Roadmap to Earnings Growth

**FY2012-2013**

**Structural Reforms**
- Taking action to restructure specific businesses
  - Semiconductors
  - Ubiquitous Solutions
  - Businesses outside Japan

**Group-wide efficiencies / Management transformation**
Organizational changes and efficiencies / Adoption of IFRS

**FY2014-2016**

**Growth Strategy**
- Expand ICT usage areas for enterprises
  - Modernization
  - Business innovation
- Expand into new ICT usage areas
  - Social innovation
- Expand business areas globally
Review of Fiscal 2013
### Fiscal 2013 Financial Results

- Overall sales growth of 8.6% due to strong contribution from the Technology Solutions segment
- Earnings rebounded as a result of structural reforms and efficiency measures, on path to recovery and sustainability through company resources

<table>
<thead>
<tr>
<th></th>
<th>FY2012 (Billion Yen)</th>
<th>FY2013 (J-GAAP)</th>
<th>Change vs. FY2012</th>
<th>FY2013 (IFRS)</th>
</tr>
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<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>4,381.7</td>
<td>4,762.4</td>
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<tr>
<td><strong>Operating Income</strong></td>
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<td>Extraordinary Gains or Losses</td>
<td>▲150.5</td>
<td>▲47.7</td>
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<td><strong>Net Income</strong></td>
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<td>Technology Solutions</td>
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<td>+35.1</td>
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<td>Ubiquitous Solutions</td>
<td>9.6</td>
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<td>▲31.7</td>
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<tr>
<td>Device Solutions</td>
<td>▲14.2</td>
<td>28.3</td>
<td>+42.6</td>
<td>11.5</td>
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</table>

* In IFRS, profit attributable to owners of the parent company
Structural Reforms 1: Semiconductors

Restructuring and New Direction

1. February 2014
   GaN development & design: integration with US company Transphorm, Inc.

2. Mie 200mm line consolidated into FSET

FY13: Extraordinary loss 21.0 bn yen

April 23, 2014
   Agreement on integrated new company outlines (3-party memorandum of understanding)

August 1, 2013
   Sale to US company Spansion Inc.

Continuing

Considering transfer to new foundry company, including partners

October 1, 2012:
   Sale to Denso Corporation

December 21, 2012:
   Sale to J-Devices Corporation

System LSI (SoC) Business

Microcontroller and Analog Device Business

Standard Logic Device Plants
   Mie 200mm/Aizu-Wakamatsu/ FSET

Mie Plant (300mm)

Iwate Plant

Assembly
   (FIM Aizu, Miyagi, Kyushu)

FIM: Fujitsu Integrated Microtechnology; FSET: Fujitsu Semiconductor Technology. FIM and FSET and wholly owned subsidiaries of Fujitsu Semiconductor
Structural Reforms 1: Semiconductors

- Establishment of integrated new company in the system LSI business

- **FUJITSU**
  - 40% (Ratio of voting rights)

- **Integrated new company**
  - CEO: Yasuo Nishiguchi

- **Panasonic**
  - 20% (Ratio of voting rights)

- **DBJ**
  - 40% (Ratio of voting rights)

*Definitive agreement expected by the end of FY2014 first quarter

- Focus corporate resources on areas of video and imaging, as well as networking
- Switch to a fabless business model
- Will aim to launch an initial public offering (IPO) as an independent company
Structural Reforms 2: Ubiquitous Solutions

Structural reforms in Ubiquitous Solutions business

Resource shift of 1,000 employees into growth areas

Structural reforms in carrier-oriented mobile phone business

With lower break-even point, now on track for profitability

1. Flexible allocation of 40% of development resources
2. Reduced expenses through consolidation of mobile phone handset manufacturing subsidiaries FPE and FMPL (Nasu)
3. Reduced costs, improved quality of products
Structural Reforms 3: Companies Outside Japan

- Completed structural reforms at Fujitsu Technology Solutions (FTS) (reduced workforce by 20%)*
  - Cost reduction to cope with intensified competition in hardware products
  - Expansion of services and solutions business on foundation of hardware products
  - Enhanced efficiencies through greater visibility and process improvements

- Addressing unfunded retirement benefit obligation in UK pension plan
  - Completed special contribution (£800m) to pension plan
  - Reduced risk of future unfunded liabilities

*includes natural attrition

FTS Headquarters (Germany)
Group-Wide Efficiencies

- Shifted 500 employees from HQ and other divisions to sales (in Japan)
  Also contributing to sales increase in Japan

- Shifted resources into growth areas through selection and concentration of business areas

- Workforce-related measures
  
  1. Total number of employees (consolidated basis)

  End of FY12  |  End of FY13
  168,700      |  162,400

  ▲6,340

  2. Reduction of contract workers

  Approx. 1,000
Medium-Term Management Plan (FY2014 – 2016)
Medium-Term Targets

- Achieve profit growth while expanding investments

Based on IFRS

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Profit</th>
<th>Profit for the Year*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 (Actual)</td>
<td>147.2</td>
<td>113.2</td>
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<tr>
<td>2014 (Forecast)</td>
<td>185.0</td>
<td>125.0</td>
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<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Profit</th>
<th>Profit for the Year*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 (Target)</td>
<td>250.0</td>
<td>Over 150.0</td>
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<table>
<thead>
<tr>
<th>Year</th>
<th>FCF</th>
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<tr>
<td>2013</td>
<td>46.6</td>
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<tr>
<td>2014</td>
<td>80.0</td>
</tr>
<tr>
<td>2016</td>
<td>Over 130.0</td>
</tr>
</tbody>
</table>

* Profit attributable to owners of the parent company
Profit Growth Roadmap

- Investment expansion and profit growth

(Operating Profit in Billion Yen)

- Impact of structural reforms, etc.
- Group-wide efficiencies
- Expanding investments
- Expanding sales

Restoring equity capital

Increasing operational efficiency

Sales growth

FY2012: 147.2
FY2013: 250.0

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Growth Strategy: 
Expanding into New Business Areas
Profit Growth Roadmap

FY2012-2013

Structural Reforms
• Taking action to restructure specific businesses
  – Semiconductors
  – Ubiquitous Solutions
  – Businesses outside Japan

FY2014-2016

Growth Strategy
• Expand ICT usage areas for enterprises
  – Modernization
  – Business innovation
• Expand into new ICT usage areas
  – Social innovation
• Expand business areas globally

Group-wide efficiencies / Management transformation
Organizational changes and efficiencies / Adoption of IFRS
Framework for Growth Strategy

1. Expand ICT usage areas for enterprises
2. Expand into new ICT usage areas
3. Expand business areas globally

- Social innovation
- Business innovation
- Modernization of existing business systems
1. Expand ICT Usage Areas for Enterprises
   Business Innovation
Examples of Initiatives in Business Innovation Field

- Transforming business front lines through use of Big Data
- Focusing on ICT usages that can directly contribute to customers’ sales and profit

Marketing innovation
- Omni-channel utilization
- Social media analytics
- O2O (Online to Offline)

Work style innovation
- Frontline use of smart devices
- BYOD (Bring your own device)
- Integration of communication platforms

Manufacturing innovation
- Virtual reality simulations
- 3D printing
- Big Data utilization in production lines
Products and Services Supporting Innovation

- Systemization of concepts, offerings, and products in expanding fields
- Continue to enhance “Initiatives,” expand solutions for specific industries, work tasks

Cloud
FUJITSU Cloud Initiative
(Announced May 2013)

Big Data
FUJITSU Big Data Initiative
(Announced June 2013)

SDN
FUJITSU Intelligent Networking and Computing Architecture
(Announced May 2013)

Security
FUJITSU Security Initiative
(Announced January 2014)

Mobile
FUJITSU Mobile Initiative
(Announced August 2013)

System Integration
Cloud Business Strategy

- Service diverse needs through cloud integration
- Systematize products and offerings through FUJITSU Cloud Initiative

**Modernization**
- Mission-critical systems
- Information systems

**Business innovation**
- Web Meeting
- CRM
- EC

**Social innovation**
- Transport/automobiles
- Food/agriculture
- Health/medicine

**Abundant Cloud Offerings**
- SaaS: approx. 100 types; PaaS: 10 types; IaaS: 5 types

**FUJITSU Cloud Initiative**
- Cloud integration (optimal selection, combinations, integrated monitoring and operations)
- Partner clouds
- Non-Fujitsu clouds

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Leveraging comprehensive strengths in cloud business, from private clouds to public clouds, expand business by applying hybrid clouds tailored to customer needs (FY2013–2016 CAGR: 23%)
Developing Next-Generation Cloud Platforms

- Develop next-generation platforms with flexibility for innovation fields in the emerging cloud and IoE* era
- Established a new team that comprises both service and platform experts and directly reports to the president

*IoE: Internet of Everything
Enhanced Network Virtualization with SDN

- Building on datacenter virtualization, now support virtualization among multiple datacenters
- Strive to enable network-wide distributed computing for the emerging cloud and IoE era

Datacenter virtualization  Virtualization of multiple datacenters  Network-wide distributed computing

SDN

Datacenters  Wide-area network  Front-end

Increase in devices  Increase and diversification of devices

(announced May 2013)  (announced May 2014)
Mobile Business Strategy

- Expand business by meeting enterprise needs through vertical integration and customization
- Systematize products, offerings through FUJITSU Mobile Initiative

**Business Innovation**
- Expand business by meeting enterprise needs through vertical integration and customization
- Systematize products, offerings through FUJITSU Mobile Initiative

**Social innovation**
- Expand business by meeting enterprise needs through vertical integration and customization
- Systematize products, offerings through FUJITSU Mobile Initiative

**FUJITSU Mobile Initiative**
- Mobile Integration
  - Consulting and deployments based on wealth of experience
- Operational Services
  - One-stop support throughout the product lifecycle

**Services and Products**
- Security
- Networks
- Mobile devices
- Mobile service platforms
- Applications

**Workstyle Transformation**
- Office Work
- Sales Work
- Field Work

**Lifestyle Transformation**
- Transportation/Automobiles
- Health/Medicine
- Food/Agriculture
Shift focus from mobile devices to applications and services, where profitability is higher (FY2013–2016 CAGR: 18%)

*Sales based on mobile business deals to enterprises
Enhancing Mobile Solutions (B-to-B, B-to-B-to-C)

- Offering a service platform that facilitates mobile application development, and creating an ecosystem of application developers
- Enhancing vertically integrated solutions that bring together devices, networks and services

**Mobile Services Platform**

- Cloud side:
  - HTML application services
  - Services
  - Distribution
  - PaaS • BaaS
  - Integrated management
  - Device management

- Device side:
  - Portal
  - Application security
  - Biometric/voice authentication

**MobileSUITE**

**Vertically integrated services for both devices and networks**

- Service platform
- Mobile networks (3G/LTE)
- Services/Applications
- Service desk/Help desk
- Device/Maintenance

Mobile Value EX Pack
Strengthening development and sales of autonomous/remote control system machines (next-generation front-end interfaces, from automobiles and industrial equipment to health management devices)

*IoE: Internet of Everything
Big Data Business Strategy and Focus Areas

- Broaden offerings and solutions in fields where needs are high
- Strengthen software and appliances that support real-time decision-making
- Big Data Initiative Center to promote collaboration with customers and partners

Mission-critical system

Data links

Digital marketing

Supply chain

Manufacturing

Maintenance/support

Analytics (BI/BA, machine learning)

Collection

Forecasting, decisions

Analysis

Integration, management

Big Data Engine (column store, in-memory)

Omni-channel data

Contact center, SNS

Big Data

Image, voice, positional data

Open data

LOD, weather

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Security Business Strategy and Focus Areas

- Providing solutions based on security measures implemented internally, operational know-how
- Increase number of security engineers to 700
- Maintain government and financial services customers, expand into private enterprises, global markets

### Fast, reliable response to cyber attacks

- Automated detection and response to attacks
- Incorporates operational strategies from internal experience

Automated response (operational scenarios)

- Time to initial response cut by 97%
- Time handling incidents cut by 60%

### Full-fledged customer support organization

- Enhanced organization
  - Increasing number of security engineers to 700 (expected in FY2016)

- New facility
  - To verify adequacy of security measures
  - Dedicated cyber range

Systemwalker Security Control

Security Initiative Center
Enhancing SI Business in Innovation Areas

- Enhance agile development capability, deliver integration services tailored to customers
- Systemize process, methodology, and system integration infrastructure

**Systemization**

- **Process**
  - Build/deploy, operations, maintenance
  - Relationship with customers

- **Methodology**
  - Development methods
    - agile
    - Waterfall
  - High reliability, high availability
  - Multi-vendor

- **Solution technology**
  - Architecture
    - HW/MW/NW Personnel
  - Wide range of packaged software
  - Advanced technologies (SOA/BRMS/MDM)

- **Global delivery**
  - Global delivery center
    - Multi-region

---

SOA: Service-Oriented Architecture
BRMS: Business Rule Management System
MDM: Mobile Device Management
Reinforcement of Integration Capability

- Evolving into new type of integrated organization by bringing field system engineers together with specialist system engineers.

Customer

Integration

- Information systems that utilize Big Data
- New network services that support mobile usage
- Operations of both cloud and on-premise systems

Contact point with customer

- Field system engineer
- Applications/middleware Engineer
- Network services Network SE
- Operations Service managers

Established a newly integrated organization in May, 2013
2. Expand into New ICT Areas
Social Innovation
Examples of Initiatives in Social Innovation Field

- Develop initiatives that, as a business, resolve societal problems
- Deliver new value through partnerships with variety of companies, organizations

Health/Medicine
- Enable medical services tailored to individual needs

Transportation/Automobiles
- Develop new services using positional data

Food/Agriculture
- Build safe and secure food value chain
Health and Medicine

- Top share in Japan’s electronic medical record systems market
  49% in academic medical centers, 34% share in all hospitals
- Contributing to creation of regional medical networks
  Deployed our medical cloud “HumanBridge” to 24 organizations nationwide

Healthcare Business Sales (Billion Yen)

<table>
<thead>
<tr>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>95.0</td>
<td>120.0</td>
<td>130.0</td>
<td>160.0</td>
</tr>
</tbody>
</table>

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Exploring the Field of Next-Generation Medical Care

- Established Future Medical Care Center in December 2013
- Developing business in next-generation medical and health information services based on advanced technologies

In vivo simulator

1-cell molecular diagnostics

In silico drug discovery

Research to expand into diagnostic services
Working for pre-emptive and preventive medicine

Next-generation EMRs

Vital-sign sensors

Equity investment in Yokogawa Medical Solutions (May 2014, Memorandum of Understanding)
Exploring the Field of Next-Generation Transportation

- Develop Vehicle ICT as next-generation front-end systems
- Realize Mobility Platform that uses advanced technologies for a multi-modal, intelligent transportation society

Different types of data
- Open data: SNS, traffic data, weather data
- Cloud center: Accident diagnostics, forecasting life of replacement parts, drowsiness detection
- Connection to homes: Connection to car dealers

Mobility Platform (SPATIOWL)

Vehicle ICT
- On-board server
- HEV system
- HEV Controls: Motor, Inverter, DC-DC converter, Lithium-ion battery
- Meter, Sensor, Air conditioner, Other auto options
Food and Agriculture

- Akisai food and agriculture cloud announced July 2012
  Used by over 200 organizations, including agriculture companies, retailers and logistics companies, local governments, agricultural cooperatives

- Example: AEON AGRI CREATE
  - Deployed at 15 directly managed farm sites, rolling out to 3,000 contracted farms in Japan and to other countries in Asia
  - Brings visibility to management, production, and quality, to be used in Aeon Group’s value chain

Fujitsu launched “Kirei Yasai” brand of vegetables grown at the Aizu-Wakamatsu Akisai Plant Factory (May 7, 2014)
Modernizing Food and Agriculture

- Established a consortium that promotes a new agricultural production model that leverages Japan’s technological capabilities
- In line with Japanese government strategy, developing export industries with participating companies

SMART Agriculture

- Agricultural ICT
- Seedling technology
- Renewable energy
- Cultivation technology
- Water resource plants
- Agricultural robots

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Japan’s “My Number” System (From January 2016)

- Will raise efficiency of social welfare and tax systems, promote the creation of social platforms to provide highly convenient services to residents and companies.

Potential benefits from expansion of Japanese Public Key Infrastructure:
Better medical care through sharing of clinical data, better residential services, etc.

Current business areas
- Systems relating to My Number used by national government bodies
- Upgrades to local government/enterprise systems, change operational processes
Initiatives in Preparation for 2020 Events

- Contribute to Japan’s further progress through ICT

1964

Social infrastructure

ICT infrastructure

2020
3. Expand Business Areas Globally
Changes to Organizational Structure

- Reorganized previous “Japan” and “International” categories into five regions
- Reorganized and strengthened Global Delivery group to enhance products and services for global market
Strengthening Global Delivery Capabilities

- Expanding global provision of uniform services and solutions
- Managed services, innovation solutions

**Initiatives**
1. Build and expand global services locations
2. Global standardization of tools, platforms
3. Enhance global products, solutions

**Measures**
1. Development investments
2. Human resource development and training
3. Upgrade internal IT infrastructure for global uniformity
4. M&A
Global Delivery Case Study

Financial Services Organizations Outside Japan

- Switched 50,000 PCs from multiple vendors to virtual desktop environment
- Costs for security and disaster preparedness kept in check, improving group-wide profit
- Through managed services in 20 countries around the world, contributes to enhanced global competitiveness through improving ICT infrastructure
Airbus
- RFID tags affixed to major components on all Airbus planes in manufacturing stage, enabling visibility of components across the aviation industry and optimization of supply chain
- Sale of RFID tags, readers, software for writing tag data and printing tags, peripheral equipment, and services to Airbus
Initiatives in ASEAN Market

- Fujitsu’s initiatives in ASEAN, a region on its way toward a new stage of growth
  - Market characteristics
    - Growth in the greater Mekong and Malay economic region
    - Development of East-West corridor linking economies around the Indian Ocean (including Myanmar)
    - Growing presence of Japanese corporations in ASEAN
    - ASEAN Economic Community to launch in 2015

- Fujitsu’s initiatives
  - Promoting ODA and government projects (special economic zones, smart city projects, accelerated building of social infrastructure)
  - Expanding markets for made-in-Japan solutions (medical care, transportation, financial services)
  - Developing business in Myanmar (opening of office in Yangon)
  - Using ICT to support Japanese companies’ accelerating expansion in the region
Global Delivery Case Study

- Taking electronic medical record solutions to ASEAN
  - Moving forward on deals to offer electronic medical records to large-scale hospital groups
  - Fujitsu’s proprietary EMR system holds top market share among large-scale hospitals in Japan and Korea
  - Experts from Japan and Korea working together with the local staff as a team
Sales Targets and Investment Plan
Expand Sales in Growth Areas

- Aiming for sales of 3.8 trillion yen in Technology Solutions

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Solutions</td>
<td>3,243</td>
<td>3,800</td>
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<tr>
<td>Ubiquitous Solutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Device Solutions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FY 2013-2016 Sales Increase: 557.0 billion yen
Sales Targets by Region (Technology Solutions)

- 300 billion yen increase in sales in the four regions outside Japan

**Oceania**
- 2013: 101 billion yen (3% growth)
- 2016: 120 billion yen (3% growth)

**Asia**
- 2013: 124 billion yen (4% growth)
- 2016: 230 billion yen (6% growth)

**Americas**
- 2013: 257 billion yen (8% growth)
- 2016: 310 billion yen (8% growth)

**EMEIA**
- 2013: 738 billion yen (22% growth)
- 2016: 870 billion yen (22% growth)

**Japan**
- 2013: 2,143 billion yen (64% growth)
- 2016: 2,400 billion yen (61% growth)

**CAGR**
- Japan: 5.4%
- EMEIA: 7.8%
- Americas: 5.6%
- Asia: 6.4%
- Oceania: 6.0%

*Regional sales include sales made between regions*
Investments in New Areas (Cumulative FY2014-2016)

- Plan to invest 200 billion yen to achieve growth strategy

Strengthen global delivery capabilities

50 billion yen

Social innovation

50 billion yen

Business innovation

100 billion yen

Modernization of existing business systems

Sales targets for products and services supporting innovation:

- Cloud: 350 billion yen
- Mobile: 260 billion yen
- Big Data: 250 billion yen
- Social: 240 billion yen

* Sales based on business deals (includes double-counting among categories)

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Medium-Term Targets

- Achieve profit growth while expanding investments

Based on IFRS

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Profit (Billion Yen)</th>
<th>Profit for the Year* (Billion Yen)</th>
</tr>
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<tbody>
<tr>
<td>2013</td>
<td>147.2</td>
<td>113.2</td>
</tr>
<tr>
<td>2014</td>
<td>185.0</td>
<td>125.0</td>
</tr>
<tr>
<td>2016</td>
<td>Over 150.0</td>
<td>Over 130.0</td>
</tr>
</tbody>
</table>

FCF

- 2013: 46.6 Billion Yen
- 2014: 80.0 Billion Yen

* Profit attributable to owners of the parent company
What Fujitsu is Striving to Achieve

- To realize a Human Centric Intelligent Society, Fujitsu will work with customers to generate innovation in business and society.
Fujitsu
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 affect 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.