Management Direction Briefing
Fiscal 2010

July 9, 2010

Masami Yamamoto
President
Fujitsu Limited
Business Environment for FY2010

- Many concerns for the global economy, including uncertain economic outlook in North America and European sovereign debt.

- But a mild recovery has begun in ICT industry, driven by growth in emerging markets; Japan ICT market expected to recover in the second half of FY2010.

- Customers are shifting from defense to offense, and they expect ICT to play a bigger role in shaping society.

The Fujitsu Group is shifting from defense to offense and will implement a growth strategy in partnership with customers.
Structural Reforms Have Strengthened Fundamentals

- **Operating Income Margin**
  - 2002: 2.2%
  - 2004: 3.9%
  - 2010: 3.9%

- **Operating Income (Billions of Yen)**
  - 2002: 185.0
  - 2010:...

- **Net D/E Ratio**
  - 2002:... 2.14
  - 2010: 0.20

- **Monthly Inventory Turnover Ratio**
  - 2002: 0.59
  - 2010: 1.04

- **Total Assets Turnover Ratio**
  - 2002: 1.05
  - 2010: 1.45

*All figures consolidated.*
On Offense for Business Expansion

On Offense with Structural Reforms

- Strengthening profitability of core businesses (establishing a foundation for higher sales and earnings)
- Accelerating the expansion of cloud-related business

- Accelerating Globalization
- Creating New Services Businesses “Human Centric Intelligent Society”

On Offense for Growth

2010 2011 2012
FY2010 Targets

On Offense with Structural Reforms
### On Offense with Structural Reforms

**FY2010 Targets: Establishing a Foundation for Higher Sales, Earnings**

<table>
<thead>
<tr>
<th></th>
<th>FY09 Actual</th>
<th>FY10 Projected</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated Sales</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Sales in Japan)</td>
<td>4,679.5</td>
<td>4,800.0</td>
<td>+120.4</td>
</tr>
<tr>
<td>(Sales Outside Japan)</td>
<td>(2,931.2)</td>
<td>(3,000.0)</td>
<td>(+68.7)</td>
</tr>
<tr>
<td>(Sales in Japan)</td>
<td>(1,748.3)</td>
<td>(1,800.0)</td>
<td>(+51.6)</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>94.3</td>
<td>185.0</td>
<td>+90.6</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>93.0</td>
<td>95.0</td>
<td>+1.9</td>
</tr>
</tbody>
</table>

*(Billions of Yen)*
New Services Business Model for Cloud Era

Comprehensive Services Supported by Strong Products, Technologies
Vertical integration that only Fujitsu can provide

Fujitsu positioned to deliver value-added comprehensive services

Helping Customers Expand Globally
(Delivering uniform services in every region)
New Services Business Model for Cloud Era

Comprehensive Services Supported by Strong Products, Technologies
Focusing the entire company on services to promote a new business model
Integrated Services Models in Japan, Europe

Before European Realignment (Start of 2009)
- UK / Ireland
- Nordics
- Continental Europe

FS
Fujitsu Services

FTS
Fujitsu Technology Solutions

Two major European subsidiaries are realigned into new sales structure offering products and solutions under services umbrella.

After European Realignment (2010~)
- UK / Ireland
- Nordics
- Continental Europe

Fujitsu
UK & Ireland

Fujitsu
Nordic

Fujitsu
Continental Europe
Middle East Africa & India

Japan and Europe serve as bases for global expansion.
FY2010 Targets - Services

Delivering New Services in the Cloud

Profit Margin/Operating Income

- 6.7% (2008)
- 5.2% (2009)
- 6.5% (2010 projected)

Solutions/System Integration

- Seize opportunities as companies resume ICT investment
- Expand business outside Japan
  - Support global expansion of multinationals
- Bring private cloud proposals to client
  - Cloud proposals that meet customers’ expectations
  - Train 1,000 cloud specialists

Infrastructure Services

- Establish collaborative business model
  - Expand new services using advanced technologies
- Expand global cloud business
- Make datacenters energy efficient

163.3
131.1
170.0

2008
2009
2010 (projected)

(Billions of Yen)
Accelerating Cloud Business

Value-creating ICT Platforms to Foster New Businesses

Public Cloud

Fujitsu’s Cloud

SaaS/DaaS/PaaS/IaaS

Other Companies’ Clouds

Network Infrastructure

Social Infrastructure

Energy
Agriculture
City Services
Transportation
Healthcare
Environment

Front-end Interfaces

(Field operations domain)

Highly Productive Development
SaaS Applications

Back-end

(IS dept. domain)

Private Cloud

HW Silos Cloud Model

Existing Business Areas

New Business Areas

SaaS: Software as a Service
DaaS: Desktop as a Service
PaaS: Platform as a Service
IaaS: Infrastructure as a Service

Hybrid Cloud Integration
Accelerating Cloud Business

ICT Market Trends

- Social infrastructure business
- Front-end interface business
- Small- and medium-sized business

Business Volume

Time

New Business Areas

Cloud-based Infrastructure

Existing Business Areas
Our Strength in Cloud Business

Customers

Security

Services & Products

Eco-friendly

Trusted-Service Platform

Large-scale Virtual Platform

System Resources

Network

Security

Management Services

Availability and Flexibility

Open Development & Runtime Environments

Visualization of Customer Environments

Operations Management Technologies and Know-how

Computing Technologies

Network Technologies
Global Expansion of Cloud Platforms

Offering Cloud Platform Worldwide with Same Japan Quality

- Expand cloud platform to 5 locations outside Japan in FY2010
  UK, Australia, Singapore, Germany, US
- Simultaneous announcement in 7 regions (April 2010)

Clients use central portal to easily source high-quality ICT resources from anywhere

Virtual Platform Environment

Centralized remote monitoring ensures uniformity, high quality
A Customer-Centric Approach

A Valued and Trusted Partner to Our Customers

Field Innovators
Bringing new proposals to Japanese clients

- 300 specialists
- Progress to date: 149 companies/356 projects

Creating an Organization Targeting SME Customers

Strengthening products and services organization together with sales partners

Strengthening Customer Relationships (ACTION 5)

- Strategy
- Verification
- Planning
- Hypothesis
- Organizing

Strengthening Global Customer Support

- “One Fujitsu”
- Global expansion of Fujitsu’s cloud platform

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FY2010 Targets - System Platforms

Global Products for Building a Robust Cloud Platform

- Global x86 server target of 500K unit sales
  - Integration with FTS for “One PRIMERGY”
  - Significant improvement in profitability

- UNIX servers: Higher sales, profits
  - Partnership with Oracle/Sun Microsystems

- Storage systems: Global sales expansion
  - Strategic alliances and differentiated products

- Software: Expansion of cloud software
  - Marketing products for the global market

- Networking: Streamlining structure
  - Launch of new services businesses

(Billions of Yen)
x86 Servers - 500K Target

Key Product for Fujitsu Group Value Chain

- Targets for the x86 server market:
  - FY2010: PRIMERGY 150K Units (Japan, Medium-Term)
  - FY2010: PRIMERGY 200K Units (Worldwide, Medium-Term)
  - World: PRIMERGY 500K Units (~ FY2012)

Market Share: 4%

FY2008: 79,000
FY2009: 100,000
FY2010: 150,000
~ FY2012: 500,000
# System Platforms - New Products

Global Products for Building Robust Cloud Platforms

<table>
<thead>
<tr>
<th>Middleware</th>
<th>ServerView</th>
<th>ETERNUS SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>System Size</td>
<td>Mainframes</td>
<td>Office Servers</td>
</tr>
<tr>
<td>Large-scale Mission-critical Systems</td>
<td>GS21 / PRI MEFORCE (MSP/XSP)</td>
<td>PRI MERGY 6000 (ASP)</td>
</tr>
<tr>
<td>Mid-scale Mission-critical Systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental Servers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Storage**
- ETERNUS
- SAN Storage
- NAS Storage

**Networking**
- IPCOM
- FLASHWAVE

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Global Expansion of Networking Business

Global Expansion of Products and Services

- No. 1 in N. American optical transmission market, among top 3 in Japan
- Pursuing strategic alliances with global telecoms in datacenter business

- Optical Packet Networking Platform FW9500 Series
- Mobile base stations (LTE)
- Indonesian submarine cable project - JaKa2LaDeMa
- Optical Packet Networking Platform FW9500 Series

FNC=Fujitsu Network Communications Inc.
FTEL=Fujitsu Telecommunications Europe Limited

FNC=Technical Assistance Center
FY2010 Targets – Ubiquitous Product Solutions

Leveraging Strong Foundation in Japan for Global Expansion

PC Business
- Volume business in global markets
  - PC platform integration with FTS
  - Tapping emerging markets for growth (low-priced models)
- PC/mobile phone crossover products

Mobile Phone Business
- DOCOMO’s No. 1 sales partner
  - Differentiation through focus on technological strengths
- Merger with Toshiba

(Billions of Yen)

* Shipment volume does not include impact of merger with Toshiba’s mobile phone business.
Develop next-generation smartphones to deliver human-centric, added-value services through ubiquitous front-end interfaces.
Ubiquitous Product Solutions - New Products

Ubiquitous Front-end Interfaces Driving Fujitsu’s Tech Innovation
FY2010 Targets - Device Solutions

Structural Reforms to Strengthen Profitability

- **Fujitsu Semiconductor’s “Fab-lite” model**
  - Advanced processing technologies (using outside partners)
  - Differentiation, reduced costs of Fujitsu’s fabs
  - Product development (enhancing IP/software)

- **Concentration on core businesses**
  - 4 areas of focus (mobile/ecology, automotive, imaging, high performance)
  - Strengthen business outside Japan (China, India, other emerging markets)
  - Leverage development teams outside Japan

- **Additional structural reforms**
  - Benefits of acquiring NiMH battery business (FDK)
  - Exit from loss-making business (communications devices)
### Pursuing Aggressive Strategies for Every Segment

#### Technological Solutions

<table>
<thead>
<tr>
<th>Segment</th>
<th>Net Sales Change</th>
<th>Operating Income FY2010 (Projected)</th>
<th>Operating Profit Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Solutions</td>
<td>+4.1%</td>
<td>215</td>
<td>6.6%</td>
</tr>
<tr>
<td>Services</td>
<td>+3.6%</td>
<td>170</td>
<td>6.5%</td>
</tr>
<tr>
<td>System Platforms</td>
<td>+6.4%</td>
<td>45</td>
<td>6.9%</td>
</tr>
</tbody>
</table>

#### Ubiquitous Product Solutions

- **Technology Solutions**: +4.1%
- **Operating Income**: 215 +62.5
- **Operating Profit Margin**: 6.6%

#### Device Solutions

- **Net Sales Change**: +2.6%
- **Operating Income**: 185 +90.6
- **Operating Profit Margin**: 3.9%

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(Billion Yen) *Excludes the impact of the divestiture of HDD business.*
Towards Medium-Term Growth

On Offense: A Growth Scenario
(FY2010 – FY2011)
On Offense with Structural Reforms

2009:
- Sold HDD business
- Made Fujitsu Technology Solutions a 100% subsidiary
- Made Fujitsu Business Systems a 100% subsidiary
- Made FDK a consolidated subsidiary
- Acquired Australian solutions company

2010:
- Acquired nickel hydride battery operations (except for automotive applications) from Sanyo Electric
- Sold communications device business to Taiyo Yuden
- Made PFU a 100% subsidiary through share exchange
- Made environmental measurement business into subsidiary
- Merge mobile phone business with Toshiba’s (MOU)

Continued structural reforms focused on generating further business improvements, higher profitability
On Offense: A Growth Scenario

Strengthening Profitability of Core Business Is Starting Line for New Growth

Operating Income Breakdown
(Billions of Yen)

- Reduction in amortization
  Benefit of structural reforms
  Strategic investments (Cloud, other)

FY2009 Actual: 94.3
FY2010 Target: 185.0
FY2011 Medium-Term Target: 250.0

Increased profits in core businesses
- Strategic investments (Cloud, other)
- Increased profits in core businesses
- Further improvements in profitability
- Increased profits in core businesses (including higher strategic investments)

Growth Scenario:
- Accelerating globalization
- Creating new services businesses

Structural Reforms:
- Strengthening profitability of core businesses
- Generating new cloud business
- Operating Income Breakdown

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Growth Scenario: Two Challenges

Accelerating Globalization

“Becoming a truly global ICT company”

- Delivering uniform, optimal services to customers in every region of the world
- Coming together as “One Fujitsu” to create global products and implement Group-wide strategies

Creating New-Service Businesses

“Human Centric Intelligent Society”

- Leveraging the cloud to create new service models and deliver new value
- Leveraging the new potential of ICT to bring greater prosperity and security to society
Achieving FY2011 Targets

- FY2010 Target: 185.0
- FY2011 Target: 250.0

Increase in strategic investments

1. Continuing structural reforms
   - +65.0 billion yen Improvement

2. Accelerating globalization

3. Creating new services businesses

[Pillars of Income Growth]

1. Strengthen profitability of existing businesses through structural reforms.
2. Accelerate globalization
3. Create new services businesses

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Fujitsu’s Global Business Model

North America | Europe | Asia Pacific | Japan

Supporting the customer’s expansion outside Japan

Japanese Customer
Company A

European Customer
Company B

Supporting the customer’s expansion outside Europe

European Customer
Company C

N. American Customer
Company D

Asian Customer
Company E

Infrastructure Services

System Platforms

Ubiquitous Product Solutions

Devices Solutions

Fujitsu’s Global Business Model

Supporting the customer’s expansion outside Europe

Asian Customer
Company E

Japanese Customer
Company A

European Customer
Company C

N. American Customer
Company D

Supporting the customer’s expansion outside Japan

Japanese Customer
Company A

European Customer
Company B

N. American Customer
Company D

Supporting the customer’s expansion outside Europe

European Customer
Company C

Asian Customer
Company E

Japanese Customer
Company A

European Customer
Company B

N. American Customer
Company D

Supporting the customer’s expansion outside Japan

Japanese Customer
Company A

European Customer
Company B

N. American Customer
Company D

Supporting the customer’s expansion outside Europe

European Customer
Company C

Asian Customer
Company E

Japanese Customer
Company A

European Customer
Company B

N. American Customer
Company D

Supporting the customer’s expansion outside Japan

Japanese Customer
Company A

European Customer
Company B

N. American Customer
Company D

Supporting the customer’s expansion outside Europe

European Customer
Company C

Asian Customer
Company E

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### Accelerating Globalization (2)

**Relationships with Global Customers**

<table>
<thead>
<tr>
<th>Retail</th>
<th>Finance</th>
<th>Transportation</th>
<th>Utilities</th>
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</thead>
<tbody>
<tr>
<td>M&amp;S</td>
<td>Commerzbank</td>
<td>Cathay Pacific</td>
<td>Total</td>
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<tr>
<td>maxeda by gorhy</td>
<td>Citigroup</td>
<td>CP</td>
<td>EnBW</td>
</tr>
<tr>
<td>SONAE</td>
<td>Allianz</td>
<td>DB</td>
<td>BORDE GAS</td>
</tr>
<tr>
<td>Hager</td>
<td>Swedbank</td>
<td>KLM</td>
<td>OMV</td>
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<tr>
<td>SINGLES</td>
<td>Bank of America</td>
<td>Lufthansa</td>
<td>OMV</td>
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<tr>
<td>La Casa</td>
<td>Kiwi bank</td>
<td>TP</td>
<td>COFELY</td>
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<td>Whitbread</td>
<td>Deutsche Bank</td>
<td>TPC</td>
<td>centrica</td>
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<tr>
<td>Rinascente</td>
<td>UBS</td>
<td>Importun</td>
<td>Airtricity</td>
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<tr>
<td>JERONIMO MARTINS</td>
<td>Provident Financial</td>
<td>SNCF</td>
<td></td>
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<tr>
<td>Globo Service</td>
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<tr>
<td>for Work and Pension</td>
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<tr>
<td>DWP</td>
<td>BOSCH</td>
<td>Telefónica</td>
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<tr>
<td>Home Office</td>
<td>Daimler</td>
<td>at&amp;t</td>
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<td>Quebec</td>
<td>Roche</td>
<td>vodafone</td>
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<tr>
<td>Ontario</td>
<td>Hydro</td>
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<tr>
<td>Kela</td>
<td>Volkswagen</td>
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<tr>
<td>L’Oréal</td>
<td>Siemens</td>
<td>China Mobile</td>
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<tr>
<td>Electrolux</td>
<td>Legrand</td>
<td>China Telecom</td>
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<tr>
<td>Continental</td>
<td>Swisscom</td>
<td>China Telecom</td>
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<tr>
<td>Metro developer</td>
<td>Link</td>
<td>L&amp;N</td>
<td></td>
</tr>
<tr>
<td>TeliaSonera</td>
<td>Qwest</td>
<td>TELUS</td>
<td></td>
</tr>
</tbody>
</table>

**Public Sector**  **Manufacturing**  **Telecommunications**  **Healthcare**
“One Fujitsu”: Generate 40%+ of Sales Outside Japan

- **Global products, expanded customer base**
  - Cloud business (SOP, etc.)
  - Managed services
  - IA servers, storage systems

- **New business in growing markets**
  - Asia/China (Japanese corporations)
  - Generate new business in China

- **Spreading the success worldwide**
  - Manufacturing, retailing, telecom industries, etc.

- **Support for major global companies**
  - From 15 major global companies (including 5 from Japan) to 40 companies

- **Aim to sell 300K x86 servers outside Japan**

(Billions of Yen)
Expanding Business in Growing Markets

Support expansion of Japanese companies in Asia/China
- Providing same services outside Japan as in Japan to Japanese customers
- Shared solutions made in Japan

Launch new business initiatives in China
- Wide range of growing industries (retailing/logistics, food products, etc.)
- Collaboration with government, alliances with local partners in other industries

Economic Growth Rate Projections (Source: IMF, April 2010)

- Japan: 1.9% (2010 Projected, 2011 Projected)
- USA: 3.1%
- Eurozone: 1.0%
- China: 10.0%
- India: 8.8%
- Brazil: 5.5%
- Russia: 4.0%
- Worldwide: 4.2%

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### Strengthening Global Partnerships

<table>
<thead>
<tr>
<th>SaaS</th>
<th>SaaS business intelligence solution (Apr 2010)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Global cloud computing partnership (May 2010)</td>
</tr>
<tr>
<td>PaaS</td>
<td>Strategic middleware collaboration (Aug 2009)</td>
</tr>
<tr>
<td>symantec.</td>
<td>Global strategic partnership (Feb 2010)</td>
</tr>
<tr>
<td>bmcsoftware</td>
<td>Server automation software (Oct 2009)</td>
</tr>
<tr>
<td>vmware</td>
<td>Server virtualization technologies (Apr 2009)</td>
</tr>
<tr>
<td>IaaS</td>
<td>Joint promotion of next-gen ICT infra (Mar 2010)</td>
</tr>
<tr>
<td>ORACLE</td>
<td>Enhancing SPARC Enterprise servers (Jan 2010)</td>
</tr>
<tr>
<td>NetApp™</td>
<td>Expanded global partnership (Nov 2009)</td>
</tr>
<tr>
<td>NaaS</td>
<td>Unified communications (Apr 2009)</td>
</tr>
</tbody>
</table>

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Creating New Services Businesses (1)

Use Cloud Platforms to Deliver New Value

Food  Healthcare  Energy  Transportation  Logistics  Environment

Real World
Data from a variety of devices (sensors, mobile phones, equipment)

Virtual World

Delivering Practical Wisdom

Delivering Services Appropriate to the Situation

Network

IaaS  PaaS  SaaS  Data Analysis  Situational Awareness
Creating New Services Businesses (3)

Resolve Issues Facing Society and Integrate Services

Cutting Across Industries

- Smart grids
- Healthcare networks
- Water service cloud

Data Processing

Revolutionary Business Concepts (Services Integration)

- Mission-critical systems
- Front-end interface systems

- Electronic medical records
- E-learning
- Intelligent cars
- Digital signage

Knowledge Processing

- Sophisticated traffic systems
- Food safety
- Medical innovation
- Coexistence with environment

Stand-Alone

- Conventional Sphere of ICT

Conventional Sphere of ICT

- E-books
- Music distribution

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Creating New Services Businesses (4)

Creating New Value by Integrating Services Through Corporate Alliances

- Smart Grid
- Automobiles
- Healthcare/Food Products

Diagram showing integration of services through corporate alliances in various sectors such as Consumer Electronics, Finance, Chemistry, Retail, Agriculture, Healthcare, and Food Products.
Creating New Services Businesses (5)

Integrating New Services Around the Automobile

- Retail, Food Services, Finance
- Human Centric Services
- Safety, Security
- Healthcare, Medicine, Insurance
- Electric Power, Communications
- Low-Carbon Society

Mobile positioning
Vital information
Transport data
Maintenance

Home Electronics
Entertainment
Health, Lifestyle data

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Conventional ICT Sphere

Cloud Applications

New Uses of ICT

Global Markets

Create new services

Launch of cloud-related businesses

Strengthen profitability of core businesses

Starting line for growth

Market in Japan

Achieving Growth

Accelerating Globalization

Creation of new services businesses

Human Centric Intelligent Society

New Areas of Growth Will Drive Group-wide Profitability

FY2010

From FY2011, real contribution to profitability

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## Strategic Investments for Growth

### Accelerating Investments to Launch Cloud-related Businesses

<table>
<thead>
<tr>
<th>(Billions of Yen)</th>
<th>FY09 Actual</th>
<th>FY10 Target</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Capital Expenditures</td>
<td>126.4</td>
<td>170.0</td>
<td>+43.5</td>
</tr>
<tr>
<td>(includes) Technology Solutions</td>
<td>74.7</td>
<td>100.0</td>
<td>+25.2</td>
</tr>
<tr>
<td>R&amp;D Expenses</td>
<td>224.9</td>
<td>235.0</td>
<td>+10.1</td>
</tr>
<tr>
<td>CAPEX + R&amp;D Expenses</td>
<td>351.3</td>
<td>405.0</td>
<td>+53.7</td>
</tr>
</tbody>
</table>

- Cloud-related Investments | 65.0 | 100.0 | +35.0 |

- **Invest ¥100 billion in cloud-related initiatives in FY2010**
- **Continue investments in next-generation supercomputers as cloud platforms**
- **Train 5,000 cloud specialists by the end of FY2011**

*The figures above relating to internal composition of capital expenditures and R&D expenses are rough estimates.*
Strong Fundamentals Underpin Growth

Leveraging Results from Structural Reforms to Date

Target D/E Ratio: 1.0 or less

Target FCF: ¥150 bill. or more

Free Cash Flow

Capital Expenditures

(Billions of Yen)

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## Baseline Objectives for Global ICT Company

<table>
<thead>
<tr>
<th></th>
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<th>FY10 Projected</th>
<th>FY11 Planned</th>
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<td><strong>Net Income</strong></td>
<td>93.0</td>
<td>95.0</td>
<td>130.0</td>
</tr>
<tr>
<td><strong>Operating Income Margin</strong></td>
<td>2.0%</td>
<td>3.9%</td>
<td>more than 5.0%</td>
</tr>
<tr>
<td><strong>% of Sales Outside Japan</strong></td>
<td>37.4%</td>
<td>37.5%</td>
<td>more than 40%</td>
</tr>
<tr>
<td><strong>Inventory Turnover</strong></td>
<td>1.04 times</td>
<td>(improvement from FY09)</td>
<td>2.0 times or more</td>
</tr>
<tr>
<td><strong>D/E Ratio</strong></td>
<td>0.72 times</td>
<td>(improvement from FY09)</td>
<td>1.0 times or less</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>296.4</td>
<td>150.0</td>
<td>150.0 or more</td>
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</tbody>
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(Billions of Yen)

*Goal for medium- and long-term*
Management Priorities

Improve Customer’s Business

Customer’s Customers

Think Global, Act Local

Globalization

Reduce Customer’s Environmental Footprint

Environmental Sustainability
New Brand Promise

shaping tomorrow with you

To create a more prosperous future for society and our customers

- We value long-term relationships with our customers and work with them to contribute to their success.
- We leverage our extensive experience to generate new ideas and work with our customers to bring about a prosperous society through the power of ICT.
New Executive Management Structure

Flexible Response to Change and Faster Decision-making

President
Masami Yamamoto

Chief Financial Officer
Kazuhiko Kato

Chief Strategy Officer
Masahiro Koezuka

Corporate Senior Executive VP
Richard Christou
Responsible for Business Outside Japan

Corporate Senior Executive VP
Kazuo Ishida
Responsible for Services Business

Corporate Senior Executive VP
Masami Fujita
Responsible for Corporate Affairs

Corporate Senior Executive VP
Hideyuki Saso
Responsible for Products Business

Corporate Senior Executive VP
Kenji Ikegai
Responsible for Solutions Business
Aspirations of the Fujitsu Group

A Valued and Trusted Partner to Customers
Fostering new growth together with our customers.

A Truly Global ICT Company
Supporting customer businesses on a global scale.

An Energetic, Dynamic Company
Continuing to transform Fujitsu into a fast-moving company that welcomes challenges.
shaping tomorrow with you
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.