

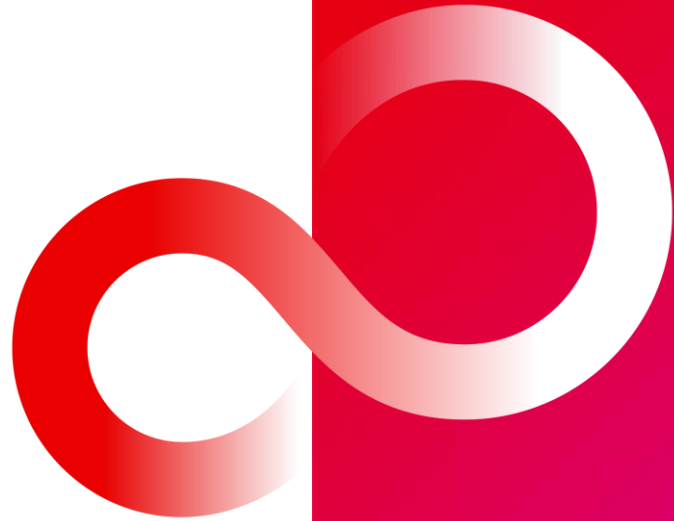
# **FY2022 Management Direction Performance Summary**

**Takahito Tokita**

CEO

**Fujitsu Limited**

April 27, 2023



# Our Purpose

Make the world more sustainable by building trust in society through innovation.



# Fujitsu Way



## Three elements of the Fujitsu Way



<b>Our Purpose</b>	<p><b>Our purpose is to make the world more sustainable by building trust in society through innovation.</b></p>
<b>Our Values</b>	<p><b>Aspiration</b></p> <ul style="list-style-type: none"> <li>• Set ambitious targets and act with agility.</li> <li>• Embrace diversity and create original ideas.</li> <li>• Stay curious and learn from failures and experiences.</li> <li>• Deliver positive impact through human centric innovation.</li> </ul>
	<p><b>Trust</b></p> <ul style="list-style-type: none"> <li>• Honor promises and exceed expectations.</li> <li>• Act with ethics, transparency and integrity.</li> <li>• Work autonomously and unite for common goals.</li> <li>• Contribute to a trusted society using technology.</li> </ul>
	<p><b>Empathy</b></p> <ul style="list-style-type: none"> <li>• Strive for customers' success and their sustainable growth.</li> <li>• Listen to all people and act for the needs of our planet.</li> <li>• Work together to solve global challenges.</li> <li>• Generate shared value for our people, customers, partners, community and shareholders.</li> </ul>
<b>Code of Conduct</b>	<ul style="list-style-type: none"> <li>• We respect human rights.</li> <li>• We comply with all laws and regulations.</li> <li>• We act with fairness in our business dealings.</li> <li>• We protect and respect intellectual property.</li> <li>• We maintain confidentiality.</li> <li>• We do not use our position in our organization for personal gain.</li> </ul>

# Summary of FY2022 Financial Results



Operating Profit reached a record high of 335.6 billion yen (9.0%).

(Unit: Billions of yen)

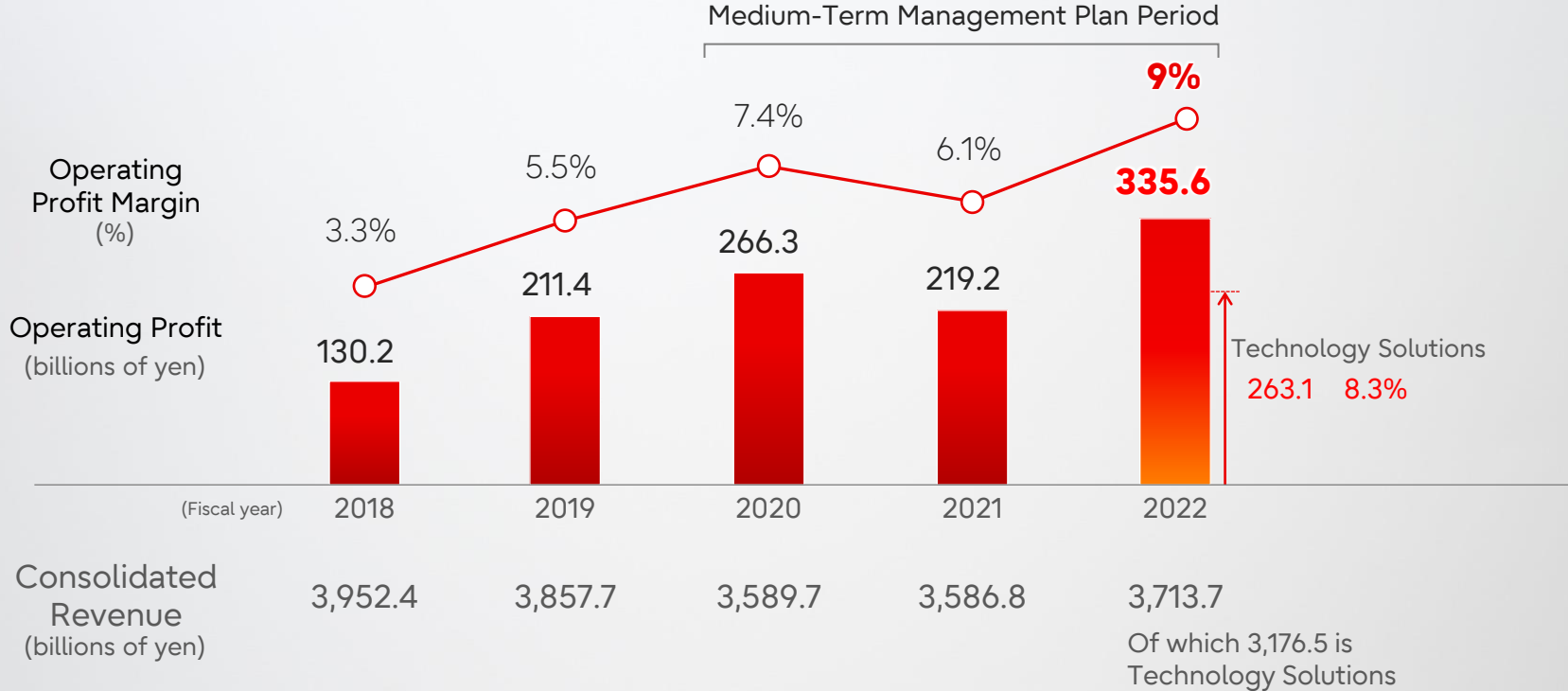
<b>Consolidated</b>	2021 (Actual)	2022 (Actual)	Variance
Revenue	3,586.8	<b>3,713.7</b>	+126.9
Operating Profit	219.2	<b>335.6</b>	+116.4
Operating Profit Margin	6.1%	<b>9.0%</b>	+2.9%
Profit for the Period	182.6	<b>215.1</b>	+32.4
Operating Profit (Excl. restructuring)	275.6	<b>320.8</b>	+45.2
Operating Profit Margin (Excl. restructuring)	7.7%	<b>8.6%</b>	+0.9%
EPS (Yen)	924.2	<b>1,107.6</b>	+183.4
<b>Technology Solutions</b>			
Revenue	3,056.3	<b>3,176.5</b>	+120.1
Operating Profit	135.0	<b>263.1</b>	+128.1
Operating Profit Margin	4.4%	<b>8.3%</b>	+3.9%
Operating Profit (Excl. restructuring)	193.9	<b>249.9</b>	+56.0
Special Items (Business model transformation)	-58.9	<b>13.1</b>	+72.1

# Achievement of Medium-Term Management Plan Targets **FUJITSU**

Financial Indicators

Steadily improved profitability of the consolidated business including Technology Solutions.

Medium-Term Management Plan Period



# Achievement of Medium-Term Management Plan Targets **FUJITSU**

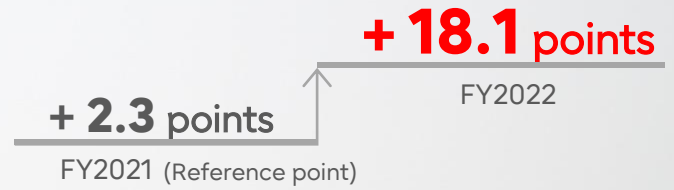
Non-Financial Indicators

Achieved Customer NPS and DX Promotion Index goals.  
Globally improved Employee Engagement score.

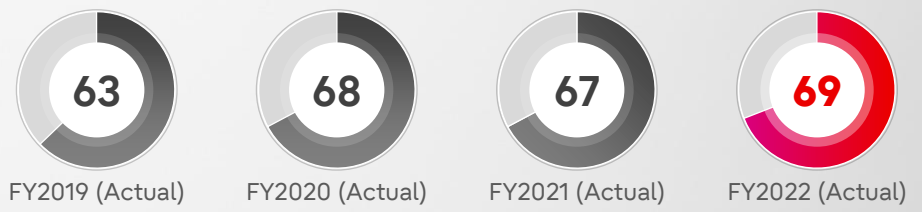


## Customer NPS®

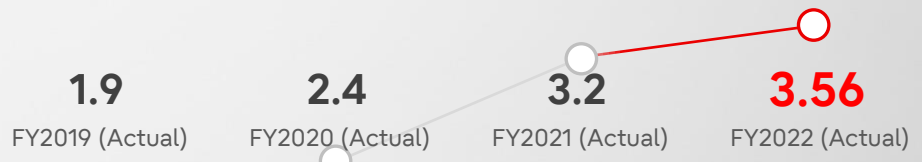
Net Promoter Score



## Employee Engagement



## DX Promotion Index



# Achieving Our Purpose – Strategic Priorities

Creating customer value by contributing to their business growth and stability, whilst also transforming ourselves with the implementation of a DX approach.

**Our Purpose**

**Value  
Creation**



- 01** Rebuilding our global business strategy
- 02** Strengthening issue resolution capability in Japan
- 03** Contributing to greater stability of our customers' businesses
- 04** Becoming our customers' DX partner of choice

**Internal  
Transformation**



- 01** Enforcing data-driven management
- 02** DX talent development and productivity improvement
- 03** Fully participatory, ecosystem-based DX promotion

# Strategic Priorities Value Creation – Results



Headline Results ~FY2022

Going Forward

## Rebuilding our global business strategy

01

Simplified to a four-region structure.  
Launched Fujitsu Uvance.

**Governance  
Strengthened**  
**Americas  
Business reform**

**Fujitsu  
Uvance**  
Revenue  
**200** billion yen

Change in business focus and improve profitability in international regions.

## Strengthening issue resolution capability in Japan

02

Reskilled Japan sales to help customers address social and business issues with enhanced technology.

**Business  
Producers**  
Reskilled  
**8,000**

**Fugaku**  
Awarded  
**4** titles over  
**4** consecutive terms

Change in business model and portfolio to create enhanced customer value.

## Contributing to greater stability of our customers' businesses

03

Global standardization and enhanced governance of quality, risk management, and security measures.

**GDC & JGG\***  
Headcount  
**30,000**

Quality checks  
using AI  
Projects  
**6,000+**

GDC: Global Delivery Center JGG: Japan Global Gateway

Support the modernization of customers' IT and service environments.

## Becoming our customers' DX partner of choice

04

Increased customers' business success by helping solve their management issues.

**DX partnership cases  
with customers**  
**160+**  
companies

**Ridgelinez**  
Revenue  
**100** billion yen  
Consulting proposals  
**250+** companies

Implement a model, structure, and system for global customer success.



# Strategic Priorities

## Internal Transformation – Results



Headline Results ~FY2022

Going Forward

### Enforcing data-driven management

01

Commenced data-driven management with OneFujitsu programs.

OneData

**13,000** people

OneCRM

**31** countries for **20,000** people

Globally unified and operational data-driven management based on OneERP+.

### DX talent development and productivity improvement

02

Established 'Work Life Shift' to promote empowered working and career development, with new work environments, systems and policies, which has contributed to higher employee productivity.

Productivity

OPPL/employee (vs FY2019)

**+60%**

Moving to a business-aligned workforce portfolio and an individual-focused human resource system.

### Fully participatory, ecosystem-based DX promotion

03

Developed our DX mindset and corporate culture through communication and collaboration forums.

Company's DX Event

Participants

**26,000** people

Further promote DX working in Fujitsu and expand DX approach and propositions for customers.

# Financial Forecast for FY2023



Increasing both Revenue and Operating Profit centered on Solutions/Services.

(Unit: Billions of yen)

## Consolidated

	2022 (Actual)	2023 (Forecast)	Variance
Revenue	3,713.7	<b>3,860.0</b>	+146.2
Operating Profit	335.6	<b>340.0</b>	+4.3
Operating Profit Margin	9.0%	<b>8.8%</b>	-0.2%
Profit for the Period	215.1	<b>218.0</b>	+2.8
Operating Profit (Excl. restructuring)	320.8	<b>340.0</b>	+19.1
Operating Profit Margin (Excl. restructuring)	8.6%	<b>8.8%</b>	+0.2%

# Positioning of the Next Medium-Term Management Plan **FUJITSU**

Evolving our model to ensure sustainable growth and improved profitability for 2030 and beyond.



## Initiatives

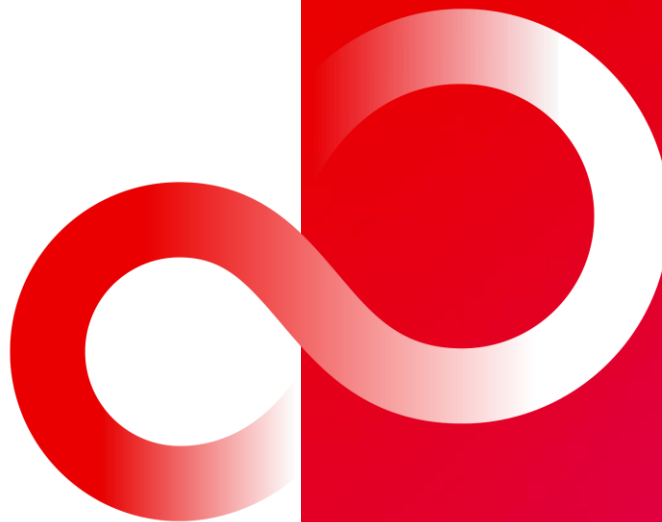
- Improved profitability
- Reform of corporate culture
- Further strengthen the business model and portfolio (Enhance On Cloud business)
- Ensure support for customer modernization (Lead DX\* and GX\*)
- Improve profitability of international business (Shift to service business)

\*Digital Transformation \*Green Transformation

# Future Schedule



**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