

Value creation model

Our Purpose is to make the world more sustainable by building trust in society through innovation.

Fujitsu's Materiality



Vision for 2030: Being a technology company that realizes net positive through digital services

Input

Fiscal 2022 results

Financial capital

- Total assets: **¥3.3 trillion**
- Free cash flow: **¥177.5 billion**
- Growth investment: **¥131.0 billion**

Human capital

- Number of employees: **124,000 people**
- Ratio of female employees: **24%**
- Ratio of female managers: **15%**

Natural capital

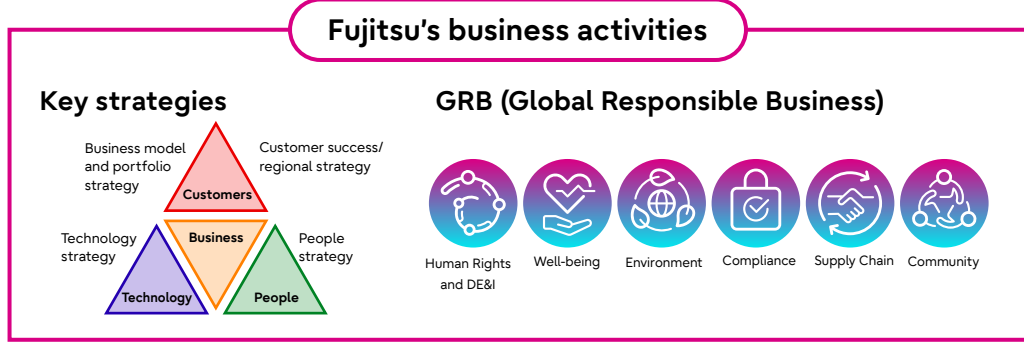
- Energy consumption: **13 million GJ**

Technology and intellectual capital

- R&D investment: **¥109.5 billion**
- Internal DX investment: **¥50.0 billion**

Social and relationship capital

- Community activity-related expenditures: **¥2.47 billion**



Output

Fiscal 2030

Financial indicators

- Growth area revenue (Fujitsu Uvance): **¥1 trillion+**
- Operating profit margin (Service Solutions): **17%+**
- EPS CAGR (Fiscal 2023–2030): **17%+**

Non-financial indicators

- Contribute to reduced global GHG emissions (Global CO₂ reduction impact in Service Solutions): **0.3%**
- Use of renewable energy in Fujitsu: **100%**
- Digital accessibility: **150 million people**
- Number of people receiving ICT skills training: **12 million people+**
- Employee engagement: **75+**
- Diverse leadership (e.g. ratio of female managers): **30%+**

Outcome

Providing value to society

Stakeholders

Customers, shareholders, employees, partners, society, and the next generation

Solving global environmental issues Planet

Developing a digital society Prosperity

Improving people's well-being People