FY 2015-2016 Financial Results and FY 2017 Plan

Operating profit margin

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2015 (Actual)</th>
<th>FY2016 (Actual)</th>
<th>FY2017 (Forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margin</td>
<td>2.5%</td>
<td>2.9%</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

Target 10% or more

Free cash flow

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2015 (Actual)</th>
<th>FY2016 (Actual)</th>
<th>FY2017 (Forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow</td>
<td>88.7</td>
<td>104.8</td>
<td>120.0</td>
</tr>
</tbody>
</table>

Target 150.0 or more

Owners’ equity ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2015 (Actual)</th>
<th>FY2016 (Actual)</th>
<th>FY2017 (Forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>24%</td>
<td>28%</td>
<td>30% or more</td>
</tr>
</tbody>
</table>

Target 40% or more

Ratio of sales outside Japan

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2015 (Actual)</th>
<th>FY2016 (Actual)</th>
<th>FY2017 (Forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>40%</td>
<td>37%</td>
<td>35% or more</td>
</tr>
</tbody>
</table>

Target 50% or more
## Management Direction

<table>
<thead>
<tr>
<th>Directions</th>
<th>Key future improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core business</strong></td>
<td>Focus on investing in “connected services” to promote global growth of the Technology Solutions business</td>
</tr>
</tbody>
</table>
| | | ・Development of a global ecosystem  
| | | ・Knowledge integration + Expertise  
| | | ・R&D capabilities for key technologies  
| **Global frontlines** | Expand leading services in the digital era through collaborations with business lines and enhanced sales and support capabilities of each region |  
| | | ・Consistent services and quality across regions  
| | | ・Business model generating capabilities  
| | | ・Talent pool to drive global business  
| **Independent businesses** | Establish Ubiquitous and Device Solutions businesses as wholly owned subsidiaries and consider various measures to increase competitiveness |  
| | | ・Competitiveness as independent businesses  
| | | ・Synergy with core business  
| | | ・Collaboration with leading companies  

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Ecosystem for “Connected Services”

Government projects in each country and SDGs

Core Business

Co-creation

Customers

Services

Global leading enterprises and ICT players

Key contributions

Core business support

Alliances

Knowledge acquisition

Experts in various fields

Knowledge Integration

SDGs: Sustainable Development Goals

Fujitsu Laboratories

Research & Development

Fujitsu Research Institute

Business model development

Global Frontlines

Key Technologies

Joint research

Talent

Research institutions

Universities

Global partners

Synergy

Ubiquitous Solutions

Device Solutions

Independent Businesses

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Innovative Integration with Digital Expertise

Continual customer value creation with enhanced integration capabilities

Global Business Model

Knowledge Integration

New value proposition to customers and society

Data/knowledge

Global Frontlines

Implementation

Ideas/knowledge

Expertise

Digital Technologies × Industry know-how

Key Technologies

Cloud

IoT

AI

Security
Offer customers a seamless business platform in any operating environment

Key Technologies

Cloud

Customer expectations
- Acceleration of digital innovation
- Use & application of massive data volumes
- Flexible and robust operating platform

Fujitsu MetaArc

Multi Cloud Integration

Fujitsu Cloud
- OpenStack
- VMware
- Oracle
- SAP
- Solaris, Box

Partner Cloud
- Microsoft, Amazon ...

Private Cloud

Open-source Software Partners

Global Cloud Partners

End-to-end managed services
Key Technologies

Support customers’ development of new businesses / Achieve safety and security

- Customer expectations
  - Applying AI to knowledge/Automation
  - Creating new businesses
  - Predicting the unpredictable (Natural disasters, pandemics, terrorism etc.)

- Fujitsu Human Centric AI Zinrai
  - Integration
  - Knowledge Integration
  - Platform
  - AI core technologies
    - Machine learning
    - Deep learning
    - Dedicated processors
    - Supercomputer technologies
    ...

- Global partners
  - Research institutions
  - Universities
  - Enterprise partners
  - Startups
  ...

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Support business continuity and significantly reduce burden of risk management

Key Technologies

- Risk prevention
- Damage minimization
- Resiliency

Fujitsu Cyber Security Risk Management

Core technologies:
- Detection technologies for unauthorized access
- Automated incident control with AI and Software-Defined Network
- Detection log at Security Operation Centers
- Remote control technologies

Global partners:
- Security vendors
- Security, consulting firms
- Insurance companies
- Enterprise partners
- Startups
Strengthen our Foundation for Global Growth

Implement region-specific strategies in liaison with business lines

One-Asia
- Further acceleration of One-Asia initiative
- Maintain market-leading position in Japan

EMEIA
- Further streamlined product business
- Alliances to strengthen services business

Americas
- Pursuit of next-generation network business
- Seize upon Silicon Valley’s culture of innovation

Oceania
- Enhance competitiveness of datacenter services
- Establish leading position in the region
Consolidated Operating Profit Margin

<table>
<thead>
<tr>
<th>Year</th>
<th>Zone</th>
<th>Profit Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2015</td>
<td>3% zone</td>
<td>2.5%</td>
</tr>
<tr>
<td>FY2016</td>
<td>3% zone</td>
<td>2.9%</td>
</tr>
<tr>
<td>FY2017</td>
<td>5% zone</td>
<td>4.5%</td>
</tr>
<tr>
<td>FY2018</td>
<td>6% zone</td>
<td></td>
</tr>
<tr>
<td>Target</td>
<td></td>
<td>10% or more</td>
</tr>
</tbody>
</table>
Consolidated Operating Profit Margin

- Continuous business model transformation
- Returns exceed transformation costs
- Investment focused on “connected services”
- Profit increase through growth of core business

Operating profit increased to over 10%
Continuous return to shareholders

Prior investment for business model transformation

• 3% zone

Growth model for FY 2017 onwards

Target

10% or more
Commitment to Compliance

• Deep remorse and strong determination to learn from the anti-trust violations in deals with electric power companies
• The President’s direct engagement to prevent recurrence and enhance employee education
• Continual supervision by the Board of Directors

Shareholders

Board of Directors

Risk & Compliance Committee

- Reports to the Board of Directors and manages compliance for the entire Group
- Chairman: President and Representative Director

Japan - Asia - EMEIA - Oceania - Americas
FUJITSU

shaping tomorrow with you
Cautionary Statement

These presentation materials and other information provided at the 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. Actual results may differ materially from those projected or implied in the forward-looking statements due to, but not limited to, the following factors:

- Macro-economic environments and market trends in the principle geographic markets for Fujitsu’s services and products, which are Japan, EMEIA, Americas, Asia, Oceania and elsewhere, particularly such conditions that may effect customers’ IT spending;
- Rapid technological change, fluctuations in customer demand and intensifying price competition in IT, telecommunications, and electronic device 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 impact of losses which may result from such transactions;
- Uncertainties 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 obtain financing on commercially reasonable terms, insolvency or bankruptcy of Fujitsu’s customers, or any such factor that could adversely impact 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 and profits or in which Fujitsu’s assets and liabilities are denominated, particularly between the yen and Euro, British pound and U.S. dollar.