Leading Fujitsu

Three Priority Areas for Transformation

August 5, 2008

Kuniaki Nozoe
President
Fujitsu Limited
I. Introduction
My Background

- 1947: Born
- 1971: April: Joined Fujitsu External Affairs Division
- 1989: Director, Washington Office
- 1993: Director, External Affairs Division
- 2001: Group President, External Affairs Group
- 2002: Corporate Vice President, General Manager, Corporate Business Development Office
- 2003: Corporate Vice President, Group President, Software & Services Business Promotion Group
- 2005: Corporate Senior Vice President
- 2007: Corporate First Senior Vice President
- 2008: President and Representative Director

U.S.-Japan Semicon Agreement
IBM negotiations
ICL tie-up

Intl Trade Issues

Industrial Policy
e-commerce
e-government
e-Japan

M&A
Business incubation
Public relations

Software & Services Structural Reforms
SI Assurance
Sales/SE integration
SI progress standards
Group reorganization
Corporate Vision

Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world.

Corporate Values

<table>
<thead>
<tr>
<th>What we strive for:</th>
<th>What we value:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Society and Environment</td>
<td>Employees</td>
</tr>
<tr>
<td>Profit and Growth</td>
<td>Customers</td>
</tr>
<tr>
<td>Shareholders and Investors</td>
<td>Business Partners</td>
</tr>
<tr>
<td>Global Perspective</td>
<td>Technology</td>
</tr>
</tbody>
</table>

Principles

<table>
<thead>
<tr>
<th>Customer-Centric Perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Citizenship</td>
</tr>
<tr>
<td>Firsthand Understanding</td>
</tr>
<tr>
<td>Spirit of Challenge</td>
</tr>
<tr>
<td>Speed and Agility</td>
</tr>
<tr>
<td>Teamwork</td>
</tr>
</tbody>
</table>

Code of Conduct

- We respect human rights.
- We comply with all laws and regulations.
- We act with fairness in our business dealings.
- We protect and respect intellectual property.
- We maintain confidentiality.
- We do not use our position in our organization for personal gain.
Bringing customer-centric management to 3 priority areas

**Top 3 Priorities**
- Field Innovation
- Global Company
- Environmental Contributions

**Initiatives to Date**
- Added Value in IT Realm
- Each Location Implemented Own Strategy
- Reduced Fujitsu’s Environmental Footprint
- Strengthen Company Fundamentals for Survival

**Next Initiatives**
- Transform Our Approach for Growth Based on Customer-Centric Management
  - Improve Customers’ Business (focus on customer’s customer)
  - Think Global, Act Local (focus on global expansion)
  - Reduce Customers’ Environmental Footprint (focus on sustainability)
- Strengthen Company Fundamentals for Survival

*Transforming the Fujitsu Group*
II. Business Reforms
Financial Performance

Consolidated sales and operating income

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (trillion yen)</th>
<th>Operating Income (billion yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY00</td>
<td>5.48</td>
<td>182.0</td>
</tr>
<tr>
<td>FY01</td>
<td>100.4</td>
<td>5.10</td>
</tr>
<tr>
<td>FY02</td>
<td>244.0</td>
<td>181.4</td>
</tr>
<tr>
<td>FY03</td>
<td>150.3</td>
<td>182.0</td>
</tr>
<tr>
<td>FY04</td>
<td>160.1</td>
<td>204.9</td>
</tr>
<tr>
<td>FY05</td>
<td>182.0</td>
<td></td>
</tr>
<tr>
<td>FY06</td>
<td>5.33</td>
<td></td>
</tr>
<tr>
<td>FY07</td>
<td>-100.0</td>
<td></td>
</tr>
</tbody>
</table>

Net Sales (trillion yen): 0, 1, 2, 3, 4, 5
Operating Income (billion yen): -100.0, 0, 100, 200, 300, 400, 500
Business Structure

Consolidated Sales (FY07)

- Solution/SI: 1,344.0
- Infrastructure Services: 1,215.2
- Systems: 370.4
- Networks: 342.4
- PC/Mobile Phone: 837.0
- HDD/other: 351.8
- LSI/Electronic Components: 796.7
- Ubiquitous Product Solutions: 1,188.9

Operating Income (FY07)

- Solution/SI: 140.4 (5.5%)
- Infrastructure Services: 39.7 (5.6%)
- Systems: 52.5 (4.4%)
- Networks: 18.2 (2.3%)

Share of total company Sales: 57%
Profits: 68%

Technology Solutions

- Share of total company Sales: 57%
- Profits: 68%

Ubiquitous Product Solutions

- 1,188.9

Device Solutions

- 796.7
Portfolio

Contribution to profitability and growth will determine allocation of business resources

Next target area for growth
Business Outside Japan

Delivering profits and growth
Services Business

Consider selection/consolidation of business
Implement Structural Reforms

“Strong products” that deliver profits
Hardware Business
Position of Each Business ('04-'07 Performance)

Each business has expanded more or less according to plan

Cumulative ‘04-’07 operating income (billion yen)

<table>
<thead>
<tr>
<th>Business</th>
<th>Outside Japan</th>
<th>Services Business</th>
<th>Hardware Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Outside Japan</td>
<td>148.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement Structural Reforms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hardware Business</td>
<td>372.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services Business</td>
<td>511.2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sales Growth (CAGR ‘04-’07)

- Business Outside Japan: 12%
- Services Business: 5%
- Hardware Business: 2%

Operating Income (average ‘04-’07)

- 2.0%
- 3.6%
- 5.4%
## Business Outside Japan Drives Growth

<table>
<thead>
<tr>
<th>Sales by Region</th>
<th>2004 (billion yen)</th>
<th>2007</th>
<th>04-07 (CAGR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMEA</td>
<td>596.9</td>
<td>769.9</td>
<td>+ 8.9%</td>
</tr>
<tr>
<td>The Americas</td>
<td>298.9</td>
<td>469.9</td>
<td>+ 16.3%</td>
</tr>
<tr>
<td>APAC and China</td>
<td>602.8</td>
<td>855.0</td>
<td>+ 12.4%</td>
</tr>
<tr>
<td>Total Outside Japan</td>
<td>1,498.6</td>
<td>2,095.0</td>
<td>+ 11.8%</td>
</tr>
<tr>
<td>Japan</td>
<td>4,024.5</td>
<td>4,229.7</td>
<td>+1.7%</td>
</tr>
</tbody>
</table>

**Ratio of Sales Outside Japan**

- 2004: 29.9%
- 2007: 36.1%

*Sales before eliminations*
Solution/ SI Division Reforms

Innovation in Sales/System Engineering Activities

- Integration of sales/SE (share information, resources, risk)
- Pipeline management/account planning
- Third-party review of contract negotiations (SI Assurance Div.)
- Real-time project management (SI progress standards)
- Organize SE companies into regional blocks

Quality and Productivity Improvements

- Third-party quality check
- Autonomous improvement (work team-based activities)
- “Industrialization” of system development (manufacturing innovation)
- Comprehensive operational inspections of large-scale systems
- Study group on failed projects
Results from initiatives reflected in improved performance

Although sales increase is small, improvement in operating income margin is large

Sales and Operating Income of SI Business in Japan*

Net Sales (billion yen)

1,000

500

2005 2006 2007

* Fujitsu parent and Japan subsidiaries (excluding Corporate)

Operating Income Margin

Losses from Unprofitable Projects (billion yen)

SE Project Turnover Ratio*

* Number of large projects undertaken per year.

* Fujitsu parent and Japan subsidiaries (excluding Corporate)
Improved Capabilities and Efficiency of SEs

SE companies in Japan integrated into 4 regional blocks
Effective use of resources, enhanced development and marketing, management efficiencies

Reorganization of SE retailing experts (Fujitsu System Solutions)
Consolidation and optimal allocation of retailing experts (200 from Fujitsu and 400 from Fujitsu System Solutions)

Bring together expertise and technologies for mission-critical systems (Fujitsu Mission Critical Systems)
Group focused on mission-critical systems (170 from Fujitsu and 180 from Fujitsu Techno System)

Strengthen engineering capabilities (Fujitsu Advanced Engineering)
Make FFC a 100% subsidiary focused on engineering

Reorganize business in Product Lifecycle Management
Engineers from Fujitsu’s PLM area consolidated in subsidiary Digital Process

Improved systems development quality (Fujitsu Advanced Quality)
Veteran engineers sent to third-party verification group for sys. development
Enhancement and Expansion of Services Business

- Enhanced data center capabilities
- Providing operational services from lifecycle perspective
- Transform customer relations (services manager)
- Expanded business process outsourcing (BPO)
- Expanded services business outside Japan
- Improved services quality (IT operations training program for SEs, process reforms based on ITIL)

Providing Services that Leverage Internal Implementations

- Internal compliance (PROJECT Eagle)
- Business continuity management (BCM, BCP)
- Security
- Engineering services
- Quality assurance
Operational improvements and efficiencies have led to improved profitability. Continuous expansion of Services business will contribute to stable earnings.

Gross Margin for Outsourcing Services (unconsolidated, Japan only)

Sales of Outsourcing Services (consolidated, Japan only)

With increasing operational complexity, IT outsourcing demand will continue to grow.
Fujitsu Earns Top Share in Outsourcing for 3 Straight Years

Expansion in Data Center Capabilities

- Tokyo Center No.2 (Operational as of Dec 2007)
- Tatebayashi Center No.2 (Scheduled for 3Q FY2009)
- Yokohama Center No.2 operated by Fujitsu FIP ( Scheduled for 3Q FY2010)
System Products Division Reforms

Integration of Sales and Product Development

- Infrastructure optimization proposals based on templates
- Sharing of objectives between sales/SE and product development divisions
- Coordination between sales and manufacturing activities (smooth order flow, early confirmation)
- “Industrialization” of infrastructure services (infrastructure “factories”)
- Sharing feedback from customers via intranet
- Implementing cross-functional project leader system

Manufacturing Innovation

- Manufacturing innovation based on Toyota Production System (TPS)
- Continuous monitoring of quality by executives
Beginning to see results from integration of sales and product development

Reclaimed top share (in value) in 2007 for first time in four years

Strong performance in open-standard servers: Fujitsu outpaced market growth by 9%

Server Market Share Trends (by value)

- Fujitsu
- Co. A
- Co. B

Source: Market research company
Growing Share of Open-Standard Server Market (Japan)

Amid flat overall market for open-standard servers, Fujitsu’s growth exceeds 8% in Japan

Server Revenue Ranking (Japan)

<table>
<thead>
<tr>
<th>Share</th>
<th>All Servers</th>
<th>Open-Standard Servers</th>
<th>Mainframes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share</td>
<td>No. 1</td>
<td>No. 3</td>
<td>No. 2</td>
</tr>
<tr>
<td>'06-'07 Growth Rate</td>
<td>Fujitsu 96.8%</td>
<td>Open-Standard Servers 108.5%</td>
<td>Mainframes 83.2%</td>
</tr>
<tr>
<td>Market</td>
<td>94.0%</td>
<td>99.6%</td>
<td>85.2%</td>
</tr>
</tbody>
</table>

Open-Standard Server Market Share (Japan)

- Co. A: 16.0% (2005), 17.8% (2007)
- Co. B: 16.4% (2005), 16.4% (2006)
- Co. C: 16.0% (2005), 16.4% (2006)
Proposals based on standard templates lead to improved efficiency, quality of SI upstream processes.

**Type of Solutions Contract**

(FY2007)

- Industry-based solutions: 43%
- Priority area solutions: 57%

**Type of Priority Area Solution**

- Infrastructure optimization: 40%
- IT operation improvement: 57%
- Security: 14%
- System integration efficiency: 13%
- Internal control/environment: 11%
- Ubiquitous networking: 4%

- TRIOLE Business Promotion Division established (Feb 2008)
  - Enhanced manuals on usage scenarios for each priority area and improved training programs for SEs
Full-Scale Deployment of “Infrastructure Factory” Initiative*

Strengthening the competitiveness of System Platforms business

Build on FY07 Trial Deployment and Strengthen Volume Production System in Infrastructure Factory*

In addition to Fukushima Plant (Fujitsu Isotec), starting up at Numazu Plant

- Improved quality
- Delivery time reduced by half
- ECO (reduce packaging, etc.)
- Collaboration with Services business (LCM service)

Reduced burden on SEs
Improved maintenance efficiency
Improved marketing efficiency

* Initiative to complete as much of the configuration as possible at Fujitsu facilities before deploying at the customer’s site.
**Status of Business Outside Japan**

**Current Status and Issues**

- **Growth through market expansion and acquisitions**
- **Not fully benefiting from effect of acquisitions (especially US acquisitions)**
- **Inability to fully leverage global partnerships**
- **Still taking only “Act local” approach**

*Includes intersegment sales*
## Fiscal 2007 Business Results by Region

### Large contribution from earnings recovery in Japan

<table>
<thead>
<tr>
<th>Region</th>
<th>FY 2006 Results</th>
<th>FY 2007 Results</th>
<th>Change vs. ’06</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>6,062.9</td>
<td>6,324.7</td>
<td>+261.8 (+4.3%)</td>
</tr>
<tr>
<td>Operating Income</td>
<td>236.0 (3.9%)</td>
<td>265.7 (4.2%)</td>
<td>+29.7 (+12.6%)</td>
</tr>
<tr>
<td><strong>Japan</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>4,077.1</td>
<td>4,229.7</td>
<td>+152.6 (+3.7%)</td>
</tr>
<tr>
<td>Operating Income</td>
<td>191.8 (4.7%)</td>
<td>240.9 (5.7%)</td>
<td>+49.0 (+25.6%)</td>
</tr>
<tr>
<td><strong>Outside Japan</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>1,985.8</td>
<td>2,095.0</td>
<td>+109.2 (+5.5%)</td>
</tr>
<tr>
<td>Operating Income</td>
<td>44.2 (2.2%)</td>
<td>24.8 (1.2%)</td>
<td>-19.4 (-43.9%)</td>
</tr>
</tbody>
</table>

**(Operating Income Margin)**
### Medium-Term Targets (2007-2009)

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2007 Actual</th>
<th>FY 2008 Projection</th>
<th>Medium-Term Target (FY 2009)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Income Margin</strong></td>
<td>3.8%</td>
<td>4.1%</td>
<td>Over 5%</td>
</tr>
<tr>
<td><strong>Consolidated</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Technology Solutions</strong></td>
<td>5.5%</td>
<td>6.4%</td>
<td>Over 7%</td>
</tr>
<tr>
<td><strong>% Sales Outside JP</strong></td>
<td>36%</td>
<td>35%</td>
<td>Over 40%</td>
</tr>
<tr>
<td><strong>Inventory Turnover</strong>*</td>
<td>1.03x</td>
<td>1.12x</td>
<td>2.00x (medium- to long-term target)</td>
</tr>
</tbody>
</table>

* monthly

(for foreign currency impact)
Priorities for Medium-Term Plan

Accelerating business reforms, introducing new initiatives

Solidify profitability of Japan business

- Further increase profitability of Services business
- Further increase synergy between System Products and Services (integration of product development & sales)

Increase growth and profitability outside Japan

- Enhance global support capability, especially for infrastructure services
- Improve cost structure and profitability of subsidiaries outside Japan

Pursue “selection and consolidation” of problem units

- Criterion: ability to contribute to increased consolidated operating income
III. Priorities for Fiscal 2008
# Financial Targets for FY2008

<table>
<thead>
<tr>
<th></th>
<th>FY 2008</th>
<th>Change vs. ’07</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated Sales</strong></td>
<td>5,350.0</td>
<td>+ 19.1</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>220.0</td>
<td>+ 15.0</td>
</tr>
<tr>
<td><strong>Operating Income Margin</strong></td>
<td>4.1%</td>
<td>+ 0.3%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>100.0</td>
<td>+ 51.8</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>150.0</td>
<td><strong>+111.8</strong></td>
</tr>
</tbody>
</table>
Summary of Results

• Sales increased 0.9%; 5% increase disregarding yen appreciation
• Increased overall operating income despite drag from foreign exchange rates, increase in pension expenses; Cost controls contributed
• Japan business strong, but decline in sales and profits from business outside Japan

Market Outlook

Japan

• In Technology Solutions business, both Services and System Platforms appear steady; PC and mobile phone prices continue to fall; LSI demand sluggish and impact of quakes a concern

Outside Japan

• Uncertainties increasing, especially in US and Europe due to soaring raw material prices, financial market instability, etc.

First-Quarter Results

<table>
<thead>
<tr>
<th></th>
<th>FY08 1Q</th>
<th>Change vs. FY07 1Q</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consol. Net Sales</td>
<td>1,177.2</td>
<td>+10.4</td>
</tr>
<tr>
<td>Operating Income</td>
<td>5.8</td>
<td>+2.8</td>
</tr>
<tr>
<td>Net Income</td>
<td>0.3</td>
<td>+15.1</td>
</tr>
</tbody>
</table>
Management Stance for Fiscal 2008


- 51 initiatives implemented to facilitate meeting our medium-term targets
  14 initiatives completed; 37 ongoing

Setting and implementing a new set of 51 initiatives

- Ongoing initiatives from first 51 + new initiatives

Continuing Group-wide initiatives

- Integrating sales and product development
- Streamlining number of products
- Fostering Field Innovators (target: 400)
- Raising efficiency of support units and driving BPO
- “Industrializing” infrastructure services (Fujitsu FSAS)
Improving Each Business Segment in FY2008

Accelerate growth strategy, focusing on services

Operating Income by segment

(billion yen)

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY07 results</th>
<th>FY08 forecast</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>39.7</td>
<td>25.0</td>
<td>-14.5</td>
</tr>
<tr>
<td>System Platforms</td>
<td>52.5</td>
<td>50.0</td>
<td>-2.5</td>
</tr>
<tr>
<td>Ubiquitous Product Solutions</td>
<td>18.2</td>
<td>20.0</td>
<td>+1.8</td>
</tr>
</tbody>
</table>

Technology Solutions

- Cultivate Field Innovation model
- Deploy uniform global services
- Enhance SaaS model and network services
- Speed up infrastructure optimization proposals
- Promote use of “infrastructure factories”
- Strengthen blade server business
- PCs: higher added value, new market development
- Mobile Phones: maintain technological leadership
- HDDs: pursue high quality, new technology
- Drive global ASSP sales
- Pursue solutions model
Policies on Priority Areas

Global: Services-led expansion, particularly infrastructure services

- Leverage Fujitsu Services model for global expansion
- Reorganize Group companies to grow global services (esp. in N. America)
- Expand services in data centers equipped with latest Fujitsu technology, products
- Reorient business to newly emerging markets such as BRICs

Telecom: Phase 2 structural reform (centering on integration of product development and sales)

- Photonics business
  - 2008: Integrate manufacturing/prod. development
  - 2009: Expand global business based on North American operations
- Mobile base station business
  - Expand business outside Japan

Logic LSI Devices: Deliver results from reorganization

- Integration of development and sales; corporate split of LSI business
- Accelerate ASSP-model global expansion
Global Growth Strategy

A new start with a simpler organization

Each region implemented own strategy
(structure until now)

Americas Head
EMEA Head
China Head
APAC Head

Global Strategy Group
(inside product divisions)
Product Marketing Unit

Global Steering Committee

Think Global, Act Local

New: Global Business Group

Richard Christou,
Global Business Group President

Americas Head
EMEA Head
China Head
APAC Head

Global Business Unit
Product Marketing Unit
Global Services Business Capability

Data centers in 16 countries, providing support in 29 languages

- Finland: 4 data centers
- Sweden: 1 center
- Denmark: 1 center
- Netherlands: 1 center
- UK: 6 centers
- Spain: 1 center
- China: 2 centers
- Korea: 1 center
- Japan: 50 centers
- Thailand: 1 center
- Malaysia: 1 center
- Singapore: 2 centers
- South Africa: 1 center
- Australia: 6 centers
- U.S.: 1 center
- Brazil: 1 center
- South Africa: 1 center

Recent Global Outsourcing Contracts

- UK: HM Revenue & Customs (10 yrs., 230 bn yen)
- Thomson Reuters (10 yrs., 130 bn yen)
- Germany: Allianz (5 yrs., 65 bn Yen)
- Thomson Reuters (10 yrs., 130 bn yen)
- Sweden: Electrolux (5 yrs.)
- 25 European countries: Astellas Pharma Europe (5 yrs.)
Strong demand for large-scale, uniform global services

Delivering a uniform level of services globally
Global Service Innovation Program
[data center, desktop services, help desk]

Equipped with advanced technology

Process and delivery standards

Virtualization
Autonomy
Optimization
Environmental
SaaS Technology

Billing
Security
On-demand services
Electric current monitoring
Uniform resource management
Comprehensive Environmental Management

Reducing IT’s environmental burden and using IT to help solve environmental problems

Green Policy Innovation (FY07-FY10)

Medium-term Environmental Vision

Green Policy 2020

What Fujitsu Group Aims for

Green Policy 21 “Everything Green”

Expand environmental solutions business

Strengthen competitiveness of data center business (eco services)

Strengthen competitiveness of products (eco products)
Eco2Cost Program

Strengthen “top-down” activities in FY08 after starting initiative in FY07 (April 21) with “bottom-up activities”

Eco2Cost Program: All employees participate in cost reduction, eco activities

FY2007 results: Total number of proposals 18,248 (through April 2008)

<table>
<thead>
<tr>
<th>Fiscal 2007</th>
<th>Fiscal 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated cost reduction benefit</td>
<td>approx 20.0 bn yen</td>
</tr>
<tr>
<td>by fiscal year</td>
<td>approx 13.4 bn yen</td>
</tr>
<tr>
<td>actual performance</td>
<td>approx 12.9 bn yen</td>
</tr>
<tr>
<td>by fiscal year</td>
<td>approx 6.6 bn yen</td>
</tr>
<tr>
<td>actual performance</td>
<td>approx 5.8 bn yen</td>
</tr>
<tr>
<td></td>
<td>approx 12.4 bn yen</td>
</tr>
</tbody>
</table>

Rigorous overall cost management
### Reliable Operation of Large-Scale Social Infrastructure Systems

From December 2005, Fujitsu began comprehensive inspection of large-scale social infrastructure systems.

<table>
<thead>
<tr>
<th>Dec 2005</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>FY 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing, deploying inspection tools, training inspectors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 1 inspection (finance)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approx. 20 systems</td>
<td></td>
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</tr>
<tr>
<td>Phase 2 inspection (high-profile, public sector)</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Approx. 200 systems</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Expanded inspection scope to approx. 1,200 systems</td>
<td></td>
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<td>Collect and share common inspection issues, feedback and corrections</td>
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**Helps improve overall operational quality**

**Establishment of Special System Inspection Division (Aug. 1, 2008)**

Intensive inspection of mission-critical systems with major impact on social infrastructure, with input from third parties. Division has authority to revise development, operational organization.
The Corporate Image We Aim For

A Company Recognized for Its Strength

- A company that addresses its customers’ management and business issues, and a partner that helps its customers grow
- A company that is attractive to shareholders and investors
- A company employees are proud to work for and that is constantly creating and fostering new talent
Beijing Olympics

Athletes from Fujitsu’s Track and Field Squad
Shinji Takahira (200m, 100m relay)
Naoki Tsukahara (100m, 100m relay)
Yoshitaka Iwamizu (3000m steeplechase)
Koichiro Morioka (20km race walk)
Naoyuki Daigo (High jump)
Yoshihiro Horigome (400m relay)

Kawasaki Frontale Soccer Team
Hiroyuki Taniguchi (U-23 soccer)

Please give them your support!
FUJITSU

THE POSSIBILITIES ARE INFINITE
Cautionary Statement

These presentation materials and other information on our meeting may contain forward-looking statements that are based on management’s current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Words such as “anticipates,” “believes,” “expects,” “estimates,” “intends,” “plans,” “projects,” and similar expressions which indicate future events and trends identify forward-looking statements. Actual results may differ materially from those projected or implied in the forward-looking statements due to, without limitation, the following factors:

• general economic and market conditions in the major geographic markets for Fujitsu’s services and products, which are the United States, EU, Japan and elsewhere in Asia, particularly as such conditions may effect customer spending;
• rapid technological change, fluctuations in customer demand and intensifying price competition in the IT, telecommunications, and microelectronics markets in which Fujitsu competes;
• Fujitsu’s ability to dispose of non-core businesses and related assets through strategic alliances and sales on commercially reasonable terms, and the effect of realization of losses which may result from such transactions;
• uncertainty as to Fujitsu’s access to, or protection for, certain intellectual property rights;
• uncertainty as to the performance of Fujitsu’s strategic business partners;
• declines in the market prices of Japanese and foreign equity securities held by Fujitsu which could cause Fujitsu to recognize significant losses in the value of its holdings and require Fujitsu to make significant additional contributions to its pension funds in order to make up shortfalls in minimum reserve requirements resulting from such declines;
• poor operating results, inability to access financing on commercially reasonable terms, insolvency or bankruptcy of Fujitsu’s customers, any of which factors could adversely affect or preclude these customers’ ability to timely pay accounts receivables owed to Fujitsu; and
• fluctuations in rates of exchange for the yen and other currencies in which Fujitsu makes significant sales or in which Fujitsu’s assets and liabilities are denominated, particularly between the yen and the British pound and U.S. dollar, respectively.