

# IR Day 2024

Fujitsu Limited

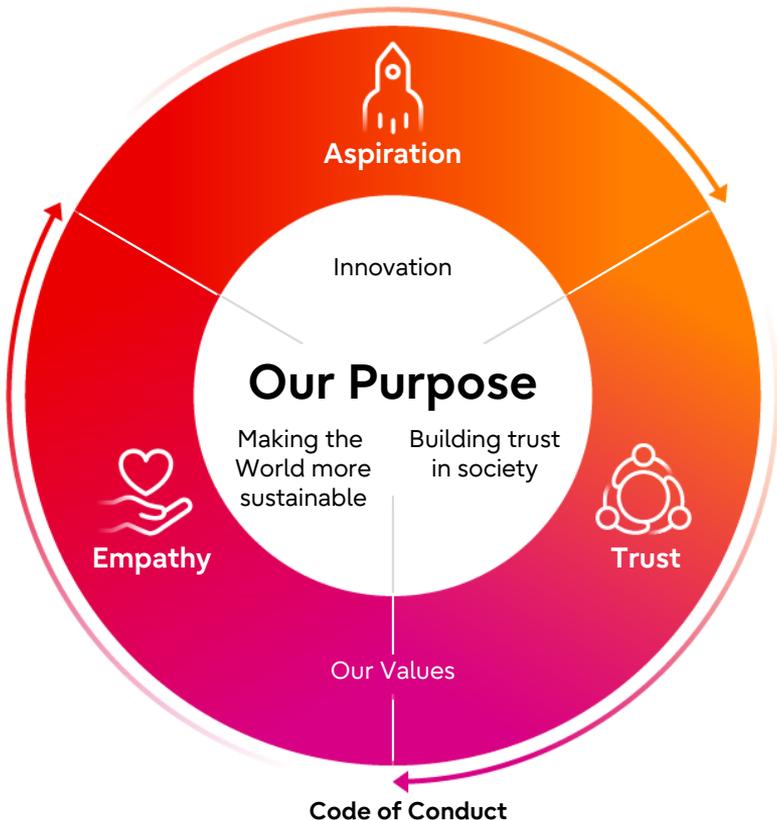
September 10, 2024

# Our Purpose

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



# Fujitsu Way



## Three elements of the Fujitsu Way



<p><b>Our Purpose</b></p>	<p><b>Our purpose is to make the world more sustainable by building trust in society through innovation.</b></p>	
<p><b>Our Values</b></p>	<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>
<p><b>Code of Conduct</b></p>	<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>	

# Value Creation Concept for 2030



Being a technology company that realizes net positive\* through digital services

\*Net positive: In addition to maximizing financial returns, we are committed to solving global environmental problems, developing a digital society, and improving people's well-being. Technology and innovation will have a positive impact on society as a whole.



# Positioning of the Medium-Term Management Plan

During this 3-year Medium-Term Management Plan period, we will establish a business model for sustainable growth and improved profitability for 2025, through to 2030 and beyond



- Improved profitability
- Transforming corporate culture

- **Business Model and Portfolio Strategy**
- **Customer Success / Regional Strategy**
- **Technology Strategy**
- **People Strategy**

# Key Strategies

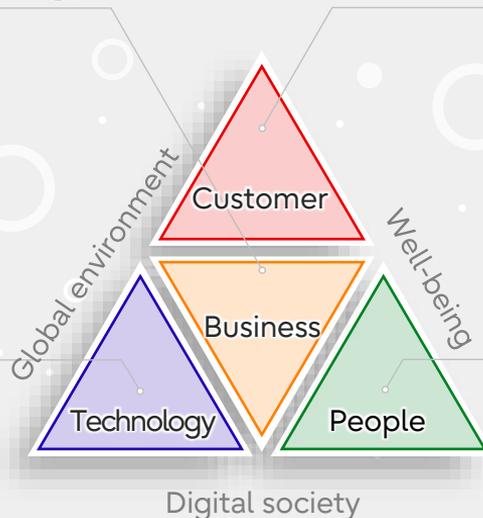
Key strategies to maximize stakeholder value and achieve Fujitsu's aspirations

## Business Model and Portfolio Strategy

- Business segments and portfolio
- Shift to growth areas
- Customer engagement model

## Technology Strategy

- Develop core technologies
- Business utilization of technologies (Enhance value delivered)



## Customer success / Regional Strategy

- Expand consulting
- Modernization
- International focus on services
- Strategic alliances
- Further stability of customers' business

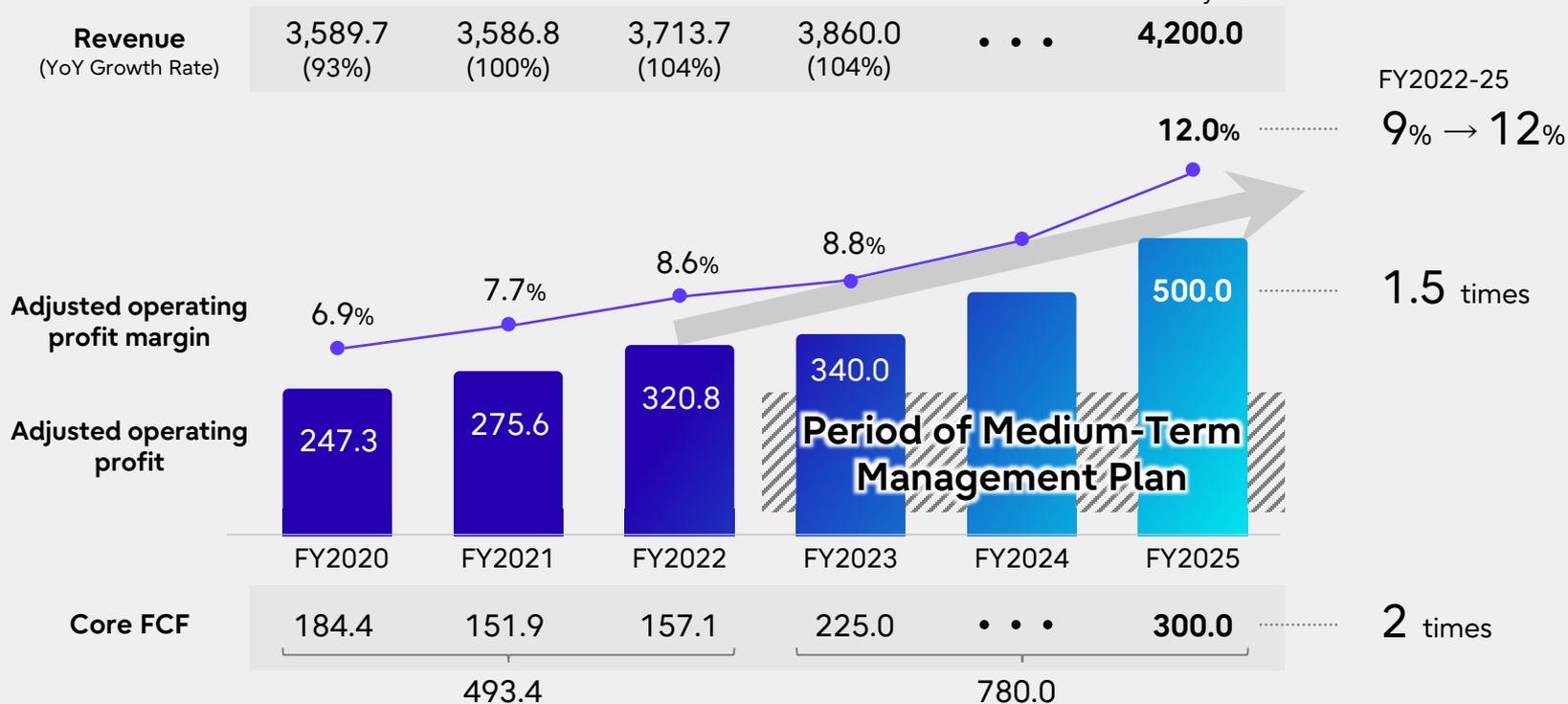
## People strategy

- Globally unified roles
- Improve productivity (per employee)
- Strengthen management foundation

# Consolidated Financial Plan



(Unit: billions of yen)



\*Adjusted operating profit: an indicator of the real profits from the business, in which one-time gains or losses from such activities as business restructurings, acquisitions or divestitures, and institutional changes are subtracted from operating profit.

\*\* Core free cash flow (FCF): ordinary free cash flow, excluding one-time cash inflows or outflows from such activities as business restructurings, structural reforms, and acquisitions or divestitures.

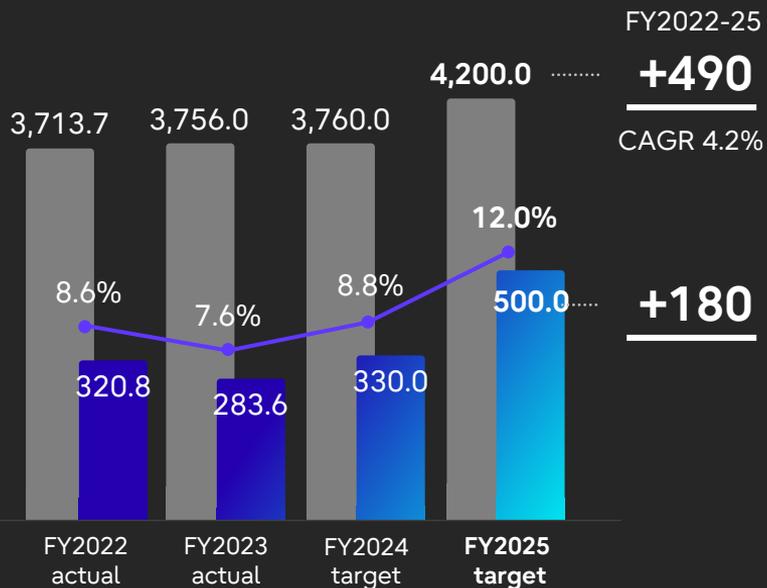
# Progress on Consolidated Financial Plan

Service solutions is a key driver of revenue and profit growth

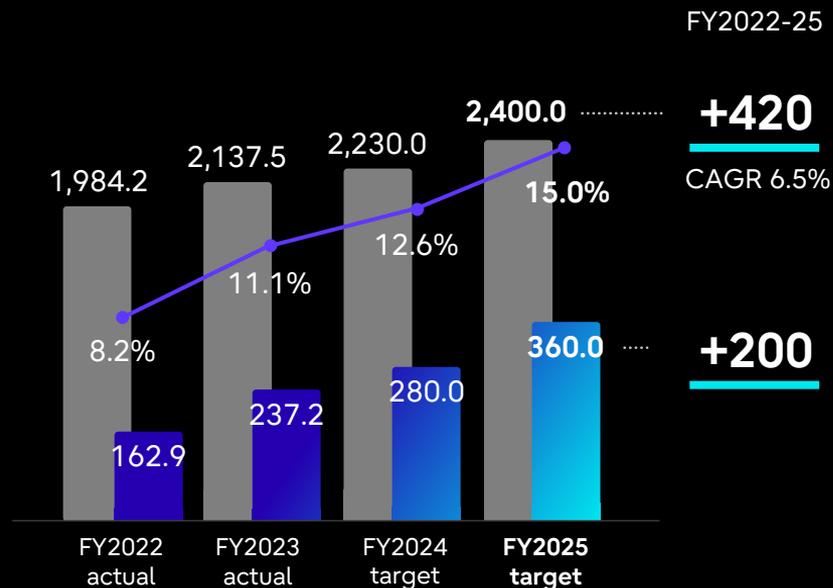
■ Revenue 
 ■ Adjusted operating profit 
 —●— Adjusted operating profit margin

(Unit: billions of yen)

## Consolidated



## Service Solutions



# Management Organization for Achieving Plan Targets FUJITSU



**Takahito  
Tokita**  
Representative Director, CEO



**Takeshi  
Isobe**  
Representative Director,  
Corporate Vice President,  
CFO



**Vivek  
Mahajan**  
Corporate Executive Officer,  
Corporate Vice President,  
CTO, CPO, System Platform



**Yoshinami  
Takahashi**  
Corporate Executive Officer,  
Corporate Vice President,  
COO (Fujitsu Uvance)



**Megumi  
Shimazu**  
Corporate Executive Officer,  
Corporate Vice President,  
COO (Service Delivery)



**Shunsuke  
Onishi**  
Corporate Executive Officer,  
Corporate Vice President,  
COO(Regions), CRO

# Drivers for Achieving Plan Targets

(Main point of today's presentation)



## Medium-Term Management Plan for Service Solutions (FY2025)

Revenue	Adjusted Operating Profit	Adjusted Operating Profit Margin
FY2022 actual 2.0 $\nearrow$ <b>2.4</b> trillion yen (+420 billion yen)	FY2022 actual 160 $\nearrow$ <b>360</b> billion yen (+200 billion yen)	FY2022 actual 8 $\nearrow$ <b>15</b> %

### Modernization

Bringing together Fujitsu's capabilities to create a competitive advantage in modernization

Corporate Vice President  
Megumi Shimazu



### Fujitsu Uvance

Transformation to Uvance business model and expansion of recurring revenue platform

Corporate Vice President  
Yoshinami Takahashi



### Consulting

Achieving transformation of business model and high-profitability business through launch of consulting business

Corporate Vice President  
Shunsuke Onishi



### Technology

Five key technologies centered around AI

Corporate Vice President  
Vivek Mahajan

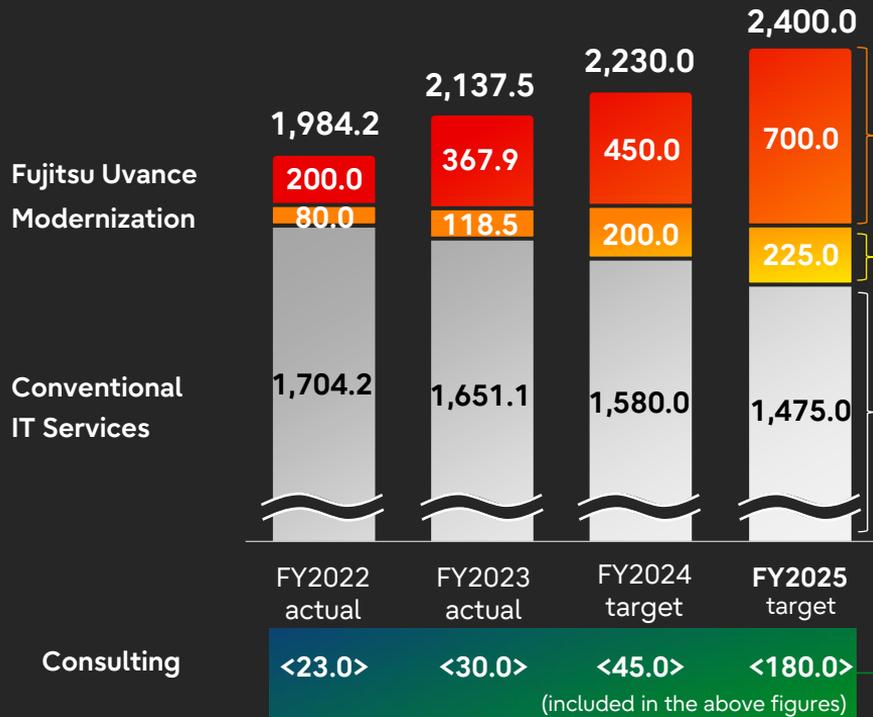


# Revenue Growth and Portfolio

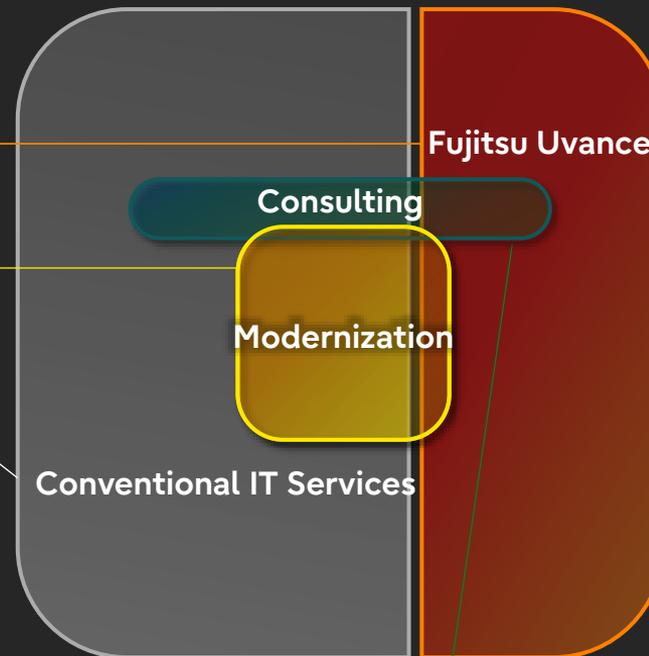


## Service Solutions Revenue Plan

(Unit: billions of yen)



## Portfolio (schematic)



**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