

Management Direction

FY2017
Progress Review

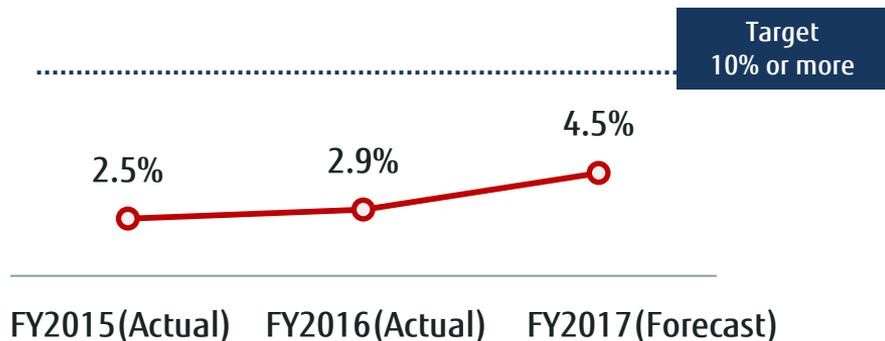
June 6, 2017

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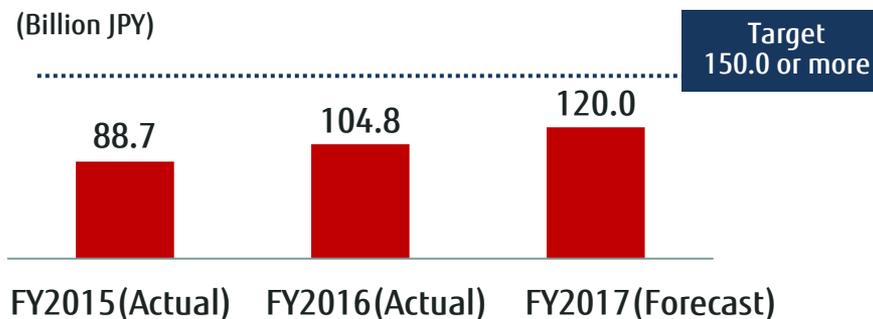
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FY 2015-2016 Financial Results and FY 2017 Plan

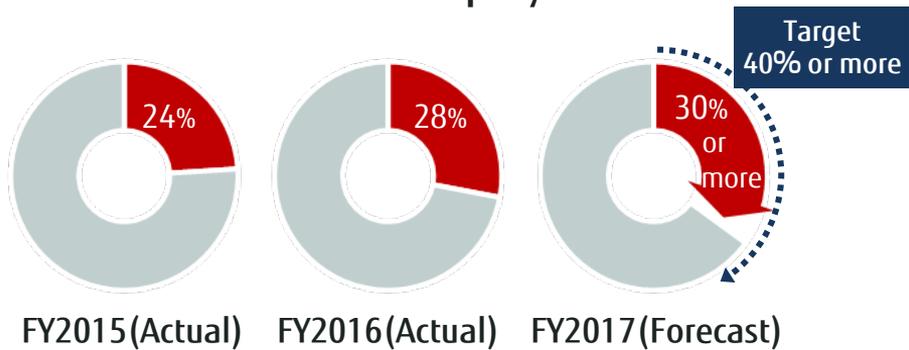
Operating profit margin



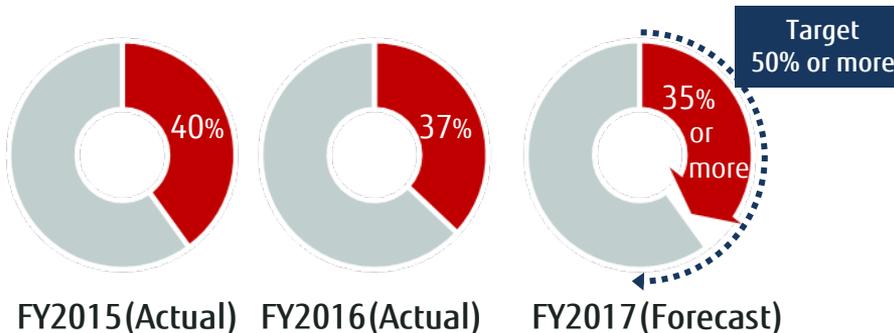
Free cash flow



Owners' equity ratio



Ratio of sales outside Japan



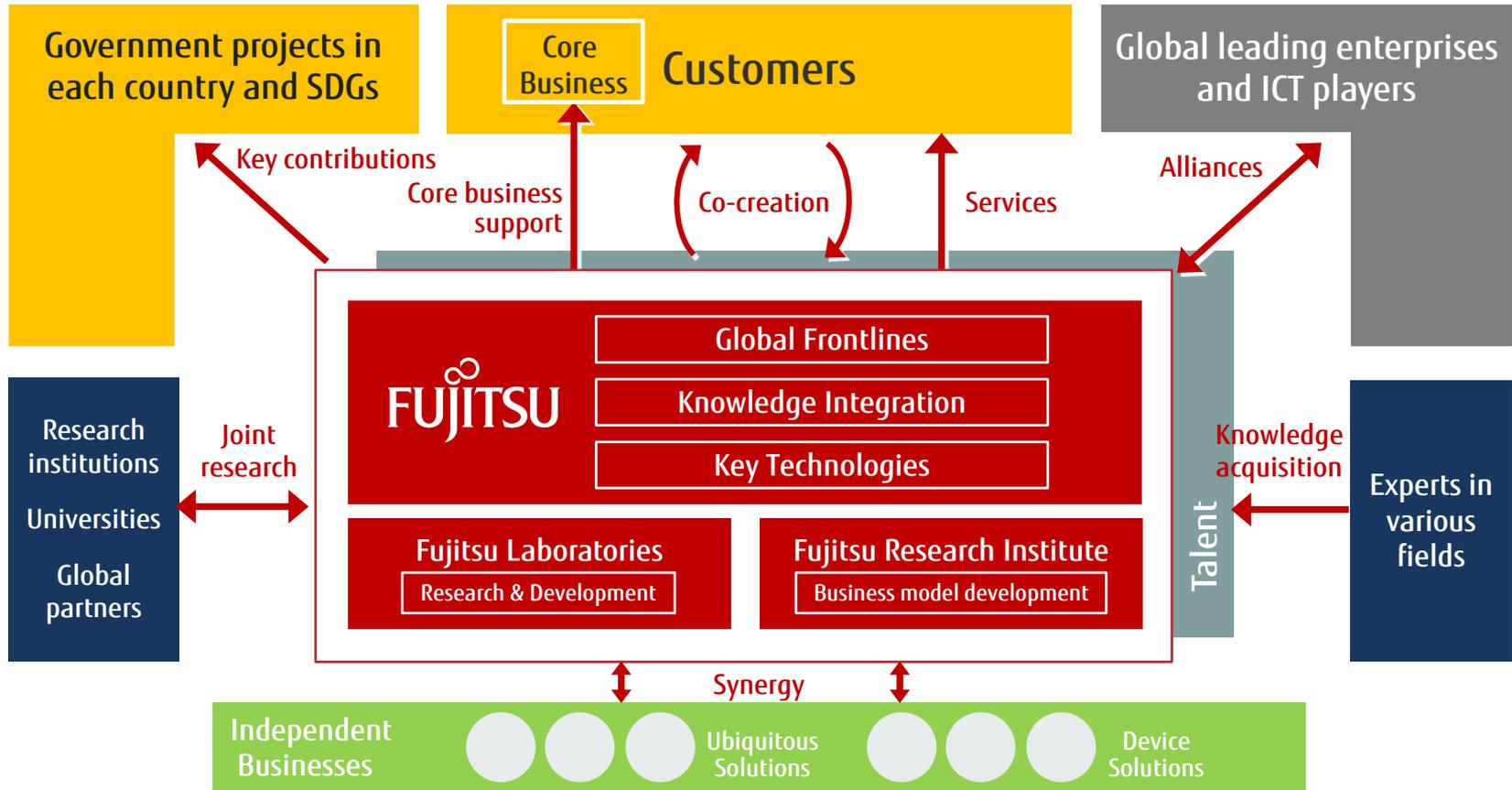
Management Direction

Directions

Key future improvements

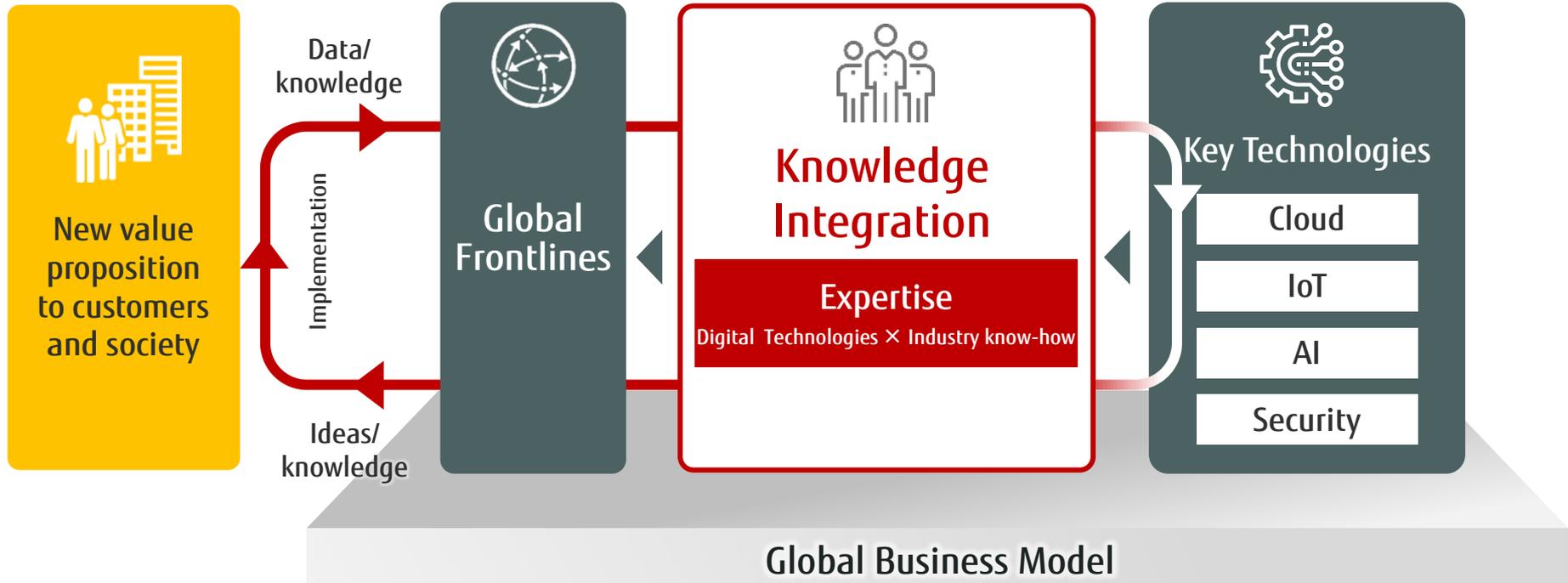
Core business	Focus on investing in “connected services” to promote global growth of the Technology Solutions business	<ul style="list-style-type: none">• Development of a global ecosystem• Knowledge integration + Expertise• R&D capabilities for key technologies 
Global frontlines	Expand leading services in the digital era through collaborations with business lines and enhanced sales and support capabilities of each region	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Competitiveness as independent businesses• Synergy with core business• Collaboration with leading companies 

Ecosystem for "Connected Services"



Innovative Integration with Digital Expertise

Continual customer value creation with enhanced integration capabilities

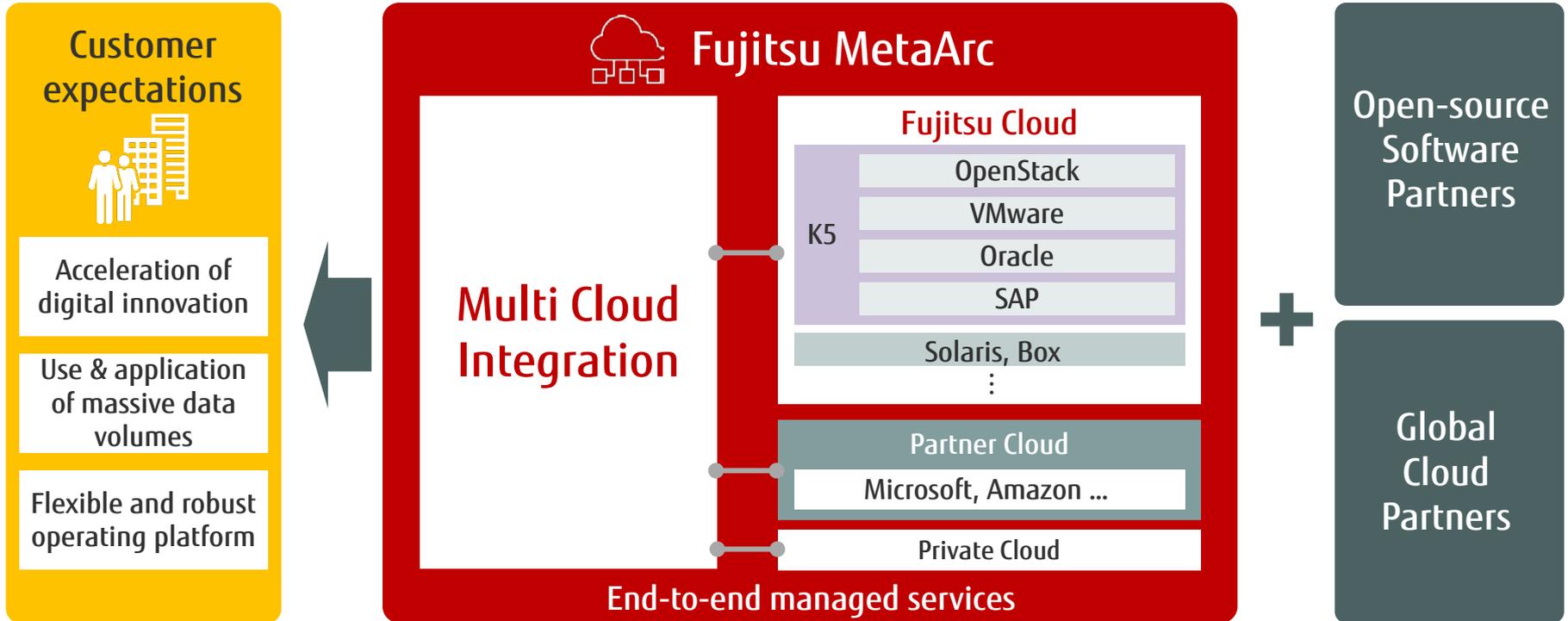


Key Technologies

Cloud



Offer customers a seamless business platform in any operating environment

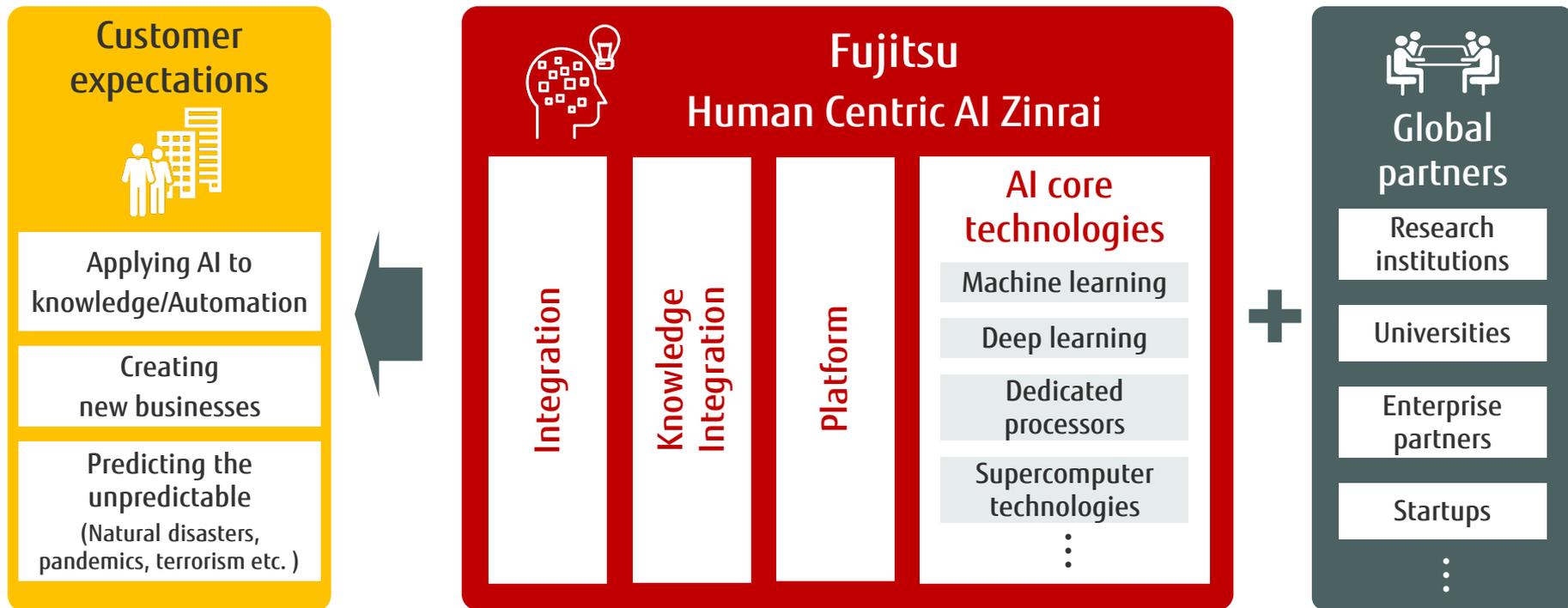


Key Technologies

AI



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

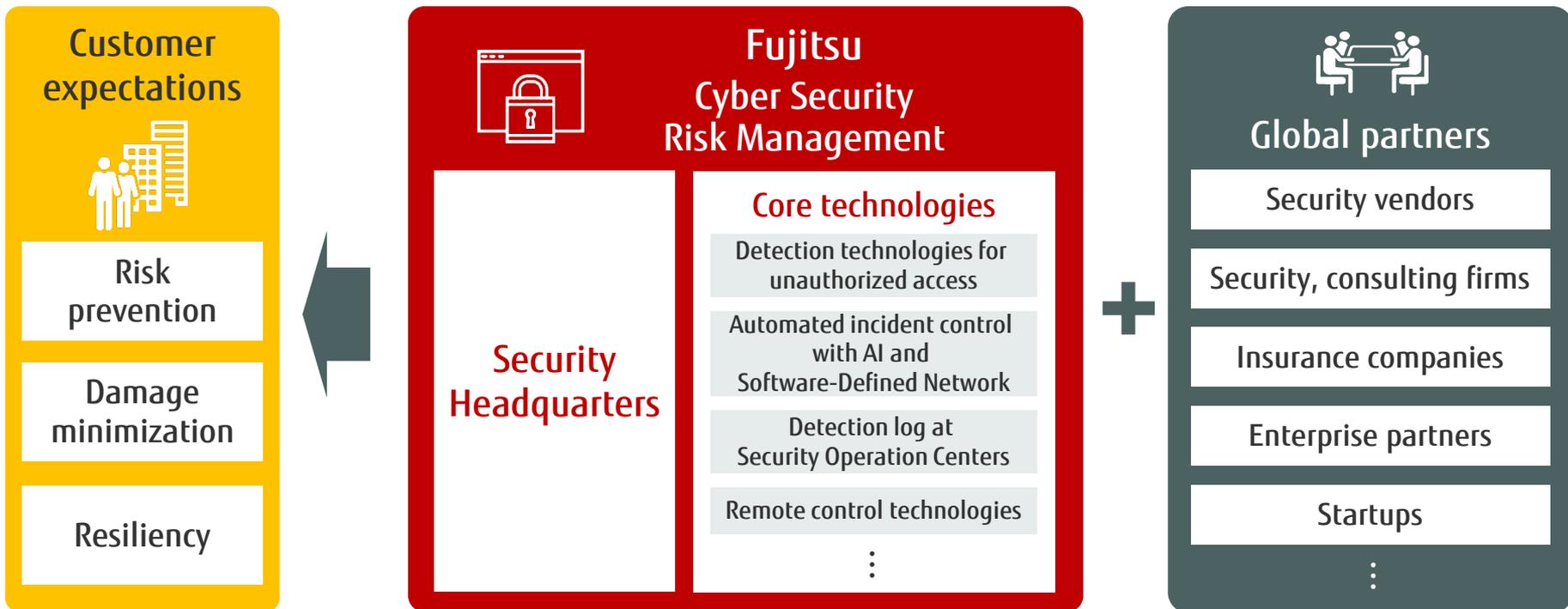


Key Technologies

Security

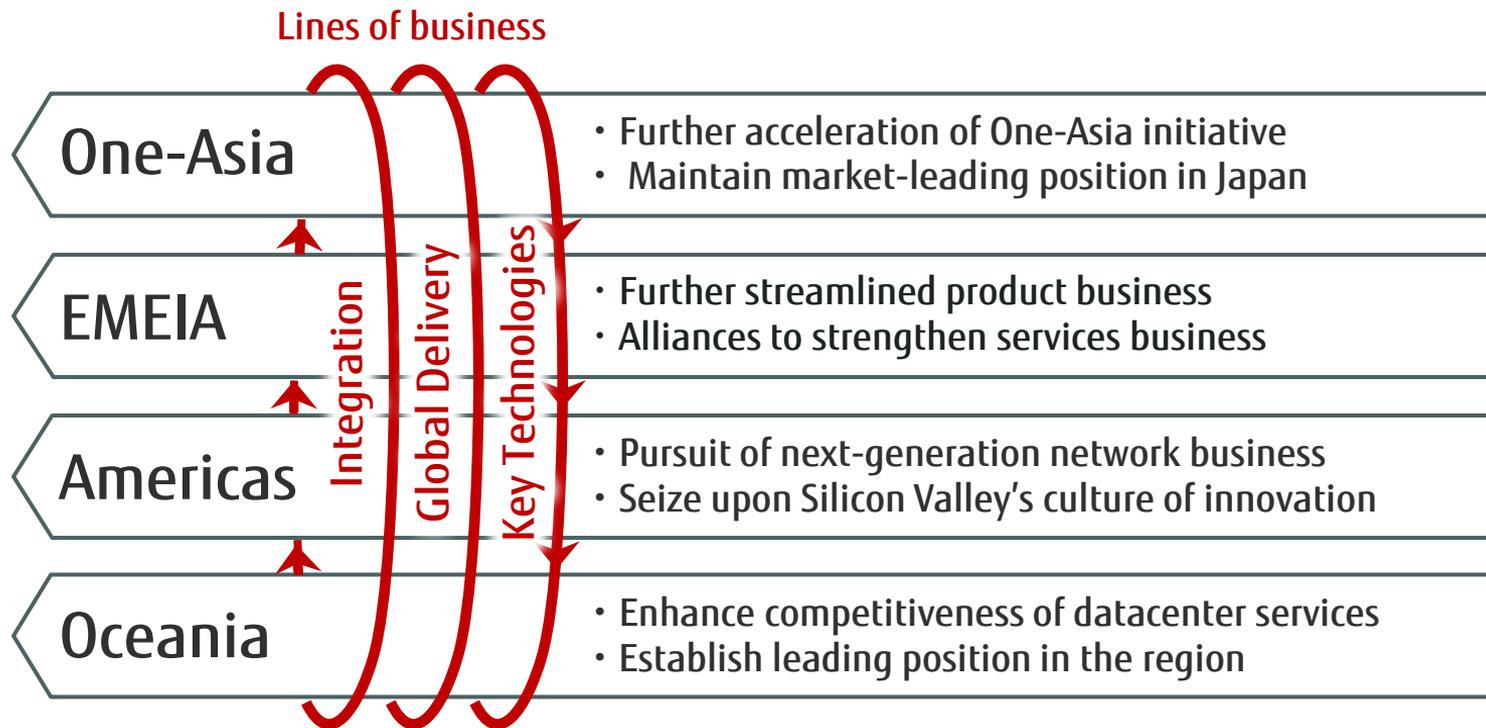


Support business continuity and significantly reduce burden of risk management

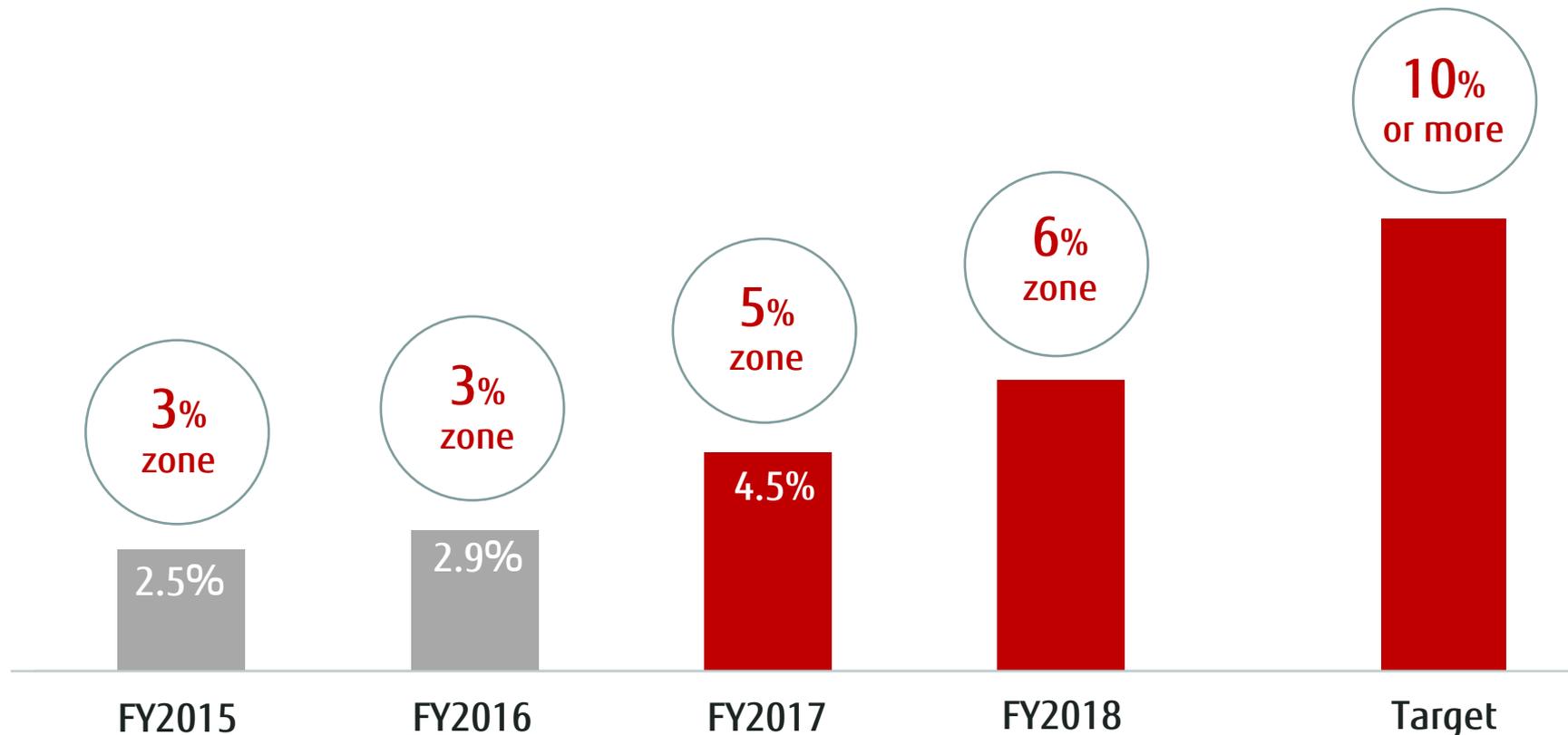


Strengthen our Foundation for Global Growth

Implement region-specific strategies in liaison with business lines



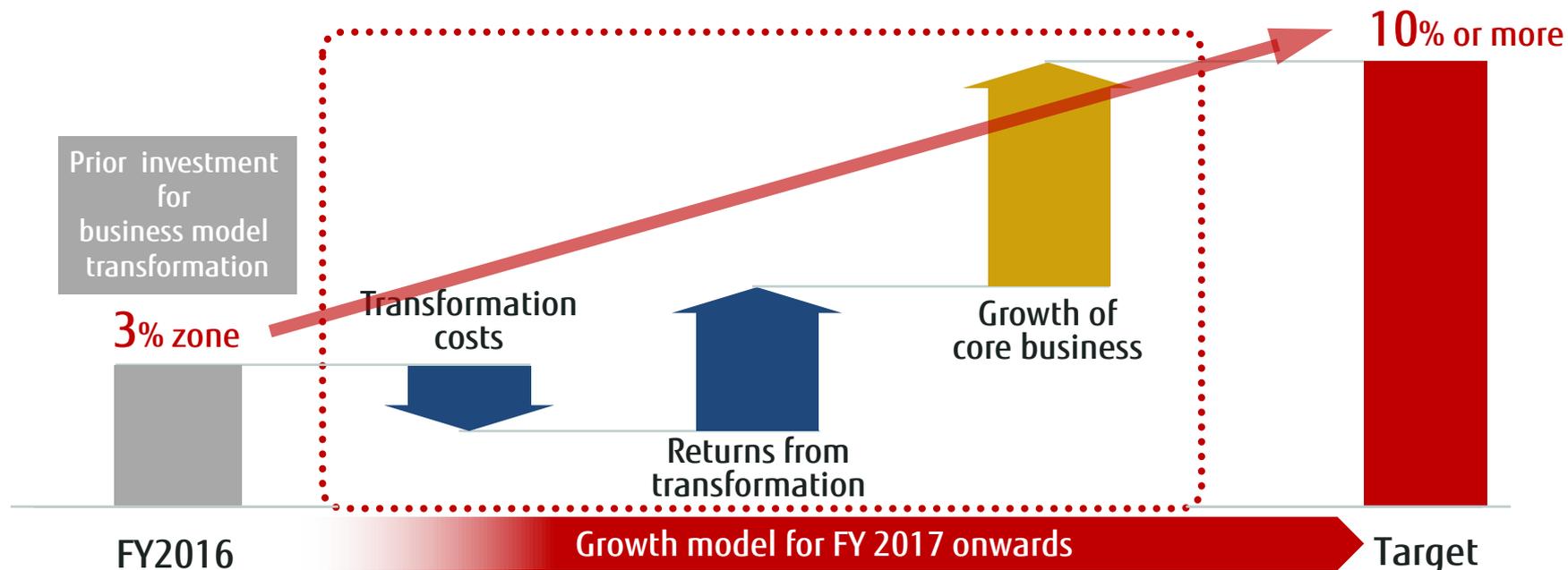
Consolidated Operating Profit Margin



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



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



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- 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.