Reorganization to Strengthen Position in Medium-Sized Business Market

- Converting Fujitsu Business Systems into Wholly Owned Subsidiary -

May 21, 2009

Fujitsu Limited
Fujitsu Business Systems Ltd.
■ Fujitsu and Fujitsu Business Systems (FJB) concluded an agreement today to convert FJB into a wholly owned subsidiary through an exchange of shares.

■ From October 1, 2009, FJB will be repositioned as the core Fujitsu Group company providing Technology Solutions to the medium-sized business market in Japan.

June 23, 2009 FJB shareholders’ meeting
July 28, 2009 (tentative) Delisting from TSE
August 1, 2009 (tentative) Effective date of share exchange
October 1, 2009 New FJB
Fujitsu’s Business 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

Products Business

Contribution to Growth

Contribution to Profits
Group Reorganization in Japan (2/2)

Fujitsu’s Business Portfolio & Growth Strategy

Expand product business and raise profitability of business outside Japan

Next target area for growth

- Strengthened global services (GSIP)
- Acquired KAZ (AUS)
- Acquired SCC (AUS)
- Reorganized telecom business
- Integrated NA business units

Delivering higher growth

- Field Innovation
- SI business reforms
- Industrialize infra services
- Reorganize regional business in Japan

Sold capacitor business (operated by Fujitsu Media Devices)
Sold Fujitsu Automation
Sold stake in Eudyna Devices
Sold HDD business

Contribution to Growth

Contribution to Profits

Products Business

Higher Profits

Growth

Made FSC wholly owned subsidiary

Fujitsu's Business Portfolio & Growth Strategy

Group Reorganization in Japan (2/2)
Approach to Reorganization in Japan

- Create a customer-centric sales structure to deliver timely solutions to customers
- Large-sized business market: Industry-based sales structure at Fujitsu (4/1/09 ~)
  - Industry expertise gives Fujitsu a focused, powerful sales presence
- Medium-sized business market: Sales structure built around new FJB, partners
  - Consolidate resources for medium-sized business market into FJB
  - Strengthen ties with sales partners
Compete with industry solutions

Enhance resource distribution and industry-based expertise
Targets for Medium-Size Business Market

Technology Solutions revenue in Japan

(Billion Yen)

- Large Businesses
  - FY2008: 2,126.7
  - CAGR 5%+
  - FY2013: 350.0

- Medium-Sized Businesses
  - FY2008: 350.0
  - FY2013: 2,126.7

**Key Points:**
- **Increase profits through higher sales**
- **Build sales structure that can sell more**
  - PRIMERGY expansion
  - Package sales
- **Raise profits by enhancing value-added offerings**
  - Industry know-how
  - Field Innovators
- **Grow PRIMERGY sales**
Management Direction of New FJ B
Shift from hardware focus to delivering solutions that meet customers’ total IT needs

- Services sales: 140%
- Services sales ratio: 27% → 43%
One-stop shop for product development, sales, delivery, and support for medium-sized businesses, using specialized solutions and sales strategies

- Customer-centric sales model
  - Consultant-style sales

- Product lineup for medium-sized clients
  - WebAS solution
  - IT management service

- Close collaboration

Solutions Partner Network

FJB is the core company for the medium-sized business market, supporting 40,000 clients
Objective of Reorganization

- Consolidate Fujitsu Group resources for medium-size business market

1. Integrate sales functions

2. Consolidate and strengthen product development

3. Build stronger partner alliances
Integrate sales functions for medium-sized business market from a customer-centric perspective

- Expand FJB’s consultant-style sales model throughout medium-size client base

Fujitsu
Sales functions for medium-size business market

FJB
Sales functions for medium-sized business market at other Fujitsu Group companies in Japan

Gradually integrate into FJB starting with Tokyo, Nagoya, Osaka markets

New FJB
Consolidate Product Commercialization

Development, delivery of solutions for medium-sized business market to be carried out closer to the customer

- Consolidate product & service planning, sales promotion, and delivery functions in FJB

- FJB to manage GLOVIAsmart brand (Oct. 2009 ~)

- Strengthen development of specialized solutions for medium-sized clients
  - Strengthen marketing
  - Develop total solutions combining x86 servers and services
  - Build SaaS application lineup, etc.
Collaboration with Partners

Strengthen alliances with sales/product partners to meet needs of medium-sized businesses

Medium-Sized Business Market

Sales Partners

Product Partners

Customers

Solution

 Joint marketing
 Joint procurement, etc.

Alliance

 Platform products focusing on x86 server

Fujitsu/Group companies

 Joint marketing
 Joint procurement, etc.

Alliance

 Product/service alliances (OEM)

Alliance

New FJB
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.