses
- Self-transformation through further implementation of internal DX initiatives



### (1) Rebuilding our global business strategy

In the year ended March 31, 2021, as globally uniform measures, we selected priority accounts and expanded offerings in line with our portfolio while endeavoring to improve our cost competitiveness by leveraging our Global Delivery Centers, which we deploy in eight countries across the world as offshore development bases, to promote the standardization and optimization of our service delivery. We will increase the number of employees at Global Delivery Centers to 20,000 by 2022 and plan to expand their operational scope, which has focused on application development in the past, to encompass the entire lifecycle of an IT system, including the design and operation phases.

In addition, we promoted business restructuring specific to each of our regions of operation. In Europe, we completed the revision of our product manufacturing structure, which included the closure of the Augsburg site in Germany, and the withdrawal from countries with low profitability. In the Americas, we embarked on business restructuring that encompassed our business systems. In Oceania, we identified focus markets based on their size and rate of growth and strengthened our organizational formation by industry in line with those factors. In Asia, meanwhile, we proceeded with the shift to a services business and identified priority areas while improving offerings matched to each of those areas.

### (2) Strengthening issue resolution capability in Japan

In Japan, we established Fujitsu Japan Ltd. (hereinafter, "Fujitsu Japan") in October 2020 and launched full-fledged activities in April 2021 with a workforce of 11,000 employees in an effort to strengthen our organizational structure for contributing to the resolution of social issues in Japan.

We unified the contact points for customers in second-tier, mid-sized companies and SMEs in the private sector, local governments, and medical and educational institutions to Fujitsu Japan's operations in order to provide one-stop consulting and support services. We also divided the country into six areas and established responsible headquarters in each area. These moves enable us to accelerate the advancement of information and communication technology (ICT) for customers, the resolution of various social issues local communities are facing, and the creation of new businesses in each area of Japan.

### (3) Contributing to greater business stability

We established the "Japan Global Gateway" in November 2020 as an organization designed to analyze business customs and needs specific to Japan in a form suited to offshore services and to expand the use of our Global Delivery Centers. To facilitate the Company's transformation into a company that is able to continuously deliver high-value-added IT services by Japan Global Gateway, we will aim to improve quality and productivity through thoroughgoing internal production, delivery skill enhancement, and standardization. In addition, the Company and Fujitsu Japan conducted an absorption-type merger with 15 SI Group companies in Japan in April 2021, integrating 11 of these companies into the Japan Global Gateway. Also, to further accelerate the transformation to a DX company, Fujitsu Laboratories was fully integrated into the Company. This move will drive innovation through the research and development of advanced technologies and offer the Company potential to further strengthen its technological strategic planning function by consolidating research and analysis functions dispersed throughout the Company. By consolidating strengths that had been dispersed in Group companies, we reinforced the Group's overall capabilities to contribute to our customers' greater business stability.

### (4) Becoming our customers' best DX partner

We have strengthened frontline functions. Identifying latent customer needs using design thinking, the Group is working to develop business producers who can lead DX efforts by empathizing with customers. Approximately 3,700 employees in Japan have already taken the developing program. In addition, Ridgelinez Limited, which we launched in April 2020, provides consulting services aimed at realizing DX to a diverse range of customers already numbering approximately 300 companies, thereby promoting a unique business distinct from the Company with a focus on DX.

### (5) Enforcing data-driven management

In order to transform itself, the Company promotes One Fujitsu initiatives, making uniform all important business operations underpinning the Group's business to complement its internal DX efforts. Under One Fujitsu, the Company has established the One ERP Project, standardizing management and operational processes for the entire Group while making use of the data analysis technology of Palantir Technologies Inc.—a partner in collaboration with the Company—to commit to predictive-model, data-driven management that collects and analyzes all data created internally immediately.

### (6) DX talent development and productivity improvement

We work on training DX talent actively by disseminating design thinking, unhampered by conventional ideas or precedent. Meanwhile, job-based human resource management and the "Work Life Shift" campaign, introduced in July 2020, are helping employees realize highly productive workstyles that enable them to exercise their capabilities.

## (7) Full participation and ecosystem-based DX promotion

We launched Fujitsu Transformation (hereinafter, "FUJITRA") in July 2020 as a companywide DX project to transform internal operational processes and organizations as well as its corporate culture and climate. Under FUJITRA, DX officers appointed at specific business sites are responsible for communication functions among divisions with the aim of achieving cross-sectional transformation matching internal needs. This project currently promotes approximately 300 themes simultaneously.

### Capital Allocation Policy



With the aim of realizing its purpose and improving corporate value sustainably into the future, the Group has established a capital allocation policy that allocates in a well-balanced manner free cash flow generated through its business activities to strategic investments contributing to business growth and stable shareholder returns.

The Company seeks to generate ¥1 trillion in free cash flows over the five years leading up to the year ending March 31, 2025, based on a long-term perspective looking beyond the current medium-term management plan—set to conclude in the year ending March 31, 2023—that will contribute to its sustainable corporate growth. By optimally allocating the acquired funds to strategic growth investments and stable shareholder returns while maintaining a sound financial foundation, we will endeavor to expand our business and strengthen profitability as well as improving capital efficiency.

As for strategic growth investments, we will actively execute investments of between ¥500.0 billion and ¥600.0 billion over the five-year period leading up to the year ending March 31, 2025. Meanwhile, to realize growth in key focus areas centered on the digital field, such as AI and DX, we will carry out service-offering investment to create new values, strengthen the research and development to accelerate the innovation, expand consulting services to realize our customers' DX, and establish alliances with leading partners, etc. In addition, with the goal of encouraging its own transformation, the Company will carry out investments to that end, including acquiring and developing highly talented professionals, bolstering internal systems aimed at achieving data-driven management, and implementing workstyle reforms. Besides these efforts, we will also examine environmental, social, and governance

(ESG)-related investment, which will include development of solutions to address environmental issues such as global warming and social issues such as declining birthrate and aging population, and contributing to regional community through sports and other activities to strengthen the sustainability of our business.

As for shareholder returns, the Company will implement stable returns to shareholders over the medium to long term in line with the growth stages of its business profits and actively carry out flexible buybacks of its own shares, using internal reserves that have been reserved for a long time. Accordingly, we aim to return a total of between ¥400.0 billion and ¥500.0 billion to shareholders over the five years leading up to the year ending March 31, 2025.

The Group has long concentrated management resources in Technology Solutions, its core business, while building a robust financial foundation appropriate for a company supporting social infrastructure. We therefore believe we have at the present time secured a certain level of financial soundness. Going forward, with a focus on initiatives for raising capital efficiency, we will aim for a compound annual growth rate (CAGR) of 12% for companywide earnings per share (EPS) over the years leading up to the year ending March 31, 2025.

Free cashflows, growth investments, and shareholder returns for the year ended March 31, 2021 were ¥236.3 billion, ¥40.0 billion, and ¥60.0 billion, respectively. The projected amount for said items for the year ending March 31, 2022 will be ¥210.0 billion, ¥100.0 billion, and ¥93.1 billion, respectively.

### Impact of the COVID-19 Pandemic

In the year ended March 31, 2021, COVID-19 brought about negative impacts of ¥146.9 billion on revenue and ¥48.2 billion on operating profit. In Japan, COVID-19 prompted postponements and delays in projects primarily in the first half of the year in private-sector businesses, such as industry and logistics, local government, healthcare, and other fields. Overseas, meanwhile, the Company was more seriously impacted than it was in Japan, as strict lockdowns continued.

Although it is unclear when the COVID-19 pandemic will end, the Company assumes that global economic activities will recover gradually from the year ending March 31, 2022. Nevertheless, in terms of the financial impact on the Group's business results, while certain countries, regions, and businesses may continue to be affected by COVID-19, the Company does not believe that the Group's business results will be significantly impacted.

With liquidity on hand at a level of ¥500.0 billion, the Group has sufficient solvency to address urgent demands for funds, when including its capacity to raise additional funds. Moreover, with an owners' equity ratio of approximately 45%, the Group has sufficient owners' equity. Based on these sound financial foundations, the Group believes that it will not experience any significant problems over the short term or medium to long term, such as in financing its operations, as a consequence of COVID-19.

## 2. Analysis of Results for the Year Ended March 31, 2021

### Summarized Consolidated Statement of Profit or Loss

Years ended March 31			(Billions of yen)	
	2020	2021	YoY change	Change (%)
Revenue	3,857.7	<b>3,589.7</b>	(268.0)	(6.9)
Cost of sales	(2,748.4)	<b>(2,509.4)</b>	239.0	(8.7)
Gross profit	1,109.3	<b>1,080.2</b>	(29.0)	(2.6)
Selling, general and administrative expenses	(864.6)	<b>(834.5)</b>	30.1	(3.5)
Other income (expenses)	(33.1)	<b>20.5</b>	53.7	-
Operating profit	211.4	<b>266.3</b>	54.8	25.9
Financial income (expenses)	2.2	<b>10.2</b>	7.9	346.2
Income from investments accounted for using the equity method, net	14.7	<b>15.3</b>	0.5	3.6
Profit before income taxes	228.5	<b>291.8</b>	63.2	27.7
Income tax expenses	(68.2)	<b>(78.3)</b>	(10.0)	14.8
Profit for the year attributable to non-controlling interests	0.2	<b>10.8</b>	10.5	-
Profit for the year attributable to owners of the parent	160.0	<b>202.7</b>	42.6	26.7

### Reference: Financial Indicators

			(Yen)
	2020	2021	YoY change
Gross profit margin	28.8%	<b>30.1%</b>	1.3%
Operating profit margin	5.5%	<b>7.4%</b>	1.9%
Return on equity attributable to owners of the parent (ROE)*1	13.5%	<b>15.1%</b>	1.6%
EPS*2	¥791.20	<b>¥1,013.78</b>	28.1%

\*1 ROE = Profit for the year attributable to owners of the parent ÷ [(Beginning balance of total equity attributable to owners of the parent (Owners' equity) + Ending balance of total equity attributable to owners of the parent (Owners' equity)) ÷ 2]

\*2 EPS = Basic earnings per share

The Group recorded net sales of ¥3,589.7 billion, operating profit of ¥266.3 billion, and net profit attributable to owners of the parent of ¥202.7 billion in the year ended March 31, 2021. In addition to the improved profitability of Technology Solutions, the increase in revenue and profitability of electronic components in Device Solutions as well as the profit from the transfer of Ubiquitous Solutions business, resulted in record-high operating profit and net profit.

#### (1) Revenue

Consolidated revenue for the year ended March 31, 2021 was ¥3,589.7 billion, a decrease of ¥268.0 billion, or 6.9%, year on year.

While revenue increased in the network business centered on fifth-generation (5G) base stations, and demand for electronic components remained at a high level due to the global expansion in demand for semiconductors, revenue was down overall. COVID-19 placed downward pressure on earnings to the extent of ¥146.9 billion. Moreover a fallback, primarily due to the absence of replacement demand for PCs seen in the year ended March 31, 2020 following the end of the support period for Windows 7, had a negative impact on earnings of ¥122.0 billion in Ubiquitous Solutions. In

addition, reorganization—including the removal of the Mie semiconductor plant and the mobile phone retail store business from the scope of consolidation coupled with the withdrawal from countries in Europe with low profitability and the product business in North America—had a negative impact on earnings of ¥93.6 billion.

For the year ended March 31, 2020, the average yen exchange rates against the US dollar, the euro, and the British pound were ¥106, ¥124, and ¥139, respectively, representing year-on-year appreciation of ¥3 against the dollar and year-on-year depreciation of ¥3 against the euro and ¥1 against the British pound. Currency exchange rate fluctuations had a positive impact on revenue of ¥4.5 billion year on year. The impact comprised fluctuations versus the US dollar that led to a decrease in revenue of ¥6.5 billion and fluctuations versus the euro and the British pound that led to increases in revenue of ¥9.8 billion, and ¥1.2 billion, respectively.

The overseas revenue ratio increased by 0.9 percentage point, to 32.7% year on year.

#### (2) Cost of sales, selling, general and administrative expenses, other income (expenses), and operating profit

For the year ended March 31, 2021, cost of sales totaled ¥2,509.4 billion; gross profit was ¥1,080.2 billion; and the gross profit margin was 30.1%, up 1.3 percentage points year on year.

Selling, general and administrative (SG&A) expenses were ¥834.5 billion, a decrease of ¥30.1 billion year on year, due primarily to a reduction in general expenses from promotion of the Work Life Shift initiative and greater efficiency in developing IA servers in the System Platforms business. On the other hand, we are also carrying out proactive investments for growth. In addition to investments to strengthen our service business and internal DX investments for data-driven management, we invested approximately ¥40 billion in growth, including the construction of a secure network environment and remodeling of our office environment to accelerate the Work Life Shift initiative. Of this, ¥15 billion was recorded as operating expenses.

Other income improved ¥53.7 billion to ¥20.5 billion. A one-time gain of ¥25.4 billion related to the transfer of the mobile phone sales agency business was recorded in the year ended March 31, 2021, while a cost of ¥6.4 billion was recorded for business model transformation, mainly related to the restructuring of domestic plants. The business model transformation expenses decreased significantly from the ¥23.4 billion recorded in the year ended March 31, 2020 and the major framework for business model transformation was completed in the year ended March 31, 2021. In Europe, in September 2020, as planned, the Augsburg site was closed and the manufacturing of servers and other equipment was transferred to an external manufacturing subcontractor. At the same time, we completed the consolidation of R&D functions that had been dispersed in Japan and overseas. We also completed our withdrawal from low-profit countries as scheduled. In North America, we completed our withdrawal from the product business in the year ended March 31, 2021, as planned. From the beginning of the year ending March 31, 2022, we will receive the benefits from these business model transformation efforts throughout the year.

As a result, operating profit amounted to ¥266.3 billion, an increase of ¥54.8 billion year on year. The operating profit margin was 7.4%, an increase of 1.9 percentage points year on year. On a basis that excludes special items such as business model transformation expenses, operating profit increased ¥18.9 billion year on year. In the year ended March 31, 2021, we saw decreases in operating profit of ¥48.2 billion stemming from the impact of COVID-19 and of ¥12.1 billion in Ubiquitous Solutions, reflecting the absence of replacement demand for PCs seen during the year ended March 31, 2020. However, these decreases were outweighed by increases in operating profit of ¥52.8 billion in Technology Solutions, due to such factors as an improvement in profitability centered on the services business and the increase in sales of 5G base stations in network business and of ¥26.4 billion in Device Solutions, which was supported by firm demand for semiconductors.

The impact of exchange rate fluctuations on operating profit increased ¥8.5 billion year on year. While the appreciation of the yen led to lower procurement costs of components denominated in U.S. dollars for products such as PCs and servers, export sales of electronic components denominated in U.S. dollars decreased. For the year ended March 31, 2021, the effect on operating profit of a fluctuation of ¥1 in the exchange rate for foreign currency would be a positive effect of approximately ¥3 billion for the US dollar and a negative effect of approximately ¥1 billion for the euro. There would be no effect for the British pound. In addition, in the case of certain European bases, fluctuations in the value of the euro versus the US dollar cause fluctuations in procurement costs for components and materials denominated in US dollars. For the year ended March 31, 2021, the effect on operating profit would be ¥1.3 billion if the euro/US dollar exchange rate was 0.01 higher.

### **(3) Financial income (expenses), income from investments accounted for using the equity method, net, and profit before income taxes**

Net financial income amounted to ¥10.2 billion, up ¥7.9 billion from the year ended March 31, 2020. Income from investments accounted for using the equity method, net, was ¥15.3 billion, an increase of ¥0.5 billion year on year. Profit before income taxes was ¥291.8 billion, an increase of ¥63.2 billion year on year, primarily reflecting the increase in operating profit.

### **(4) Income tax expenses, profit for the year, and profit for the year attributable to owners of the parent**

Profit for the year came to ¥213.5 billion, an increase of ¥53.1 billion year on year. Of profit for the year, profit for the year attributable to owners of the parent came to ¥202.7 billion, up ¥42.6 billion year on year. Profit attributable to non-controlling interests was ¥10.8 billion, rising ¥10.5 billion year on year. Income tax expenses were ¥78.3 billion, up ¥10.0 billion year on year due to an increase in taxable income. The tax burden on profit before income taxes decreased from 29.9% in the year ended March 31, 2020 to 26.8% in the year ended March 31, 2021.

ROE, calculated by dividing profit for the year attributable to owners of the parent by equity attributable to owners of the parent (owners' equity), was 15.1%, up 1.6 percentage points year on year due to the increase in profit for the year attributable to owners of the parent.

Based on an improvement in its financial condition for the year ended March 31, 2021, including the increases in profit attributable to owners of the parent and cash flow, and comprehensively taking into account considerations such as the business environment, the Company set the annual dividend for the year ended March 31, 2021 at ¥200 per share, up ¥20 from the year ended March 31, 2020, with the aim of increasing shareholder returns and improving capital efficiency. At the same time, the Company acquired ¥20.0 billion of treasury stock in the year ended March 31, 2021, thereby completing the acquisition of the maximum allowance of ¥50.0 billion for acquisition of treasury stock set in January 2020. As a result, the total return ratio, which is based on the sum of dividends and treasury stock acquisitions, was 29.6%.

### **(5) Total other comprehensive income for the year, net of taxes, and total comprehensive income for the year**

Total other comprehensive income for the year, net of taxes, was ¥63.5 billion. The impact of a rise in the market value of financial assets held was ¥30.9 billion, the impact of favorable translation adjustments of foreign subsidiaries resulting from the depreciation of the yen was ¥22 billion, and the impact of remeasurement of defined benefit plans was ¥7.8 billion. Total comprehensive income for the year, which combines profit for the year and other comprehensive income after taxes, came to ¥277.0 billion. Of total comprehensive income, total comprehensive income attributable to owners of the parent came to ¥264.9 billion, and total comprehensive income attributable to non-controlling interests was ¥12.1 billion.

### **(6) Segment information**

The reportable segments were consolidated into the three segments of "Technology Solutions," "Ubiquitous Solutions," and "Device Solutions," based on organizational structure and the characteristics of products and services. Technology Solutions consists of Solutions/Services, which includes Solutions/SI such as construction of information and communication systems, cloud services, outsourcing and maintenance services; System Platforms, comprising system products, which cover mainly the servers and storage systems, and network products, which offer communications infrastructure, such as mobile phone base stations and optical transmission systems; International Regions Excluding Japan, which carry out solutions/services delivery in regions outside Japan; and Common, which includes investments to the entire Technology Solutions segment. Ubiquitous Solutions consists of client computing devices such as PCs. Device Solutions comprises electronic components such as semiconductor packages and batteries.

Revenue (including intersegment revenue) and operating profit by segment for the year ended March 31, 2021 are shown as follows.

Years ended March 31		(Billions of yen)			
		2020	2021	YoY change	Change (%)
Technology Solutions	Revenue	3,212.9	<b>3,043.6</b>	(169.2)	(5.3)
	Operating profit	187.9	<b>188.4</b>	0.5	0.3
	[Operating profit margin]	[5.8%]	<b>[6.2%]</b>	[0.4%]	
Solutions/Services	Revenue	1,883.0	<b>1,765.9</b>	(117.0)	(6.2)
	Operating profit	179.5	<b>183.5</b>	4.0	2.2
	[Operating profit margin]	[9.5%]	<b>[10.4%]</b>	[0.9%]	
System Platforms	Revenue	647.0	<b>665.4</b>	18.4	2.8
	Operating profit	27.4	<b>41.2</b>	13.7	49.9
	[Operating profit margin]	[4.2%]	<b>[6.2%]</b>	[2.0%]	
International Regions Excluding Japan	Revenue	766.3	<b>723.7</b>	(42.6)	(5.6)
	Operating profit	3.8	<b>11.6</b>	7.7	199.3
	[Operating profit margin]	[0.5%]	<b>[1.6%]</b>	[1.1%]	
Common	Revenue	(83.5)	<b>(111.5)</b>	(28.0)	-
	Operating profit	(22.9)	<b>(47.8)</b>	(24.9)	-
Ubiquitous Solutions	Revenue	455.2	<b>334.6</b>	(120.6)	(26.5)
	Operating profit	26.7	<b>48.0</b>	21.2	79.3
	[Operating profit margin]	[5.9%]	<b>[14.4%]</b>	[8.5%]	
Device Solutions	Revenue	308.4	<b>293.8</b>	(14.6)	(4.7)
	Operating profit	(3.2)	<b>29.8</b>	33.0	-
	[Operating profit margin]	[(1.1)%]	<b>[10.1%]</b>	[11.2%]	
Intersegment Elimination	Revenue	(118.8)	<b>(82.3)</b>	36.4	-
	Revenue	3,857.7	<b>3,589.7</b>	(268.0)	(6.9)
Consolidated	Operating profit	211.4	<b>266.3</b>	54.8	25.9
	[Operating profit margin]	[5.5%]	<b>[7.4%]</b>	[1.9%]	

### (a) Technology Solutions

Revenue in the Technology Solutions segment was ¥3,043.6 billion, down 5.3% year on year, reflecting the impact of COVID-19. Operating profit was ¥188.4 billion, an increase of ¥0.5 billion year on year.

In Solutions/Services, revenue came to ¥1,765.9 billion, a decrease of 6.2% year on year. This decrease was attributable to the impact of COVID-19 and a fallback in the hardware-related business accompanying the end of the support period for Windows 7 in the year ended March 31, 2020. Operating profit was ¥183.5 billion, an increase of ¥4.0 billion year on year. This outcome stemmed from an improvement in profitability in Solutions/SI and operation and maintenance services, in addition to progress in increasing efficiency in relation to operating expenses, which offset the impact of the decline in revenue.

System Platforms posted revenue of ¥665.4 billion, up 2.8% year on year. Revenue increased due to the growth in demand for communication infrastructure such as 5G base stations in the network business, despite a decline in revenue for system products—including servers and storage systems—as a result of COVID-19. Operating profit stood at ¥41.2 billion, a year-on-year increase of ¥13.7 billion. This increase partly reflected increasing efficiency in our IA server development system globally, in addition to the effect of revenue expansion in the network business.

In International Regions Excluding Japan, revenue came to ¥723.7 billion, a decrease of 5.6% year on year. COVID-19 made more serious impact to overseas than in Japan within the Group, as strict lockdowns continued. Operating profit was ¥11.6 billion, an increase of ¥7.7 billion year on year. We grew operating profit due to the improvements in NWE (Northern & Western Europe) and Americas in addition to the impact of the decrease in business model transformation expenses centered on North America in the year ended March 31, 2020. We were able to offset the decline in revenue thanks to progress in improving profitability and increasing efficiency in relation to expenses, as the business model transformation efforts implemented thus far are taking effect.

Technology Solutions (Common) recorded an operating loss of ¥47.8 billion, with an increase in expenses of ¥24.9 billion year on year. The increase in investments for growth to accelerate internal DX and the Work Life Shift initiative had an impact of ¥15.2 billion, and the absence of profit from business transfers recorded in the year ended March 31, 2020 had an impact of ¥9.6 billion.

### (b) Ubiquitous Solutions

Revenue in the Ubiquitous Solutions segment came to ¥334.6 billion, a decrease of 26.5% year on year. Revenue declined due to the impact of the absence of replacement demand for PCs accompanying the end of the support period for Windows 7 seen in the year ended March 31, 2020, coupled with the impact of the transfer of the mobile phone retail store business in the year ended March 31, 2021. Operating profit came to ¥48.0 billion, an increase of ¥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 year ended March 31, 2020 due to the impact of the contraction in revenue.

### (c) Device Solutions

Revenue in the Device Solutions amounted to ¥293.8 billion, down 4.7% year on year. While the impact of the transfer of the Mie Plant in the third quarter of the year ended March 31, 2020 led to this decline, revenue increased year on year on a basis that excludes the impact of this restructuring due to an expansion in demand for electronic components. Operating profit was ¥29.8 billion, a turnaround

of ¥33.0 billion from an operating loss in the year ended March 31, 2020. The turnaround resulted from the absence of expenses accompanying restructuring in the electronic components business recorded in the year ended March 31, 2020, which totaled ¥10.0 billion. Excluding this impact, operating profit increased ¥23.0 billion, reflecting favorable results from electronic components throughout the year due to the growth in demand for semiconductors.

### (7) Business segment information (Revenue in Japan and outside Japan)

		(Billions of yen)			
Years ended March 31		2020	2021	YoY change	Change (%)
Technology Solutions	Revenue. . . . .	3,212.9	<b>3,043.6</b>	(169.2)	(5.3)
	Japan . . . . .	2,304.2	<b>2,193.4</b>	(110.8)	(4.8)
	Outside Japan . . . . .	908.6	<b>850.1</b>	(58.4)	(6.4)
Solutions/ Services	Revenue. . . . .	1,883.0	<b>1,765.9</b>	(117.0)	(6.2)
	Japan . . . . .	1,838.8	<b>1,725.2</b>	(113.5)	(6.2)
	Outside Japan . . . . .	44.1	<b>40.7</b>	(3.4)	(7.8)
System Platforms	Revenue. . . . .	647.0	<b>665.4</b>	18.4	2.8
	Japan . . . . .	529.5	<b>537.0</b>	7.5	1.4
	Outside Japan . . . . .	117.5	<b>128.4</b>	10.9	9.3
International Regions Excluding Japan	Revenue. . . . .	766.3	<b>723.7</b>	(42.6)	(5.6)
	Japan . . . . .	1.1	<b>0.4</b>	(0.6)	(58.6)
	Outside Japan . . . . .	765.2	<b>723.2</b>	(42.0)	(5.5)
Common	Revenue. . . . .	(83.5)	<b>(111.5)</b>	(28.0)	-
Ubiquitous Solutions	Revenue. . . . .	455.2	<b>334.6</b>	(120.6)	(26.5)
	Japan . . . . .	323.4	<b>224.6</b>	(98.8)	(30.6)
	Outside Japan . . . . .	131.8	<b>109.9</b>	(21.8)	(16.6)
Device Solutions	Revenue. . . . .	308.4	<b>293.8</b>	(14.6)	(4.7)
	Japan . . . . .	112.1	<b>75.8</b>	(36.2)	(32.3)
	Outside Japan . . . . .	196.3	<b>217.9</b>	21.6	11.0
Intersegment Elimination	Revenue. . . . .	(118.8)	<b>(82.3)</b>	36.4	-
	Revenue. . . . .	3,857.7	<b>3,589.7</b>	(268.0)	(6.9)
	Japan . . . . .	2,629.2	<b>2,417.6</b>	(211.6)	(8.1)
Consolidated	Outside Japan . . . . .	1,228.5	<b>1,172.0</b>	(56.4)	(4.6)
	Overseas revenue ratio . . . . .	31.8%	<b>32.7%</b>	0.9%	

### (8) Financial information for International Regions Excluding Japan

One of the Group's management priorities is to increase revenue and raise profitability on a global basis. Accordingly, financial information for International Regions Excluding Japan, which is included in the Technology Solutions segment, is important to the Group's business management and is useful for shareholders and investors in understanding the Group's financial overview.

		(Billions of yen)			
Years ended March 31		2020	2021	YoY change	Change (%)
NWE	Revenue. . . . .	356.0	<b>347.8</b>	(8.1)	(2.3)
	Operating profit. . . . .	4.7	<b>5.3</b>	0.6	12.5
	[Operating profit margin] . . . . .	[1.3%]	<b>[1.6%]</b>	[0.3%]	
CEE	Revenue. . . . .	171.6	<b>170.4</b>	(1.1)	(0.7)
	Operating profit. . . . .	10.8	<b>5.3</b>	(5.5)	(50.5)
	[Operating profit margin] . . . . .	[6.3%]	<b>[3.2%]</b>	[(3.1%)]	
Americas	Revenue. . . . .	66.6	<b>50.7</b>	(15.9)	(23.9)
	Operating profit. . . . .	(17.4)	<b>(5.4)</b>	11.9	-
	[Operating profit margin] . . . . .	[(26.2%)]	<b>[(10.8%)]</b>	[15.4%]	
Asia	Revenue. . . . .	86.4	<b>79.8</b>	(6.5)	(7.6)
	Operating profit. . . . .	2.3	<b>2.6</b>	0.2	9.6
	[Operating profit margin] . . . . .	[2.8%]	<b>[3.3%]</b>	[0.5%]	
Oceania	Revenue. . . . .	74.5	<b>74.3</b>	(0.2)	(0.3)
	Operating profit. . . . .	2.0	<b>1.7</b>	(0.2)	(11.8)
	[Operating profit margin] . . . . .	[2.7%]	<b>[2.4%]</b>	[(0.3%)]	
Others	Revenue. . . . .	11.0	<b>0.4</b>	(10.5)	-
	Operating profit. . . . .	1.2	<b>1.9</b>	0.6	-
International Regions Excluding Japan	Revenue. . . . .	766.3	<b>723.7</b>	(42.6)	(5.6)
	Operating profit. . . . .	3.8	<b>11.6</b>	7.7	199.4
	[Operating profit margin] . . . . .	[0.5%]	<b>[1.6%]</b>	[1.1%]	

#### (a) NWE (Northern & Western Europe)

The NWE region includes the United Kingdom, Ireland, and other countries in Northern and Western Europe. Revenue in the region was ¥347.8 billion, a decrease of 2.3% year on year. Operating profit came to ¥5.3 billion, up ¥0.6 billion year on year. The increase in operating profit reflected progress in improving profitability in the services business and the impact of yen depreciation, which outweighed the significant impact of the COVID-19 pandemic centered on the United Kingdom and Northern Europe.

#### (b) CEE (Central & Eastern Europe)

The CEE region includes Germany, Switzerland, Austria, and countries in Eastern Europe. Revenue came to ¥170.4 billion, down 0.7% year on year. Operating profit stood at ¥5.3 billion, a decline of ¥5.5 billion year on year. In the CEE region, we closed the Augsburg site in Germany and created a structure for the transfer of manufacturing to an electronics manufacturing service by September 2020 while completing our withdrawal from countries with low profitability.

#### (c) Americas

The Americas region comprises countries including the United States, Canada, Brazil, and Mexico. Revenue amounted to ¥50.7 billion, down 23.9% from the year ended March 31, 2020 due to the impact of our withdrawal from the products and maintenance services

businesses. This region recorded an operating loss of ¥5.4 billion, an improvement of ¥1.9 billion year on year. While the impact of the absence of business model transformation expenses recorded in the year ended March 31, 2020 contributed to this improvement, we were able to reduce the operating loss by steadily withdrawing from the low-profit products business, strengthening our services business, which has a high profit margin, and making progress in increasing efficiency in relation to operating expenses. Looking ahead, we plan to steadily improve profitability by concentrating on projects with high profit margins centered on the digital field while increasing delivery efficiency and standardization.

#### (d) Asia

The Asia region includes various Southeast Asian countries such as Singapore as well as encompassing China, South Korea, Hong Kong, and Taiwan. Revenue in this region stood at ¥79.8 billion, a decrease of 7.6% year on year. Operating profit was ¥2.6 billion, a year-on-year increase of ¥0.2 billion. While the impact of COVID-19 led to a decline in revenue, this was offset by increasing efficiency in relation to operating expenses and other factors.

#### (e) Oceania

The Oceania region includes Australia and New Zealand. Revenue was ¥74.3 billion, edging down 0.3% year on year. Operating profit amounted to ¥1.7 billion, a decline of ¥0.2 billion year on year. The decrease in revenue was due in part to the absence of large-scale business projects seen in the year ended March 31, 2020.

### 3. Assets, Liabilities, and Equity

#### Summarized Consolidated Statement of Financial Position

	(Billions of yen)		
At March 31	2020	2021	YoY change
<b>Assets</b>			
Current assets . . . . .	1,891.1	<b>1,873.0</b>	(18.0)
Non-current assets . . . . .	1,296.3	<b>1,317.1</b>	20.7
<b>Total assets . . . . .</b>	<b>3,187.4</b>	<b>3,190.2</b>	2.7
<b>Liabilities</b>			
Current liabilities . . . . .	1,365.6	<b>1,289.4</b>	(76.1)
Non-current liabilities . . . . .	473.4	<b>353.8</b>	(119.5)
<b>Total liabilities . . . . .</b>	<b>1,839.0</b>	<b>1,643.3</b>	(195.7)
<b>Equity</b>			
Total equity attributable to owners of the parent (Owners' equity) . . . . .	1,240.9	<b>1,450.1</b>	209.1
Equity attributable to non-controlling interests . . . . .	107.4	<b>96.7</b>	(10.7)
<b>Total equity . . . . .</b>	<b>1,348.4</b>	<b>1,546.9</b>	198.4
<b>Total liabilities and equity . . . . .</b>	<b>3,187.4</b>	<b>3,190.2</b>	2.7
Cash and cash equivalents . . . . .	451.8	<b>481.8</b>	29.9
Interest-bearing loans . . . . .	405.5	<b>316.3</b>	(89.2)
<b>Net cash . . . . .</b>	<b>46.2</b>	<b>165.5</b>	119.2

Notes: 1. Owners' equity = Total equity attributable to owners of the parent  
 2. Interest-bearing loans include bonds, borrowings, and lease liabilities.  
 3. Net cash = Cash and cash equivalents - Interest-bearing loans

#### Reference: Financial Indicators

At March 31	2020	2021	YoY change
Equity attributable to owners of the parent ratio (Owners' equity ratio) . . . . .	38.9%	<b>45.5%</b>	6.6%
D/E ratio (Times) . . . . .	0.33	<b>0.22</b>	(0.11)

Notes: 1. Owners' equity ratio = Total equity attributable to owners of the parent (Owners' equity) ÷ Total assets  
 2. D/E ratio = Interest-bearing loans ÷ Total equity attributable to owners of the parent (Owners' equity)

Consolidated total assets as of March 31, 2021 stood at ¥3,190.2 billion, an increase of ¥2.7 billion compared with March 31, 2020. Current assets decreased ¥18.0 billion compared with March 31, 2020, to ¥1,873.0 billion. The trade receivables balance declined due to the impact of the contraction in revenue as a result of factors that included the impact of COVID-19. Cash and cash equivalents were up ¥29.9 billion compared with March 31, 2020, to ¥481.8 billion. Non-current assets increased ¥20.7 billion compared with March 31, 2020, to ¥1,317.1 billion due to the rise in price of cross-shareholdings included in other investments.

Total liabilities amounted to ¥1,643.3 billion, a decrease of ¥195.7 billion compared with March 31, 2020. Interest-bearing loans, which consist of current liabilities and non-current liabilities, corporate bonds, borrowings, and lease liabilities, totaled ¥316.3 billion, down ¥89.2 billion compared with March 31, 2020. This decrease was due in part to the partial redemption of corporate bonds and efforts to repay borrowings. As a result, the D/E ratio was 0.22 times, a drop of 0.11 point compared with March 31, 2020. Net cash, which is cash and cash equivalents minus interest-bearing loans, was ¥165.5 billion, up ¥119.2 billion compared with March 31, 2020. In addition, the funded status of the employee defined benefit plans in Japan improved thanks to the rise in share price, the defined benefit obligation decreased ¥40.3 billion compared with March 31, 2020.

Total equity was ¥1,546.9 billion, an increase of ¥198.4 billion compared with March 31, 2020. Retained earnings was ¥909.1 billion, an increase of ¥173.2 billion compared with March 31, 2020. This increase resulted in part from the recording of ¥202.7 billion in profit for the year attributable to owners of the parent. Other components of equity increased ¥52.2 billion compared with March 31, 2020, to ¥54.6 billion. This was due to an increase in the foreign currency translation adjustments of subsidiaries outside Japan because of yen depreciation and a rise in the valuation of securities held. Meanwhile, treasury stock was negative ¥79.4 billion. Holdings increased following the acquisition of ¥20.0 billion of treasury stock in the year ended March 31, 2021 as a shareholder return measure. As a result, total equity attributable to owners of the parent (owners' equity) was ¥1,450.1 billion. The equity attributable to owners of the parent (owners' equity) ratio was 45.5%, an increase of 6.6 percentage points compared with March 31, 2020.

As an off-balance liability not recorded on the consolidated statement of financial position, the contracted commitment stipulated to acquire assets under IAS 16 Property, Plant and Equipment and IAS 38 Intangible Assets was ¥55.0 billion.

#### Status of Retirement Benefit Plans

At March 31	(Billions of yen)		
	2020	2021	YoY change
a. Defined benefit obligation . . . .	1,455.8	<b>1,604.7</b>	148.8
b. Plan assets . . . . .	1,391.0	<b>1,565.5</b>	174.5
c. Defined benefit obligation in excess of plan assets (b)-(a) . . .	(64.8)	<b>(39.1)</b>	25.6

The defined benefit obligation of the employee defined benefit plans in Japan and outside Japan was ¥1,604.7 billion, up ¥148.8 billion compared with March 31, 2020. Plan assets stood at ¥1,565.5 billion, an increase of ¥174.5 billion compared with March 31, 2020. As a result, the funded status of employee defined benefit plans (defined benefit obligation in excess of plan assets) was a shortage of ¥39.1 billion, representing an improvement of ¥25.6 billion compared with March 31, 2020, because of the increase in plan assets due to the rise in share price.

## 4. Cash Flows

### Summarized Consolidated Statement of Cash Flows

Years ended March 31	(Billions of yen)		
	2020	2021	YoY change
I Cash flows from operating activities . .	347.2	<b>307.9</b>	(39.3)
II Cash flows from investing activities . .	(114.2)	<b>(71.5)</b>	42.6
I+II Free cash flow . . . . .	233.0	<b>236.3</b>	3.3
III Cash flows from financing activities . .	(193.1)	<b>(219.6)</b>	(26.4)
IV Cash and cash equivalents at end of year . . . . .	453.0	<b>481.8</b>	28.7

Net cash provided by operating activities in the year ended March 31, 2021 amounted to ¥307.9 billion, representing a decrease in cash inflows of ¥39.3 billion compared with the year ended March 31, 2020. This decrease was due in part to an expansion in tax expenses, which outweighed an increase resulting from a rise in profits.

Net cash used in investing activities was ¥71.5 billion, a decline of ¥42.6 billion compared with the year ended March 31, 2020. This decrease resulted from the cash inflows from the sale of the mobile phone retail store and earnout revenue from PC business restructuring, as well as through the sale of assets including the Augsburg site in Germany. Meanwhile, there was a net outflow of ¥4.5 billion from short-term investments such as time deposits, a decrease of ¥29.1 billion year on year.

Free cash flow, the sum of cash flows from operating and investing activities, was ¥236.3 billion, representing an increase in net cash inflows of ¥3.3 billion compared with the year ended March 31, 2020.

Net cash used in financing activities was ¥219.6 billion, up ¥26.4 billion year on year. This increase was attributable to the repayment of borrowings and the impact of a tender offer for shares in Fujitsu Frontech Limited, which is a listed subsidiary of the Company, for the purpose of owning whole shares in Fujitsu Frontech Limited.

As a result of the above, cash and cash equivalents as of March 31, 2021 stood at ¥481.8 billion, an increase of ¥28.7 billion compared with March 31, 2020.

As of March 31, 2021, the Group had cash and cash equivalents of ¥481.8 billion. In order to address urgent demands for funds, the Group maintains liquidity at a level equivalent to approximately several months' worth of sales.

In addition, to raise funds from global capital markets, the Group has acquired bond ratings from Moody's Investors Service (Moody's), Standard & Poor's (S&P), and Rating and Investment Information, Inc. (R&I). As of the submission date of this report, the Company had bond ratings of A3 (long-term) from Moody's, A- (long-term) from S&P, and A+ (long-term) and a-1 (short-term) from R&I.

Taking into account the characteristics and risks of each business, country, and region, the Group calculates the cost of raising funds as the weighted average of the cost of shareholders' equity and the cost of borrowing. The Group uses this approach as a guideline when making investment decisions and assessing the recoverability of investments in each business. The Group will concentrate management resources in the DX business, where demand will continue to rise, and achieve high levels of profitability over the medium to long term. Through these efforts, we believe that we will be able to realize returns that are higher than the cost of raising funds.

## 5. Status of Production, Orders Received, and Sales

The Group's production and sales items are wide-ranging and diverse, and, within the Group's management, the scale of production and orders received in monetary amount or volume are not presented by segment. Sales performance by segment for the year ended March 31, 2021 is presented in 2. (6) Segment information.

## 6. Significant Accounting Policies and Estimates

The preparation of financial statements in conformity with IFRS requires management to make judgments, estimates, and assumptions that affect the application of policies and reported amounts of assets and liabilities and income and expenses. The estimates and assumptions are reviewed by management on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. With regard to key estimates and judgments that have a significant effect on the amounts recognized in the consolidated financial statements, please refer to Note "4. Use of Accounting Estimates and Judgments."

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Fujitsu Limited and Consolidated Subsidiaries

At March 31	Notes	(Millions of yen)	
		2020	2021
<b>Assets</b>			
Current assets			
Cash and cash equivalents	16	¥ 451,857	¥ 481,832
Trade receivables	15	879,454	859,930
Other receivables	15	93,428	48,769
Inventories	14	238,070	237,013
Others	25	214,130	233,333
Subtotal		<u>1,876,939</u>	<u>1,860,877</u>
Assets held for sale	17	<u>14,182</u>	<u>12,215</u>
Total current assets		<u>1,891,121</u>	<u>1,873,092</u>
Non-current assets			
Property, plant and equipment, net of accumulated depreciation	8, 27	570,170	569,593
Goodwill	9, 27	36,709	41,239
Intangible assets	9, 27	107,213	120,459
Investments accounted for using the equity method	11	150,719	154,396
Other investments	12	131,765	176,891
Deferred tax assets	13	106,636	76,661
Others		<u>193,112</u>	<u>177,875</u>
Total non-current assets		<u>1,296,324</u>	<u>1,317,114</u>
Total Assets		<u><u>¥3,187,445</u></u>	<u><u>¥3,190,206</u></u>

At March 31	Notes	(Millions of yen)	
		2020	2021
<b>Liabilities and Equity</b>			
<b>Liabilities</b>			
Current liabilities			
Trade payables	24	¥ 478,970	¥ 468,139
Other payables	24	390,917	358,425
Short-term borrowings, current portion of long-term debt and lease liabilities	20, 22	199,450	174,268
Accrued income taxes		50,652	32,183
Provisions	23	51,769	60,680
Others	25	192,767	194,757
Subtotal		<u>1,364,525</u>	<u>1,288,452</u>
Liabilities directly associated with assets held for sale	17	<u>1,083</u>	<u>1,045</u>
Total current liabilities		<u>1,365,608</u>	<u>1,289,497</u>
Non-current liabilities			
Long-term debt and lease liabilities	20, 22	206,119	142,057
Retirement benefit liabilities	21	190,353	149,994
Provisions	23	30,652	26,615
Deferred tax liabilities	13	10,370	8,451
Others		35,908	26,687
Total non-current liabilities		<u>473,402</u>	<u>353,804</u>
Total Liabilities		<u>1,839,010</u>	<u>1,643,301</u>
<b>Equity</b>			
Share capital	18	324,625	324,625
Capital surplus	18	237,654	241,254
Treasury stock, at cost	18	(59,614)	(79,495)
Retained earnings	18	735,920	909,139
Other components of equity	18	2,371	54,616
Total equity attributable to owners of the parent		<u>1,240,956</u>	<u>1,450,139</u>
Non-controlling interests	10	<u>107,479</u>	<u>96,766</u>
Total Equity		<u>1,348,435</u>	<u>1,546,905</u>
Total Liabilities and Equity		<u>¥3,187,445</u>	<u>¥3,190,206</u>

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Fujitsu Limited and Consolidated Subsidiaries

## Consolidated Statement of Profit or Loss

Years ended March 31	Notes	(Millions of yen, except per share data)	
		2020	2021
<b>Revenue</b>	6, 25	¥ 3,857,797	¥ 3,589,702
Cost of sales	14	(2,748,479)	(2,509,454)
Gross profit		1,109,318	1,080,248
Selling, general and administrative expenses		(864,685)	(834,519)
Other income	26, 27	19,258	46,748
Other expenses	26, 27	(52,408)	(26,153)
<b>Operating Profit</b>	6	211,483	266,324
Financial income	29	7,381	14,200
Financial expenses	29	(5,094)	(3,995)
Income from investments accounted for using the equity method, net	11	14,794	15,326
<b>Profit before Income Taxes</b>		228,564	291,855
Income tax expenses	13	(68,238)	(78,332)
<b>Profit for the Year</b>		160,326	213,523
Profit for the year attributable to:			
Owners of the parent		160,042	202,700
Non-controlling interests		284	10,823
Total		¥ 160,326	¥ 213,523
Earnings per share			
Basic earnings per share (Yen)	31	¥791.20	¥1,013.78
Diluted earnings per share (Yen)	31	790.76	1,012.63

## Consolidated Statement of Comprehensive Income

Years ended March 31	Notes	(Millions of yen)	
		2020	2021
<b>Profit for the Year</b>		¥160,326	¥213,523
<b>Other Comprehensive Income</b>			
Items that will not be reclassified to profit or loss			
Financial assets measured at fair value through other comprehensive income	18	(5,737)	30,994
Remeasurements of defined benefit plans	18, 21	31,246	7,804
Share of other comprehensive income of investments accounted for using the equity method	18	(160)	312
		25,349	39,110
Items that may be reclassified subsequently to profit or loss			
Foreign currency translation adjustments	18	(13,455)	22,022
Cash flow hedges	18	20	(266)
Share of other comprehensive income of investments accounted for using the equity method	18	(1,934)	2,702
		(15,369)	24,458
<b>Total Other Comprehensive Income for the Year, Net of Taxes</b>		9,980	63,568
<b>Total Comprehensive Income for the Year</b>		¥170,306	¥277,091
Total comprehensive income for the year attributable to:			
Owners of the parent		171,361	264,945
Non-controlling interests		(1,055)	12,146
Total		¥170,306	¥277,091

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Fujitsu Limited and Consolidated Subsidiaries

(Millions of yen)

	Notes	Equity attributable to owners of the parent					Total	Non-controlling interests	Total equity
		Share capital	Capital surplus	Treasury stock, at cost	Retained earnings	Other components of equity			
<b>Balance at April 1, 2019</b>		<u>¥324,625</u>	<u>¥235,455</u>	<u>¥(29,556)</u>	<u>¥576,857</u>	<u>¥ 24,674</u>	<u>¥1,132,055</u>	<u>¥121,575</u>	<u>¥1,253,630</u>
Profit for the year					160,042		160,042	284	160,326
Other comprehensive income	18					11,319	11,319	(1,339)	9,980
Total comprehensive income for the year		-	-	-	160,042	11,319	171,361	(1,055)	170,306
Purchase of treasury stock	18		(12)	(30,101)			(30,113)		(30,113)
Disposal of treasury stock	18			3			3		3
Share-based payment transactions	33		529	40			569		569
Dividends paid	19				(32,429)		(32,429)	(2,900)	(35,329)
Transfer to retained earnings					33,586	(33,586)	-		-
Acquisition (disposal) of non-controlling interests	10		(502)				(502)	323	(179)
Changes in ownership interests in subsidiaries			(187)		222	(35)	-	(10,650)	(10,650)
Others			2,371		(2,358)	(1)	12	186	198
<b>Balance at March 31, 2020</b>		<u>¥324,625</u>	<u>¥237,654</u>	<u>¥(59,614)</u>	<u>¥735,920</u>	<u>¥ 2,371</u>	<u>¥1,240,956</u>	<u>¥107,479</u>	<u>¥1,348,435</u>
Profit for the year					202,700		202,700	10,823	213,523
Other comprehensive income	18					62,245	62,245	1,323	63,568
Total comprehensive income for the year		-	-	-	202,700	62,245	264,945	12,146	277,091
Purchase of treasury stock	18			(20,141)			(20,141)		(20,141)
Disposal of treasury stock	18		1	3			4		4
Share-based payment transactions	33		1,284	257			1,541		1,541
Dividends paid	19				(40,052)		(40,052)	(2,489)	(42,541)
Transfer to retained earnings					9,996	(9,996)	-		-
Acquisition (disposal) of non-controlling interests	10		3,064				3,064	(20,810)	(17,746)
Changes in ownership interests in subsidiaries			27		(23)	(4)	-	442	442
Others			(776)		598		(178)	(2)	(180)
<b>Balance at March 31, 2021</b>		<u>¥324,625</u>	<u>¥241,254</u>	<u>¥(79,495)</u>	<u>¥909,139</u>	<u>¥ 54,616</u>	<u>¥1,450,139</u>	<u>¥ 96,766</u>	<u>¥1,546,905</u>

## CONSOLIDATED STATEMENT OF CASH FLOWS

Fujitsu Limited and Consolidated Subsidiaries

Years ended March 31	Notes	(Millions of yen)	
		2020	2021
<b>Cash Flows from Operating Activities</b>			
Profit before income taxes		¥ 228,564	¥ 291,855
Depreciation, amortization and impairment loss		214,037	175,828
Increase (decrease) in provisions		(25,241)	(1,252)
Increase (decrease) in net defined benefit liability		(33,173)	(31,822)
Interest and dividend income		(5,304)	(3,783)
Interest charges		4,185	3,047
Income from investments accounted for using the equity method, net		(14,794)	(15,326)
Gain on sales of subsidiaries' stocks		(6,350)	(26,645)
(Increase) decrease in trade receivables		10,867	27,804
(Increase) decrease in inventories		(19,076)	3,511
Increase (decrease) in trade payables		(41,348)	(18,215)
Other, net	25	46,720	(15,800)
Cash generated from operations		359,087	389,202
Interest received		2,300	1,238
Dividends received		5,024	4,424
Interest paid		(4,222)	(3,128)
Income taxes paid		(14,926)	(83,789)
Net Cash Provided by Operating Activities		347,263	307,947
<b>Cash Flows from Investing Activities</b>			
Purchases of property, plant, equipment, and intangible assets		(132,970)	(128,771)
Proceeds from sale of investment securities		19,133	9,343
Net proceeds from sale of subsidiaries and business	22	40,522	42,743
Collection of loans receivable		1,863	12,189
Decrease (increase) in short-term investment		(33,758)	(4,577)
Other, net		(8,996)	(2,488)
Net Cash Used in Investing Activities		(114,206)	(71,561)
<b>Cash Flows from Financing Activities</b>			
Increase (decrease) in short-term borrowings	22	18,589	7,840
Proceeds from long-term debt and issuance of bonds	22	3	545
Repayment of long-term debt and bonds	22	(80,249)	(80,373)
Payment of lease liabilities	22	(69,673)	(68,103)
Purchase of treasury stock		(30,101)	(20,141)
Dividends paid to owners of the parent		(32,429)	(40,052)
Acquisition of non-controlling interests		-	(17,577)
Other, net		696	(1,765)
Net Cash Used in Financing Activities		(193,164)	(219,626)
Net Increase (Decrease) in Cash and Cash Equivalents		39,893	16,760
Cash and Cash Equivalents at Beginning of Year		416,742	453,036
Effect of Exchange Rate Changes on Cash and Cash Equivalents		(3,599)	12,037
Cash and Cash Equivalents at End of Year		¥ 453,036	¥ 481,833

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Fujitsu Limited and Consolidated Subsidiaries

## 1. Reporting Entity

Fujitsu Limited (the "Company") is a company domiciled in Japan. The Company's consolidated financial statements consist of financial information of the Company, its consolidated subsidiaries (together, the "Group"), and the equity interests held by the Group. In the field of ICT, while delivering a wide variety of services, the Group offers comprehensive solutions, from the development, manufacturing, and sales to the maintenance and operations of cutting-edge, high-performance, high-quality products and electronic devices that support services.

## 2. Basis of Preparation

### (a) Compliance with International Financial Reporting Standards

The Company's consolidated financial statements are prepared in accordance with International Financial Reporting Standards ("IFRS"), based on Article 93 of the "Ordinance on Terminology, Forms and Preparation Methods of Consolidated Financial Statements" (Ministry of Finance Ordinance No. 28, 1976, the "Ordinance on Consolidated Financial Statements"), and the requirements for "Specified Company Applying Designated IFRS" set forth in Article 1-2, items 1 and 2.

The consolidated financial statements were approved on June 28, 2021 by Takahito Tokita, President and Representative Director, and Takeshi Isobe, Chief Financial Officer.

### (b) Basis of measurement

The consolidated financial statements, except for the following material items on the consolidated statement of financial position, have been prepared based on acquisition cost.

- Financial instruments measured at fair value.
- Net defined benefit liability or asset measured at present value of the defined benefit obligation less the fair value of plan assets.

### (c) Functional currency and presentation currency

The consolidated financial statements are presented in Japanese yen, which is the functional currency of the Company. The financial information presented in Japanese yen is rounded to the nearest million yen.

## 3. Significant Accounting Policies

The accounting policies set out below are applied to the consolidated financial statements.

### (a) Basis of consolidation

#### (i) Business combinations

Acquisitions of subsidiaries, accounted for using the acquisition method, are included in the consolidated financial statements from the date that control commences until the date that control ceases. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. In assessing control, potential voting rights that are currently exercisable or convertible are taken into account.

The Group measures goodwill at the acquisition date as follows:

- fair value of consideration transferred, plus
- the recognized amount of any non-controlling interests in the acquiree, plus
- if the business combination is achieved in stages, the acquisition-date fair value of the acquirer's previously held equity interest in the acquiree, less
- the net recognized amount of the identifiable assets acquired and liabilities assumed.

A gain from a bargain purchase in a business combination is recognized in profit or loss.

Any transaction costs that are incurred in connection to a business acquisition, such as legal fees, due diligence fees, and other professional or consulting fees, are expensed as incurred and not included within the fair value of consideration transferred.

*(ii) Acquisition of non-controlling interests*

Acquisitions of non-controlling interests are accounted for as transactions with owners and therefore no goodwill is recognized as a result of such transactions. A change in the ownership interest, without changing control, is accounted for as an equity transaction.

*(iii) Subsidiaries*

Subsidiaries are entities that the Group controls. Financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences to the date that control ceases.

Comprehensive income of a subsidiary is attributed to the owners of the parent and non-controlling interests even if this results in the non-controlling interests having a deficit balance.

*(iv) Loss of control*

If the Group loses control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, any non-controlling interests, and other components of equity related to the subsidiary. Any gain or loss arising from loss of control is recognized in profit or loss. If the Group retains any interest in the subsidiary, that investment is remeasured at fair value on the day that control ceases. Subsequently, it is accounted for as an equity method associate or as a financial asset measured at fair value depending on the level of influence retained.

*(v) Investments in associates and joint ventures (equity-accounted investments)*

Associates are those entities in which the Group has significant influence, but not control, over the financial and operating policies. If the Group holds 20% or more of the voting power of the investee, it is presumed that the Group has significant influence over the investee, unless it can be clearly demonstrated that this is not the case. In addition, the Group assumes that it has significant influence over the investee, if the Group has rights for involvements in deciding financial and operating policies of the investee through the Board meeting. Joint ventures are those entities over whose activities the Group has joint control, established by contractual agreement, requiring unanimous consent of the parties sharing control for important financial and operating decisions and the parties, including the Group, have rights to the net assets of the arrangement. Investments in associates and joint ventures are initially accounted for at cost and subsequently under the equity method. Any acquisition costs are included in the cost of the investment. The consolidated financial statements include the Group's share of profit or loss and other comprehensive income of associates on an equity-accounted basis, from the date that significant influence commences until the date that significant influence ceases. When the Group's share of losses exceeds its investment in an associate or joint venture, the Group's carrying amount is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred obligations or made payments on behalf of the investee.

*(vi) Consolidation adjustments*

All inter-Group balances, transactions, and unrealized gains and losses resulting from inter-Group transactions are eliminated in preparing the consolidated financial statements. Unrealized gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealized losses are eliminated in the same way as unrealized gains only if there is no evidence of impairment.

**(b) Foreign currencies***(i) Transactions denominated in foreign currencies*

Transactions denominated in foreign currencies are translated into the functional currency of each Group company at the foreign exchange rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into the functional currency at the foreign exchange rate prevailing at the reporting date. Non-monetary assets and liabilities measured at historical cost denominated in foreign currencies are translated at the foreign exchange rate at the date of the transaction. Foreign exchange differences arising on translation are recognized in profit or loss. However, foreign exchange translation differences upon conversion of equity securities classified as financial assets measured at fair value through other comprehensive income and effective cash flow hedges are recognized in other comprehensive income.

*(ii) Financial statements of foreign operations*

The assets and liabilities of foreign operations, including any goodwill arising on the acquisition and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition, are translated into Japanese yen at the rate of exchange prevailing at the reporting date and their revenue and expenses are translated at the average monthly exchange rate. The foreign exchange differences arising on translation are recognized in other comprehensive income and included in foreign currency translation adjustments within other components of equity. Upon disposal of a foreign operation, if controlled, significant influence or joint control is lost and the accumulated amount of other comprehensive income relating to that particular foreign operation is reclassified to profit or loss as part of gains and losses on the disposal.

**(c) Financial instruments**

*(i) Non-derivative financial assets*

The Group initially recognizes trade receivables and other receivables on the date that they originate. All other financial assets are recognized initially on the trade date, the date on which the Group becomes party to the contractual provisions.

Financial assets are classified as either financial assets measured at amortized cost or as financial assets measured at fair value through either profit or loss or other comprehensive income. They are classified upon initial recognition.

Financial assets are measured at fair value plus transaction costs unless these are classified as financial assets measured at fair value through profit or loss.

The Group classifies financial assets and subsequently measures them as follows.

Financial assets measured at amortized cost

Financial assets are classified as financial assets measured at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows.
- The contractual terms of the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The financial assets are subsequently measured at amortized cost using the effective interest method less any impairment losses, and the amortization charge for each period is recognized as financial income in profit or loss.

Financial assets measured at fair value

Financial assets are classified as financial assets measured at fair value unless these are measured at amortized cost. Equity instruments measured at fair value are individually designated as being measured either through profit or loss or through other comprehensive income, except for those that are held for sale, which are measured through profit or loss, and this designation must be applied continuously. Debt instruments that do not meet the conditions of the financial assets measured at amortized cost are classified as financial assets measured at fair value through profit or loss.

The financial assets are subsequently measured at fair value at the end of the reporting period, and the gain or loss is recognized in profit or loss or in other comprehensive income according to their classification. When a financial asset measured at fair value through other comprehensive income is derecognized, the cumulative gain or loss previously recognized through other comprehensive income is reclassified to retained earnings. Dividends from equity instruments are recognized as part of financial income in profit or loss.

The Group derecognizes a financial asset when contractual rights to the cash flows from the asset expire or when all the risks and financial value of ownership of the financial asset are substantially transferred. The Group will recognize another asset or liability to the extent that the Group retains any rights or obligations after the transfer.

*(ii) Impairment of financial assets measured at amortized cost*

For financial assets measured at amortized cost, a loss allowance is recognized for expected credit losses at the end of the reporting period.

The Group assesses at each reporting date whether the credit risk on each financial asset has increased significantly since initial recognition. If the credit risk has not increased significantly since initial recognition, then expected credit losses for 12 months based on historical experience and credit ratings are recognized as the loss allowance. If the credit risk has increased significantly since initial recognition, lifetime expected losses are recognized as the loss allowance.

However, for trade receivables and contract assets that do not contain a significant financing component, regardless of whether or not the credit risk has increased significantly since initial recognition, the loss allowance is always measured based on lifetime expected losses.

Expected credit loss is measured as the present value of the difference between all contractual cash flows that are due to the Group in accordance with the contract and all cash flows that the Group expects to receive.

The Group measures the expected credit losses of financial assets in a way that reflects:

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- Time value of money; and
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions, and forecasts of future economic conditions.

A significant financial difficulty of the debtor, a breach of contract due to a default, or other event having a detrimental impact on the estimated future cash flows are recognized as the occurrence of credit impairment.

When recovery of all or part of a financial asset is deemed impossible or extremely difficult, it is treated as a default. If the Group has no reasonable prospects of recovering cash flows from the financial asset, all or part of the carrying amount is written off.

Expected credit losses of financial assets are recognized in profit or loss. When an event occurs that reduces the loss allowance, the reversal of loss allowance is recognized in profit or loss.

#### *(iii) Non-derivative financial liabilities*

The Group recognizes debt securities on the day that they are issued. All other financial liabilities are initially recognized on the trade date, the date on which the Group becomes party to contractual provisions. Other financial liabilities include loans and borrowings and trade and other payables.

These financial liabilities are classified as financial liabilities measured at amortized cost and are measured initially at fair value, less any directly attributable transaction costs. They are subsequently measured at amortized cost using the effective interest method. The amortization charge for each period is recognized as financial expense in profit or loss.

The Group derecognizes a financial liability when its contractual obligations are discharged, cancelled, or expire.

#### *(iv) Presentation of financial assets and financial liabilities*

Financial assets and financial liabilities are offset and presented net only when the Group has a legally enforceable right to offset the recognized amounts and intends to settle on a net basis or to realize the asset and settle the liability simultaneously.

#### *(v) Derivative financial instruments*

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Derivatives are initially and subsequently measured at fair value.

Derivatives to which hedge accounting is not applied

When a derivative is not designated as a hedging instrument in accordance with the criteria for hedge accounting, any changes in the fair value of the derivative are recognized in profit or loss.

Derivatives to which hedge accounting is applied

Upon initial qualification of a derivative as a hedging instrument, the Group formally documents the relationship between the hedging instrument and hedged item, including risk management objectives and strategy in undertaking the hedge transaction and the hedged risk. The Group continually assesses the efficacy of hedging instruments, determining them to be effective if all of the following criteria

are met: there is an economic relationship between the hedged item and the hedging instrument; the effect of credit risk does not dominate the value that results from that economic relationship; and the hedge ratio is the same as the ratio resulting from the quantity of the hedged item and the hedging instrument.

#### Cash flow hedges

The effective portion of changes in fair value of a derivative is recognized in other comprehensive income and presented as cash flow hedges in other components of equity. Any ineffective portion of changes in the fair value is recognized in profit or loss.

When the hedged item is a non-financial asset, the amount accumulated in other components of equity is included in the carrying amount when the asset is recognized. When the hedged item is a financial asset, the amount accumulated in other components of equity is reclassified to profit or loss in the same period that the hedged item affects profit or loss. Discontinuation of hedge accounting applies prospectively from the date on which a derivative no longer meets the criteria for hedge accounting, expires, or is sold, terminated, or exercised.

### **(d) Property, plant and equipment (excluding right-of-use assets)**

#### *(i) Recognition and measurement*

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes the following expenses that are directly attributable to the acquisition of the asset:

- Costs of employee benefits arising directly from the construction of the asset and costs of installation and assembly
- Estimate of costs of dismantling or restoring the asset if such obligation exists
- Capitalized borrowing costs

When different parts of an asset have different useful lives, they are accounted for as separate items (by major parts).

Any gain or loss on disposal of an item of property, plant and equipment, calculated as the difference between net proceeds received and the carrying amount of the item, is recognized in profit or loss.

#### *(ii) Subsequent expenditure*

Subsequent expenditure is capitalized only when it is probable that the future economic benefits from the expenditure will flow to the Group. Ongoing maintenance and repairs are expensed as incurred.

#### *(iii) Depreciation*

The depreciable amount (cost less residual value) for items of property, plant and equipment is allocated on a systematic basis over its useful life. The Group, in principle, adopts the straight-line method of depreciation reflecting the pattern of consumption (matching of costs with revenue) of the future economic benefits from the asset.

Depreciation of an asset begins when it is available for use and ceases at the earlier of the date that the asset is either classified as held for sale or is derecognized.

The estimated useful lives for significant categories of property, plant and equipment are:

- Buildings 7 to 50 years
- Machinery and equipment 3 to 7 years
- Tools, fixtures and fittings 2 to 10 years

Depreciation methods, useful lives, and residual values are reviewed and adjusted if necessary.

### **(e) Goodwill**

For the measurement of goodwill at the acquisition date, please refer to Note "3. (a) (i) Business combinations."

#### Subsequent measurement

Goodwill is measured at cost less accumulated impairment losses.

Goodwill in relation to equity-accounted investments is included in the carrying amount of the investment and, therefore, the entire carrying amount of the investment as a single asset is compared with the recoverable amount for the purpose of impairment test. An impairment loss is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment.

**(f) Intangible assets (excluding right-of-use assets)***(i) Research and development*

Research is basic and planned investigation undertaken with the prospect of gaining new scientific or technical knowledge and understanding. Expenditures on research activities are expensed as incurred in profit or loss.

Development is the application of research findings or other knowledge to a plan or design for the production of new or substantially improved materials, devices, products, processes, systems, etc.

Development activities include a plan or design for the production of new or substantially improved products or processes.

Development expenditures are capitalized only if they can be reliably measured, the product or process is technically and commercially feasible, it is probable that the future economic benefits will flow to the Group, and the Group intends to and has the ability as well as sufficient resources to complete development and to use or sell the asset. Capitalized expenditures include directly attributable cost of generation and manufacture of the asset as well as bringing the asset to its working condition, such as cost of materials and cost of employee benefits. Other development expenditures are expensed as incurred.

Capitalized development expenditures are measured at cost less accumulated amortization and impairment losses.

*(ii) Software and other intangibles*

The Group develops software for sale and for its own use. An intangible asset is recognized if it meets the criteria for capitalization of development expenditures as described in the preceding section. The cost of software includes costs of employee benefits as well as costs of materials and services used or consumed in generating the software. The cost of a separately acquired intangible asset is capitalized because normally the price the Group pays to acquire the asset reflects expectations about the probability that the expected future economic benefits embodied in the asset will flow to the Group. Other intangible assets are measured at historical cost less accumulated amortization and impairment losses.

*(iii) Amortization*

Software held for sale is amortized based on the expected sales volumes and allocated equally based on the remaining useful life. Software for internal use and other intangible assets with finite useful lives are amortized over their respective useful lives using, in principle, the straight-line method to reflect the pattern of consumption of the expected future benefits from the assets. Goodwill acquired in a business combination is not amortized.

The estimated useful lives are:

- Software held for sale                      3 years
- Software for internal use                Within 5 years

Amortization methods, useful lives, and residual values are reviewed and adjusted if necessary.

**(g) Lease***(i) Recognition and measurement*

At inception of a contract, the Group determines whether the contract is a lease or contains a lease. The contract is determined to be a lease or contain a lease if, over the entire period of use, the Group has the right to receive substantially all of the economic benefits from the use of the identified assets and has the right to control the use of the identified assets.

The lease term represents the non-cancellable period for which the lessee has the right to use the underlying asset together with periods covered by extension or termination options. The option period is added to the non-cancellable lease term only if the Group is reasonably certain to exercise the extension option or reasonably certain not to exercise the termination option.

The Group recognizes right-of-use assets and lease liabilities from lease contracts as of the commencement date of the lease. The right-of-use assets are assets that represent the Group's right to use an underlying asset for the lease term. The initial measurement of the cost of right-of-use assets is calculated by starting with the amount of the initial measurement of the lease liability; adding any lease payments made at or before the commencement date of the lease, less any lease incentives received; adding any initial direct costs incurred; and adding an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located, or restoring the underlying asset to the condition required by the terms and conditions of the lease. A lease liability is measured as the present value of the lease payments that are not paid as of the commencement date of the lease. In measuring the present value, the Group's incremental borrowing rate is typically used for the discount rate.

*(ii) Depreciation*

Right-of-use assets are generally depreciated on a straight-line basis over the lease term. If ownership of the asset is transferred to the Group by the end of the lease term, or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the right-of-use asset is depreciated on a straight-line basis over its useful life.

*(iii) Reassessment of lease liabilities*

If there is a change in the term of the lease because of, for example, a revision to the lease contract, the lease liabilities are remeasured based on the new lease term, and the difference in value stemming from the remeasurement is recognized with a corresponding adjustment to right-of-use assets.

**(h) Inventories**

Inventories are measured at cost. However, should the net realizable value (NRV) at the reporting date fall below the cost, inventories are measured at the NRV, with the difference in value between the cost and the NRV, in principle, booked as cost of sales.

The cost of inventories comprises costs of purchase, costs of conversion, and other costs incurred in bringing the inventories to their present location and condition. The cost of inventories of items that are interchangeable is determined by the moving-average cost method or the periodic average method, whereas the cost of inventories of items that are not interchangeable is determined by the specific identification method.

NRV is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated direct selling expenses. Inventories that are slow moving and inventories held for long-term maintenance contracts are measured at the NRV that reflects future demand and market trends.

**(i) Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand, demand deposits, and short-term highly liquid investments with a maturity of three months or less from the date of acquisition and an insignificant risk of changes in value. The ending balance of cash and cash equivalents in the consolidated statement of cash flows excludes overdrafts that are included and presented in short-term borrowings, current portion of long-term debt, and lease liabilities on the consolidated statement of financial position.

**(j) Impairment of non-financial assets**

If there is an indication of impairment for non-financial assets other than inventories and deferred tax assets, the asset's recoverable amount is estimated and the asset is tested for impairment. Goodwill and intangible assets with indefinite useful lives are tested for impairment both annually and when there is an indication of impairment. An impairment loss is recognized if the recoverable amount of an asset or cash-generating unit (CGU) is less than its carrying amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows associated with the asset or CGU is discounted to present value using a pre-tax discount rate that reflects current market assessments of the time value of money and any risks specific to the asset or CGU. For impairment testing purposes, assets are grouped together into the smallest group of assets that generate cash inflows independently of cash inflows of other assets or CGUs. Goodwill is grouped together so that the impairment is tested for the smallest group of units used for internal reporting purposes. Goodwill acquired in a business combination is allocated to the groups of CGUs that are expected to benefit from the synergies of the combination.

Impairment losses are recognized in profit or loss. Impairment losses recognized in respect of a CGU are allocated first to reduce the carrying amount of any goodwill allocated to that CGU (or CGU group) and then to reduce the carrying amounts of other assets in the CGU (or CGU group) on a pro-rata basis.

Impairment losses on goodwill are not reversed. For all other assets, impairment losses are only reversed to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

**(k) Assets classified as held for sale**

Non-current assets (or disposal group) are classified as held for sale if the carrying amount of the assets will be principally recovered through sale rather than through continuing use. Furthermore, non-current assets (or disposal group) are classified as held for sale if the asset is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such assets (or disposal group), its sale is highly probable, the appropriate level of management is committed to a plan to sell the asset (or disposal group), and the sale is expected to be completed within one year from the date of classification. Non-current assets (or disposal group) classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell and they are no longer depreciated or amortized. An impairment loss is recognized in profit or loss for any initial or subsequent write-down of the non-current asset (or disposal group) to fair value less costs to sell. Equally a gain is recognized for any subsequent increase in the fair value, but not in excess of the accumulated impairment losses previously recognized.

**(l) Employee benefits***(i) Retirement benefit plans*

## Defined benefit plans

The Group's net defined benefit liability (asset) is measured at the present value of the defined benefit obligation less the fair value of plan assets. The defined benefit liability in respect of each defined benefit plan is calculated separately by estimating the amount of future benefits employees have earned in return for services rendered and discounted to present value. The calculation is performed in each reporting period by qualified actuaries using the projected unit credit method. The discount rate used is the yield at the reporting date on high-quality corporate bonds that have maturity dates approximate to the terms of the Group's obligations that are denominated in the currency in which the benefits are expected to be paid.

The Group recognizes in profit or loss the current service cost that is calculated by the projected unit credit method using an actuarial technique. Net interest on the net defined benefit liability (asset), which is determined by multiplying the net defined benefit liability (asset) by the appropriate discount rate, is recognized in profit or loss. The Group recognizes any past service cost in profit or loss when a plan is amended or curtailed. A gain or loss on a settlement of a pension plan is also recognized in profit or loss when the settlement actually occurs.

Remeasurements of the net defined benefit liability (asset) (actuarial gains and losses) are recognized, after adjusting for tax effects, under other comprehensive income, and immediately reflected in retained earnings.

## Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the Group pays fixed contributions to a separate entity and has no legal or constructive obligations to pay further amounts. Contributions to defined contribution plans are recognized as employee costs in profit or loss in the period when the service is provided by the employee. The risk-sharing corporate pension plan is classified as a defined contribution plan because the Group effectively has no further obligation for additional contributions.

*(ii) Termination benefits*

Termination benefits are recognized as employee expenses in profit or loss when the Group announces a detailed formal plan to terminate employment or to provide termination benefits as part of a restructuring program in the form of redundancy. Such termination benefits are recognized in profit or loss only when withdrawal of the plan is not practicable.

*(iii) Short-term employee benefits*

The cost of short-term employee benefits are measured on an undiscounted basis and recognized in profit or loss as the service is provided by the employee. A liability is recognized for any bonus expected to be paid in accordance with the Group policy as the service is provided by the employee.

**(m) Provisions**

A provision is recognized if, as result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation. Provisions are discounted to present value using a pre-tax rate that reflects the time value of money and risks specific to the liability.

*(i) Provision for restructuring*

A provision is recognized for the estimated costs of restructuring such as personnel rationalization and disposal of business, only when the Group starts to implement the plan or announces its main features to those affected by the plan.

*(ii) Provision for product warranties*

A provision for product warranties is recognized at the time of sale of the products at an amount that represents the estimated cost, based on past experience, to repair or exchange certain products within the warranty period.

*(iii) Provision for contract losses*

A provision is recognized for losses on service contracts in which the Company undertakes an obligation to provide deliverables, such as turnkey contracts if it is probable that the total estimated project costs exceed the total estimated project revenues.

*(iv) Asset retirement obligation*

A provision is made mainly for the estimated cost of restoring the leased site at the agreement of the lease, in accordance with the laws or contracts.

**(n) Share capital**

Ordinary shares

Ordinary shares are classified as equity. Costs directly attributable to the issue of ordinary shares are recognized as a deduction from capital surplus, net of any tax effects.

Treasury shares

When treasury shares are repurchased, the amount of consideration paid, net of any tax effects, including directly attributable costs, is recognized as a deduction from equity. When treasury shares are subsequently sold or reissued, the amounts received are recognized as an increase in equity and the resulting gains and losses on the transactions are presented within capital surplus.

**(o) Share-based payment**

Under the equity-settled share-based payment plan, the amount of services received is measured with reference to the fair value of the Company's shares at the grant date, and is recognized as an expense over the vesting period. The same amount is recognized as an increase in capital surplus.

**(p) Revenue**

*(i) Service revenue*

Supply of service usually corresponds to any of the following criteria: a) the customer simultaneously receives and consumes all of the benefits provided by the Group as the Group performs; b) the Group's performance creates or enhances an asset that the customer controls as the asset is created; or c) the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date and, therefore, is a performance obligation that is satisfied over time.

If the progress toward complete satisfaction of the performance obligation can be reasonably measured, revenue from a service is recognized by measuring the progress. If the progress cannot be reasonably measured, revenue from a service is recognized only to the extent of the costs incurred until such time that the outcome of the performance obligation can be reasonably measured.

Revenue under service contracts in which the Company undertakes an obligation to provide deliverables, such as turnkey contracts (system integration, etc.) is, in principle, recognized by the method of measuring the progress based on the costs incurred to date as a percentage of the total estimated project costs. This is because, in such service contracts, costs are incurred by the Group during the performance of the contracts, and as tasks progress, services tailored for the customer will be near completion, a state where the services are available for the customer.

When milestones for the obligations to be performed by the Group are defined at contract inception, revenue is recognized based on completion of the contractual milestones.

Regarding ongoing service contracts (outsourcing service, maintenance service, etc.), services requested by the customer are provided over the contractual period. To promptly respond to customers' requests, the Group is required to always stand ready, and thus, such services are provided over a period including standby time. For this reason, revenue is recognized by measuring the progress based on the period ratio of services already provided over the whole service period. When services among outsourcing and maintenance services, etc., are charged on a per unit basis, revenue is recognized when the service is rendered and is billed or billable.

Where changes occur in the initial estimates of revenues, measure of progress, and costs incurred for a contract, the accumulated impact arising from a change of estimates is recognized in profit or loss in the period in which the changes become obvious and possible to be estimated.

#### *(ii) Hardware product revenue*

Supply of stand-alone hardware products is a performance obligation satisfied at a point in time because it is usually not a performance obligation satisfied over time. In such case, at the point when the control of the asset is transferred to the customer, the amount of the transaction price allocated in proportion to the performance obligation is recognized as revenue. To determine the point in time at which the control is transferred to the customer, the Group considers whether or not a) the Group has a present right to payment for the asset; b) the customer has legal title to the asset; c) the Group has transferred physical possession of the asset; d) the customer has the significant risks and rewards related to the ownership of the asset; and e) the customer has accepted the asset.

Revenue on hardware requiring significant services including installation, such as servers and network products, is in principle recognized upon the customer's acceptance.

Revenue on standard hardware, such as personal computers and electronic devices, is recognized in principle upon delivery, where the control of the hardware is transferred to the customer.

On the other hand, for commissioned manufacturing and manufacturing contracting, in cases where the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date, the Group recognizes revenue in accordance with the progress as measured using a method that faithfully depicts the completion of the performance obligation.

The Group provides various marketing programs to customers in various sales channels, such as volume discounts and sales incentives. When there is a possibility of subsequent variability in the consideration paid to these customers, the variable consideration is estimated and included in revenue to the extent that it is highly probable that its inclusion will not result in a significant revenue reversal in the future when the uncertainty has been subsequently resolved. To estimate the variable consideration, the Group uses either the expected value method or the most likely amount method, selecting the method that enables the most appropriate estimate of the amount of the consideration for these rights to be obtained.

#### *(iii) Licensing revenue*

For supply of licenses, revenue is recognized over time as a right to access the Group's intellectual property (a right to access) when all of the following criteria are met. If any of the criteria is not met, revenue is recognized at a point in time for a right to use the Group's intellectual property (a right to use). The criteria are (a) the contract requires, or the customer reasonably expects, that the Group will undertake activities that significantly affect the intellectual property to which the customer has rights; (b) the rights granted by the license directly expose the customer to any positive or negative effects of the Group's activities; and (c) those activities do not result in the transfer of a good or service to the customer as those activities occur.

For software, the license of which constitutes the principal license of the Group, usually after supply of a license, the Group is not obligated to undertake any activities to change the form or functionality of the intellectual property or activities to maintain the value of the intellectual property over the license period. When any of the above criteria is not met, the revenue is recognized at a point in time as right to use.

When software is provided over a cloud service, revenue is usually recognized at the same time as the cloud service revenue as a single performance obligation.

When software is sold bundled with software support, revenue for the software and revenue for the software support are usually recognized separately as distinct performance obligations. However, when the customer is unable to receive the benefit of the software without the supply of the software support service, the revenue is recognized at the same time as the software support revenue as a single performance obligation.

For software version-up rights that are sold separately from a license, revenue is usually recognized at the time when the version-up rights are provided, treating the software and version-up rights as distinct performance obligations. On the other hand, if the software version-up rights as a part of software support are provided, their revenue is recognized at the same time as a single performance obligation.

*(iv) Contracts with multiple deliverables*

Contracts with multiple deliverables represent one contract that consists of several kinds of goods or services, such as supply of hardware and related services or supply of software sales and support services.

Goods or services promised to a customer are identified as a distinct performance obligation if the customer can benefit from the good or service either on its own or together with other resources that are readily available to the customer (i.e., the good or service is capable of being distinct); and the Group's promise to transfer the good or service to the customer is separately identifiable from other promises in the contract (i.e., the promise to transfer the good or service is distinct within the context of the contract).

To allocate the transaction price to each performance obligation in a contract with multiple deliverables on a relative stand-alone selling price basis, the Group determines the stand-alone selling price at contract inception of the distinct good or service underlying each performance obligation in the contract and allocates the transaction price in proportion to that stand-alone selling price. If a stand-alone selling price is not directly observable, it is estimated based on method such as estimated costs plus a margin approach for the respective performance obligations in the contract with multiple deliverables, and the transaction price is allocated.

*(v) Agent transactions*

For procurement and sales of goods and services by the Group, revenue is recognized as commission fees for transactions where the Group does not have control of the goods and services before their transfer to the customer, in other words, transactions where the Group has arranged the procurement as the customer's agent. To determine whether or not the Group has control over goods and services before their transfer to the customer, the following aspects are considered: a) whether the Group is primarily responsible for fulfilling the promise to provide the specified good or service; b) whether the Group has inventory risk before the specified good or service is transferred to a customer, or after transfer of control to the customer; and c) whether the Group has discretion in establishing the price for the good or service.

*(vi) Contract costs*

The Group recognizes the incremental costs of obtaining a contract with a customer as an asset if the Group expects to recover those costs. The incremental costs of obtaining a contract are costs incurred to obtain a contract with a customer that would not have been incurred if the contract had not been obtained.

The costs of fulfilling a contract are recognized as assets when the costs are not within the scope of another accounting policy; relate directly to a contract or to an anticipated contract that the Group can specifically identify; generate or enhance resources of the Group that will be used in satisfying (or continuing to satisfy) performance obligations in the future; and are expected to be recovered.

Assets recognized as incremental costs for obtaining a contract or costs of fulfilling a contract are amortized evenly over the contract period.

*(vii) Contract assets and contract liabilities*

Contract assets are rights to consideration in exchange for goods or services that the Group has transferred to a customer when those rights are conditioned on something other than the passage of time. Contract liabilities are the Group's obligations to transfer goods or services to a customer for which the Group has received consideration (or the amount is due) from the customer.

*(viii) Significant financing components in the contract*

When there is substantially a significant financing component in a transaction (such that a significant benefit of financing is provided), for example, long-term prepayment or delayed payment, revenue is measured at present value using the effective interest rate. However, if the period between the time of transfer of the good or service to the customer and the time of the customer's payment is expected to be less than one year at the contract inception, the consideration is not adjusted for the effect of a significant financing component.

*(ix) Operating leases*

Revenue arising from customers' use of products under operating leases is recognized evenly over the lease term.

**(q) Financial income and expenses**

Financial income includes dividend income, interest income, gains on foreign exchange, changes in fair value of financial assets measured at fair value through profit or loss, gains on hedging instruments recognized in profit or loss, and reclassifications of amounts previously recognized in other comprehensive income. Interest income is recognized as incurred using the effective interest method. Dividend income is recognized when the right to receive payment is established.

Financial expenses include interest expenses on bonds, borrowings, and lease liabilities; losses on foreign exchange; changes in fair value of financial assets measured at fair value through profit or loss; losses on hedging instruments recognized in profit or loss; and reclassifications of amounts previously recognized in other comprehensive income. Borrowing costs that are not directly attributable to the acquisition, construction, or production of a qualifying asset are recognized as incurred using the effective interest method. Total minimum lease payments are allocated to the portion of financial expenses, and the unpaid balance of liabilities and financial expenses are allocated over the lease term on a pro rata basis against the unpaid balance of liabilities.

**(r) Income tax expenses**

Income tax expenses comprise current and deferred tax, both of which are recognized in profit or loss except to the extent that it relates to a business combination or items recognized in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on taxable income or loss for the year, using tax rates and tax laws enacted or substantially enacted at the reporting date, with any tax adjustment to tax payable in respect of previous years.

Deferred tax assets and liabilities are recognized in respect of temporary differences between the carrying amount of assets and liabilities and the amounts used for tax purposes, the carryforward of unused tax losses, and unused tax credits. Deferred tax is not recognized for the following:

- Temporary differences on the initial recognition of an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss;
- Temporary differences related to investments in subsidiaries and associates to the extent that the parent is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future; and
- Taxable temporary differences arising on initial recognition of goodwill.

Deferred tax assets and liabilities are measured using the tax rates that are expected to be applied in the period when the assets are realized or the liabilities are settled, based on the tax laws enacted or substantially enacted by the reporting date.

Deferred tax assets and liabilities are offset only if they relate to income taxes levied by the same taxation authority and there is a legally enforceable right to offset current tax assets against current tax liabilities.

A deferred tax asset is recognized for the carryforward of unused tax losses, unused tax credits, and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilized. Deferred tax assets are impaired if it is no longer probable that future taxable income would be sufficient to allow part or all of the benefit of the deferred tax asset to be realized. Deferred tax liabilities are recognized in principle for all taxable temporary differences.

**(s) Discontinued operations**

Classification as a discontinued operation occurs on the date of disposal or the date at which a separate operating segment meets the definition of being held for sale, whichever is earlier. When an operating segment is classified as a discontinued operation, the comparative profit or loss statement is re-presented as if the operating segment had been discontinued from the beginning of the comparative year.

#### 4. Use of Accounting Estimates and Judgments

The preparation of financial statements in conformity with IFRS requires management to make judgments, estimates, and assumptions that affect the application of policies and reported amounts of assets and liabilities and income and expenses. The estimates and assumptions are reviewed by management on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

The Company has formulated a business plan that reflects future uncertainties, including revenue, for determining impairment of goodwill, property, plant and equipment, and intangible assets, and the recoverability of deferred tax assets. Although it is unclear when the COVID-19 pandemic will end, the Company assumes that global economic activities will recover gradually from the year ending March 31, 2022. Nevertheless, in terms of the financial impact on the Group's business results, while certain countries, regions, and businesses may continue to be affected by COVID-19, the Company does not believe that the Group's business results will be significantly impacted.

The key estimates and judgments that have a significant effect on the amounts recognized in the consolidated financial statements are as follows.

##### (a) Revenue recognition

Revenue and cost of sales under service contracts in which the Company undertakes an obligation to provide deliverables, such as turn-key contracts, are recognized by reference to the stage of completion when the outcome of the contract can be reliably estimated. Contract assets are primarily unbilled trade receivables related to the revenue and are transferred to trade receivables when the customer accepts the deliverables.

The Group, in principle, calculates the progress toward completion with costs incurred to date as a percentage of total estimated project costs. Total estimated project costs are estimated based on the specifications and working hours, etc., of each project. Revenue and costs can be revised due to reasons such as additional loss incurred, because revenue and costs depend on the estimates of total project revenue and costs as well as the measurement of the progress.

Regarding the carrying amount of contract assets, please refer to Note "25. Revenue."

##### (b) Property, plant and equipment

Depreciation for an item of property, plant and equipment is calculated primarily using the straight-line method, based on the estimated useful life that reflects the period in which the asset's future economic benefits are expected to be consumed. An impairment loss could be recognized if there is a decrease in the expected future cash flows from the asset as a result of underutilization of production facilities or a decrease in the capacity utilization rate associated with rapid changes in the business environment as well as business realignment.

Regarding the carrying amount and impairment loss of property, plant and equipment, please refer to Note "8. Property, Plant and Equipment" and Note "27. Impairment of Non-Financial Assets."

##### (c) Goodwill

Goodwill is tested for impairment both annually and when there is an indication of impairment. An impairment loss is recognized if the recoverable amount of the cash-generating unit (CGU) to which goodwill is allocated is less than its carrying amount.

The recoverable amounts of a CGU are in most cases measured at value in use. Significant assumptions in estimating value in use are future cash flows based on the Company's medium-term management plan (generally covering three years) approved by management, the long-term average growth rate for subsequent periods incorporating future uncertainties, and the discount rate based on the weighted average cost of capital. These assumptions represent management's best estimates and judgment. Impairment losses could be recognized when the assumptions are revised as a result of a change in the business environment or other changes in the circumstances.

Regarding the carrying amount and impairment test of Goodwill, please refer to Note "9. Goodwill and Intangible Assets" and Note "27. Impairment of Non-Financial Assets."

**(d) Intangible assets**

Computer software held for sale is amortized by a method based on projected sales volume over the estimated useful life. Software for internal use is amortized on a straight-line basis, in principle, to reflect the pattern in which the asset's future economic benefits are expected to be consumed by the Group. Impairment losses could be recognized if there is a decrease in the expected future cash flows from the asset such as sales volumes failing to meet initial projected volumes due to changes in the business environment, and there is a risk that amortization expenses for the reporting period may increase if the actual useful life is less than the original estimate.

Regarding the carrying amount and impairment loss of intangible assets, please refer to Note "9. Goodwill and Intangible Assets" and Note "27. Impairment of Non-Financial Assets."

**(e) Financial assets measured at fair value**

A financial asset measured at fair value is measured at fair value at the reporting date. Changes in the fair value are recognized in increasing or decreasing profit or loss or other comprehensive income. When a quoted price in an active market is not available, the fair value is estimated based on discounted future cash flow or other appropriate valuation method, and unobservable inputs are used. Unobservable inputs could be affected by changes in uncertain economic conditions in the future. When they require revision, profit or loss or other comprehensive income could increase or decrease. Regarding the carrying amount and fair value assessment of financial assets, please refer to Note "34. Financial Instruments."

**(f) Deferred tax assets**

Based on the taxable profit calculated using future business plans, a deferred tax asset is recognized for carryforward unused tax losses, unused tax credits, and deductible temporary differences to the extent that is probable that they can be utilized. If no sufficient taxable profit is considered to be available to allow the benefit of part or all of that deferred tax asset due to changes in the business environment, the amount of deferred tax assets may be reduced and additional expenses may incur.

Regarding the carrying amount of deferred tax assets, please refer to Note "13. Income Taxes."

**(g) Provisions****Provision for restructuring**

A provision is recognized for the estimated costs of restructuring such as personnel rationalization and disposal of business. The costs are estimated based on the announced plan and the additional expenses may be incurred or a reversal of expenses may be recorded when the plan is reviewed as a result of sudden change in the business environment.

**Provision for contract losses**

The Group records provisions for losses on service contracts in which the Company undertakes an obligation to provide deliverables, such as turnkey contracts, if it is probable that the total estimated project costs exceed the total estimated project revenues and the amount of losses can be reliably measured. The Group may revise the originally estimated total project costs due to the incurrence of additional losses, etc., as well as the possibility of incurring additional expenses or the recording of a reversal of expenses.

Regarding the carrying amount of provisions, please refer to Note "23. Provisions."

**(h) Defined benefit plan**

The Group has both defined benefit and defined contribution retirement benefit plans. Net defined benefit liability could be worsened if the fair value of plan assets decreases as a result of deterioration of return on plan assets or if a defined benefit liability increases as a result of a change in assumptions (such as discount rate, turnover ratio, and mortality ratio) for determining the defined benefit liability, which could lead to a reduction in equity. If changes are made to retirement benefit plans, there could be a significant impact on profit or loss.

Regarding the carrying amount of both retirement benefit assets and liabilities, assumptions and sensitivity, please refer to Note "21. Post-Employment Benefits."

## 5. Accounting Standards Issued But Not Yet Effective

There were no newly issued or amended accounting standards and interpretations as of the approval date of the consolidated financial statements that would have a significant impact on the Group.

## 6. Segment Information

### (1) Segment overview

The Company's reportable segments consist of components of the Group for which discrete financial information is available and whose operating results are regularly reviewed by the Group's chief operating decision maker to make decisions about resource allocation to the segments and assess their performance.

The Group's business is organized into three reportable segments—Technology Solutions, Ubiquitous Solutions, and Device Solutions—based on the Group's managerial structure, characteristics of the products and services, and the similarities of the sales market within each operating segment. Product and service classification in each reportable segment are as follows.

#### (a) Technology Solutions

Technology Solutions consists of Solutions/Services, which includes Solutions/SI such as construction of information and communication systems, cloud services, and outsourcing and maintenance services; System Platforms, comprising System Products, which cover mainly the servers and storage systems that provide the foundation for ICT platforms, and Network Products, which offer communications infrastructure, such as mobile phone base stations and optical transmission systems; and International Regions Excluding Japan, which carry out Solutions/Services delivery in regions outside Japan.

#### (b) Ubiquitous Solutions

This segment consists of "client computing devices" such as PCs.

#### (c) Device Solutions

This segment consists of LSI devices and electronic components such as semiconductor packages and batteries.

In the year ended March 31, 2021, the Company revised its segment classifications in light of the significant changes in its business structure following progress on achieving business model transformation in its efforts to advance the concentration of management resources in Technology Solutions. The change primarily entailed the inclusion of the "Other/Elimination and Corporate" (excluding the elimination of intersegment transactions related to revenue) category in Technology Solutions. This change is intended to more closely reflect the management's approach in aligning the disclosed segments with the current organizational structure. As a result of this change, figures for the year ended March 31, 2020 have been adjusted to reflect the new classification.

The accounting treatment applied to operating segments is mostly the same as in Note "3. Significant Accounting Policies."

The Group's finances (including financial income and expenses) and income from investments accounted for using the equity method are managed on the basis of the entire Group and are not allocated to the operating segments.

Intersegment transactions are based on an arm's length price.

**(2) Amounts of revenue, operating profit, and other items by reportable segment**

Years ended March 31	(Millions of yen)					
	Reportable segments				Intersegment Elimination	Consolidated
	Technology Solutions	Ubiquitous Solutions	Device Solutions	Subtotal		
2020						
Revenue						
External customers	¥3,185,635	¥377,243	¥294,919	¥3,857,797	¥ -	¥3,857,797
Intersegment	27,267	78,030	13,546	118,843	(118,843)	-
Total revenue	3,212,902	455,273	308,465	3,976,640	(118,843)	3,857,797
Operating Profit	187,932	26,793	(3,242)	211,483	-	211,483
Financial income						7,381
Financial expenses						(5,094)
Income from investments accounted for using the equity method, net						14,794
Profit before income taxes						228,564
(Other items)						
Depreciation and amortization	(158,362)	(1,341)	(27,307)	(187,010)	-	(187,010)
Impairment loss	(18,511)	-	(9,104)	(27,615)	-	(27,615)
Reversal of impairment loss	355	233	-	588	-	588
Capital expenditure (including intangible assets and goodwill)	144,471	1,171	45,257	190,899	-	190,899
2021						
Revenue						
External customers	¥3,017,150	¥287,989	¥284,563	¥3,589,702	¥ -	¥3,589,702
Intersegment	26,478	46,622	9,295	82,395	(82,395)	-
Total revenue	3,043,628	334,611	293,858	3,672,097	(82,395)	3,589,702
Operating Profit	188,475	48,044	(29,805)	266,324	-	266,324
Financial income						14,200
Financial expenses						(3,995)
Income from investments accounted for using the equity method, net						15,326
Profit before income taxes						291,855
(Other items)						
Depreciation and amortization	(150,923)	(908)	(21,893)	(173,724)	-	(173,724)
Impairment loss	(3,326)	(124)	(15)	(3,465)	-	(3,465)
Reversal of impairment loss	592	166	-	758	-	758
Capital expenditure (including intangible assets and goodwill)	150,435	603	42,436	193,474	-	193,474

Note: Revenue under "Intersegment Elimination" represents the elimination of intersegment transactions.

**(3) Information about products and services**

## Revenue from external customers

Years ended March 31	(Millions of yen)	
	2020	2021
Technology Solutions		
Services	¥2,649,394	¥2,489,710
System platforms*	506,917	501,941
Other	29,324	25,499
Ubiquitous Solutions		
Client computing devices	377,243	287,989
Device Solutions		
Electronic components	294,919	284,563
Total	<u>¥3,857,797</u>	<u>¥3,589,702</u>

\* Full range of servers, optical transmission systems, and mobile phone base stations, etc.

**(4) Geographical information**

## (a) Revenue from external customers

Years ended March 31	(Millions of yen)	
	2020	2021
Japan	¥2,629,277	¥2,417,617
Outside Japan		
NWE (Northern & Western Europe)	387,367	373,435
CEE (Central & Eastern Europe)	257,247	251,523
Americas	198,622	172,979
Asia	265,951	266,057
Oceania	73,678	73,767
Others	45,655	34,324
Total	<u>¥3,857,797</u>	<u>¥3,589,702</u>

Notes: 1. Revenue from external customers is classified by countries or regions based on locations of customers.

2. There is no significant country for which a separate individual disclosure is required.

3. The Company revised its geographical classifications in the year ended March 31, 2021. Northern & Western Europe (NWE), Central & Eastern Europe (CEE), other parts of Europe, the Middle East, and Africa, which were previously included in EMEA (Europe, the Middle East, India, and Africa), have been reclassified and India has been included in Asia. As a result of these changes, figures for the year ended March 31, 2020 have been adjusted to reflect the new classification.

4. NWE (Northern & Western Europe) includes the UK, Finland, Sweden, Denmark, Norway, Spain, Portugal, France, Belgium, Luxembourg, and the Netherlands. CEE (Central & Eastern Europe) includes Germany, Austria, Switzerland, Poland, and Russia.

5. Others includes Europe other than NWE and CEE, the Middle East, and Africa.

**(b) Non-current assets (property, plant and equipment, goodwill, and intangible assets)**

At March 31	(Millions of yen)	
	2020	2021
Japan	¥557,267	¥558,951
Outside Japan		
NWE (Northern & Western Europe)	56,465	62,651
CEE (Central & Eastern Europe)	34,032	39,313
Americas	17,073	16,068
Asia	22,273	22,561
Oceania	26,969	31,739
Others	13	8
Total	<u>¥714,092</u>	<u>¥731,291</u>

Notes: 1. Revenue from external customers is classified by countries or regions based on locations of customers.

2. There is no significant country for which a separate individual disclosure is required.

3. The Company revised its geographical classifications in the year ended March 31, 2021. Northern & Western Europe (NWE), Central & Eastern Europe (CEE), other parts of Europe, the Middle East, and Africa, which were previously included in EMEA (Europe, the Middle East, India, and Africa), have been reclassified and India has been included in Asia. As a result of these changes, figures for the year ended March 31, 2020 have been adjusted to reflect the new classification.

4. NWE (Northern & Western Europe) includes the UK, Finland, Sweden, Denmark, Norway, Spain, Portugal, France, Belgium, Luxembourg, and the Netherlands. CEE (Central & Eastern Europe) includes Germany, Austria, Switzerland, Poland, and Russia.

5. Others includes Europe other than NWE and CEE, the Middle East, and Africa.

**(5) Information about major customers**

Information is not disclosed because no specific customers reached 10% of revenue in the consolidated statement of profit or loss.

**7. Business Combinations and Acquisition of Non-Controlling Interests**

Not applicable.

**8. Property, Plant and Equipment**

Carrying amount

	(Millions of yen)				
	Land	Buildings	Machinery and equipment, tools, fixtures and fittings	Construction in progress	Total
Balance at April 1, 2019	¥69,933	¥206,537	¥140,660	¥21,948	¥439,078
Cumulative effect of changes in accounting policies	1,146	154,481	13,557	-	169,184
Opening balance as restated	71,079	361,018	154,217	21,948	608,262
Additions	236	54,910	66,342	24,774	146,262
Depreciation	(110)	(71,213)	(70,245)	-	(141,568)
Impairment losses	(2,684)	(9,395)	(3,092)	(15)	(15,186)
Reversal of impairment losses	-	-	578	-	578
Disposals or reclassifications to assets held for sale	(7,075)	(6,366)	(6,445)	(624)	(20,510)
Exchange differences on translation	(202)	(7,542)	(1,903)	(494)	(10,141)
Others	(8)	236	2,656	(411)	2,473
Balance at March 31, 2020	61,236	321,648	142,108	45,178	570,170
Additions	232	56,228	74,205	4,921	135,586
Depreciation	(114)	(68,429)	(63,208)	-	(131,751)
Impairment losses	(182)	(652)	(1,344)	(97)	(2,275)
Reversal of impairment losses	97	292	360	-	749
Disposals or reclassifications to assets held for sale	(932)	(11,784)	(1,371)	(987)	(15,074)
Exchange differences on translation	176	9,059	3,090	470	12,795
Others	(99)	(2,897)	2,925	(536)	(607)
Balance at March 31, 2021	¥60,414	¥303,465	¥156,765	¥48,949	¥569,593

Cost

	(Millions of yen)				
	Land	Buildings	Machinery and equipment, tools, fixtures and fittings	Construction in progress	Total
April 1, 2019	¥88,041	¥653,346	¥954,424	¥21,954	¥1,717,765
March 31, 2020	81,157	831,203	924,874	45,183	1,882,417
March 31, 2021	79,384	864,635	925,485	49,047	1,918,551

Accumulated depreciation and accumulated impairment losses

	(Millions of yen)				
	Land	Buildings	Machinery and equipment, tools, fixtures and fittings	Construction in progress	Total
April 1, 2019	¥18,108	¥446,809	¥813,764	¥6	¥1,278,687
March 31, 2020	19,921	509,555	782,766	5	1,312,247
March 31, 2021	18,970	561,170	768,720	98	1,348,958

- Notes: 1. Additions under "Construction in progress" are shown on a net basis that includes an increase in the amount of new additions and amounts transferred to each item in property, plant and equipment.  
2. Impairment losses of ¥15,186 million and ¥2,275 million recorded for the years ended March 31, 2020 and 2021, respectively, are included in other expenses in the consolidated statement of profit or loss.  
3. The amount of expenditures recognized in the carrying amount of an item of property, plant and equipment in the course of its construction is included in construction in progress and totaled ¥39,435 million and ¥36,651 million at March 31, 2020 and 2021, respectively.  
4. The Group has adopted IFRS 16 Leases from the year ended March 31, 2020.

IFRS 16 Leases

Depreciation of right-of-use assets

The depreciation of right-of-use assets included in property, plant and equipment is as follows.

Years ended March 31	(Millions of yen)	
	2020	2021
Land	¥ 110	¥ 114
Buildings	50,697	49,154
Machinery and equipment, tools, fixtures and fittings	13,406	13,255
Total	¥64,213	¥62,523

Carrying amount of right-of-use assets

The carrying amount of right-of-use assets included in property, plant and equipment is as follows.

At March 31	(Millions of yen)	
	2020	2021
Land	¥ 1,154	¥ 1,081
Buildings	135,513	117,222
Machinery and equipment, tools, fixtures and fittings	31,565	33,704
Total	¥168,232	¥152,007

## 9. Goodwill and Intangible Assets

Carrying amount

	(Millions of yen)			
	Goodwill	Intangible assets		
		Software	Others	Total
Balance at April 1, 2019	¥38,348	¥104,111	¥12,794	¥116,905
Additions	-	41,737	4,125	45,862
Acquisitions through business combinations	1,343	13	-	13
Amortization	-	(42,061)	(3,381)	(45,442)
Impairment losses	-	(3,198)	(582)	(3,780)
Reversal of impairment losses	-	10	-	10
Disposals or reclassifications to assets held for sale	-	(4,597)	(91)	(4,688)
Exchange differences on translation	(2,217)	(1,251)	16	(1,235)
Others	(765)	(1,189)	757	(432)
Balance at March 31, 2020	36,709	93,575	13,638	107,213
Additions	-	55,989	1,235	57,224
Acquisitions through business combinations	1,079	-	353	353
Amortization	-	(39,358)	(2,615)	(41,973)
Impairment losses	-	(553)	(34)	(587)
Reversal of impairment losses	-	9	-	9
Disposals or reclassifications to assets held for sale	-	(1,675)	(1,519)	(3,194)
Exchange differences on translation	4,043	1,820	145	1,965
Others	(592)	(356)	(195)	(551)
Balance at March 31, 2021	¥41,239	¥109,451	¥11,008	¥120,459

Cost

	(Millions of yen)			
	Goodwill	Intangible assets		
		Software	Others	Total
April 1, 2019	¥43,439	¥227,123	¥27,005	¥254,128
March 31, 2020	38,702	210,560	28,172	238,732
March 31, 2021	43,424	221,070	35,003	256,073

## Accumulated amortization and accumulated impairment losses

	Goodwill	(Millions of yen)		
		Intangible assets		
		Software	Others	Total
April 1, 2019	¥5,091	¥123,012	¥14,211	¥137,223
March 31, 2020	1,993	116,985	14,534	131,519
March 31, 2021	2,185	111,619	23,995	135,614

Notes: 1. Intangible assets that fall under the category of internally generated are mainly software.

The carrying amounts of internally generated software included in intangible assets totaled ¥88,048 million at March 31, 2020 and ¥100,709 million at March 31, 2021. Additions from internal development included in the above "Additions" totaled ¥39,104 million and ¥52,412 million during the years ended March 31, 2020 and March 31, 2021, respectively.

2. Amortization is included in cost of sales and selling, general and administrative expenses in the consolidated statement of profit or loss.

3. Impairment losses on intangible assets of ¥3,780 million recorded for the year ended March 31, 2020, and on intangible assets of ¥587 million recorded for the year ended March 31, 2021, are included in other expenses in the consolidated statement of profit or loss.

Research and development expenses for the years ended March 31, 2020 and 2021 are as follows.

Years ended March 31	(Millions of yen)	
	2020	2021
Research and development expenses	¥123,328	¥113,816

## 10. Subsidiaries

### (1) Major subsidiaries

The Group's consolidated financial statements are prepared with the consolidation of 364 subsidiaries. Major changes for the year ended March 31, 2021 are as follows.

Newly consolidated as a result of acquisitions or formations of new companies: 8 companies

Excluded due to liquidations, sale, or other: 31 companies

Excluded due to mergers: 4 companies

The major subsidiaries at March 31, 2021 are as follows.

Segment	Name	Country	Ratio of total voting rights (%)
Technology Solutions	Fujitsu Frontech Limited	Japan	100.00
	Fujitsu Japan Limited	Japan	100.00
	Fujitsu Laboratories Ltd.	Japan	100.00
	PFU Limited	Japan	100.00
	Fujitsu Network Solutions Limited	Japan	100.00
	Fujitsu FSAS Inc.	Japan	100.00
	Fujitsu Advanced Engineering Limited	Japan	100.00
	Fujitsu Kyushu Systems Limited	Japan	100.00
	Transtron Inc.	Japan	51.00
	Fujitsu Services Holdings PLC	UK	100.00
	Fujitsu Technology Solutions (Holding) B.V. *	Netherlands	100.00
	Fujitsu America, Inc.	US	100.00
	Fujitsu Network Communications, Inc.	US	100.00
	Fujitsu Australia Limited	Australia	100.00
Fujitsu Asia Pte. Ltd.	Singapore	100.00	
Ubiquitous Solutions	Fujitsu Personal System Limited	Japan	100.00
Device Solutions	Shinko Electric Industries Co., LTD.	Japan	50.05
	FDK Corporation	Japan	58.90

\*The PC business of Fujitsu Technology Solutions (Holding) B.V. falls under Ubiquitous Solutions.

**(2) Changes in ownership interest in subsidiaries that do not result in loss of control**

The impact on capital surplus arising from changes in the Company's ownership interest in subsidiaries that do not result in loss of control is as follows.

Years ended March 31	(Millions of yen)	
	2020	2021
Impact on capital surplus from equity transactions with non-controlling interests	¥(502)	¥3,064

**(3) Subsidiaries in which the Company holds material non-controlling interests**

The Company recognizes material non-controlling interests in the following subsidiaries. Information of companies for which material non-controlling interests are recognized is as follows. Summarized financial information is based on amounts before elimination of inter-Group transactions.

Shinko Electric Industries Co., LTD.

**(a) Profit or loss allocated to non-controlling interests of the subsidiary during the reporting period**

Years ended March 31	(Millions of yen)	
	2020	2021
Profit or loss allocated to non-controlling interests	¥793	¥9,120

**(b) Proportion of ownership interests held by non-controlling interests and accumulated non-controlling interests**

At March 31	(Millions of yen)	
	2020	2021
Proportion of ownership interests held by non-controlling interests	49.95%	49.95%
Accumulated non-controlling interests	¥68,749	¥76,625

**(c) Dividends paid to non-controlling interests**

Years ended March 31	(Millions of yen)	
	2020	2021
Dividends paid to non-controlling interests	¥(1,687)	¥(1,687)

**(d) Summarized financial information***(i) Summarized consolidated statement of financial position*

At March 31	(Millions of yen)	
	2020	2021
Current assets	¥104,626	¥124,533
Non-current assets	99,515	116,157
Total assets	¥204,141	¥240,690
Current liabilities	¥ 61,784	¥ 84,677
Non-current liabilities	4,727	2,615
Total liabilities	66,511	87,292
Total equity	137,630	153,398
Total liabilities and equity	¥204,141	¥240,690

*(ii) Summarized consolidated statement of profit or loss and consolidated statement of comprehensive income*

Years ended March 31	(Millions of yen)	
	2020	2021
Revenue	¥148,333	¥188,059
Profit for the year	2,788	18,259
Other comprehensive income	(1,133)	886
Comprehensive income for the year	¥ 1,655	¥ 19,145

*(iii) Summarized consolidated statement of cash flows*

Years ended March 31	(Millions of yen)	
	2020	2021
Net cash provided by operating activities	¥ 11,630	¥ 33,943
Net cash used in investing activities	(34,841)	(32,019)
Net cash provided by financing activities	16,941	539
Net increase (decrease) in cash and cash equivalents	(6,270)	2,463
Cash and cash equivalents at end of year	¥ 40,046	¥ 42,508

Note: The summarized financial information above includes IFRS adjustments to the consolidated financial statements of Shinko Electric Industries Co., LTD., which were prepared under JGAAP.

## 11. Associates

### (1) Major associates

The major associates at March 31, 2021 are as follows.

Name	Country	Ratio of total voting rights (%)	Business description
Fujitsu General Limited	Japan	44.09	Development, production, and sales of air conditioners and information communications equipment and electronic devices, as well as provision of services
Fujitsu Client Computing Limited	Japan	44.00	Development, design, manufacturing, sales of notebook computers, desktop computers, etc.
Socionext Inc.	Japan	40.00	Design, development, and sales of SoC (System on a Chip) and provision of solutions and services
Fujitsu Connected Technologies Limited	Japan	30.00	Research, development, manufacturing, and sales of mobile devices
Fujitsu Component Limited	Japan	25.00	Development, manufacture, and sales of electronic components and devices
Fujitsu Leasing Co., LTD.	Japan	20.00	Leasing and sales of information processing equipment, communications equipment, etc.

Notes: 1. Investments in associates are accounted for using the equity method and the number of companies to which the method applies is 20. For the year ended March 31, 2021, five companies were subtracted.

2. The Group holds 20% or more of the JECC Corporation shares issued, but because it is a special company operated through the joint capital investment of six companies, including domestic computer manufacturing companies, for the promotion of the domestic data processing industry, it is not an equity method associate.

### (2) Summarized financial information of material equity method associates

Summarized financial information of material equity method associates is as follows.

Fujitsu General Limited

#### (a) Dividends received from Fujitsu General Limited

Years ended March 31	(Millions of yen)	
	2020	2021
Dividends received from Fujitsu General Limited	¥1,246	¥1,338

**(b) Summarized consolidated financial information**

*(i) Summarized consolidated statement of financial position*

At March 31	(Millions of yen)	
	2020	2021
Current assets	¥141,770	¥170,108
Non-current assets	79,383	89,564
<b>Total assets</b>	<b>¥221,153</b>	<b>¥259,672</b>
Current liabilities	¥ 83,005	¥105,212
Non-current liabilities	26,329	28,308
<b>Total liabilities</b>	<b>109,334</b>	<b>133,520</b>
Equity attributable to owners of the parent	108,707	122,365
Non-controlling interests	3,112	3,787
<b>Total equity</b>	<b>111,819</b>	<b>126,152</b>
<b>Total liabilities and equity</b>	<b>¥221,153</b>	<b>¥259,672</b>

*(ii) Summarized consolidated statement of profit or loss and summarized consolidated statement of comprehensive income*

Years ended March 31	(Millions of yen)	
	2020	2021
Revenue	¥262,117	¥265,452
Profit for the year	7,293	12,742
Other comprehensive income	(5,732)	6,133
<b>Total comprehensive income for the year</b>	<b>¥ 1,561</b>	<b>¥ 18,875</b>

Note: The summarized financial information above includes IFRS adjustments to the consolidated financial statements of Fujitsu General Limited, which were prepared under JGAAP.

**(c) Reconciliation of summarized financial information and the carrying amount of the Group's investment in the equity method associate**

Reconciliation between summarized financial information presented and the carrying amount of the Group's investment in the equity method associate is as follows.

At March 31	(Millions of yen)	
	2020	2021
Equity attributable to owners of the parent	¥108,707	¥122,365
Ownership interest	44.08%	44.07%
Equity attributable to the Group	¥ 47,918	¥ 53,926
Unrealized gains and losses	¥ (455)	¥ (455)
<b>Carrying amount of the Group's investment in the equity method associate</b>	<b>¥ 47,463</b>	<b>¥ 53,471</b>
<b>Fair value of the Group's investment in the equity method associate</b>	<b>¥ 90,074</b>	<b>¥142,283</b>

## 12. Other Investments

Other investments comprise primarily financial assets measured at fair value through other comprehensive income.

Equity securities held for strategic purposes, i.e., for the purpose of the maintenance and enhancement of business relationships, are designated as financial assets measured at fair value through other comprehensive income.

The major equity securities held by the Group and their fair values are as follows.

At March 31	(Millions of yen)	
	2020	2021
JECC Corporation	¥37,134	¥37,460
Palantir Technologies Inc.	–	27,725
Fuji Electric Co., Ltd.	9,959	18,747
Toyota Motor Corporation	9,180	12,166
DENSO TEN Limited	5,931	5,976

Financial assets measured at fair value through other comprehensive income are derecognized when they are sold. Cumulative gain or loss previously recognized through other comprehensive income is reclassified to retained earnings when they are derecognized.

The Group conducts sales of financial assets measured at fair value through other comprehensive income in accordance with its policy for strategic shareholdings.

The fair value, cumulative gain or loss recognized through other comprehensive income at the selling date, and dividends are as follows.

Years ended March 31	(Millions of yen)	
	2020	2021
Fair value	¥17,272	¥8,382
Cumulative gain or loss	1,189	4,345
Dividend income	362	189

## 13. Income Taxes

### (1) Deferred tax assets and liabilities

#### (a) Major components of deferred tax assets and deferred tax liabilities

At March 31	(Millions of yen)	
	2020	2021
Deferred tax assets		
Accrued bonuses	¥ 37,269	¥ 35,971
Lease liabilities	35,621	32,433
Excess of depreciation and amortization, impairment losses, etc.	24,674	27,039
Inventories	10,590	11,128
Carryforward of unused tax losses	7,538	9,347
Net defined benefit liability	22,556	6,120
Others	25,802	26,646
Total deferred tax assets	164,050	148,684
Deferred tax liabilities		
Right-of-use assets	(39,235)	(36,040)
Financial assets measured at fair value through other comprehensive income	(20,027)	(33,296)
Undistributed profits primarily of subsidiaries outside Japan, etc.	(4,343)	(4,564)
Others	(4,179)	(6,574)
Total deferred tax liabilities	(67,784)	(80,474)
Net deferred tax assets	¥ 96,266	¥ 68,210

Net deferred tax assets are included in the following line items on the consolidated statement of financial position.

At March 31	(Millions of yen)	
	2020	2021
Deferred tax assets	¥106,636	¥76,661
Deferred tax liabilities	(10,370)	(8,451)

**(b) Changes in net deferred tax assets**

Years ended March 31	(Millions of yen)	
	2020	2021
Opening balance	¥102,843	¥ 96,266
Amounts recognized through profit or loss	(8,069)	(13,936)
Amounts recognized in other comprehensive income		
Foreign currency translation adjustments	202	(385)
Cash flow hedges	(9)	117
Financial assets measured at fair value through other comprehensive income	4,669	(11,891)
Remeasurements of defined benefit plans	(2,644)	(2,806)
Total	2,218	(14,965)
Exchange differences on translation and others	(726)	845
Closing balance	¥ 96,266	¥ 68,210

**(c) Deductible temporary differences and the amount of carryforward of unused tax losses for which deferred tax assets are not recognized**

At March 31	(Millions of yen)	
	2020	2021
Deductible temporary differences*	¥ 57,631	¥ 52,818
Carryforward of unused tax losses*	124,782	130,374
Total	¥182,413	¥183,192

The expiration dates of carryforward of unused tax losses for which deferred tax assets are not recognized are as follows.

At March 31	(Millions of yen)	
	2020	2021
1st year	¥ 2,729	¥ 2,508
2nd year	1,756	4,375
3rd year	3,617	3,856
4th year	5,796	1,482
5th year and thereafter	110,884	118,153
Total	¥124,782	¥130,374

\* The amounts presented above are calculated multiplying the amounts of deductible temporary differences and carryforward of unused tax losses by applicable tax rates.

**(2) Income tax recognized through profit or loss**

Years ended March 31	(Millions of yen)	
	2020	2021
Current tax expense	¥60,169	¥64,396
Deferred tax expense		
Origination and reversal of temporary differences	(415)	11,311
Write-downs of deferred tax assets, etc.	8,484	2,625
Total deferred tax expense	8,069	13,936
Total income tax expense	¥68,238	¥78,332

**(3) Income tax recognized through other comprehensive income**

Years ended March 31	(Millions of yen)	
	2020	2021
Foreign currency translation adjustments	¥ (202)	¥ 385
Cash flow hedges	9	(117)
Financial assets measured at fair value through other comprehensive income*	(1,371)	13,487
Remeasurements of defined benefit plans*	2,644	2,724
Total income tax expense	<u>¥ 1,080</u>	<u>¥16,479</u>

\* The amounts presented above include current tax expense.

**(4) Difference between applicable tax rate and average effective tax rate**

Years ended March 31	(%)	
	2020	2021
Applicable tax rate	30.6%	30.6%
Increase and decrease in income tax rate		
Tax credit	(3.8)%	(2.6)%
Income (Loss) from investments accounted for using the equity method, net	(1.8)%	(1.7)%
Change in unrecognized deferred tax assets	7.2%	(0.7)%
Others	(2.3)%	1.2%
Average effective tax rate	<u>29.9%</u>	<u>26.8%</u>

The Company and its consolidated subsidiaries in Japan are primarily affected by corporation, residents, and business taxes. The applicable tax rate calculated based on these rates was 30.6%. The Company's consolidated subsidiaries outside Japan are affected by corporation and other taxes at the domicile of each subsidiary.

**14. Inventories**

At March 31	(Millions of yen)	
	2020	2021
Finished goods	¥107,029	¥102,052
Work in progress	78,629	72,280
Raw materials and supplies	52,412	62,681
Total	<u>¥238,070</u>	<u>¥237,013</u>

The amounts of write-downs of inventories recognized as an expense due to a decline in profitability for the years ended March 31, 2020 and 2021 were ¥19,929 million and ¥18,351 million, respectively.

**15. Trade Receivables and Other Receivables****(1) Trade receivables**

	(Millions of yen)	
At March 31	2020	2021
Accounts receivable	¥876,427	¥857,467
Others	7,974	6,244
Allowance for doubtful accounts*	(4,947)	(3,781)
Total	<u>¥879,454</u>	<u>¥859,930</u>

\* A reconciliation of changes in allowance for doubtful accounts is disclosed in changes in allowance for doubtful accounts (current) in Note "34. Financial Instruments."

**(2) Other receivables**

	(Millions of yen)	
At March 31	2020	2021
Accounts receivable—other	¥80,274	¥46,027
Others	13,154	2,742
Total	<u>¥93,428</u>	<u>¥48,769</u>

**16. Cash and Cash Equivalents**

	(Millions of yen)	
At March 31	2020	2021
Cash and deposits	¥311,732	¥406,716
Short-term investments	140,125	75,116
Cash and cash equivalents on the consolidated statement of financial position	<u>¥451,857</u>	<u>¥481,832</u>

The following is a reconciliation of cash and cash equivalents at the end of the year from the consolidated statement of financial position and the consolidated statement of cash flows.

	(Millions of yen)	
At March 31	2020	2021
Cash and cash equivalents on the consolidated statement of financial position	¥451,857	¥481,832
Cash and cash equivalents included in assets held for sale	1,179	1
Cash and cash equivalents at end of year in the consolidated statement of cash flows	<u>¥453,036</u>	<u>¥481,833</u>

**17. Assets Held for Sale**

	(Millions of yen)	
At March 31	2020	2021
Assets held for sale	¥14,182	¥12,215
Liabilities directly associated with assets held for sale	¥ 1,083	¥ 1,045

For the year ended March 31, 2020

The Group primarily classifies property, plant and equipment such as land and buildings, assets and liabilities held by subsidiaries, and stocks of associates that it has decided to sell as "assets held for sale." These assets and liabilities are scheduled to be sold within one year from March 31, 2020.

For the year ended March 31, 2021

The Group primarily classifies stocks, and assets and liabilities held by subsidiaries that it has decided to sell as "assets held for sale." These assets and liabilities are scheduled to be sold within one year from March 31, 2021.

## 18. Equity and Other Components of Equity

### (1) Share capital

#### (a) Number of shares authorized

Ordinary shares (no par value)

At March 31	(Thousands of shares) Number of shares
2020	500,000
2021	500,000

#### (b) Number of shares issued and fully paid

Ordinary shares

At March 31	(Units: Thousands of shares, Millions of yen)	
	Number of shares	Share capital
2020	207,001	¥324,625
Changes during the year	-	-
2021	207,001	¥324,625

#### (c) Treasury stock

Ordinary shares

At March 31	(Units: Thousands of shares, Millions of yen)	
	Number of shares	Amount
2020	6,754	¥59,614
Acquisitions	1,278	20,141
Disposals	(1)	(3)
Share-based payment transactions	(29)	(257)
2021	8,002	¥79,495

### (2) Capital surplus and retained earnings

Under the Japanese Companies Act, the entire amount paid for new shares is required to be designated as common stock, in principle. However, a company may designate a maximum of 50% of the amount of the new shares as capital reserve, which is included in capital surplus. The Companies Act also requires that an amount equal to 10% of dividends paid must be appropriated as a legal reserve, which is included in retained earnings, or as a capital reserve, which is included in capital surplus, until the total amounts of legal reserve and capital reserve reach 25% of share capital. The Companies Act allows legal reserve, capital reserve, other capital surplus, and other retained earnings to be transferred among the accounts under certain conditions upon resolution of the shareholders' meetings.

Capital surplus in the consolidated financial statements includes capital reserve and other capital surplus in the Company's stand-alone financial statements. Also, retained earnings in the consolidated financial statements includes legal reserve and other retained earnings in the Company's stand-alone financial statements. The distributable amount as dividends is to be calculated in compliance with the Companies Act and based on the Company's stand-alone financial statements prepared in accordance with JGAAP.

**(3) Other components of equity and changes in other comprehensive income**

	(Millions of yen)	
	2020	2021
Foreign currency translation adjustments		
Opening balance	¥(15,694)	¥(30,095)
Other comprehensive income	(14,401)	23,902
Others	-	-
Closing balance	<u>¥(30,095)</u>	<u>¥ (6,193)</u>
Cash flow hedges		
Opening balance	¥ 8	¥ (289)
Other comprehensive income	(297)	164
Others	-	-
Closing balance	<u>¥ (289)</u>	<u>¥ (125)</u>
Financial assets measured at fair value through other comprehensive income		
Opening balance	¥ 40,360	¥ 32,755
Other comprehensive income	(5,913)	31,285
Others	(1,692)	(3,106)
Closing balance	<u>¥ 32,755</u>	<u>¥ 60,934</u>
Remeasurements of defined benefit plans		
Opening balance	¥ -	¥ -
Other comprehensive income	31,930	6,894
Others	(31,930)	(6,894)
Closing balance	<u>¥ -</u>	<u>¥ -</u>
Total other components of equity		
Opening balance	¥ 24,674	¥ 2,371
Other comprehensive income	11,319	62,245
Others*	(33,622)	(10,000)
Closing balance	<u>¥ 2,371</u>	<u>¥ 54,616</u>

\* Remeasurements of the net defined benefit liability (asset) (actuarial gains and losses) are recognized, after adjusting for tax effects, under other comprehensive income and immediately reflected in retained earnings.

**(4) Breakdown of each item of other comprehensive income included in non-controlling interests**

Years ended March 31	(Millions of yen)	
	2020	2021
Foreign currency translation adjustments	¥ (681)	¥ 524
Cash flow hedges	10	(132)
Financial assets measured at fair value through other comprehensive income	(24)	16
Remeasurements of defined benefit plans	(644)	915
Other comprehensive income	<u>¥(1,339)</u>	<u>¥1,323</u>

**(5) Income tax expense relating to each item of other comprehensive income**

Years ended March 31	(Millions of yen)	
	2020	2021
Foreign currency translation adjustments		
Gains (losses) during the year	¥(13,789)	¥ 22,667
Reclassification to profit or loss	132	(260)
Amount before related income tax expense	(13,657)	22,407
Income tax expense	202	(385)
Amount after related income tax expense	<u>¥(13,455)</u>	<u>¥ 22,022</u>
Cash flow hedges		
Gains (losses) during the year	¥ 29	¥ (349)
Reclassification to profit or loss	-	(34)
Amount before related income tax expense	29	(383)
Income tax expense	(9)	117
Amount after related income tax expense	<u>¥ 20</u>	<u>¥ (266)</u>
Financial assets measured at fair value through other comprehensive income		
Gains (losses) during the year	¥ (7,108)	¥ 44,481
Amount before related income tax expense	(7,108)	44,481
Income tax expense	1,371	(13,487)
Amount after related income tax expense	<u>¥ (5,737)</u>	<u>¥ 30,994</u>
Remeasurements of defined benefit plans		
Gains (losses) during the year	¥ 33,890	¥ 10,528
Amount before related income tax expense	33,890	10,528
Income tax expense	(2,644)	(2,724)
Amount after related income tax expense	<u>¥ 31,246</u>	<u>¥ 7,804</u>
Share of other comprehensive income of investments accounted for using the equity method		
Gains (losses) during the year	¥ (2,121)	¥ 3,798
Reclassification to profit or loss	27	(784)
Amount after related income tax expense	<u>¥ (2,094)</u>	<u>¥ 3,014</u>
Total other comprehensive income		
Amount after related income tax expense	<u>¥ 9,980</u>	<u>¥ 63,568</u>

**19. Dividends**

Year ended March 31, 2020

**(1) Dividends paid**

Resolution	Class of shares	Total dividends (Millions of yen)	Source of dividends	Dividends per share	Record date	Effective date
Board of directors' meeting on May 23, 2019	Ordinary Shares	¥16,214	Retained earnings	¥80	March 31, 2019	June 3, 2019
Board of directors' meeting on October 29, 2019	Ordinary Shares	¥16,215	Retained earnings	¥80	September 30, 2019	November 22, 2019

**(2) Among the dividends whose record date falls within the year ended March 31, 2020, those whose effective date falls within the year ending March 31, 2021**

Resolution	Class of shares	Total dividends (Millions of yen)	Source of dividends	Dividends per share	Record date	Effective date
Board of directors' meeting on May 28, 2020	Ordinary Shares	¥20,024	Retained earnings	¥100	March 31, 2020	June 1, 2020

Year ended March 31, 2021

**(1) Dividends paid**

Resolution	Class of shares	Total dividends (Millions of yen)	Source of dividends	Dividends per share	Record date	Effective date
Board of directors' meeting on May 28, 2020	Ordinary Shares	¥20,024	Retained earnings	¥100	March 31, 2020	June 1, 2020
Board of directors' meeting on October 27, 2020	Ordinary Shares	¥20,028	Retained earnings	¥100	September 30, 2020	November 25, 2020

**(2) Among the dividends whose record date falls within the year ended March 31, 2021, those whose effective date falls within the year ending March 31, 2022**

Resolution	Class of shares	Total dividends (Millions of yen)	Source of dividends	Dividends per share	Record date	Effective date
Board of directors' meeting on May 27, 2021	Ordinary Shares	¥19,899	Retained earnings	¥100	March 31, 2021	June 7, 2021

## 20. Bonds, Borrowings, and Lease Liabilities

### Breakdown of interest-bearing loans

At March 31	(Millions of yen)		Average interest rate (2020)* <sup>1</sup>	Average interest rate (2021)* <sup>1</sup>	Repayment due date
	2020	2021			
Current portion of bonds* <sup>2</sup>	¥ 34,990	¥ 29,997	-	-	-
Bonds* <sup>2</sup>	39,967	9,992	-	-	-
Short-term borrowings	59,260	68,248	1.32%	0.46%	-
Current portion of long-term borrowings	45,182	20,182	0.35%	0.21%	-
Long-term borrowings	47,676	27,889	0.28%	0.37%	June 1, 2022– December 20, 2036
Lease liabilities (current)	60,018	55,841	1.03%	0.84%	-
Lease liabilities (non-current)	118,476	104,176	1.40%	1.59%	April 1, 2022– August 28, 2081
Total	<u>¥405,569</u>	<u>¥316,325</u>			
Short-term borrowings, current portion of					
long-term debt and lease liabilities (current)	¥199,450	¥174,268			
Long-term debt and lease liabilities (non-current)	¥206,119	¥142,057			

\*<sup>1</sup> Average interest rates are the weighted average interest rates for the balance at March 31, 2020 and 2021.

\*<sup>2</sup> A breakdown of the bonds is presented below. Interest rates in total are the weighted average interest rates for the total face value of the bonds.

At March 31

Company name/Issue	Issue date	(Millions of yen)		Interest rate (%)	Collateral	Maturity
		2020	2021			
The Company						
Thirty-fourth Series						
Unsecured Straight Bonds	October 16, 2013	¥14,995	¥ -	0.644	None	October 16, 2020
Thirty-sixth Series						
Unsecured Straight Bonds	June 12, 2014	29,981	29,997	0.562	None	June 11, 2021
Thirty-seventh Series						
Unsecured Straight Bonds	July 22, 2015	19,995	-	0.352	None	July 22, 2020
Thirty-eighth Series						
Unsecured Straight Bonds	July 22, 2015	9,986	9,992	0.533	None	July 22, 2022
Total		<u>¥74,957</u>	<u>¥39,989</u>	<u>0.555</u>		

## 21. Post-Employment Benefits

### (1) Outline of the retirement benefit plan adopted

The Group provides defined benefit plans, as part of retirement benefit plans, in countries such as Japan, the UK, and Germany. In Japan, some of those plans are risk-sharing corporate pension plans. The Group also provides defined contribution plans in countries such as the UK, Japan, and Germany. In addition, the Company and some subsidiaries in Japan have retirement benefit trusts.

The major retirement benefit plans in Japan are funded pension plans and retirement benefit plans operated by the Fujitsu Corporate Pension Fund that is participated by the Company and some subsidiaries in Japan. The Fujitsu Corporate Pension Fund is a special corporation approved by the Minister of Health, Labour and Welfare, and operated in accordance with the Defined-Benefit Corporate Pension Act. There is a board of representatives as a legislative arm and a board of directors as an executive arm in the Fujitsu Corporate Pension Fund. The representatives and directors are split evenly with one half selected by the Company and certain subsidiaries in Japan and the other half elected by the employees through mutual vote.

The Fujitsu Corporate Pension Fund provides plans contributed by the companies and a plan contributed by employees. The benefits are determined by the accumulated salary in the participation period and the length of participation in the plan as well as other factors. The period of benefit payment is 20 years, primarily from age 60 to 80, while some participants are guaranteed lifetime benefits. There are a retirement benefit plan for employees who joined the companies in or before March 1999 and a retirement benefit plan for employees who joined in or after April 1999. The plan for employees who joined in or after April 1999 comprises a cash balance plan and a defined contribution plan. The benefits are determined by the number of accumulated points, reflecting the degree of employee contributions to the Company, including years of service, and other factors. In addition, the benefit amount of the cash balance plan is determined based also on the market interest rate during the period of participation in the plan.

For the pension plans contributed by the companies and the retirement benefit plan for employees who had joined the companies in or before March 1999, on June 21, 2018, the Company transferred currently serving employees to a risk-sharing corporate pension plan (for corporate pension plans established in accordance with Japan's Defined Benefit Corporate Pension Plan Act [2001:50], as stipulated by Article 1, Paragraph 3 of the Implementation Regulations for the Defined Benefit Corporate Pension Plan Act [2002, MHLW, No. 22]). In conjunction with this, the Company revised its pension asset portfolio with a view to reducing asset management risk, aiming to achieve a more sustainable plan. In addition, the Company provides a conventional defined benefit plan (a non-risk-sharing, defined benefit corporate pension plan) for the pension plan contributed by employees and the beneficiaries.

The risk-sharing corporate pension plan introduced by the Company shares the risk between the company and plan participants. The company accepts a certain level of risk by making a fixed contribution, including a portion to supplement the shortfall in plan assets at the time of the transfer to the plan (special contributions) and a portion for a reserve for risk (risk reserve contribution) determined in agreement between the company and plan participants. The plan participants also accept a certain level of risk, as their benefits will be adjusted if the balance between plan assets and plan obligations becomes skewed. Under the conventional defined benefit plan, the Company was required to make additional contributions if a shortfall arose in the reserve. In a risk-sharing corporate pension plan, however, the potential risks that could occur in the future are measured in advance, and a risk reserve contribution is made by the company as a level contribution within the scope agreed by the company and plan participants. The total amount corresponding to special contributions stipulated by the fund terms is contributed in equal installments over three years from the date of the shift to the new plan. At the same time, an amount corresponding to the risk reserve contribution is contributed at a constant rate over four years from the date of the shift to the new plan, with the amount being determined by the amount of potential future shortfalls assessed at the time of the shift. Once these contributions are completed, there will be no additional contributions. In terms of the accounting treatment for retirement benefits, for the risk-sharing corporate pension plan, the portion for which the company effectively has no further obligation for additional contributions is classified as a defined contribution plan. Accordingly, the risk-sharing corporate pension plan introduced by the Group is classified as a defined contribution plan.

In addition, some subsidiaries in Japan have provided defined benefit corporate pension plans managed by the companies based on pension terms agreed with the employees, and certain subsidiaries also have an internal reserve-type retirement lump sum grant pension plan.

The major employment benefit plans provided outside Japan are the defined benefit plans provided by Fujitsu Services Holdings PLC (including its consolidated subsidiaries, "FS") located in the UK, and Fujitsu Technology Solutions (Holding) B.V. (including its consolidated subsidiaries, "FTS") located in Germany. The defined benefit plan of FS is operated by the board of trustees composed of representatives of the company and the employees and independent outside specialists, in conformity with the guideline issued by the UK Pensions Regulator. Under FS' defined benefit plan, the benefits are based on the amount of final salary, the length of participation in the plan and price index, and the benefits are guaranteed throughout the lifetime of the participants. FS closed new participation to funded defined benefit plan in 2000 and instead provided a defined contribution plan for employees that joined the company thereafter. In 2010, for the employees that participated in the defined benefit plan, FS started to transfer the benefits that correspond to the future service to the defined contribution plan, which was completed in 2011. In March 2013, a special contribution of ¥114,360 million was made to the pension scheme to make up a deficit (defined benefit obligation less plan assets) in the defined benefit plan. In addition, the investment portfolio of plan assets was shifted primarily toward bonds to match the defined benefit obligation. FTS used to provide an unfunded defined benefit plan, which was closed for new participation in 1999. Since then, a defined contribution plan has been provided for employees to participate in.

## **(2) Defined benefit plans**

### **(a) Risk related to the defined benefit plans**

The Group's defined benefit plans are exposed to the following risks.

#### *(i) Investment risk*

The present value of the defined benefit obligation is calculated using a discount rate determined by reference to market yields at the end of the reporting periods on high-quality corporate bonds. If the return on asset is below this rate, it worsens the funded status and thus risks reducing equity. Plan assets may be affected by the volatility of return on assets in the short term. The asset allocation of plan assets is regularly reviewed to ensure long-term return and future payment of pensions and retirement benefits.

#### *(ii) Interest risk*

A decrease in the interest of high-quality corporate bonds increases the present value of the defined benefit obligation. This worsens the funded status and thus risks reducing equity.

#### *(iii) Longevity risk*

An increase in the life expectancy of the plan participants increases the present value of the defined benefit obligation. This worsens the funded status and thus risks reducing equity.

#### *(iv) Inflation risk*

Some benefits in the plans for the UK and Germany are linked to price index. Higher inflation increases the present value of the defined benefit obligation. This worsens the funded status and thus risks reducing equity.

**(b) Amounts in the financial statements**

(i) Reconciliation for the closing balance of the defined benefit obligation and plan assets and net defined benefit liability (asset) recognized on the consolidated statement of financial position

	(Millions of yen)	
At March 31	2020	2021
Present value of defined benefit obligation	¥(1,455,890)	¥(1,604,732)
Fair value of plan assets	1,391,027	1,565,535
Net defined benefit liability (asset) recognized on the consolidated statement of financial position	<u>¥ (64,863)</u>	<u>¥ (39,197)</u>
Retirement benefit assets* <sup>1</sup>	¥ 125,490	¥ 110,797
Retirement benefit liabilities	(190,353)	(149,994)
Net defined benefit liability (asset) recognized on the consolidated statement of financial position	<u>¥ (64,863)</u>	<u>¥ (39,197)</u>

At March 31, 2020

The present value of the defined benefit obligation at March 31, 2020 comprises –¥741,569 million for plans in Japan and –¥714,321 million for plans outside Japan, while the fair value of plan assets comprises ¥650,409 million for plans in Japan and ¥740,618 million for plans outside Japan.

At March 31, 2021

The present value of the defined benefit obligation at March 31, 2021 comprises –¥711,144 million for plans in Japan and –¥893,588 million for plans outside Japan, while the fair value of plan assets comprises ¥675,889 million for plans in Japan and ¥889,646 million for plans outside Japan.

\*<sup>1</sup> Retirement benefit assets are included in others under non-current assets on the consolidated statement of financial position.

(ii) Components of defined benefit costs

	(Millions of yen)	
Years ended March 31	2020	2021
Current service cost (net of contribution from plan participants)* <sup>2</sup>	¥12,970	¥13,249
Net interest	915	(264)
Past service cost and gains and losses arising from settlements	(222)	147
Total	<u>¥13,663</u>	<u>¥13,132</u>

\*<sup>2</sup> Current service cost (net of contribution from plan participants) includes defined benefit costs related to multi-employer plans.

*(iii) Reconciliation for beginning and ending balances of the defined benefit obligation and plan assets*

	(Millions of yen)	
	2020	2021
Present value of defined benefit obligation		
Opening balance	¥(1,611,839)	¥(1,455,890)
Current service cost	(19,496)	(19,574)
Interest expense	(21,491)	(22,008)
Remeasurements of the net defined benefit liability (asset)		
Actuarial gains and losses arising from changes in financial assumptions	67,747	(98,761)
Actuarial gains and losses arising from changes in demographic assumptions	(23,571)	4,073
Past service cost and gains and losses arising from settlements	222	(147)
Payments from the plan		
Payments from the employer	9,672	7,097
Payments from plan assets	76,656	70,353
Effects of business combinations and disposals	3,275	3,348
Effect of changes in foreign exchange rates	62,935	(93,735)
Transfer to liabilities directly associated with assets held for sale	-	512
Closing balance	<u>¥(1,455,890)</u>	<u>¥(1,604,732)</u>

	(Millions of yen)	
	2020	2021
Fair value of plan assets		
Opening balance	¥1,502,620	¥1,391,027
Interest income	20,576	22,272
Remeasurements of the net defined benefit liability (asset)		
Return on plan assets, excluding amounts included in interest income	(9,498)	100,284
Contributions to the plan		
Contributions by the employer	14,217	15,435
Contributions by the plan participants	6,526	6,325
Payments from the plan		
Payments from plan assets	(76,656)	(70,353)
Effects of business combinations and disposals	(2,689)	(2,628)
Effect of changes in foreign exchange rates	(64,069)	103,581
Transfer to liabilities directly associated with assets held for sale	-	(408)
Closing balance	<u>¥1,391,027</u>	<u>¥1,565,535</u>

*(iv) Components of fair value of plan assets*

	(Millions of yen)			
	2020		2021	
	Market price in an active market		Market price in an active market	
At March 31	Quoted	Unquoted	Quoted	Unquoted
Cash and cash equivalents	¥ 63,799	¥ -	¥ 59,506	¥ -
Equity instruments				
Japan	30,084	11,939	44,935	12,589
Outside Japan	59,780	47,193	22,679	81,935
Debt instruments				
Japan	4,817	158,485	5,008	146,366
Outside Japan	425,319	82,693	580,053	101,965
General accounts of life insurance companies	-	251,673	-	257,549
Liability Driven Investment (LDI)*	2,315	189,225	5,043	190,571
Others	3,866	59,839	6,924	50,412
Total	<u>¥589,980</u>	<u>¥801,047</u>	<u>¥724,148</u>	<u>¥841,387</u>

\* LDI represents a portfolio of investments that primarily consists of bonds and swap instruments, designated to match the plan assets with a change in the present value of the defined benefit obligation arising from a change in indices such as interest rates and inflation.

(v) Significant actuarial assumptions used in calculating the present value of the defined benefit obligation

At March 31	2020		2021	
	Plans in Japan	Plans outside Japan* <sup>1</sup>	Plans in Japan	Plans outside Japan* <sup>1</sup>
Discount rate	0.49%	2.55%	0.54%	2.15%
Life expectancy* <sup>2</sup>	23.6 years	22.4 years	23.6 years	22.4 years
Inflation rate	–	2.55%	–	3.20%

\*<sup>1</sup> Assumptions for plans outside Japan represent the assumptions for the defined benefit plan provided by a UK subsidiary.

\*<sup>2</sup> Life expectancy is based on a male currently at age 60 for plans in Japan and on a male currently at age 65 for plans outside Japan.

(c) Amount, timing, and uncertainty of future cash flows

(i) Sensitivity analysis for significant actuarial assumptions

The sensitivity analysis below shows the effect on the defined benefit obligation when one of the significant actuarial assumptions changes reasonably while holding all other assumptions constant. However, the change in assumptions would not necessarily occur in isolation from one another. A negative amount represents a decrease of the defined benefit obligation while a positive amount represents an increase of the defined benefit obligation.

At March 31		(Millions of yen)	
		2020	2021
Discount rate	0.1% increase*	¥(18,293)	¥(21,159)
	0.1% decrease*	18,704	21,719
Life expectancy	1 year increase	36,304	46,129
Inflation rate	0.1% increase	6,270	9,133
	0.1% decrease	(6,145)	(8,913)

\* For the defined benefit plan of a UK subsidiary, because the investments in the plan assets are managed matching the defined benefit obligation, the impact on the funded status arising from changes in the discount rate will be limited.

(ii) Funding and performance policy of plan assets

The Group funds the defined benefit plans, taking into consideration various factors such as the Company's financial condition, funded status of the plan assets, and actuarial calculations. The Fujitsu Corporate Pension Fund regularly reviews the amount of contributions, for example, by conducting an actuarial review every five years in accordance with the Defined-Benefit Corporate Pension Act.

The Group aims to increase the value of the plan assets by taking an acceptable range of risks to ensure benefits to pensioners (including deferred pensioners).

For management of the plan assets of the Fujitsu Corporate Pension Fund, asset management meetings are regularly held, participated by committee members elected from representatives and directors of the fund as well as the Company's representatives from the finance and HR departments. Risks are reduced by considering returns and risks of the investment assets and setting out the basic allocation of investment assets as well as adjusting rules (regarding the range of changes). The basic allocation of investment assets and the adjustment of rules are reviewed regularly, corresponding to the market environment and any changes in the funded status, so that the best investment balance is ensured.

FS invests in a portfolio that primarily consists of bonds and swap instruments, designated to match the plan assets with a change in the present value of the defined benefit obligation arising from a change in indices such as interest rates and inflation, to reduce market volatility risk.

(iii) Expected contributions to defined benefit plans

The Group expects contributions by the employer of ¥22,648 million to defined benefit plans for the year ending March 31, 2022.

## (iv) Maturity profile of the defined benefit obligation

At March 31	2020	2021
Weighted average duration of the defined benefit obligation	14.2 years	14.4 years

## (3) Defined contribution plans and public plans

	(Millions of yen)	
At March 31	2020	2021
Expenses for defined contribution plans	¥20,314	¥19,766
Expenses for risk-sharing corporate pension plan*	33,348	27,957
Expenses for public plans	74,850	73,288

\* In addition to the standard contribution, risk reserve contributions of ¥9,763 million and ¥5,352 million were recorded for the years ended March 31, 2020 and 2021, respectively. For the year ending March 31, 2022, the Company expects to contribute ¥5,250 million in risk reserve contribution.

## 22. Cash Flow Information

## (1) Changes in liabilities arising from financing activities

	(Millions of yen)			
	Bonds and Borrowings	Short-term borrowings	Lease liabilities	Total
Balance at March 31, 2019	¥248,023	¥41,109	¥ 27,079	¥ 316,211
Cumulative effects of changes in accounting policies	-	-	170,341	170,341
Balance at April 1, 2019, as restated	¥248,023	¥41,109	¥197,420	¥ 486,552
Changes arising from cash flows	(80,246)	18,589	(69,673)	(131,330)
Non-cash changes				
Acquisition or loss of control	(6)	(85)	(3,812)	(3,903)
Acquisition of right-of-use assets	-	-	59,199	59,199
Exchange differences on translation	(9)	(354)	(5,637)	(6,000)
Others	53	1	997	1,051
Balance at March 31, 2020	¥167,815	¥59,260	¥178,494	¥ 405,569
Changes arising from cash flows	(79,828)	7,840	(68,103)	(140,091)
Non-cash changes				
Acquisition or loss of control	-	(798)	(3,362)	(4,160)
Acquisition of right-of-use assets	-	-	54,494	54,494
Decrease due to cancellation, etc.	-	-	(9,261)	(9,261)
Exchange differences on translation	42	1,941	7,334	9,317
Others	31	5	421	457
Balance at March 31, 2021	¥ 88,060	¥68,248	¥160,017	¥ 316,325

Note: From the year ended March 31, 2020, the effect of applying IFRS 16 Leases is included in lease liabilities.

## (2) Net proceeds from sale of subsidiaries and business

For the year ended March 31, 2020

These net proceeds include proceeds of ¥44,340 million (net of cash and cash equivalents at the time of loss of control) resulting primarily from the transfer of the shares of Mie Fujitsu Semiconductor Limited, a domestic subsidiary of the Company, to United Microelectronics Corporation on October 1, 2019.

**23. Provisions**

	(Millions of yen)					
	Provision for restructuring	Provision for product warranties	Provision for contract losses	Asset retirement obligation	Others	Total
Balance at March 31, 2020	¥ 21,927	¥ 9,479	¥ 20,116	¥17,484	¥13,415	¥ 82,421
Balance at April 1, 2020	21,927	9,479	20,116	17,484	13,415	82,421
Additional provisions made during the year	14,948	2,888	13,107	4,442	4,745	40,130
Amounts used during the year	(18,639)	(3,678)	(13,547)	(789)	(2,560)	(39,213)
Change in scope of consolidation	(9)	(8)	(2)	(198)	-	(217)
Exchange differences on translation and others	1,353	315	519	1,605	382	4,174
Balance at March 31, 2021	¥ 19,580	¥ 8,996	¥ 20,193	¥22,544	¥15,982	¥ 87,295

	(Millions of yen)	
At March 31	2020	2021
Current liabilities	¥51,769	¥60,680
Non-current liabilities	30,652	26,615
Total	¥82,421	¥87,295

**Provision for restructuring**

A provision is recognized at the estimated costs of restructuring such as personnel rationalization and disposal of business, only when the Group has a detailed formal plan and starts to implement the plan or announces its main features to those affected by the plan. Most of the expenditure is expected within 1 or 2 years.

**Provision for product warranties**

A provision for product warranties is recognized at the time of sale of the products at an amount that represents the estimated cost, based on past experience, to repair or exchange certain products within the warranty period. Most of the expenditure is expected within 5 years.

**Provision for contract losses**

A provision is recognized for losses on service contracts in which the Company undertakes an obligation to provide deliverables, such as turnkey contracts, if it is probable that the total estimated project costs exceed the total estimated project revenues. The timing of the expenditure is affected by future progress of the project and other factors.

**Asset retirement obligation**

A provision is made mainly for the estimated cost of restoring the leased site at the agreement of the lease, in accordance with the laws or contracts. The timing of the expenditure is affected by future business plans and other factors.

Provisions for environmental measures are included in "Others."

## 24. Trade Payables and Other Payables

### (1) Trade payables

At March 31	(Millions of yen)	
	2020	2021
Accounts payable	¥474,172	¥463,282
Others	4,798	4,857
Total	<u>¥478,970</u>	<u>¥468,139</u>

### (2) Other payables

At March 31	(Millions of yen)	
	2020	2021
Accrued expenses	¥288,439	¥270,532
Accounts payable—other	102,478	87,893
Total	<u>¥390,917</u>	<u>¥358,425</u>

## 25. Revenue

### (1) Classification of revenue

The Group classifies its revenue by region based on the location of its customers. The relationship between revenue categorized by region and reportable segments is as follows.

In the year ended March 31, 2021, the Company revised its segment classifications in light of the significant changes in its business structure following progress on achieving business model transformation in its efforts to advance the concentration of management resources in Technology Solutions. The change primarily entailed the inclusion of the "Other/Elimination and Corporate" (excluding the elimination of intersegment transactions related to revenue) category in Technology Solutions.

In addition, the Company revised its geographical classifications in the year ended March 31, 2021. Northern & Western Europe (NWE), Central & Eastern Europe (CEE), and others, which were previously included in EMEA (Europe, the Middle East, India, and Africa), have been reclassified and India has been included in Asia.

As a result of these changes, figures for the year ended March 31, 2020 have been adjusted to reflect the new classification.

Year ended March 31, 2020

Revenue from external customers	(Millions of yen)			
	Technology Solutions	Ubiquitous Solutions	Device Solutions	Total
Japan	¥2,278,103	¥252,251	¥ 98,923	¥2,629,277
NWE (Northern & Western Europe)	361,171	22,806	3,390	387,367
CEE (Central & Eastern Europe)	170,438	81,525	5,284	257,247
Americas	157,676	–	40,946	198,622
Asia	113,380	11,865	140,706	265,951
Oceania	73,633	–	45	73,678
Others	31,234	8,796	5,625	45,655
Total	<u>¥3,185,635</u>	<u>¥377,243</u>	<u>¥294,919</u>	<u>¥3,857,797</u>

Year ended March 31, 2021

	(Millions of yen)			
Revenue from external customers	Technology Solutions	Ubiquitous Solutions	Device Solutions	Total
Japan	¥2,167,552	¥182,966	¥ 67,099	¥2,417,617
NWE (Northern & Western Europe)	349,107	20,124	4,204	373,435
CEE (Central & Eastern Europe)	169,302	76,524	5,697	251,523
Americas	134,492	0	38,487	172,979
Asia	99,058	1,626	165,373	266,057
Oceania	73,704	0	63	73,767
Others	23,935	6,749	3,640	34,324
Total	¥3,017,150	¥287,989	¥284,563	¥3,589,702

Notes: 1. Includes revenues arising from leases for the years ended March 31, 2020 and 2021 because they are immaterial for the Group.

2. NWE (Northern & Western Europe) includes the UK, Finland, Sweden, Denmark, Norway, Spain, Portugal, France, Belgium, Luxembourg, and the Netherlands.

CEE (Central & Eastern Europe) includes Germany, Austria, Switzerland, Poland, and Russia.

3. Others includes Europe other than NWE and CEE, the Middle East, and Africa.

## (2) Contract assets and contract liabilities

Contract assets are primarily unbilled trade receivables related to revenue recognized based on measurement of progress toward complete fulfillment of performance obligations under service contracts in which the Company undertakes an obligation to provide deliverables, such as turnkey contracts. These are transferred to trade receivables when the customer accepts the deliverables.

The balances of contract assets at April 1, 2019, March 31, 2020 and 2021 are ¥107,719 million, ¥94,344 million and ¥101,941 million, respectively.

Contract liabilities primarily consist of prepayments received from customers under contracts to provide them with ongoing services. The balances of contract liabilities at April 1, 2019, March 31, 2020 and 2021 are ¥166,313 million, ¥160,081 million and ¥162,577 million, respectively. In addition, the amounts of revenue recognized for the years ended March 31, 2020 and 2021, included in the balances of contract liabilities at April 1, 2019 and 2020 are ¥121,967 million and ¥109,294 million, respectively.

In the consolidated financial statements, contract assets are included within other current assets and contract liabilities are included within other current liabilities.

## (3) Performance obligations

For details of the performance obligations for products and services in each reportable segment and the measurement method thereof, please refer to Note "3. Significant Accounting Policies."

The payment terms for respective performance obligations are mainly within one year, and there are no significant transactions with long-term prepayment or post-payment terms.

Transaction prices allocated to unsatisfied (or partially unsatisfied) performance obligations at March 31, 2020 totaled ¥1,718,532 million. Of this amount, approximately 60% was expected to be recognized as earnings within one year. Transaction prices allocated to unsatisfied (or partially unsatisfied) performance obligations at March 31, 2021 totaled ¥1,775,708 million. Of this amount, approximately 63% is expected to be recognized as earnings within one year.

The Group does not apply the practical expedient in IFRS 15 Paragraph 121, and the above performance obligations amount includes the performance obligations included as components of contracts that have an original expected duration of one year or less. In addition, any consideration from contracts with customers that is not included in the transaction price is immaterial for the Group.

## 26. Other Income and Expenses

Years ended March 31	(Millions of yen)	
	2020	2021
Other income	¥19,258	¥46,748
Other expenses	¥52,408	¥26,153

For the year ended March 31, 2020

The Group has included gain on sales of subsidiaries' stocks of ¥6,666 million, gain on sales of property, plant and equipment of ¥3,386 million, and income on government grants of ¥3,004 million under other income.

Main components of other expenses are the expenses related to the business model transformation amounting to ¥23,432 million. The expenses related to the business model transformation include ¥15,218 million related to the restructuring of manufacturing locations in Japan, such as for the restructuring of the electronic component business and improvement of efficiency of production systems for the system products business. In addition, the expenses related to the business model transformation include ¥8,214 million related to the restructuring of the business outside Japan centering on the North American business. Regarding the North American business, to strengthen its services business, the business portfolio was reviewed, and decisions were made to withdraw from the products business and eliminate overlap in the retail business within the Group. The expenses related to the business model transformation include impairment losses. The breakdown of other expenses by segment is ¥13,773 million for Technology Solutions, and ¥9,659 million for Ubiquitous Solutions and Device Solutions, respectively.

In addition to the above, the Group has included impairment losses of ¥10,450 million; which were not included in the business model transformation expenses; facility relocation and disposal expenses of ¥2,385 million and loss on disposal of property, plant and equipment of ¥2,242 million under other expenses.

For the year ended March 31, 2021

Other income is mainly composed of a gain of ¥25,447 million related to the transfer of the mobile phone retail store business of Fujitsu Personal System Limited. The gain is included in the Ubiquitous Solutions segment.

In addition to the above, the Group has included income on government grants of ¥7,164 million and gain on sales of property, plant and equipment of ¥3,036 million under other income.

The Group has included business model transformation expenses of ¥6,464 million, loss on disposal of property, plant and equipment of ¥3,910 million, impairment losses of ¥3,465 million, and facility relocation and disposal expenses of ¥2,241 million under other expenses.

## 27. Impairment of Non-Financial Assets

### (1) Cash-generating unit (CGU)

In principle, a cash-generating unit (CGU) is identified for business-use assets based on the units that the management uses to make decisions.

### (2) Impairment losses

A breakdown of assets for which impairment losses were recognized is as follows. These impairment losses are included in "other expenses" in the consolidated statement of profit or loss.

Years ended March 31	(Millions of yen)	
	2020	2021
Property, plant and equipment		
Land	¥ 2,684	¥ 182
Buildings	9,395	652
Machinery and equipment, tools, fixtures and fittings	3,092	1,344
Construction in progress	15	97
Total property, plant and equipment	15,186	2,275
Goodwill	-	-
Intangible assets		
Software	3,198	553
Others	582	34
Total intangible assets	3,780	587
Others	-	603
Assets held for sale	8,649	-
Total impairment losses	¥27,615	¥3,465

For the year ended March 31, 2020

For buildings, the carrying amounts of those relevant CGUs were written down to the recoverable amount due to business withdrawal and other factors.

The breakdown of impairment losses by segment is described below.

In Technology Solutions, an impairment loss of ¥18,511 million was recorded. The major components were an impairment loss on the restructuring of business outside Japan centering on the North American business and an impairment loss on the restructuring of manufacturing locations in Japan, such as for an improvement of efficiency of production systems in the system products business. In Device Solutions, an impairment loss of ¥9,104 million was recorded in relation to the restructuring of manufacturing locations in Japan, which includes the restructuring of the electronic component business.

For the year ended March 31, 2021

For Machinery and equipment, tools, fixtures and fittings, the carrying amounts of those relevant CGUs were written down to the recoverable amount due to business withdrawal and other factors.

The breakdown of impairment losses by segment is ¥3,326 million for Technology Solutions, ¥124 million for Ubiquitous Solutions, ¥15 million for Device Solutions.

### (3) Reversal of impairment losses

In the year ended March 31, 2021, among business assets for which impairment losses had been recognized in previous fiscal years, the carrying amounts were reversed to the recoverable amounts for assets due to their sale. The Group recorded reversals of impairment losses of ¥97 million for land, ¥292 million for buildings, ¥360 million for machinery and equipment, tools, fixtures and fittings, and ¥9 million for software for the year ended March 31, 2021. The breakdown by segment is ¥592 million for Technology Solutions and ¥166 million for Ubiquitous Solutions. These reversals of impairment losses are included in other income in the consolidated statement of profit or loss.

#### (4) Goodwill impairment test

Fujitsu Technology Solutions (Holding) B.V. (FTS) recognizes goodwill that consists primarily of the goodwill related to the product support business acquired from Siemens Business Services GmbH in April 2006.

The target business regions of FTS are Central & Eastern Europe (CEE) and a portion of Northern & Western Europe (NWE). Because the Group has adopted a business management structure based on country and region, it allocates goodwill to CGUs in eight countries and regions. The eight CGUs include Central Europe, comprising Germany, Switzerland and Austria, along with seven units that include the Netherlands, Belgium and Luxembourg, France, Spain and Portugal, and Poland (the "Other Countries and Regions").

Important goodwill allotted to each CGU was assigned to Central Europe.

At March 31	(Millions of yen)	
	2020	2021
FTS		
Central Europe	¥12,066	¥13,110
Other Countries and Regions	2,914	3,155

An impairment loss on goodwill is recognized when the recoverable amount of the CGU is below its carrying amount. The recoverable amount is measured based on the value in use.

The value in use relating to the goodwill from Central Europe, which was important in the year ended March 31, 2021, was calculated by discounting projected cash flows based on a three-year medium-term management plan and growth rate for subsequent periods incorporating future uncertainties to the present value. The recoverable amount for the year ended March 31, 2021 was well above the carrying amount of the CGU. The medium-term management plan is prepared to reflect the management's judgments for future forecasts and past data, using internal and external data.

The growth rate is determined by considering the long-term average growth rate of the market in each region to which the CGU belongs. The growth rate for the year ended March 31, 2020 and for the year ended March 31, 2021 was 0.5%. The discount rate is calculated based on a pre-tax weighted average capital cost of the CGU. The discount rates before taxes, which were used for the impairment tests of Central Europe in the year ended March 31, 2020 and the year ended March 31, 2021, were 7.0% and 8.1%, respectively.

As far as the growth rate and the discount rate used in calculating the recoverable amount change within a reasonable range, the recoverable amount is well above the carrying amount of the CGU, and the likelihood is considered remote that a significant impairment loss shall be recognized.

**28. Employee Expenses**

Years ended March 31	(Millions of yen)	
	2020	2021
Salaries and bonuses	¥ 952,421	¥ 962,056
Retirement benefit cost	67,325	60,855
Legal welfare expenses and others	195,654	184,910
Total	<u>¥1,215,400</u>	<u>¥1,207,821</u>

**29. Financial Income and Financial Expenses**

## Financial income

Years ended March 31	(Millions of yen)	
	2020	2021
Interest income	¥2,307	¥ 1,212
Dividend income	2,997	2,571
Foreign exchange gains, net	-	1,375
Others	2,077	9,042
Total	<u>¥7,381</u>	<u>¥14,200</u>

## Financial expenses

Years ended March 31	(Millions of yen)	
	2020	2021
Interest expense	¥4,185	¥3,047
Foreign exchange losses, net	63	-
Others	846	948
Total	<u>¥5,094</u>	<u>¥3,995</u>

Interest income principally arose from financial assets and liabilities measured at amortized cost, and dividend income principally arose from financial assets measured at fair value through other comprehensive income. Interest expense principally arose from financial liabilities measured at amortized cost and lease liabilities. Interest expense on lease liabilities for the years ended March 31, 2020 and 2021 were ¥1,482 million and ¥1,776 million, respectively.

**30. Discontinued Operations**

Not applicable.

### 31. Earnings per Share

Calculation bases for basic earnings per share and diluted earnings per share

#### (1) Basic earnings per share

Years ended March 31	2020	2021
Profit for the year attributable to ordinary equity holders of the parent (Millions of yen)	¥160,042	¥ 202,700
Weighted average number of ordinary shares—basic (Thousands of shares)	202,277	199,945
Basic earnings per share (Yen)	¥ 791.20	¥1,013.78

#### (2) Diluted earnings per share

Years ended March 31	2020	2021
Profit for the year attributable to ordinary equity holders of the parent (Millions of yen)	¥160,042	¥ 202,700
Adjustment related to dilutive securities issued by subsidiaries and associates (Millions of yen)	—	—
Profit used to calculate diluted earnings per share (Millions of yen)	¥160,042	¥ 202,700
Weighted average number of ordinary shares—basic (Thousands of shares)	202,277	199,945
Adjustment by conditional issuable shares	114	226
Weighted average number of ordinary shares—diluted (Thousands of shares)	202,391	200,171
Diluted earnings per share (Yen)	¥ 790.76	¥1,012.63

### 32. Non-Cash Transactions

	(Millions of yen)	
Years ended March 31	2020	2021
Acquisitions of right-of-use assets	¥58,001	¥53,252

### 33. Share-Based Payment

The Company has introduced a performance-based stock compensation plan (hereinafter “the Plan”) for executive directors, executive officers, corporate executive officers, and employees that are at certain positions or higher at the Company and certain subsidiaries (hereinafter “Executives”). The Company intends to grant Executives medium- to long-term incentives for improving corporate value, and also will endeavor to further management from a shareholder’s perspective.

The Company will present to Executives a Base Number of Shares in accordance with their respective rank, performance judging period (three years), and performance targets (revenue and operating profit). The number of shares is calculated by multiplying the Base Number of Shares by a coefficient according to the level of performance achievement for each fiscal year. When the performance judging period is over, the total number of shares is allocated to each applicable person.

The Plan is accounted for as an equity-settled share-based payment. The number of shares granted during the period, the weighted average of the fair value at grant date (weighted average fair value), and the expense arising from share-based payment included in the consolidated statement of profit or loss are as follows.

Years ended March 31	2020	2021
Number of shares granted during the period (Thousands of shares)* <sup>1</sup>	87	174
Weighted average fair value (Yen)	¥8,429	¥10,273
Expense arising from share-based payment (Millions of yen)* <sup>2</sup>	569	1,541

\*<sup>1</sup> The Base Number of Shares is presented.

\*<sup>2</sup> Expense arising from share-based payment is included in selling, general and administrative expenses in the consolidated statement of profit or loss.

## 34. Financial Instruments

### (1) Capital management

The fundamental principles of the Group's capital management are to provide a stable return to shareholders while a portion of retained earnings is used by the Company to strengthen its financial base and support new business development opportunities that will result in improved long-term performance.

In order to improve profitability and efficiency of invested capital for businesses, the Group places importance on operating profit margin and EPS (earnings per share) as management indicators.

### (2) Risk management

The Group carries out its financial activities in accordance with the "Fujitsu Group Treasury Policy" and primarily obtains funds through bank borrowings and the issuance of corporate bonds based on funding requirements of its business activities. After the adequate liquidity for its business activities has been ensured, the Group invests temporary excess funds in financial assets with low risk. The Group utilizes derivative transactions only for hedging purposes and not for speculative or trading purposes.

Trade receivables and contract assets are exposed to customer credit risk. Additionally, some trade receivables from exports of products are denominated in foreign currencies and exposed to exchange rate fluctuation risk. Other financial assets are composed primarily of the certificates of deposit held for fund management and the shares issued by customers or other parties for the purpose of maintaining and strengthening the business relationship. Shares are exposed to market price fluctuation risk and financial risk of the company invested.

The Group also loans to business partners and other parties.

Trade payables and other payables are generally payable within one year. Some trade payables from imports of components are denominated in foreign currencies and exposed to exchange rate fluctuation risk. Borrowings and corporate bonds are mainly for the purpose of obtaining working capital and preparing capital expenditures. Because some of these have floating interest rates, they are exposed to interest rate fluctuation risk.

#### (a) Credit risk

The Group strives to mitigate collection risk in accordance with credit management standards and procedures in selling goods and services. A unit independent from the sales units assesses the credit standing of customers and manages collection dates and the balance outstanding for each customer to ensure smooth collection of trade receivables. Regarding loan receivables, the Group periodically assesses a debtor's financial condition and reviews the terms of the loan if needed.

The counterparties to derivative transactions are selected considering their credit risk.

The maximum amount of credit risks at March 31, 2021 equals the book value of financial assets on the consolidated statement of financial position that are exposed to credit risk.

Credit risk exposure of trade accounts receivables is as follows.

At March 31	(Millions of yen)							
	Total	Within due date	Overdue amounts					Over 180 days
			Total	Within 30 days	31 to 60 days	61 to 90 days	91 to 180 days	
2020	¥876,427	¥846,719	¥29,708	¥16,344	¥4,358	¥1,910	¥2,053	¥5,043
2021	857,467	830,614	26,853	15,502	4,174	2,211	2,058	2,908

The balances of allowance for doubtful accounts corresponding to trade accounts receivables at March 31, 2020 and 2021 are ¥4,947 million and ¥3,781 million, respectively.

Impairment is accounted for using the allowance for doubtful accounts, not directly reducing the carrying amount of financial assets. Changes in the allowance for doubtful accounts are presented below.

	(Millions of yen)		
	Current assets	Non-current assets	Total
Balance at April 1, 2019	¥ 7,653	¥ 1,732	¥ 9,385
Additional provisions made during the year	1,938	700	2,638
Amounts used during the year	(580)	(333)	(913)
Unused amounts reversed during the year	(1,023)	(728)	(1,751)
Change in scope of consolidation	(2,737)	-	(2,737)
Exchange differences on translation and others	(304)	(7)	(311)
Balance at March 31, 2020	4,947	1,364	6,311
Additional provisions made during the year	1,540	828	2,368
Amounts used during the year	(1,852)	(149)	(2,001)
Unused amounts reversed during the year	(1,108)	(914)	(2,022)
Exchange differences on translation and others	254	7	261
Balance at March 31, 2021	¥ 3,781	¥ 1,136	¥ 4,917

### (b) Liquidity risk

The Group prepares a cash flow projection and monitors its funding requirements. The Group also strives to diversify its sources of financing in order to reduce liquidity risk.

Contractual maturity analysis of financial liabilities is presented below.

The Group classifies financial liabilities that mature within one year as current liabilities.

At March 31	(Millions of yen)							
	Carrying amount	Contractual cash flow	Within 1 year	1-2 years	2-3 years	3-4 years	4-5 years	Over 5 years
2020								
Non-derivative financial liabilities								
Bonds	¥ 74,957	¥ 75,000	¥ 35,000	¥ 30,000	¥ 10,000	¥ -	¥ -	¥ -
Borrowings	152,118	152,118	104,442	20,197	25,182	182	182	1,933
Lease liabilities	178,494	200,108	63,980	42,579	23,104	15,214	10,939	44,292
Derivative financial liabilities	705	705	704	1	-	-	-	-
2021								
Non-derivative financial liabilities								
Bonds	¥ 39,989	¥ 40,000	¥ 30,000	¥ 10,000	¥ -	¥ -	¥ -	¥ -
Borrowings	116,319	116,319	88,429	25,556	207	192	183	1,752
Lease liabilities	160,017	178,476	57,402	37,261	20,425	13,873	10,283	39,232
Derivative financial liabilities	2,001	2,001	1,994	7	-	-	-	-

**(c) Market risk**

The Group utilizes foreign exchange forward contracts in respect to trade receivables and trade payables denominated in foreign currencies to mitigate the exchange rate fluctuation risk that is monitored by each currency respectively, currency swap contracts to mitigate the foreign currency exchange rate fluctuation risk of cash flows denominated in foreign currencies, and interest swap contracts in respect to borrowings and corporate bonds to mitigate interest rate fluctuation risk.

For the shares issued by customers or other parties, the Group regularly monitors their fair values and financial conditions of the issuers and reviews its investment on a regular basis, taking into account its relationship with the counterparties.

The Group enters into derivative transactions based on the Group policy. Following the policies approved by the Chief Financial Officer (CFO), the finance division undertakes particular transactions, records them, and confirms the balance of transactions with counterparties. In addition, the finance division reports on the content of the transactions undertaken and changes in the transaction balance to the CFO and the head of the accounting department.

*(i) Foreign currency sensitivity analysis*

The following table represents the Group's sensitivity analysis for foreign currency risk exposures. The analysis shows the hypothetical impact on profit before income taxes in the consolidated statement of profit or loss that would result from a 1% appreciation of the Japanese yen against the US dollar for the recurring positions at the end of the year. The analysis calculated the impact on US dollar-denominated assets and liabilities, and is based on the assumption that other factors such as the outstanding balance and interest rates are held constant.

Years ended March 31	(Millions of yen)	
	2020	2021
Impact on profit before income taxes	¥(299)	¥(331)

*(ii) Interest rate sensitivity analysis*

The following table represents the hypothetical impact on the Group's profit before income taxes that is attributable to financial instruments which are exposed to the risk of fluctuations in interest rates in the case where the interest rate increases by 0.1%. The analysis is based on the assumption that all other variable factors, specifically foreign currency rates, are held constant.

Years ended March 31	(Millions of yen)	
	2020	2021
Impact on profit before income taxes	¥49	¥56

**(3) Hedge accounting****(a) Objective for derivative transactions**

Derivative transactions consist primarily of exchange forward contracts for the purpose of hedging exchange rate fluctuation risk related to trade receivables and trade liabilities, currency swap contracts for the purpose of hedging exchange rate fluctuation risk related to foreign currency-denominated cash flow, and interest swap contracts for the purpose of hedging interest rate fluctuation risk related to borrowings and corporate bonds.

**(b) Policies for derivative transactions**

The Group utilizes derivative transactions only for hedging purposes and not for speculative or trading purposes. Derivative transactions to increase market risks cannot be entered into. In addition, credit risks are considered in choosing a counterparty. Therefore, the Group recognizes that market risk and credit risk for derivative transactions are de minimis.

**(c) Risk management structure for derivative transactions**

The Group enters into derivative transactions based on regulations established by the Company. Based on policies approved by the Chief Financial Officer (CFO), the finance division undertakes particular transactions, records them, and confirms the balance of transactions with counterparties. In addition, the finance division reports on the content of transactions undertaken and changes in transaction balances to the CFO and the head of the accounting department.

**(d) Accounting treatment for derivative transactions**

Derivatives are measured at fair value and any changes in the fair value are recognized in profit or loss. However, regarding cash flow hedges, if they satisfy the required conditions for hedge accounting, a gain or loss arising from any changes in the fair value of hedging instruments is deferred until the gain or loss arising from the hedged item is recognized in profit or loss.

**(e) The fair value of derivative transactions for which hedge accounting is applied**

Cash flow hedges

At March 31	(Millions of yen)	
	2020	2021
Currency: Forward foreign exchange transaction		
Sell (US dollar)	¥30	¥(353)
Total	<u>¥30</u>	<u>¥(353)</u>

**(4) Fair value of financial instruments**

The fair value hierarchy has the following levels:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 inputs are inputs other than quoted prices included within level 1 that are observable for assets or liabilities, either directly or indirectly.
- Level 3 inputs are unobservable inputs for assets or liabilities.

**(a) Financial assets and liabilities measured at fair value***(i) Measurement method of fair value for financial assets and liabilities***Derivatives**

The fair value is based on the prices provided by financial institutions and other appropriate valuation techniques based on information available.

**Equity securities**

If a quoted price in an active market is available, the fair value is based on the quoted price. If a quoted price in an active market is not available, the fair value is estimated based on discounted future cash flow or other appropriate valuation method.

**Bonds (financial assets)**

If a quoted price in an active market is available, the fair value is based on the quoted price. If a quoted price in an active market is not available, the fair value is estimated by an appropriate valuation method based on prices provided by transacting financial institutions.

(ii) Fair value hierarchy and comparison between carrying amount and fair value

At March 31	Carrying amount	Fair value			
		Total	Level 1	Level 2	Level 3
(Millions of yen)					
2020					
Assets					
Financial assets measured at fair value through profit or loss					
Derivatives	¥ 1,171	¥ 1,171	¥ -	¥1,171	¥ -
Bonds	15,147	15,147	-	-	15,147
Equity securities	6,349	6,349	1,536	-	4,813
Financial assets measured at fair value through other comprehensive income					
Equity securities	107,421	107,421	48,858	25	58,538
Total	¥130,088	¥130,088	¥50,394	¥1,196	¥78,498
Liabilities					
Financial liabilities measured at fair value through profit or loss					
Derivatives	¥ 705	¥ 705	¥ -	¥ 705	¥ -
Total	¥ 705	¥ 705	¥ -	¥ 705	¥ -
2021					
Assets					
Financial assets measured at fair value through profit or loss					
Derivatives	¥ 600	¥ 600	¥ -	¥ 600	¥ -
Bonds	18,976	18,976	-	-	18,976
Equity securities	12,206	12,206	4,222	-	7,984
Financial assets measured at fair value through other comprehensive income					
Equity securities	151,849	151,849	90,420	41	61,388
Total	¥183,631	¥183,631	¥94,642	¥ 641	¥88,348
Liabilities					
Financial liabilities measured at fair value through profit or loss					
Derivatives	¥ 2,001	¥ 2,001	¥ -	¥2,001	¥ -
Total	¥ 2,001	¥ 2,001	¥ -	¥2,001	¥ -

*(iii) Reconciliation between the beginning and ending balance of financial assets measured at fair value using Level 3 inputs*

	(Millions of yen)
	Carrying amount
Balance at April 1, 2019	¥74,228
Subtotal (Gains and losses)	
Profit or loss	484
Other comprehensive income	578
Purchases	6,706
Sales	(1,273)
Settlements	(1,500)
Others	(725)
Balance at March 31, 2020	78,498
Subtotal (Gains and losses)	
Profit or loss	4,170
Other comprehensive income	114
Purchases	9,494
Sales	(711)
Settlements	(500)
Transfers from investments accounted for using the equity method	2,974
Transfer from Level 3	(5,268)
Others	(423)
Balance at March 31, 2021	¥88,348

Gains and losses recognized in profit or loss are included in financial income or financial expenses in the consolidated statement of profit or loss. Gains and losses recognized in other comprehensive income are included in financial assets at fair value through other comprehensive income in the consolidated statement of comprehensive income.

**(b) Financial assets and liabilities measured at amortized cost***(i) Measurement method of fair value for financial assets and liabilities***Bonds (financial assets)**

If a quoted price in an active market is available, the fair value is based on the quoted price. If a quoted price in an active market is not available, the fair value is estimated by an appropriate valuation method based on prices provided by transacting financial institutions.

**Bonds (financial liabilities)**

The fair value of bonds that have a market price is based on the market price. The fair value of bonds for which there is no market price is calculated by discounting the sum of future principal and interest payments to the present value at a rate taking into account the remaining term and the credit risk of bonds.

**Long-term borrowings and lease liabilities (non-current liabilities)**

The fair value of long-term borrowings and lease liabilities is calculated by discounting the sum of future principal and interest payments to the present value at the rate expected for another loan or lease transaction with the same conditions at the end of the year.

(ii) Fair value hierarchy and comparison between carrying amount and fair value

At March 31	Carrying amount	Fair value				(Millions of yen)
		Total	Level 1	Level 2	Level 3	
2020						
Assets						
Financial assets measured at amortized cost						
Bonds	¥ 2,666	¥ 2,598	¥ -	¥ -	¥2,598	
Total	¥ 2,666	¥ 2,598	¥ -	¥ -	¥2,598	
Liabilities						
Financial liabilities measured at amortized cost						
Bonds (Non-current)	¥39,967	¥40,223	¥40,223	¥ -	¥ -	
Long-term borrowings (Non-current)	47,676	47,768	-	47,768	-	
Total	¥87,643	¥87,991	¥40,223	¥47,768	¥ -	
2021						
Assets						
Financial assets measured at amortized cost						
Bonds	¥ 3,045	¥ 3,039	¥ -	¥ -	¥3,039	
Total	¥ 3,045	¥ 3,039	¥ -	¥ -	¥3,039	
Liabilities						
Financial liabilities measured at amortized cost						
Bonds (Non-current)	¥ 9,992	¥10,051	¥10,051	¥ -	¥ -	
Long-term borrowings (Non-current)	27,889	27,943	-	27,943	-	
Total	¥37,881	¥37,994	¥10,051	¥27,943	¥ -	

The disclosure for the current portion of financial assets and liabilities measured at amortized cost is omitted in this note because the carrying amount is a reasonable approximation of its fair value.

"Cash and cash equivalents," "Trade receivables" and "Other receivables" are classified as financial assets measured at amortized cost, which are included within current assets. "Trade payables" and "Other payables" are classified as financial liabilities measured at amortized cost, which are included within current liabilities.

Financial assets measured at fair value and Financial assets measured at amortized cost mainly comprise "Other investments."

### 35. Leases

The Group's lease transactions primarily comprise lease agreements for offices.

#### (1) Breakdown of carrying amount of right-of-use assets included in property, plant and equipment

At March 31	(Millions of yen)	
	2020	2021
Land	¥ 1,154	¥ 1,081
Buildings	135,513	117,222
Machinery and equipment, tools, fixtures and fittings	31,565	33,704
Total	<u>¥168,232</u>	<u>¥152,007</u>

The total amounts for acquisitions of right-of-use assets were ¥58,001 million and ¥53,252 million for the years ended March 31, 2020 and 2021, respectively.

#### (2) Maturity analysis of lease liabilities

At March 31, 2020	Carrying amount	Contractual cash flow	(Millions of yen)					
			Within 1 year	1-2 years	2-3 years	3-4 years	4-5 years	Over 5 years
Lease liabilities	¥178,494	¥200,108	¥63,980	¥42,579	¥23,104	¥15,214	¥10,939	¥44,292

At March 31, 2021	Carrying amount	Contractual cash flow	(Millions of yen)					
			Within 1 year	1-2 years	2-3 years	3-4 years	4-5 years	Over 5 years
Lease liabilities	¥160,017	¥178,476	¥57,402	¥37,261	¥20,425	¥13,873	¥10,283	¥39,232

#### (3) Breakdown of expenses of leases

Years ended March 31	(Millions of yen)	
	2020	2021
Depreciation of right-of-use assets included in property, plant and equipment		
Land	¥ 110	¥ 114
Buildings	50,697	49,154
Machinery and equipment, tools, fixtures and fittings	13,406	13,255
Total	<u>¥64,213</u>	<u>¥62,523</u>
Interest expense on leases	<u>¥ 1,482</u>	<u>¥ 1,776</u>

#### (4) Cash outflows

Years ended March 31	(Millions of yen)	
	2020	2021
Total cash outflows from lease transactions	<u>¥69,673</u>	<u>¥68,103</u>

#### (5) Leases not yet commenced to which the lessee is committed

The amounts not included in the measurement of lease liabilities comprised lease transactions for which use has not yet commenced despite lease contracts already being concluded, and totaled ¥43,915 million and ¥25,718 million at March 31, 2020 and 2021, respectively. The amount at March 31, 2021 includes amounts related to properties that the Company will have right-of-use after completion in the year ending March 31, 2022.

**36. Related Parties****(1) Related-party transactions**

Year ended March 31, 2020

				(Millions of yen)	
Class of company	Name	Relationship with related parties	Details of the transaction	Transaction amount	Balance
Associate	Fujitsu Client Computing Limited	Consigned manufacturing of PCs included in system business sold by the Group	Purchases and consignment of PC manufacturing	¥293,359	¥47,873

Year ended March 31, 2021

				(Millions of yen)	
Class of company	Name	Relationship with related parties	Details of the transaction	Transaction amount	Balance
Associate	Fujitsu Client Computing Limited	Consigned manufacturing of PCs included in system business sold by the Group	Purchases and consignment of PC manufacturing	¥228,706	¥48,763

Note: Transactions listed above generally have terms of business based on arm's length.

**(2) Key management personnel compensation**

			(Millions of yen)	
Years ended March 31			2020	2021
Base compensation			¥502	¥401
Bonuses			108	120
Performance-based stock compensation			55	208
Total			¥665	¥729

**37. Collateral****(1) Collateral assets**

			(Millions of yen)	
At March 31			2020	2021
Cash and cash equivalents			¥-	¥ 65
Intangible assets			-	516
Total			¥-	¥581

**(2) Secured debts**

			(Millions of yen)	
At March 31			2020	2021
Other obligations			¥-	¥ 14
Provision			-	1,961
Total			¥-	¥1,975

### 38. Commitments

At March 31	(Millions of yen)	
	2020	2021
Purchase agreements for property, plant and equipment and intangible assets	¥77,611	¥55,092

### 39. Contingencies

At March 31	(Millions of yen)	
	2020	2021
Contingent liabilities for guarantee contracts (Guaranteed debts)	¥80	¥46
Employees' housing loans	80	46

### 40. Events after the Reporting Period

#### Purchase of treasury shares

At the Board of Directors' meeting held on April 28, 2021, the Company resolved matters related to the purchase of treasury shares pursuant to the provisions of Article 459, Paragraph (1) of the Companies Act.

#### (1) Reason for purchase of treasury shares

To enhance shareholder returns and promote capital efficiency by comprehensively considering the future business environment and other factors based on improved financial conditions for this fiscal year and the next fiscal year, such as increased profits and cash flows

#### (2) Details of matters concerning the purchase

- Type of shares to be purchased: Common stock of the Company
- Total number of shares to be purchased: Up to 4,000,000 shares (Ratio to the total number of issued shares (excluding treasury shares): 2.01%)
- Aggregate purchase value: Up to ¥50,000 million
- Purchase period: From May 6, 2021 to March 31, 2022
- Purchase method: Purchase by means of market trades on the Tokyo Stock Exchange (including purchases by means of market trades based on a discretionary investment contract with securities firms and through share repurchases outside of trading hours (ToSTNeT-3))

## OTHER INFORMATION

Quarterly information (accumulated total) for the year ended March 31, 2021

	(Millions of yen)			
	Q1	First Half	Nine Months	Full Year
Revenue	¥802,793	¥1,631,837	¥2,526,200	¥3,589,702
Profit before income taxes	25,951	68,018	164,080	291,855
Profit for the year attributable to owners of the parent	18,176	47,128	114,398	202,700
Basic earnings per share (Yen)	90.77	235.34	571.25	1,013.78

Quarterly information for the year ended March 31, 2021

	(Yen)			
	Q1	Q2	Q3	Q4
Basic earnings per share	¥90.77	¥144.57	¥335.89	¥443.73

# INDEPENDENT AUDITOR'S REPORT



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## Independent Auditor's Report

The Board of Directors  
Fujitsu Limited

### Opinion

We have audited the accompanying consolidated financial statements of Fujitsu Limited and its subsidiaries, which comprise the consolidated statement of financial position as at March 31, 2021, and the consolidated statements of profit or loss, consolidated statements of comprehensive income, consolidated statements of changes in equity, and consolidated statements of cash flows for the year then ended, and notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at March 31, 2021, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

### Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of the audit of the consolidated financial statements as a whole, and in forming the auditor's opinion thereon, and we do not provide a separate opinion on these matters.

We have considered and addressed areas of higher assessed risk of material misstatement, or significant risks identified, including those communicated as key audit matters in our independent auditor's report of the prior period, throughout the audit. We have also communicated those matters in sufficient detail with the Corporate Auditor and the Board of Corporate Auditors.

As a result, we determined the following areas to be key audit matters in our audit of the consolidated financial statements of the current period. We excluded "Impairment of Property, Plant and Equipment and Intangible Assets," which had been communicated as a key audit matter in the prior period, from the key audit matters due to a decrease in related risks.

1. Valuation of Goodwill and
2. Revenue Recognition Based on Progress toward Complete Fulfillment of Performance Obligations under Service Contracts in Which Obligations to Provide Deliverables Exist (Estimates of Total Project Costs)



Valuation of Goodwill	
Description of Key Audit Matter	Auditor's Response
<p>As described in Notes 4, 9 and 27 to the consolidated financial statements, the Company recorded goodwill of ¥41,239 million, which represents 1.3% of total assets as of March 31, 2021, and was mainly allocated to overseas consolidated subsidiaries, including goodwill of ¥16,265 million for Fujitsu Technology Solutions (Holding) B.V. In performing impairment testing, the Company measured the recoverable amounts of the cash-generating unit (CGU) to which the goodwill is allocated, based on value in use using discounted future cash flows.</p> <p>The significant assumptions in estimating value in use are the future cash flows based on the Company's medium-term management plan (mainly for three years) approved by management, long-term average growth rates for subsequent periods incorporating future uncertainties and discount rates. The discount rates are calculated primarily based on the weighted average cost of capital of the Group company to which each CGU belongs. The medium-term management plan is primarily affected by increases in sales volumes and market growth rates.</p> <p>As the impairment test of goodwill is complex and requires management judgement in determining future cash flows, long-term average growth rates and discount rates, which involve uncertainties, we determined this to be a key audit matter.</p>	<p>We performed the following audit procedures, among others, to assess the valuation of goodwill:</p> <ul style="list-style-type: none"> <li>- With the assistance of valuation specialists from our network firms, we evaluated the reasonableness of valuation methodologies applied by management in the calculation of value in use.</li> <li>- We assessed the reasonableness of the estimated future cash flows by evaluating whether the underlying business plan was consistent with the medium-term management plan (mainly for three years) approved by management. In addition, we performed retrospective analysis to compare the medium-term management plan for prior years with actual results.</li> <li>- We assessed the reasonableness of the key assumptions, such as increases in sales volumes and market growth rates included in the medium-term management plan, by discussing with management, comparing with market forecasts and publicly available data, examining sales trends and growth rate of similar companies, and performing trend analysis using actual results.</li> <li>- We assessed the long-term average growth rates used, which involve management judgement, by analyzing and comparing them with market forecasts and publicly available data.</li> <li>- We compared the underlying assumptions for the discount rates with these estimated by our valuation specialists from our network firms using publicly available data in order to assess the reasonableness of the assumptions.</li> <li>- We performed sensitivity analyses on the significant assumptions, such as estimates of future cash flows, long-term average growth rates and discount rates to assess whether the value in use would exceed the carrying amounts even after the consideration of uncertainty risk.</li> </ul>



Revenue Recognition Based on Progress toward Complete Fulfillment of Performance Obligations under Service Contracts in Which Obligations to Provide Deliverables Exist (Estimates of Total Project Costs)

Description of Key Audit Matter	Auditor's Response
<p>As described in Notes 4 and 25 (2) to the consolidated financial statements, revenue arising from service contracts such as system integration services that contain performance obligations to provide service delivery are recognized based on the progress toward completion when the outcome of the contract can be reliably estimated. Revenue is measured based on the total estimated project revenues and the progress toward completion, calculated based on costs incurred to date as percentage of total estimated project costs. The provision for losses on projects is recognized if it is probable that total estimated project costs will exceed total estimated project revenues.</p> <p>Total estimated project costs are revised throughout the project period, and as a result, the progress toward completion may be affected.</p> <p>As estimates of total project costs in the calculation of progress toward completion involve uncertainties and require significant management judgment as each service contract is unique in terms of specifications and service period, we determined this to be a key audit matter.</p>	<p>We performed the following audit procedures, among others, to assess revenue recognition by reference to the progress toward completion and provisions for contract losses:</p> <ul style="list-style-type: none"> <li>- We evaluated the effectiveness of internal controls over the estimation process of estimated project costs and calculation of the progress toward completion for projects in order to evaluate the effectiveness of the design and execution of the corresponding process.</li> <li>- We reviewed the terms and conditions of contracts, assessed the consistency between the total projects costs and relevant project plans and remeasured the progress toward completion for samples of contracts with significant amounts in order to assess the reasonableness of estimated project costs and calculation of the progress toward completion.</li> <li>- We assessed the feasibility of the project forecasts approved by management by evaluating the final outcome of projects completed in prior periods and by discussing with management for the latest progress of ongoing projects in order to assess the reasonableness of uncertainty in the estimate of total project costs being considered and incorporated in management's assessment.</li> <li>- We assessed the completeness of the total estimated costs and the provision of contract loss if it is probable that total estimated project costs exceed total estimated project revenue by discussing them with the quality assurance department of the Company.</li> <li>- With the assistance of our data analytics specialists, we performed trend analyses and correlation analyses of the progress toward completion of the project. In addition, in order to identify any deviation with regard to the progress of ongoing projects, we monitored the progress toward completion for ongoing projects by comparing the number of working days to date since the start date with the trends from projects completed in prior periods .</li> </ul>



### **Responsibilities of Management, the Corporate Auditor and the Board of Corporate Auditors for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with IFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern and disclosing, as required by IFRSs, matters related to going concern. The Corporate Auditor and the Board of Corporate Auditors are responsible for overseeing the Group's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances for our risk assessments, while the purpose of the audit of the consolidated financial statements is not expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation in accordance with IFRSs.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Corporate Auditor and the Board of Corporate Auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



We also provide the Corporate Auditor and the Board of Corporate Auditors with a statement that we have complied with the ethical requirements regarding independence that are relevant to our audit of the financial statements in Japan, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards. From the matters communicated with the Corporate Auditor and the Board of Corporate Auditors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

#### Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Ernst & Young ShinNihon LLC  
Tokyo, Japan  
June 28, 2021

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