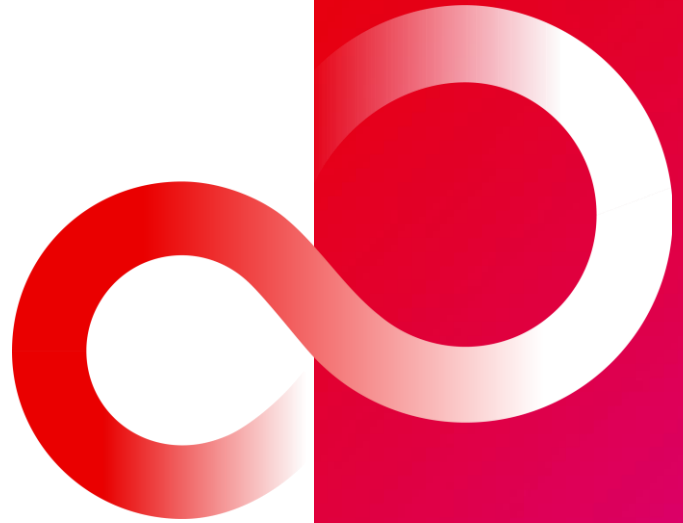


**3Q  
FY2021**

# **Consolidated Financial Results**

January 27, 2022  
Fujitsu Limited



- 1 . Financial Results for 3Q FY2021
- 2 . Earnings Forecast for FY2021

# 1 . Financial Results for 3Q FY2021

- **Revenue: 880.5 B yen**      **Decrease of 1% from FY20**
- **Operating Profit: 65.1 B yen**      **Decrease of 28.3 B yen**  
(Operating Profit Margin: 7.4%)
- **Profit for the Period: 71.3 B yen**      **Increase of 4.0 B yen**

- Gradual recovery in demand, continued supply delays for semiconductors and electronic components
- Strategic growth investments continued steadily from the first half
- Results were significantly impacted by one-time gains on the sale of businesses and restructurings

Operating Profit: The gain on the sale of the mobile phone retail business recorded last year did not recur this year

Profit for the Period: A reduction in the tax expense burden due to the restructuring of our North American business and the liquidation of a subsidiary

# 1. Financial Results for 3Q FY2021

# Consolidated PL[3Q]



(Billions of yen)

	3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	
				(%)
Revenue	894.3	880.5	-13.8	-1.5
Excl. restructuring	888.7	880.5	-8.1	-0.9
Impact of restructuring *	5.6	-	-5.6	-
Operating Profit	93.4	65.1	-28.3	-30.3
[Operating Profit Margin]	[10.5%]	[7.4%]	[-3.1%]	
Financial income (expenses), etc	2.5	3.7	1.1	44.9
Profit for the Period Before Income Taxes	96.0	68.9	-27.1	-28.3
Profit for the Period Attributable to Owners of the Parent	67.2	71.3	4.0	6.1

\* Restructured businesses: product business in North America, mobile phone retail store business.

## Exchange Rate

U.S. dollar / Yen	105	114	9	8.6
Euro / Yen	125	130	5	4.0
British pound / Yen	138	153	15	10.9

1. Financial Results  
for 3Q FY2021

# Consolidated PL[9 Months]



(Billions of yen)

	9 Months FY2020 (Actual)	9 Months FY2021 (Actual)	Change	
				(%)
Revenue	2,526.2	2,543.5	17.3	0.7
Excl. restructuring	2,493.3	2,543.5	50.1	2.0
Impact of restructuring *	32.8	-	-32.8	-
Operating Profit	155.7	146.6	-9.0	-5.8
[Operating Profit Margin]	[6.2%]	[5.8%]	[-0.4%]	
Financial income (expenses), etc	8.3	11.7	3.4	40.9
Profit for the Period Before Income Taxes	164.0	158.4	-5.6	-3.4
Profit for the Period Attributable to Owners of the Parent	114.3	124.2	9.8	8.6

\* Restructured businesses: low profitability countries in Europe, product business in North America, mobile phone retail store business.

## Exchange Rate

U.S. dollar / Yen	106	111	5	4.7
Euro / Yen	122	131	9	7.4
British pound / Yen	136	153	17	12.5

# 1. Financial Results for 3Q FY2021

# Factors Behind Change in Operating Profit [3Q]

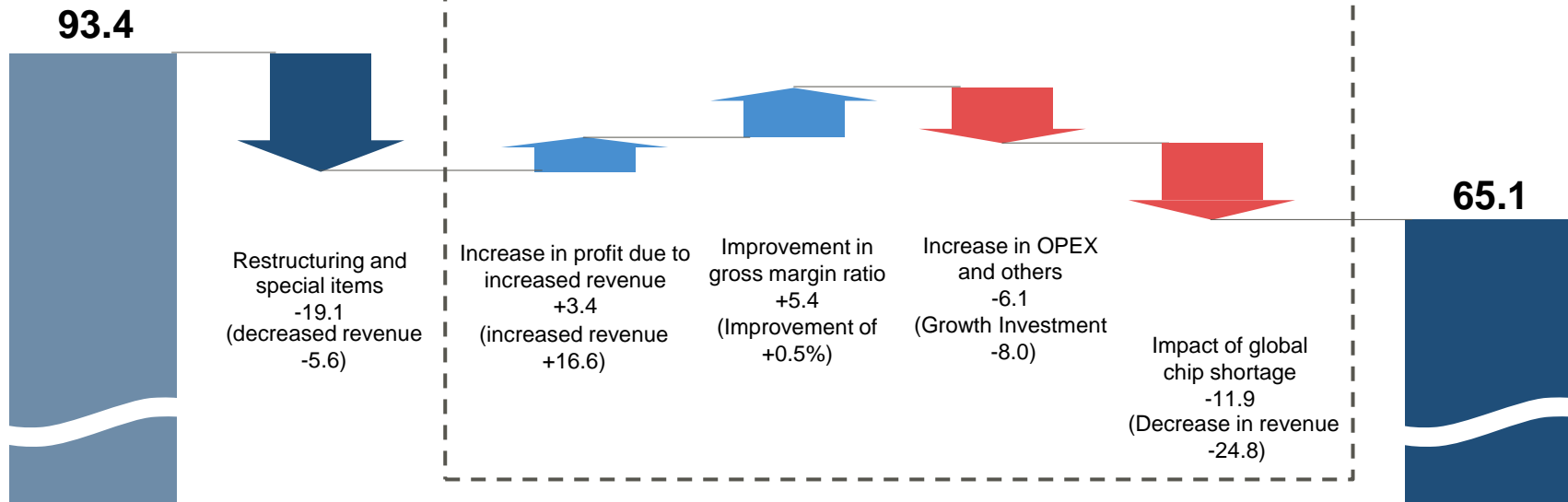


(Billions of yen)

Special Items in FY20  
that did not recur in FY21 -25.4  
Special Items for FY21 +5.8  
Impact of restructuring +0.4

Excl. Restructuring and special items

· Revenue -8.1  
· Operating Profit -9.2

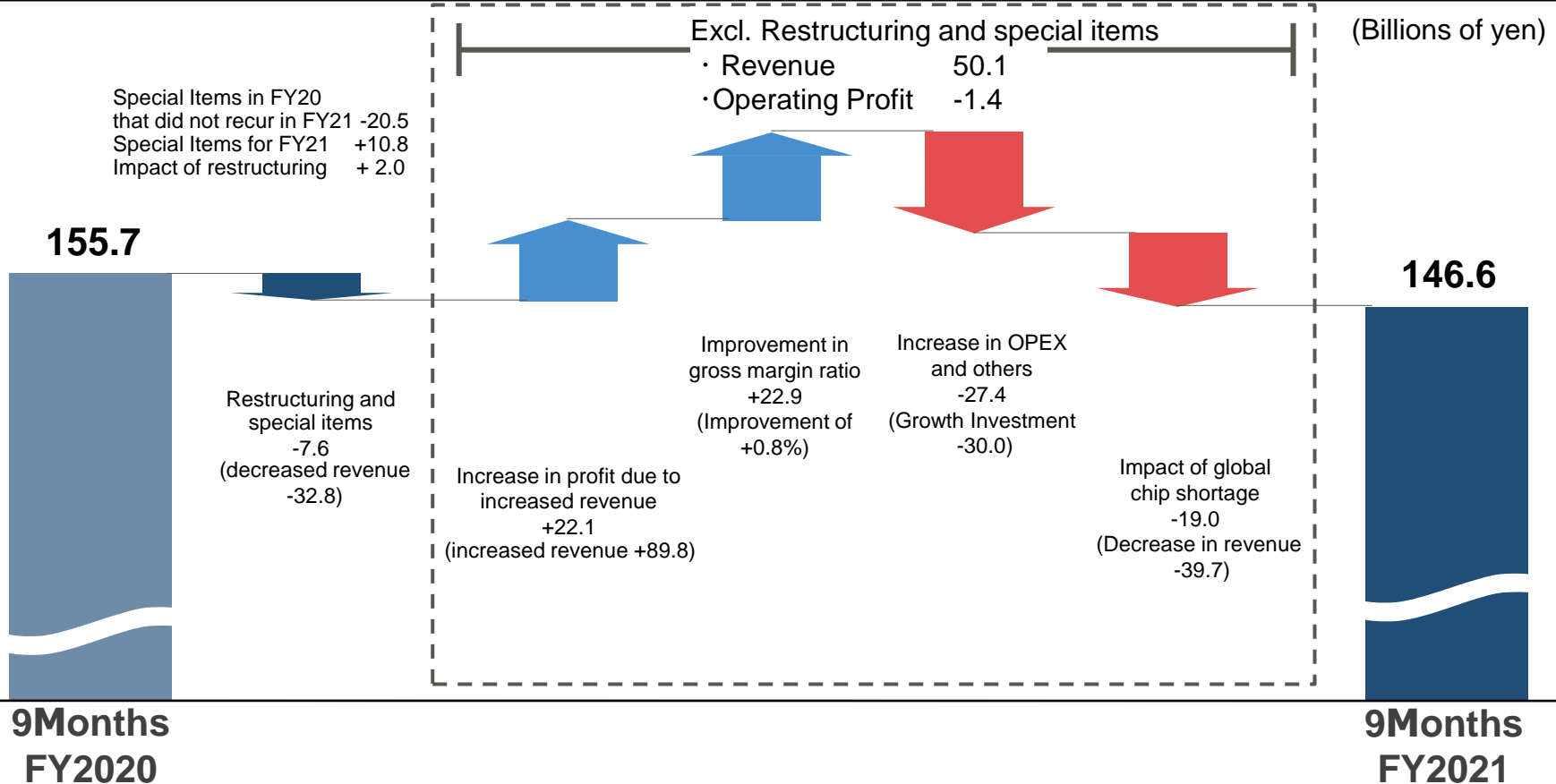


3Q FY2020

3Q FY2021

# 1. Financial Results for 3Q FY2021

# Factors Behind Change in Operating Profit [9 Months]





# Revenue by Segments [3Q] (Excl. restructuring)

(Billions of yen)

	3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	Impact of global chip shortage
<b>Excl. restructuring</b>	<b>888.7</b>	<b>880.5</b>	<b>-8.1</b>	<b>-24.8</b>
<b>Technology Solutions</b>	<b>762.9</b>	<b>738.1</b>	<b>-24.7</b>	<b>-24.8</b>
Solutions/Services	458.0	437.5	-20.5	-7.6
System Platforms	161.6	144.2	-17.4	-11.8
System Products	108.9	88.7	-20.1	-9.8
Network Products	52.6	55.4	2.7	-1.9
International Regions Excluding Japan	189.4	192.3	2.8	-10.1
Common	-46.2	-35.9	10.2	4.8
<b>Ubiquitous Solutions</b>	<b>77.6</b>	<b>60.8</b>	<b>-16.7</b>	<b>-</b>
<b>Device Solutions</b>	<b>75.5</b>	<b>101.7</b>	<b>26.2</b>	<b>-</b>
Inter-segment Elimination	-27.3	-20.2	7.1	-

# Overall Orders in Japan

(Fujitsu Limited and Fujitsu Japan Limited)

	FY2021 (Actual)			
	1Q	2Q	3Q	9 Months
Private Enterprise [Manufacturing & Distribution]	91%	101%	101%	98%
Finance & Retail	109%	95%	105%	102%
Japan Region [Government & Social infrastructure & Others]	91%	120%	89%	98%
Fujitsu Japan [Local government & Healthcare & Educational institutions & Small and medium enterprise]	93%	91%	88%	91%
Total	93%	102%	95%	97%
[SI / Services]	[98%]	[109%]	[106%]	[104%]
[PC]	[73%]	[71%]	[87%]	[77%]
[Server / Network and Others]	[93%]	[89%]	[70%]	[83%]

**GM Ratio : 30.1%, +0.5% vs FY20** **9-Months +0.8% vs FY20**

**OPEX : 205.4 B yen , +6.1B yen vs FY20** **9-Months +27.4 B yen vs FY20**

		3Q	9-Months
• Growth Investments	OPEX	13.0 B yen /+8.0 B yen vs FY20	40.0 B yen /+30.0 B yen vs FY20
	CAPEX	8.0 B yen /-5.0 B yen vs FY20	17.0 B yen /-2.0 B yen vs FY20
	Total	21.0 B yen /+3.0 B yen vs FY20	57.0 B yen /+28.0 B yen vs FY20

**• Main details of growth investments**

1. Value Creation 9-Months 22.0 B yen ... Japan Global Gateway (Expansion of GDC use)  
(Strengthening our Services businesses) Global Offerings (developing services that are standardized around the world)
2. Investments in transforming ourselves 9-Months 34.0 B yen ... Internal DX investments (One Fujitsu, etc.)  
Work Life Shift (Transforming the ways we work)

## Impacts of Component Supply Delays: Revenue -24.8 B yen, OPPL -11.9 B yen

- Impacts of component supply delays due to semiconductor shortages continued into the third quarter, and the number of components affected increased

1. Postponed revenue
- Solutions/Services - 7.6 B yen: hardware-based business/scanners
  - System Products - 9.8 B yen: x86 servers, etc
  - Network Products - 1.9 B yen: 5G base stations, etc.
  - International Regions - 10.1 B yen: x86 servers, etc
- Excluding Japan

2. Higher costs
- Increases in component procurement costs
  - Costs of design changes to use alternative components
  - Costs of shipments delivered by air

Impact by period ( Billions of yen)	1H	3Q	9-Months
<b>Revenue</b>	<b>-14.9</b>	<b>-24.8</b>	<b>-39.7</b>
<b>OPPL</b>	<b>-7.1</b>	<b>-11.9</b>	<b>-19.0</b>

1. Financial Results  
for 3Q FY2021

# Business Segment Information[3Q]



(Billions of yen)

		3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	(%)
Technology Solutions	Revenue	765.9	738.1	-27.8	-3.6
	OPPL	53.5	40.2	-13.2	-24.8
Ubiquitous Solutions	Revenue	80.2	60.8	-19.4	-24.2
	OPPL	29.7	0.6	-29.0	-97.7
Device Solutions	Revenue	75.5	101.7	26.2	34.8
	OPPL	10.2	24.2	14.0	137.2
Inter-segment Elimination	Revenue	-27.3	-20.2	7.1	-
Total	Revenue	894.3	880.5	-13.8	-1.5
	OPPL	93.4	65.1	-28.3	-30.3

# 1. Financial Results for 3Q FY2021

# Business Segment Information[3Q]



## Technology Solutions

(Billions of yen)

Technology Solutions	3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	
				(%)
Revenue	765.9	738.1	-27.8	-3.6
Operating profit	53.5	40.2	-13.2	-24.8
[Operating profit margin]	[7.0%]	[5.5%]	[-1.5%]	

### Revenue (breakdown)

Japan	543.3	495.2	-48.0	-8.8
Outside Japan	222.5	242.8	20.2	9.1

### [Revenue]

Revenue was significantly impacted by component procurement delays. If this impact and the negative factors due to business restructuring are excluded, revenue was in line with the previous year

Component procurement delays: -24.8 B yen

Impact of restructuring: -3.0 B yen

Excluding the above figures: In line with the previous year

### [Operating Profit]

Despite ongoing improvements in efficiency with ordinary expenses, both the impact of component procurement delays and the impact of increased growth investments resulted in a decline in profitability

## Technology Solutions (Solutions/Services)

(Billions of yen)

Solutions/ Services	3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	
				(%)
Revenue	458.0	437.5	-20.5	-4.5
Operating profit	42.6	38.2	-4.3	-10.3
[Operating profit margin]	[9.3%]	[8.7%]	[-0.6%]	

### [Revenue]

While the Services business remained strong, there was a sharp fall in business integrated with hardware  
In addition to the impact of component procurement delays, sales to local governments, educational institutions, and SMEs remained weak

### [Operating Profit]

(+) Progress in efficiency with expenses and continued improvements in profitability  
(-) Higher growth investments and Impact of lower revenue

# 1. Financial Results for 3Q FY2021

# Business Segment Information[3Q]



## Technology Solutions (System Platforms)

(Billions of yen)

System Platforms	3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	
				(%)
Revenue	161.6	144.2	-17.4	-10.8
System Products	108.9	88.7	-20.1	-18.5
Network Products	52.6	55.4	2.7	5.3
Operating profit	11.5	5.8	-5.6	-49.1
[Operating profit margin]	[7.1%]	[4.1%]	[-3.0%]	

### [Revenue]

(System Products)

In addition to component supply delays, revenue fell due to a major business deal last year that did not recur this year

(Network Products)

Revenue rose, primarily in sales in North America

### [Operating Profit]

The impact of lower revenue due to component supply delays was the main factor

### Revenue (breakdown)

Japan	126.4	90.6	-35.7	-28.3
Outside Japan	35.1	53.5	18.3	52.3



## Technology Solutions (International Regions Excluding Japan)

(Billions of yen)

International Regions Excluding Japan	3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	
				(%)
Revenue	192.4	192.3	-0.1	-0.1
Operating profit	8.6	11.6	3.0	35.2
[Operating profit margin]	[4.5%]	[6.1%]	[1.6%]	

### [Revenue]

Impact of component supply delays:

-> European product business: -10.1 B yen

Including the foreign exchange impact of the weak yen,  
overall revenue was in line with the previous year

### [Operating Profit]

Profits relating to the sale of businesses is the main factor  
behind the increase in profits

## Technology Solutions (Common)

(Billions of yen)

Common	3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change
Operating profit	-9.2	-15.4	-6.2

Investments in Fujitsu's internal transformation undertaken according to plan: Actual investments: 7.0 B yen, up 5.0 B yen from FY20.

- Internal DX investments to deliver data-driven management (One Fujitsu, etc.)
- Work Life Shift (transforming the ways we work):
  - Rethinking office environments
  - Building secure network environments

# Two Business Areas for Value Creation (Technology Solutions)

■ **For Growth** ... **Digital (DX, Modernization)**

The digital domain which encompasses areas of business opportunity for our customers

■ **For Stability** ... **Traditional IT (Maintenance and operation of systems and sales of hardware products)**

The business domain which contributes to the stable operation of customer IT platforms and improves quality

Revenue (Billions of yen)

	1Q FY2021 (Actual)	2Q FY2021 (Actual)	3Q FY2021		Change		9 Months FY2021		Change	
			(Actual)	composition ratio(%)		composition ratio(%)	(Actual)	composition ratio(%)		composition ratio(%)
Growth Rate	93%	102%	103%				99%			
For Growth	217.7	229.1	242.7	33	6.0	2	689.5	32	-6.3	-
Growth Rate	105%	102%	94%				100%			
For Stability	469.3	496.6	495.4	67	-33.8	-2	1,461.4	68	-1.7	-
Growth Rate	101%	102%	96%				100%			
Technology Solutions	687.0	725.7	738.1	100	-27.8	-	2,150.9	100	-8.0	-

## Ubiquitous Solutions

(Billions of yen)

Ubiquitous Solutions	3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	
				(%)
Revenue	80.2	60.8	-19.4	-24.2
Operating profit	29.7	0.6	-29.0	-97.7
[Operating profit margin]	[37.1%]	[1.1%]	[-36.0%]	

### Revenue (breakdown)

Japan	51.2	31.1	-20.1	-39.2
Outside Japan	28.9	29.6	0.6	2.4

### [Revenue]

Revenue fell relative to last year, due to the extraordinary demand last year relating to remote working and the GIGA School project

### [Operating Profit]

Operating profit fell by -25.4 B yen relative to the previous year because profits from the sale of businesses last year did not recur  
In addition to that, operating profit also fell due to the negative impact of lower revenue.

# 1. Financial Results for 3Q FY2021

# Business Segment Information[3Q]



## Device Solutions

(Billions of yen)

Device Solutions	3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	
				(%)
Revenue	75.5	101.7	26.2	34.8
Operating profit	10.2	24.2	14.0	137.2
[Operating profit margin]	[13.5%]	[23.8%]	[10.3%]	

### [Revenue]

In line with the rise in demand for semiconductors, the trend in revenue from electronic components continues to be strong

### [Operating Profit]

Significant increase in operating profit because of the impact of higher revenue and ongoing operational improvements

### Revenue (breakdown)

Japan	19.8	22.3	2.4	12.2
Outside Japan	55.6	79.4	23.8	42.9

(Billions of yen)

	9 Months FY2020 (Actual)	9 Months FY2021 (Actual)	Change
I Cash flows from operating activities	199.4	194.4	-4.9
II Cash flows from investing activities	-41.2	-85.0	-43.7
I + II Free Cash Flow	158.1	109.3	-48.7
III Cash flows from financing activities	-146.8	-165.2	-18.3
IV Cash and Cash Equivalents at End of Period	469.0	427.6	-41.3

### [Cash flows from investing activities]

- Outflows increased relative to the previous year due to the fact that income from the sale of businesses\* recorded in the previous year did not recur this year  
\*Sale of the mobile phone retail store business and the PC business (earn-out provision)
- This year, Investments were conducted in areas related to electronic components and in renovating office environments

Supplemental information on purchases of treasury stock:

Allocation: 50.0 B yen (purchase period from May 6, 2021 to March 31, 2022)

Total purchases to date: 41.7 B yen

(Billions of yen)

	Year-end FY2020	End of 3Q FY2021	Change
Total Assets	3,190.2	3,115.5	-74.6
Total Liabilities	1,643.3	1,473.1	-170.1
Total Equity	1,546.9	1,642.4	95.5
Total Equity Attributable to Owners of the Parent	1,450.1	1,525.5	75.4

Reference: Financial Indices

Interest-bearing Loans	316.3	292.9	-23.4
(Net Interest-bearing Loans)	(-165.5)	(-134.7)	(30.7)

## 2. Earnings Forecast for FY2021



## 2.Earnings Forecast for FY2021

# Financial Forecast



(Billions of yen)

	FY2020 (Actual)	FY2021(Forecast)		Change	(%)
		Current Forecast	Change vs. Previous Forecast		
Revenue	3,589.7	3,630.0	-	40.2	1.1
Operating Profit	266.3	275.0	-	8.6	3.3
[Operating Profit Margin]	[7.4%]	[7.6%]	[-%]	[0.2%]	
Profit for the Year Attributable to Owners of the Parent	202.7	205.0	-	2.3	1.1

### Exchange Rate

U.S. dollar / Yen	106	105	-	-1	-0.9
Euro / Yen	124	120	-	-4	-3.2
British pound / Yen	139	140	-	1	0.7

Ratio of Revenue Outside Japan	32.7%	35.8%	1.6%	3.1%
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Technology Solutions: Changes reflect an increased risk of component supply delays and weak orders from local governments, educational institutions, and SMEs

Device Solutions : Forecasts increased in light of the very strong demand environment

(Billions of yen)

		FY2020 (Actual)	FY2021 (Forecast)		Change	
			Current Forecast	Change vs. Previous Forecast		(%)
Technology Solutions	Revenue	3,087.7	3,100.0	-50.0	12.2	0.4
	OPPL	193.2	205.0	-15.0	11.7	6.1
Ubiquitous Solutions	Revenue	319.0	230.0	-	-89.0	-27.9
	OPPL	43.2	5.0	-	-38.2	-88.4
Device Solutions	Revenue	293.8	380.0	30.0	86.1	29.3
	OPPL	29.8	65.0	15.0	35.1	118.1
Inter-segment Elimination	Revenue	-110.9	-80.0	20.0	30.9	-
Total	Revenue	3,589.7	3,630.0	-	40.2	1.1
	OPPL	266.3	275.0	-	8.6	3.3

# Business Segment Information Breakdown of Technology Solutions

(Billions of yen)

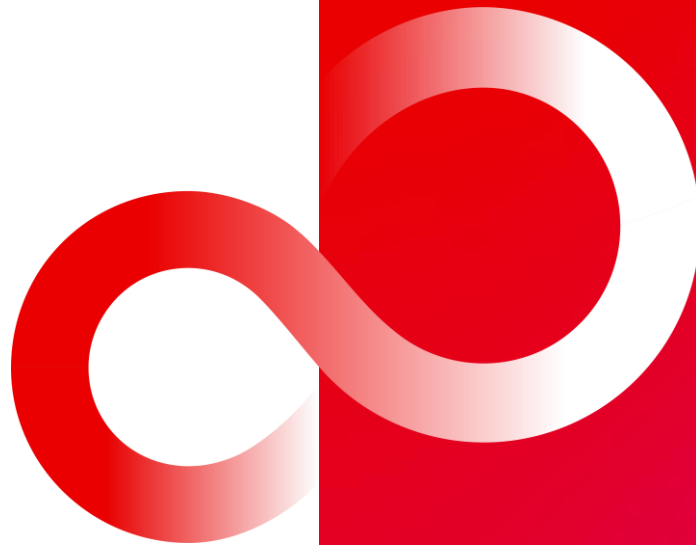
		FY2020 (Actual)	FY2021 (Forecast)		Change	Change (%)
			Current Forecast	Change vs. Previous Forecast		
Technology Solutions	Revenue	3,087.7	3,100.0	-50.0	12.2	0.4
	OPPL	193.2	205.0	-15.0	11.7	6.1
Solutions/ Services	Revenue	1,883.6	1,950.0	-50.0	66.3	3.5
	OPPL	190.7	210.0	-15.0	19.2	10.1
System Platforms	Revenue	432.6	390.0	-	-42.6	-9.9
	OPPL	201.1	220.0	-	18.8	9.4
System Platforms	Revenue	633.7	610.0	-	-23.7	-3.8
	OPPL	38.8	41.0	-	2.1	5.6
International Regions Excluding Japan	Revenue	723.7	735.0	-	11.2	1.6
	OPPL	11.6	22.0	-	10.3	89.3
Common	Revenue	-153.3	-195.0	-	-41.6	-
	OPPL	-47.8	-68.0	-	-20.1	-

Free Cash Flow

(Billions of yen)

	FY2020 (Actual)	FY2021 (Forecast)	Change vs. Previous Forecast
Free Cash Flow	236.3	210.0	-

**Thank you**



## Cautionary Statement

These materials may contain forward-looking statements that are based on management's current information, 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, without limitation, the following factors listed below.

- General economic and market conditions in key markets (Particularly in Japan, Europe, North America, Oceania, and Asia, including China)
- Fluctuations in exchange rates or interest rates
- Fluctuations in capital markets
- Intensifying price competition
- Changes in market positioning due to competition in R&D
- Changes in the environment for the procurement of parts and components
- Changes in competitive relationships relating to collaborations, alliances and technical provisions
- Risks related to public regulations, public policy and tax matters
- Risks related to product or services defects
- Potential emergence of unprofitable projects
- Risks related to R&D investments, capital expenditures, business acquisitions, business restructuring, etc.
- Risks related to natural disasters and unforeseen events
- Changes in accounting policies

# Supplementary

# Business Segment Information[9 Months]

(Billions of yen)

		9 Months FY2020 (Actual)	9 Months FY2021 (Actual)	Change	
					(%)
Technology Solutions	Revenue	2,159.0	2,150.9	-8.0	-0.4
	OPPL	97.9	81.4	-16.4	-16.8
Ubiquitous Solutions	Revenue	233.5	177.4	-56.0	-24.0
	OPPL	36.4	5.7	-30.7	-84.2
Device Solutions	Revenue	214.1	277.0	62.9	29.4
	OPPL	21.3	59.4	38.1	178.6
Inter-segment Elimination	Revenue	-80.5	-61.9	18.5	-
Total	Revenue	2,526.2	2,543.5	17.3	0.7
	OPPL	155.7	146.6	-9.0	-5.8



# Revenue by Segments[9 Months] (Excl. restructuring)

(Billions of yen)

	9 Months FY2020 (Actual)	9 Months FY2021 (Actual)	Change	Impact of global chip shortage
<b>Excl. restructuring</b>	<b>2,493.3</b>	<b>2,543.5</b>	<b>50.1</b>	<b>-39.7</b>
<b>Technology Solutions</b>	<b>2,145.3</b>	<b>2,150.9</b>	<b>5.6</b>	<b>-39.7</b>
Solutions/Services	1,297.0	1,283.0	-14.0	-7.9
System Platforms	442.0	430.9	-11.1	-26.4
System Products	308.0	273.4	-34.6	-16.4
Network Products	134.0	157.4	23.4	-9.9
International Regions Excluding Japan	513.7	538.9	25.2	-10.1
Common	-107.5	-101.9	5.6	4.8
<b>Ubiquitous Solutions</b>	<b>214.4</b>	<b>177.4</b>	<b>-36.9</b>	<b>-</b>
<b>Device Solutions</b>	<b>214.1</b>	<b>277.0</b>	<b>62.9</b>	<b>-</b>
Inter-segment Elimination	-80.5	-61.9	18.5	-

# Business Segment Information [Quarterly Breakdown of Results]

(Billions of yen)

		FY2020 (Actual)				FY2021 (Actual)		
		1Q	2Q	3Q	4Q	1Q	2Q	3Q
Technology Solutions	Revenue	683.5	709.5	765.9	928.7	687.0	725.7	738.1
	OPPL	13.3	31.0	53.5	95.3	17.0	24.1	40.2
Solutions/ Services	Revenue	394.1	444.7	458.0	586.5	398.6	446.7	437.5
	OPPL	18.6	38.2	42.6	91.2	20.1	36.5	38.2
System Platforms	Revenue	146.9	133.5	161.6	191.6	140.8	145.8	144.2
	OPPL	4.9	1.8	11.5	20.5	7.9	7.8	5.8
International Regions Excluding Japan	Revenue	171.0	163.8	192.4	196.2	177.2	169.4	192.3
	OPPL	-3.7	2.9	8.6	3.8	2.2	2.8	11.6
Common	Revenue	-28.6	-32.6	-46.2	-45.8	-29.6	-36.3	-35.9
	OPPL	-6.4	-11.8	-9.2	-20.3	-13.3	-23.0	-15.4
Ubiquitous Solutions	Revenue	72.6	80.6	80.2	85.4	53.8	62.7	60.8
	OPPL	3.5	3.1	29.7	6.7	1.6	3.4	0.6
Device Solutions	Revenue	68.3	70.3	75.5	79.6	81.0	94.1	101.7
	OPPL	5.3	5.7	10.2	8.4	15.1	20.1	24.2
Inter-segment Elimination	Revenue	-21.7	-31.4	-27.3	-30.4	-20.0	-21.7	-20.2
Total	Revenue	802.7	829.0	894.3	1,063.5	801.9	861.0	880.5
	OPPL	22.2	39.9	93.4	110.5	33.7	47.7	65.1

# Two Business Areas for Value Creation [Technology Solutions 3Q]

(Billions of yen)

		3Q FY2020 (Actual)			3Q FY2021 (Actual)			Change		
		For Growth	For Stability	Total	For Growth	For Stability	Total	For Growth	For Stability	Total
Technology Solutions	Growth Rate				103%	94%	96%			
	Revenue composition ratio	236.7 [31%]	529.2 [69%]	765.9 [100%]	242.7 [33%]	495.4 [67%]	738.1 [100%]	6.0 [2%]	-33.8 [-2%]	-27.8 [-%]
Solutions/ Services	Growth Rate				105%	88%	96%			
	Revenue composition ratio	195.4 [43%]	262.6 [57%]	458.0 [100%]	206.1 [47%]	231.4 [53%]	437.5 [100%]	10.7 [4%]	-31.2 [-4%]	-20.5 [-%]
System Platforms	Growth Rate				82%	91%	89%			
	Revenue composition ratio	33.0 [20%]	128.6 [80%]	161.6 [100%]	26.9 [19%]	117.3 [81%]	144.2 [100%]	-6.1 [-1%]	-11.3 [1%]	-17.4 [-%]
International Regions Excluding Japan	Growth Rate				117%	99%	100%			
	Revenue composition ratio	8.3 [4%]	184.1 [96%]	192.4 [100%]	9.7 [5%]	182.6 [95%]	192.3 [100%]	1.4 [1%]	-1.5 [-1%]	-0.1 [-%]
Common	Revenue	-	-46.2	-46.2	-	-35.9	-35.9	-	10.2	10.2
	composition ratio	[-%]	[100%]	[100%]	[-%]	[100%]	[100%]	[-%]	[-%]	[-%]

# Two Business Areas for Value Creation [Technology Solutions 9 Months]

(Billions of yen)

		9 Months FY2020 (Actual)			9 Months FY2021 (Actual)			Change		
		For Growth	For Stability	Total	For Growth	For Stability	Total	For Growth	For Stability	Total
Technology Solutions	Growth Rate				99%	100%	100%			
	Revenue composition ratio	695.8 [32%]	1,463.2 [68%]	2,159.0 [100%]	689.5 [32%]	1,461.4 [68%]	2,150.9 [100%]	-6.3 [-%]	-1.7 [-%]	-8.0 [-%]
Solutions/ Services	Growth Rate				102%	96%	99%			
	Revenue composition ratio	567.1 [44%]	729.9 [56%]	1,297.0 [100%]	579.1 [45%]	703.9 [55%]	1,283.0 [100%]	12.0 [1%]	-26.0 [-1%]	-14.0 [-%]
System Platforms	Growth Rate				76%	104%	97%			
	Revenue composition ratio	106.4 [24%]	335.6 [76%]	442.0 [100%]	81.2 [19%]	349.7 [81%]	430.9 [100%]	-25.2 [-5%]	14.1 [5%]	-11.1 [-%]
International Regions Excluding Japan	Growth Rate				131%	101%	102%			
	Revenue composition ratio	22.3 [4%]	505.1 [96%]	527.4 [100%]	29.2 [5%]	509.7 [95%]	538.9 [100%]	6.9 [1%]	4.6 [-1%]	11.5 [-%]
Common	Revenue	-	-107.5	-107.5	-	-101.9	-101.9	-	5.6	5.6
	composition ratio	[-%]	[100%]	[100%]	[-%]	[100%]	[100%]	[-%]	[-%]	[-%]

# Business Segment Information

## [Revenue Breakdown-In and Outside Japan 3Q]

(Billions of yen)

		3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	(%)
Technology Solutions	Revenue	765.9	738.1	-27.8	-3.6
	Japan	543.3	495.2	-48.0	-8.8
	Outside Japan	222.5	242.8	20.2	9.1
Solutions/ Services	Revenue	458.0	437.5	-20.5	-4.5
	Japan	447.3	426.4	-20.8	-4.7
	Outside Japan	10.7	11.1	0.3	3.1
System Platforms	Revenue	161.6	144.2	-17.4	-10.8
	Japan	126.4	90.6	-35.7	-28.3
	Outside Japan	35.1	53.5	18.3	52.3
International Regions Excluding Japan	Revenue	192.4	192.3	-0.1	-0.1
	Japan	-	0.1	-	98.0
	Outside Japan	192.3	192.1	-0.2	-0.1
Common	Revenue	-46.2	-35.9	10.2	-
Ubiquitous Solutions	Revenue	80.2	60.8	-19.4	-24.2
	Japan	51.2	31.1	-20.1	-39.2
	Outside Japan	28.9	29.6	0.6	2.4
Device Solutions	Revenue	75.5	101.7	26.2	34.8
	Japan	19.8	22.3	2.4	12.2
	Outside Japan	55.6	79.4	23.8	42.9
Inter-segment Elimination	Revenue	-27.3	-20.2	7.1	-
Total	Revenue	894.3	880.5	-13.8	-1.5
	Japan	588.4	529.8	-58.5	-10.0
	Outside Japan	305.9	350.6	44.7	14.6

Ratio of Revenue Outside Japan

34.2%

39.8%

5.6%

# Business Segment Information

## [Revenue Breakdown-In and Outside Japan 9 Months]

(Billions of yen)

		9 Months FY2020 (Actual)	9 Months FY2021 (Actual)	Change	(%)
Technology Solutions	Revenue	2,159.0	2,150.9	-8.0	-0.4
	Japan	1,544.8	1,485.5	-59.3	-3.8
	Outside Japan	614.1	665.4	51.3	8.4
Solutions/ Services	Revenue	1,297.0	1,283.0	-14.0	-1.1
	Japan	1,269.3	1,250.9	-18.4	-1.4
	Outside Japan	27.6	32.0	4.3	15.9
System Platforms	Revenue	442.0	430.9	-11.1	-2.5
	Japan	353.2	298.2	-54.9	-15.6
	Outside Japan	88.8	132.6	43.7	49.3
International Regions Excluding Japan	Revenue	527.4	538.9	11.5	2.2
	Japan	0.3	0.5	0.2	68.5
	Outside Japan	527.1	538.4	11.3	2.1
Common	Revenue	-107.5	-101.9	5.6	-
Ubiquitous Solutions	Revenue	233.5	177.4	-56.0	-24.0
	Japan	150.4	95.6	-54.7	-36.4
	Outside Japan	83.0	81.7	-1.3	-1.6
Device Solutions	Revenue	214.1	277.0	62.9	29.4
	Japan	54.5	63.8	9.3	17.1
	Outside Japan	159.6	213.1	53.5	33.6
Inter-segment Elimination	Revenue	-80.5	-61.9	18.5	-
Total	Revenue	2,526.2	2,543.5	17.3	0.7
	Japan	1,674.2	1,586.6	-87.5	-5.2
	Outside Japan	851.9	956.8	104.8	12.3

Ratio of Revenue Outside Japan

33.7%

37.6%

3.9%

# Breakdown of International Regions Excluding Japan

					(Billions of yen)				
		3Q FY2020 (Actual)	3Q FY2021 (Actual)	Change	Impact of restructuring [Revenue]	9 Months FY2020 (Actual)	9 Months FY2021 (Actual)	Change	Impact of restructuring [Revenue]
International Regions Excluding Japan	Revenue	192.4	192.3	-0.1	-3.0	527.4	538.9	11.5	-13.7
	Operating Profit	8.6	11.6	3.0		7.7	16.7	9.0	
NWE [Northern & Western Europe]	Revenue	92.3	94.6	2.3	-	247.2	268.0	20.8	-
	Operating Profit	4.7	1.5	-3.2		1.4	2.9	1.4	
CEE [Central & Eastern Europe]	Revenue	49.2	44.8	-4.3	-	128.6	124.4	-4.2	-
	Operating Profit	2.8	6.6	3.8		2.6	6.8	4.2	
Americas	Revenue	11.9	9.9	-1.9	-3.0	39.4	28.4	-10.9	-12.7
	Operating Profit	-0.7	-0.1	0.6		-0.6	0.7	1.4	
Asia	Revenue	20.7	22.0	1.3	-	56.5	59.0	2.5	-
	Operating Profit	0.7	0.8	-		1.4	1.4	-	
Oceania	Revenue	17.9	20.3	2.4	-	54.8	59.3	4.5	-
	Operating Profit	0.4	2.3	1.8		1.3	2.8	1.4	
Others	Revenue	0.2	0.3	0.1	-	0.6	-0.5	-1.1	-0.9
	Operating Profit	0.5	0.4	-0.1		1.5	1.9	0.3	

Note: Revenue includes Inter-region revenue.

# Assumption used for FY2021 Forecasts

## 1. Exchange Rates (Average) and Impact of Fluctuation

	FY2020 (Actual)	FY2021			Impact of Exchange Rate Fluctuation 4Q (Forecast)*
		9 Months (Actual)	4Q (Forecast)	Change vs. Previous Forecast	
U.S. dollar / Yen	106	111	105	-	-0.3 Billion yen
Euro / Yen	124	131	120	-	0.0 Billion yen
British pound / Yen	139	153	140	-	0.0 Billion yen

\* Impact of 1 yen fluctuation on operating profit (yen appreciation).



# Assumption used for FY2021 Forecasts

## 2. Capital Expenditures and Depreciation (Property, Plant and Equipment)

	9 Months		Full year		Change vs. Previous Forecast
	FY2020 (Actual)	FY2021 (Actual)	FY2020 (Actual)	FY2021 (Forecast)	
Technology Solutions	29.6	34.9	46.6	57.5	-
Ubiquitous Solutions	0.1	-	0.2	0.5	-
Device Solutions	27.2	33.2	40.7	42.0	-
Capital Expenditures	57.0	68.2	87.5	100.0	-
Depreciation	55.0	66.1	76.0	85.0	-

Capital expenditures and depreciation do not include the impact of adopting IFRS 16 (Leases).

## 3. R&D Expenses

R&D Expenses	83.8	76.9	113.8	115.0	-
[As % of Revenue]	[3.3%]	[3.0%]	[3.2%]	[3.2%]	-