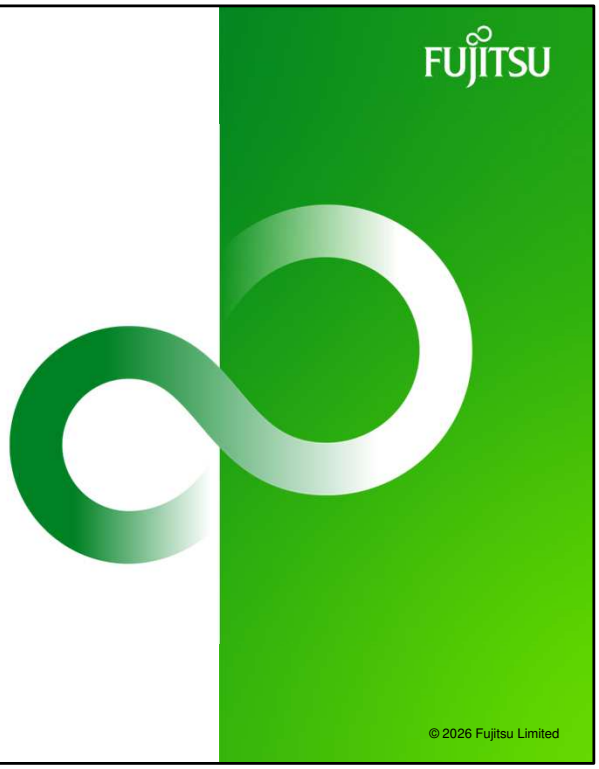
FY2025

Consolidated Financial Results

April 28, 2026
Fujitsu Limited



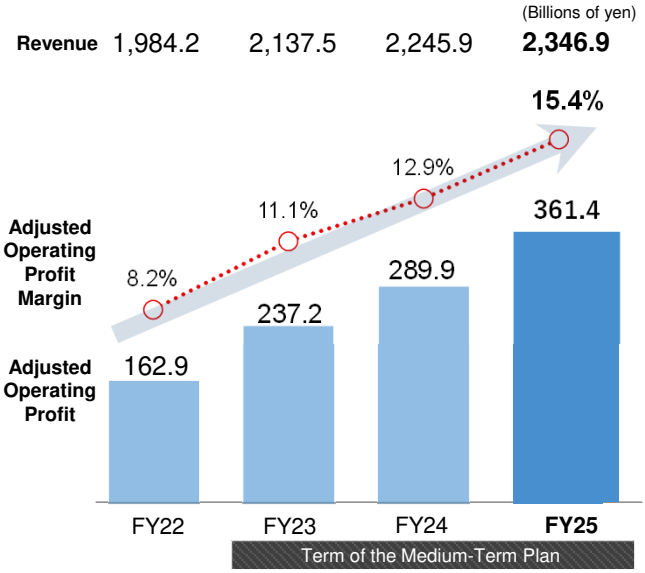
© 2026 Fujitsu Limited

Financial Results for FY2025

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

FY2025 Results: Overview (Service Solutions) Achieved Record High Profit



- **Revenue was 2,346.9 billion yen (up 4.5% from prior year)**
  Excluding the impact of restructuring, actual revenue was up 5.6% (business in Japan was up 8.3%)
  - Revenue in Uvance was 709.3 billion yen (up 47% from prior year)
  - Revenue in modernization was 249.7 billion yen (up 24% from prior year)

  Both surpassed their target revenue in the Medium-Term Management Plan

- **Adjusted operating profit was 361.4 billion yen (up 24.7% from prior year)**
  - Adjusted operating profit margin was 15.4% (up 2.5% from prior year)
  - In addition to the effects of higher revenue, profitability also improved

3

© 2026 Fujitsu Limited

Page 3. I will first provide an overview of our financial results for fiscal 2025, starting with Service Solutions, our most important segment.

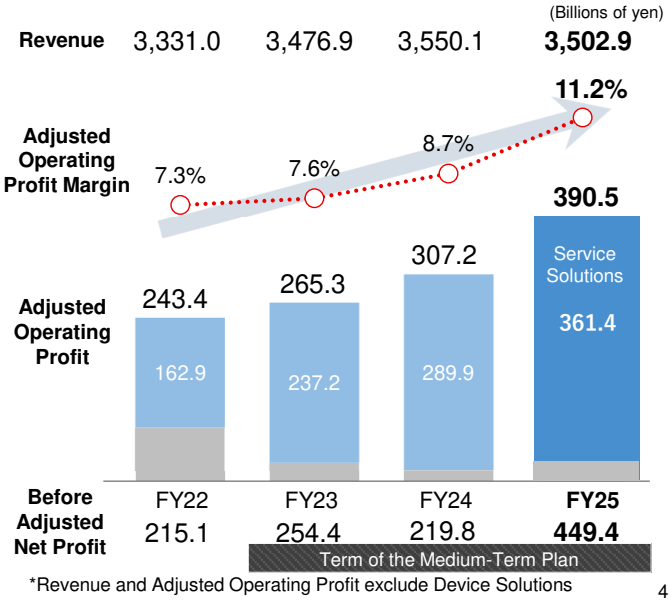
Revenue for fiscal 2025 was 2,346.9 billion yen, up 4.5% from the prior year. Excluding the impact from business restructuring, actual revenue was up 5.6%. Of this, revenue from business in Japan was up 8.3%.

This growth was mainly driven by our Uvance and Modernization businesses. Revenue in Uvance was up 47%, and revenue in Modernization was up 24% from the prior year. Both surpassed their target revenue in the Medium-Term Management Plan.

Adjusted operating profit was 361.4 billion yen, up 25% from the prior year. The adjusted operating profit margin was 15.4%, an improvement of 2.5 percentage points from the prior year.

In addition to the benefit of higher revenue, we also made steady progress in improving profitability. As a result, adjusted operating profit was mostly in line with our plan, and we were able to surpass last year's record high profit.

FY2025 Results: Overview (Consolidated Total) Achieved Record High Profit



*Revenue and Adjusted Operating Profit exclude Device Solutions

- **Revenue was 3,502.9 billion yen (down 1.3% from prior year)**
  - Excluding the impact of restructuring, actual revenue was up 0.9%
  - Revenue increased in Service Solutions, but declined in Hardware Solutions and Ubiquitous Solutions
- **Adjusted operating profit was 390.5 billion yen (up 27.1% from prior year)**
  - Higher profit in all business segments (up 10.5 billion yen from the prior announcement in January)
- **Net profit prior to adjustment was 449.4 billion yen (up 229.6 billion yen from prior year)**
  - In addition to an increase in profit in our main business, we also recorded a profit on the sale of SHINKO ELECTRIC INDUSTRIES CO., LTD and GENERAL Inc.

4

© 2026 Fujitsu Limited

Page 4 shows an overview of our consolidated total results.

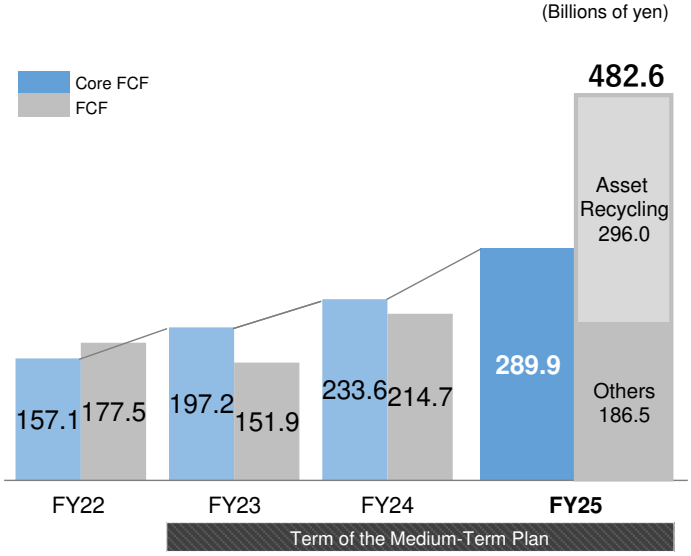
Revenue was 3,502.9 billion yen, down 1.3% from the prior year. Excluding the impact from business restructuring, however, it was up 0.9%. Revenue in Service Solutions increased, as I previously explained, but revenue in Hardware Solutions and Ubiquitous solutions declined.

Adjusted operating profit was 390.5 billion yen, up 27% from the prior year. Each business segment posted higher profits compared to the prior year, up 10.5 billion yen from the prior announcement in January. The consolidated total adjusted operating profit also surpassed last year's record high profit.

Net profit prior to adjustment was 449.4 billion yen, up 229.6 billion yen from the prior year, a two-fold increase. In addition to the increase in profit in our main business, gains on the sales of SHINKO ELECTRIC INDUSTRIES CO., LTD and GENERAL Inc. also contributed substantially to profit. Needless to say, net profit prior to adjustment also hit a record high.

© 2026 Fujitsu Limited

Increase in Cash Generation



* Asset Recycling: The sale of a device business and GENERAL Inc.

Core free cash flow was 289.9 billion yen (up 56.2 billion yen from prior year, an improvement of 24.1%)

- Profit in our main business increased, and working capital efficiency improved

Free cash flow was 482.6 billion yen (up 267.9 billion yen from prior year, an improvement of 124.8%)

- In addition to the improvement in core free cash flow, there were also proceeds from the sale of SHINKO ELECTRIC INDUSTRIES CO., LTD and GENERAL Inc., leading to a significant increase in free cash flow

5

© 2026 Fujitsu Limited

Page 5. Cash flows and cash generation both increased steadily.

Excluding one-time cash inflows or outflows, core free cash flow was 289.9 billion yen, an increase in inflows of 56.2 billion yen from the prior year, up 24%. This was due to an increase in profit in our main business, as well as improvement in working capital efficiency.

Free cash flow was 482.6 billion yen, an increase in inflows of 267.9 billion yen from the prior year. In addition to the improvement in core free cash flow, there were also proceeds from the sale of SHINKO ELECTRIC INDUSTRIES CO., LTD and GENERAL Inc., leading to a more than two-fold increase from the prior year.

© 2026 Fujitsu Limited

Business Segment Information

(Billions of yen)

		FY2023	FY2024	FY2025	vs. LY	(%)	Excl. restructuring etc. (%)
Service Solutions	Revenue	**2,137.5**	**2,245.9**	**2,346.9**	**100.9**	**4.5**	**5.6**
	Japan	1,533.3	1,656.2	1,771.7	115.4	7.0	8.3
	Outside Japan	604.1	589.7	575.2	-14.5	-2.5	
	Adj. Operating Profit	**237.2**	**289.9**	**361.4**	**71.4**	**24.7**	
	[%]	[11.1%]	[12.9%]	[15.4%]	[2.5%]		
Hardware Solutions	Revenue	1,108.0	1,119.9	1,009.8	-110.0	-9.8	-5.0
	Adj. Operating Profit	83.6	61.3	67.0	5.7	9.3	
Ubiquitous Solutions	Revenue	273.3	251.7	229.8	-21.9	-8.7	
	Adj. Operating Profit	24.2	31.3	38.8	7.4	23.8	
Inter-segment Elim./Corporate	Revenue	-41.9	-67.5	-83.6	-16.0	-	
	Adj. Operating Profit	-79.7	-75.3	-76.7	-1.3	-	
Total	Revenue	**3,476.9**	**3,550.1**	**3,502.9**	**-47.1**	**-1.3**	**0.9**
	Adj. Operating Profit	**265.3**	**307.2**	**390.5**	**83.3**	**27.1**	
	[%]	**[7.6%]**	**[8.7%]**	**[11.2%]**	**[2.5%]**		

*Excluding restructuring, etc.: Services Excluding the impact of last fiscal year's sale of contact center business
Hardware Excluding the impact of the change from gross sales standard for software from other companies to net sales

© 2026 Fujitsu Limited

Page 6. Next, I will provide an overview of the results for each segment. Each business segment posted higher profits compared to the prior year.
In the following pages, I will go through the results for each segment in detail.

© 2026 Fujitsu Limited

Consolidated PL

FUJITSU

Adjusted Consolidated Results

(Billions of yen)

	FY2023	FY2024	FY2025	vs. LY	(%)	Change vs. Previous Forecast
Revenue	3,476.9	3,550.1	3,502.9	-47.1	-1.3	-27.0
Adjusted Operating Profit	**265.3**	**307.2**	**390.5**	**83.3**	**27.1**	**10.5**
[Adjusted Operating Profit Margin]	**[7.6%]**	**[8.7%]**	**[11.2%]**	**[2.5%]**		
Adjusted Net Profit from Continuing Operations	229.3	235.2	297.7	62.4	26.6	
Adjusted Net Profit from Discontinued Operations	6.4	5.7	0.5	-5.1	-90.3	
Adjusted Net Profit	235.8	240.9	298.2	57.3	23.8	23.2

Consolidated Results

Operating Profit	**149.3**	**265.0**	**348.3**	**83.2**	**31.4**	**-11.6**
Net Profit from Continuing Operations	255.4	207.0	305.4	98.4	47.6	
Net Profit from Discontinued Operations	-0.9	12.7	143.9	131.1	-	
Net Profit	254.4	219.8	449.4	229.6	104.5	24.4

© 2026 Fujitsu Limited

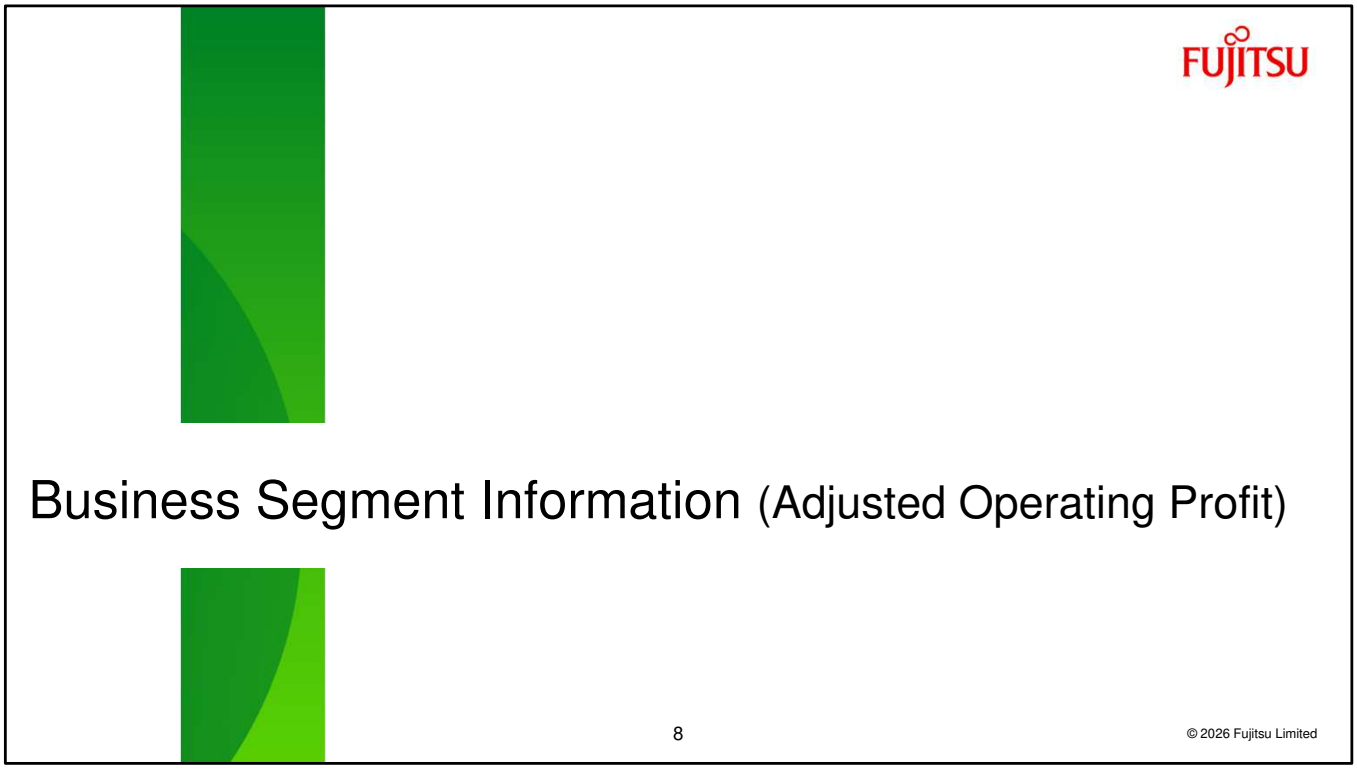
Page 7 shows adjusted operating profit, which reflects our main business, and consolidated results prior to adjustment, which includes one-time gains and losses.

The top half of the slide shows adjusted consolidated results, which reflect our main business. Profits increased significantly and achieved a record high, as I previously explained.

The bottom half of the slide shows consolidated results prior to adjustment, which includes one-time gains and losses, such as the impact from business restructuring. Operating profit was 348.3 billion yen, whereas net profit was 449.4 billion yen.

In operating profit, although we recorded adjustment items such as business restructuring expenses and Purchase Price Allocation (PPA) related to business acquisitions, there were also gains from the sale of SHINKO ELECTRIC INDUSTRIES CO., LTD and GENERAL Inc. that were recorded as income from investments accounted for using the equity method. This substantially contributed to the growth in profit.

© 2026 Fujitsu Limited



Page 8. Next, I will provide a breakdown of the results for each segment.

© 2026 Fujitsu Limited

Service Solutions

(Billions of yen)

	FY2024	FY2025	vs. LY	(%)	Excl. restructuring etc. (%)
Revenue	**2,245.9**	**2,346.9**	**100.9**	**4.5**	**5.6**
[Uvance]	[482.8]	[709.3]	[226.4]	[46.9]	
[Modernization]	[201.0]	[249.7]	[48.7]	[24.2]	
Japan	1,656.2	1,771.7	115.4	7.0	8.3
Outside Japan	589.7	575.2	-14.5	-2.5	
Adjusted Operating Profit	**289.9**	**361.4**	**71.4**	**24.7**	
[Adj. operating profit margin]	[12.9%]	[15.4%]	[2.5%]		

Revenue

- Up 7% in Japan (up 8.3% excluding restructuring) Strong growth in Uvance and modernization
- Down 2% outside of Japan, lower revenue because of a pullback from large-scale deals in the prior year

Adjusted operating profit (a new record)

- Steady progress in profitability improvements, in addition to the benefit of higher revenue

*Japan: Global solutions, Regions (Japan)

*Outside Japan: Regions (International)

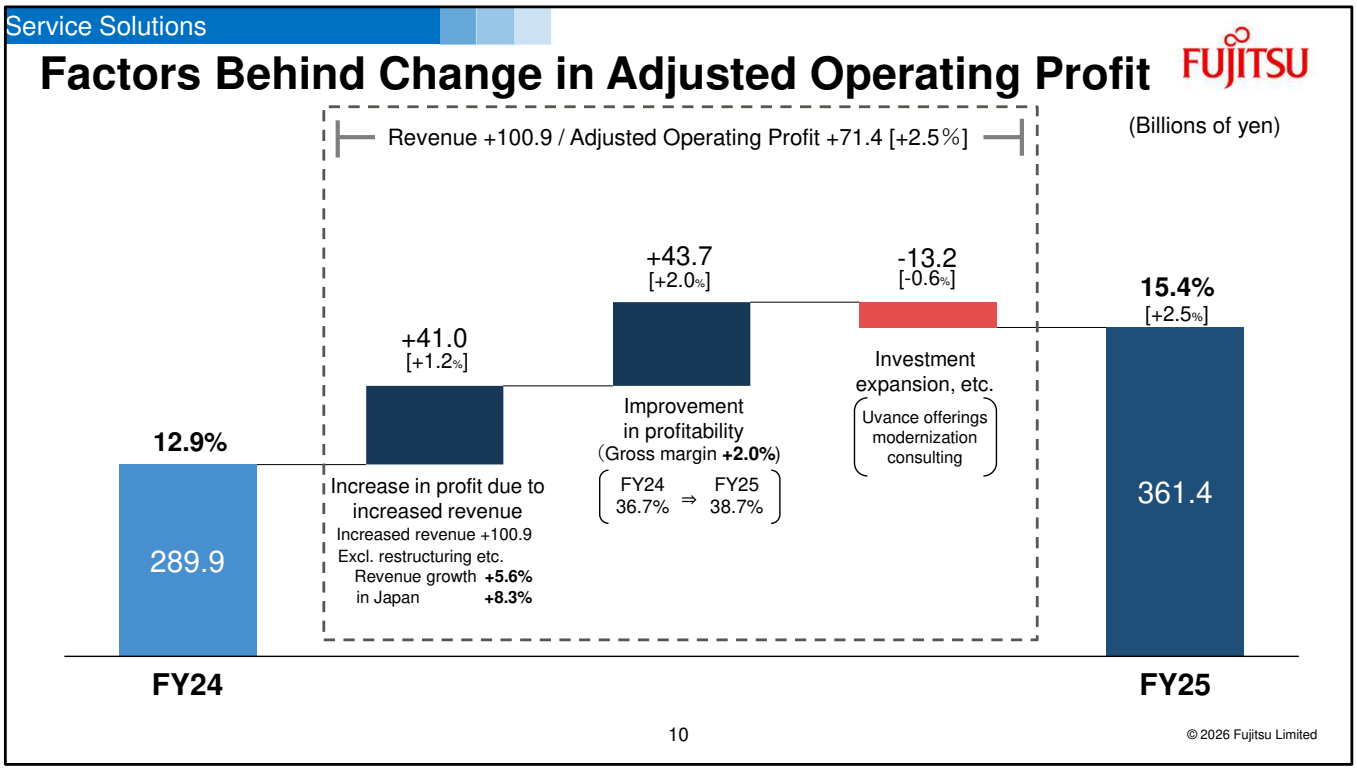
*Excluding restructuring, etc.: Excluding the impact of last fiscal year's sale of contact center business

© 2026 Fujitsu Limited

Page 9. First is Service Solutions.

I will omit an explanation for the figures, as I have already explained them. Starting with the next page, I will provide an overview of the segment's results and explain the factors behind the increases and decreases in adjusted operating profit.

© 2026 Fujitsu Limited



Page 10 shows a breakdown of the changes since last year in adjusted operating profit for Service Solutions.

On the very left, adjusted operating profit for fiscal 2024, the previous fiscal year, was 289.9 billion yen. That will be the starting point for the factors on the right that impacted results for fiscal 2025.

First, profit increased by 41 billion yen from the benefit of higher revenue. This was mainly due to revenue growth in Japan.

Second, profit increased by 43.7 billion yen from profitability improvements. This was a result of the continued standardization and automation of development work, as well as the benefits of using AI in the development process beginning to emerge.

In addition, in Regions (International), we started to see the results of our portfolio transformation. As a result, overall, the gross margin improved by 2 percentage points this fiscal year as well.

Third, profit decreased by 13.2 billion yen because of an increase in growth investments. In addition to accelerating investments directly linked to business growth, such as developing Uvance offerings, bringing together expertise regarding Modernization, and enhancing consulting capabilities, we also expanded investments in initiatives such as cybersecurity measures.

Bringing this together, profit increased by 71.4 billion yen. As a result, adjusted operating profit in fiscal 2025 for Service Solutions was 361.4 billion yen, and the adjusted operating profit margin was 15.4%, an improvement of 2.5 percentage points from the prior year, as shown on the far-right side of the chart.

© 2026 Fujitsu Limited

Service Solutions

Orders (Japan)

Very strong demand continues in services in Japan, particularly in DX

	FY2024					FY2025					[Excl. large-scale deals]
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	**Total**	
Japan	97%	101%	109%	111%	105%	**101%**	**105%**	**106%**	**95%**	**102%**	**[108%]**
Private Enterprise Business [Manufacturing & Distribution & Retail]	106%	99%	107%	109%	106%	**97%**	**97%**	**107%**	**101%**	**101%**	**[106%]**
Finance Business [Finance & Insurance]	100%	117%	104%	130%	114%	**119%**	**86%**	**82%**	**92%**	**94%**	**[105%]**
Public&Healthcare [Government & Local government & Healthcare]	85%	97%	111%	105%	98%	**96%**	**125%**	**95%**	**109%**	**105%**	**[108%]**
Mission Critical and others [Mission Critical & National Security & others]	131%	98%	110%	110%	111%	**114%**	**103%**	**152%**	**70%**	**102%**	**[113%]**

*Large-scale deals: multi-year contracts, with each deal exceeding 2.5 billion yen
(on average, each deal has a contract period of about 5 years and a contract amount of roughly 5.0 billion yen)

© 2026 Fujitsu Limited

Page 11. I will now provide some additional information on each of the items in the previous waterfall chart.

First, we will look at the status of orders, which led to sales. This page shows orders in Japan.

Total orders in fiscal 2025 in Japan were up 2% from the prior year. Excluding large-scale deals that have a contract term spanning several years, orders were up 8%. Demand remains robust, primarily for digital transformation (DX) projects.

I will now comment on each industry segment.

Orders in the enterprise segment were at the same level as the prior year. Excluding large-scale multi-year deals, orders were up 6%.

For manufacturing-related demand, there were some cases in which individual customers narrowed down their IT investments related to operation and maintenance due to uncertainty about the future. Demand related to DX, on the other hand, continued to experience strong growth. We also made progress in expanding our market share, and there was an overall trend of growth throughout the entire year.

In the finance segment, orders were down 6% compared to the prior year. Excluding the impact of large-scale multi-year business deals, including maintenance for a mission-critical system at a major bank in the prior year, orders were up 5%. We were able to increase orders by systematically organizing our offerings aimed at accelerating DX at financial institutions as Uvance for Finance offerings, and introducing new offerings for both account processing and branch solutions.

In the public and healthcare segment, orders were up 5% from the prior year. Excluding large-scale multi-year deals, orders were up 8%. Orders increased across nearly all areas of the segment, including government agencies, local governments, and the healthcare field.

Mission critical and other orders were up 2% from the prior year. Excluding large-scale multi-year deals, orders were up 13%, representing a significant increase. In particular, orders in national security, basically for defense-related projects, saw extremely strong growth.

Overall, business in Japan continued to experience favorable conditions, with particularly strong demand for DX, Sustainabiliy Transformation (SX), and Modernization projects. Going forward, we will continue to propose higher value-added offerings under the guidance of our Uvance Wayfinders consultants, and we will leverage our highly reliable and productive delivery team in order to securely meet demand.

© 2026 Fujitsu Limited

Service Solutions

Order Backlog (Japan)

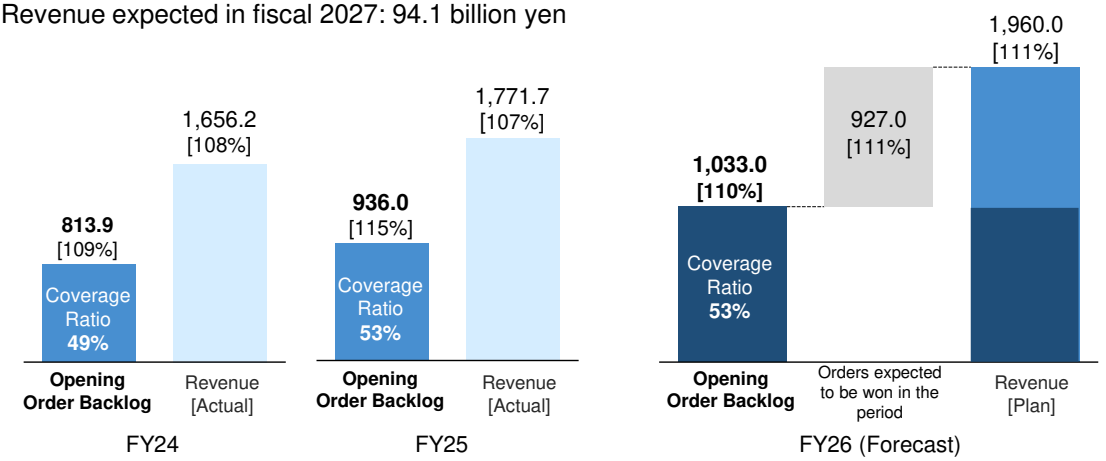
Total order backlog at the end of fiscal 2025: 1,127 billion yen (107% of prior year)

Of this, the expected revenue for fiscal 2026 is 1,033 billion yen (110% of prior year)

Revenue expected in fiscal 2027: 94.1 billion yen

Planned revenue for fiscal 2026: 1,960 billion yen (111% of prior year)
Order backlog coverage ratio: 53% (on par with prior year)

(Billions of yen)



12

© 2026 Fujitsu Limited

Page 12 shows our order backlog in Japan at the end of fiscal 2025. This is the backlog of contracts that will generate revenue in fiscal 2026 and beyond.

The total order backlog at the end of fiscal 2025 was 1,127 billion yen, up 7% from the same period in the prior year. Of this, the expected revenue for fiscal 2026 is 1,033 billion yen, up 10% from the prior year.

Given these orders and the condition of our pipeline for expected deals, in fiscal 2026, we are projecting revenue of 1,960 billion yen, up 11% from the prior year. The order backlog coverage ratio is 53%, which represents progress that is mostly on par with prior years.

The remaining revenue that is not covered by our existing order backlog will need to be secured by winning new orders in fiscal 2026. Although not included in the slides, the number of deals in our pipeline at the end of fiscal 2025, i.e., deals that we believe have the potential to lead to orders, is 16% higher than the same period in the prior year. Although there may be some deals we do not secure among these, we have sufficient resources to achieve our plan targets, and we intend to leverage them to produce results.

Orders (Outside Japan)

Europe: **Mostly on par with the prior year**
Americas & Asia Pacific: **Pullback from large-scale multi-year contracts in the prior year, mainly public sector projects**

	FY2024					FY2025				
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	**Total**
Europe	86%	84%	78%	128%	93%	**177%**	**93%**	**97%**	**70%**	**99%**
Americas	104%	50%	151%	73%	88%	**51%**	**120%**	**69%**	**124%**	**82%**
Asia Pacific	114%	138%	199%	96%	134%	**117%**	**99%**	**63%**	**105%**	**93%**

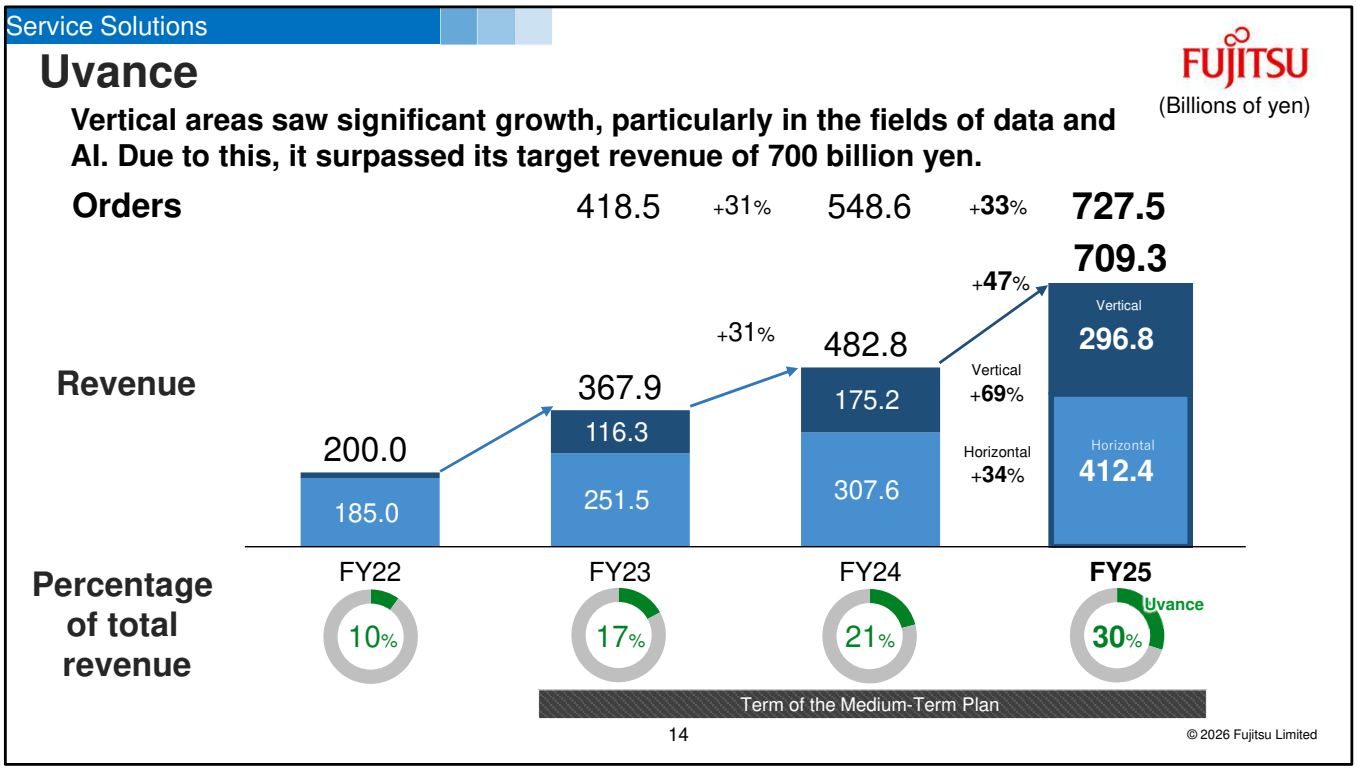
© 2026 Fujitsu Limited

Page 13. Next, I will go over orders from outside of Japan.

In Europe, there were fluctuations in deals, but orders for the full year were on par with the previous year.

In the Americas and Asia Pacific regions, orders were down due to large-scale multi-year business deals in the prior year, mainly for public sector projects.

© 2026 Fujitsu Limited



Page 14 shows the status of Uvance, which is a main driver of our business growth and the transformation of our business portfolio.

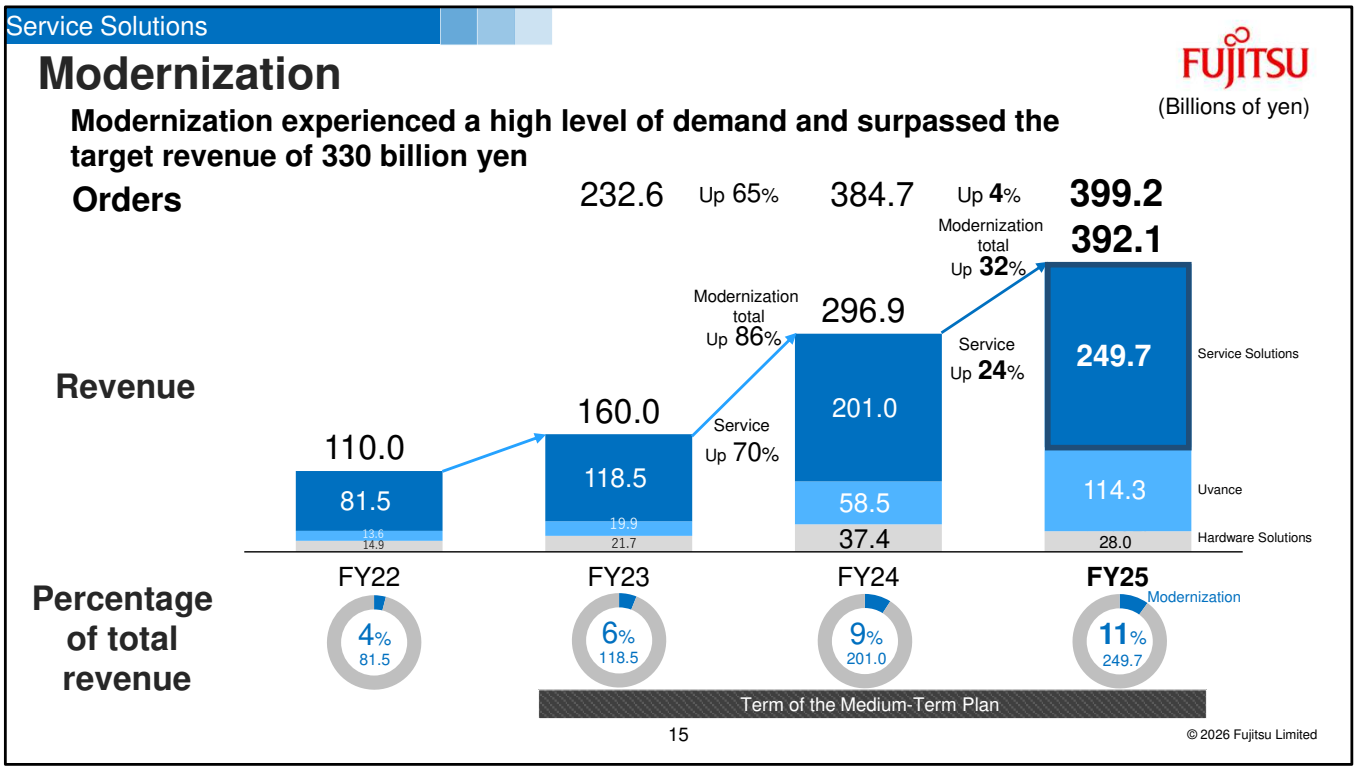
The figures on top show orders in fiscal 2025 of 727.5 billion yen, an increase of 33% from the prior year.

The graph on the bottom shows revenue.

Revenue in fiscal 2025 was 709.3 billion yen, up sharply by 47% from the previous year.
The Vertical areas, mainly data and AI, rose very sharply, up 69%, and exceeded our target level of 700 billion yen.

Within Service Solutions, the composition of revenue from Uvance increased from 21% in the prior year to 30%.

© 2026 Fujitsu Limited



Page 15 shows Modernization, which is our other growth pillar.

Our orders in fiscal 2025 were 399.2 billion yen, an increase of 4% over the prior year, when there were many large-scale multi-year contracts, but we were still able to exceed that level in fiscal 2025.

Overall revenue in fiscal 2025 was 392.1 billion yen, an increase of 32% from the prior year.
Demand for modernization business was very strong, clearly exceeding our target level of 330 billion yen.

Excluding the overlap from Uvance, revenue from services was 249.7 billion yen, an increase of 24% from the prior year.

Within Service Solutions, the composition of revenue from Modernization increased to 11%.

© 2026 Fujitsu Limited

Service Solutions

Improvement in Profitability

FUJITSU

Improvements in Productivity and Generation of Added Value from Upgrades in Delivery Operations

Improvement in profitability: +43.7 billion yen (Gross margin ratio +2.0%)

① Improved productivity through standardization of the development process (Japan Global Gateway)

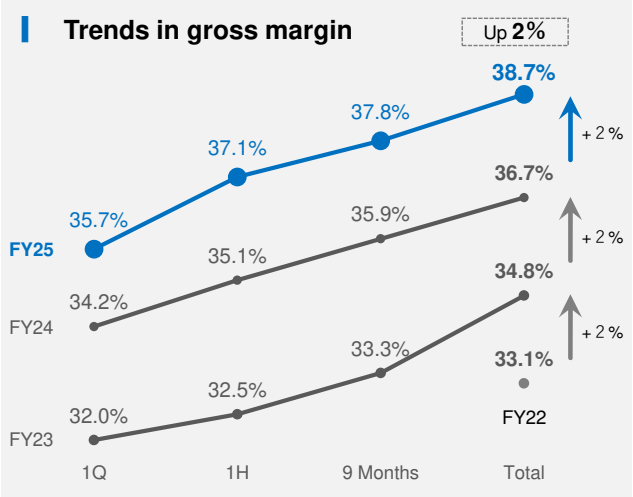
② Increased speed and stabilization of quality through the use of generative AI

- Approximately 30,000 system engineers and partner companies in Japan are using generative AI in 70% of their projects in Japan
- Starting in the second half of fiscal 2025, we have provided a generative AI usage environment to 36 additional countries outside of Japan

③ Pricing strategy of added value

④ Optimization of human resources portfolio

- Improved productivity through the optimal allocation of human resources



16

© 2026 Fujitsu Limited

This slide shows the status of improvements to profitability and the gross margin.

Improvements in profitability led to the positive effect of adjusted operating profit increasing by 43.7 billion yen. The gross margin saw an improvement of 2 percentage points in fiscal 2025 as well.

There was also improvement in our standardization of the development process, automation, and the expansion of the standardization of our delivery model, as well as the positive effects associated with greater familiarization with this.

Regarding the use of AI in our delivery process, we are making progress on expanding our generative AI development environment, which enables its use under secure conditions, in Japan and 36 other countries.

There is still only a limited number of projects for which the entire development process is carried out on our AI-driven development platform, so only a portion of projects have benefited from productivity improvements. By expanding the usage of AI and the extent to which it is incorporated, we believe that we will achieve sustainable and significant improvements in productivity going forward.

By providing higher value-added services through improving service quality and speeding up our delivery, we will continue to achieve sustainable improvements in productivity.

Service Solutions

Breakdown by Sub-Segment

(Billions of yen)

		FY2024	FY2025	vs. LY	(%)	Excl. restructuring etc. (%)
Service Solutions	Revenue	2,245.9	2,346.9	100.9	4.5	5.6
	Adjusted Operating Profit	289.9	361.4	71.4	24.7	
	[%]	[12.9%]	[15.4%]	[2.5%]		
Global Solutions	Revenue	511.2	540.6	29.3	5.7	9.9
	Adjusted Operating Profit	5.6	33.3	27.6	-	
	[%]	[1.1%]	[6.2%]	[5.1%]		
Regions (Japan)	Revenue	1,310.4	1,366.8	56.3	4.3	
	Adjusted Operating Profit	260.3	293.9	33.6	12.9	
	[%]	[19.9%]	[21.5%]	[1.6%]		
Regions (International)	Revenue	589.7	575.2	-14.5	-2.5	
	Adjusted Operating Profit	23.9	34.1	10.1	42.4	
	[%]	[4.1%]	[5.9%]	[1.8%]		
Intra-seg. Elim	Revenue	-165.4	-135.6	29.7	-	

*Excluding restructuring, etc.: Excluding the impact of last fiscal year's sale of contact center business

Global Solutions
- Increased revenue, primarily in Uvance offerings
- Scrutiny of development expenses for each offering
- Growth of recurring business

Regions (Japan)
- Increase in DX and modernization projects
- Improvement in profitability from enhanced delivery and pursuit of value
- Increased investment in consulting

Regions (International)
- Declined in revenue due to pullback from large-scale multi-year contracts in the public sector
- Increased profit from the effects of our business portfolio transformation
  (1.7% in fiscal 2023, 4.1% in fiscal 2024, 5.9% in fiscal 2025)

17

© 2026 Fujitsu Limited

Page 17 provides an overview of each sub-segment in Service Solutions. Each sub-segment posted higher profits compared to the prior year.

First is Global Solutions. Excluding the impact of restructuring, actual revenue was up by 9.9%. Adjusted operating profit was 33.3 billion yen, up 27.6 billion yen from the prior year.

The main driver behind this increase in adjusted operating profit was the growth of Uvance. The adjusted operating profit margin was 6.2%, and we will continue to further improve this figure by increasing revenue.

In Regions (Japan), revenue was up 4.3%. Adjusted operating profit was 293.9 billion yen, up 33.6 billion yen from the prior year.

Business increased due to demand for DX and Modernization. Additionally, we also made progress on profitability improvement and were able to ensure a significant increase in profit while also increasing our investment in such efforts as enhancing our consulting capabilities. The adjusted operating profit margin was 21.5%, an improvement of 1.6 percentage points from the prior year.

In Regions (International), revenue declined by 2.5%. This was primarily due to the prior year's large-scale multi-year contracts in the public sector in Oceania.

Adjusted operating profit was 34.1 billion yen, up 10.1 billion yen from the prior year. The adjusted operating profit margin was 5.9%.

Although this figure is still low, our portfolio transformation and restructuring efforts have allowed us to finally be able to improve to this point.

Hardware Solutions

(Billions of yen)

	FY2024	FY2025	vs. LY	(%)	Excl. restructuring etc. (%)
Revenue	1,119.9	1,009.8	-110.0	-9.8	-5.0
System Products	938.3	816.2	-122.1	-13.0	-7.3
Network Products	181.6	193.6	12.0	6.6	
Adjusted Operating Profit	61.3	67.0	5.7	9.3	
[Adj. operating profit margin]	[5.5%]	[6.6%]	[1.1%]		

*Excluding restructuring, etc.: Excluding the impact of the change from gross sales standard for software from other companies to net sales

System Products

- Pullback from large-scale contracts, mainly in the public sector
- Scaling down business of third-party products smaller business in Asia
- Improved business efficiencies through the integration of the production and sales of Fsas Technologies

Network Products

- Increased revenue from base stations (earlier delivery schedule)
- Effects of higher revenue and efficiency improvements in 1FINITY

18

© 2026 Fujitsu Limited

Page 18. I will now talk about the other segments besides Service Solutions.

First is Hardware Solutions. Excluding the impact from the changes in the way revenue is recorded, revenue declined by 5% from the prior year. Adjusted operating profit, on the other hand, was 67 billion yen, up 5.7 billion yen from the prior year.

In System Products, excluding the impact from the changes in the way revenue is recorded, revenue declined by 7.3%. This was due to large-scale business deals in the public sector and scaling down the sale of third-party products, as well as downsizing small-scale and unprofitable businesses in Asia.

Profitability improved as a result of changes to our revenue structure and because the integration of production and sales at Fsas Technologies improved business efficiency.

In Network Products, revenue increased by 6.6%. This was in part due to recording earlier than expected revenue from base stations. The positive effects of higher revenue and progress made on business efficiency improvements at 1FINITY also contributed to higher revenue.

© 2026 Fujitsu Limited

Ubiquitous Solutions

(Billions of yen)

	FY2024	FY2025	vs. LY	(%)
Revenue	251.7	229.8	-21.9	-8.7
Adjusted Operating Profit [Adj. operating profit margin]	31.3 [12.5%]	38.8 [16.9%]	7.4 [4.4%]	23.8

- Lower revenue because of the ending of higher demand stemming from the conclusion of Windows 10 support (October 2025), and because of a pullback from large-scale deals in the prior year
- Higher profit due to progress on the shift in sales to higher value-added products

Inter-segment Elim./ Corporate

(Billions of yen)

	FY2024	FY2025	vs. LY
Adjusted Operating Profit	-75.3	-76.7	-1.3

- Continued advanced research (AI, quantum computing, etc.) and implementation of medium- to long-term growth investments as planned

© 2026 Fujitsu Limited

Page 19. The top part of the page is Ubiquitous Solutions.

Revenue declined by 8.7%. Despite this, adjusted operating profit was 38.8 billion yen, up 7.4 billion yen.

Although the demand previously generated from the end of support for Windows 10 essentially wound down, we succeeded in our efforts to increase the sales of high value-added products, which led to higher profit.

Toward the bottom is Inter-Segment Eliminations and Corporate.

We are moving forward in advanced R&D areas, such as AI, quantum computing, and next-generation CPUs.

© 2026 Fujitsu Limited



Page 20. Now that I have talked about each of the segments, I will move on to the status of cash flows and the balance sheet.

© 2026 Fujitsu Limited

Cash Flows (Consolidated)

(Billions of yen)

	FY2024	FY2025	vs. LY
Core Free Cash Flow *	233.6	289.9	56.2

* Ordinary free cash flow, excluding one-time cash inflows or outflows from such activities as business restructurings, structural reforms, and acquisitions or divestitures.

- Core free cash flow: Higher profits and working capital efficiencies

I	Cash flows from operating activities	303.8	338.1	34.2
II	Cash flows from investing activities	-89.1	144.4	233.6
I + II	Free Cash Flow	214.7	482.6	267.9
III	Cash flows from financing activities	-240.4	-379.7	-139.2

- Cash flows from investing activities: Cash inflows from the sale of SHINKO ELECTRIC INDUSTRIES Co., Ltd. and GENERAL Inc.
  Cash outflows from the acquisition of BrainPad Inc. and investment in Rapidus Corporation
- Cash flows from financing activities: Repayment of short-term borrowings

21

© 2026 Fujitsu Limited

Page 21. First, I will talk about cash flows.

Excluding one-time cash inflows or outflows, core free cash flow was 289.9 billion yen, an increase in inflows of 56.2 billion yen from the prior year.

In addition to growth in profit, progress was made on bringing greater efficiencies to working capital, and cash generation increased.

Toward the bottom of the table, free cash flow, including one-time inflows or outflows, was 482.6 billion yen, an increase in inflows of 267.9 billion yen from the prior year.

In addition to the improvement in core free cash flow, there were improvements in cash flows from investing activities. The sale of businesses, including SHINKO ELECTRIC INDUSTRIES CO., LTD and GENERAL Inc., also made a significant contribution to the increase in inflows.

© 2026 Fujitsu Limited

Core Free Cash Flow and Adjusted Items

(Billions of yen)

	FY2024	FY2025	vs. LY
Core Free Cash Flow	233.6	289.9	56.2
Adjusted items from GAAP Free Cash Flow	-18.9	192.7	211.6
Business transfers	49.0	289.7	240.7
Business model transformation expenditures	-48.4	-29.7	18.7
M&A related expenditures	-19.5	-67.3	-47.8
Free Cash Flow	214.7	482.6	267.9

Main adjustment items

- Business transfers: (Fiscal 2025) Inflows from the sale of SHINKO ELECTRIC INDUSTRIES Co., Ltd. and GENERAL Inc.
- Business model transformation expenditures: (Fiscal 2025) Lower one-time expenses relating to business structural reforms in Europe
- M&A-related expenditures: (Fiscal 2025) Outflows from the acquisition of BrainPad Inc. and investment in Rapidus Corporation

© 2026 Fujitsu Limited

Page 22 shows the adjusted items from cash flow and one-time inflows and outflows. I will omit an explanation for this page.

© 2026 Fujitsu Limited

Assets, Liabilities and Equity (Consolidated)

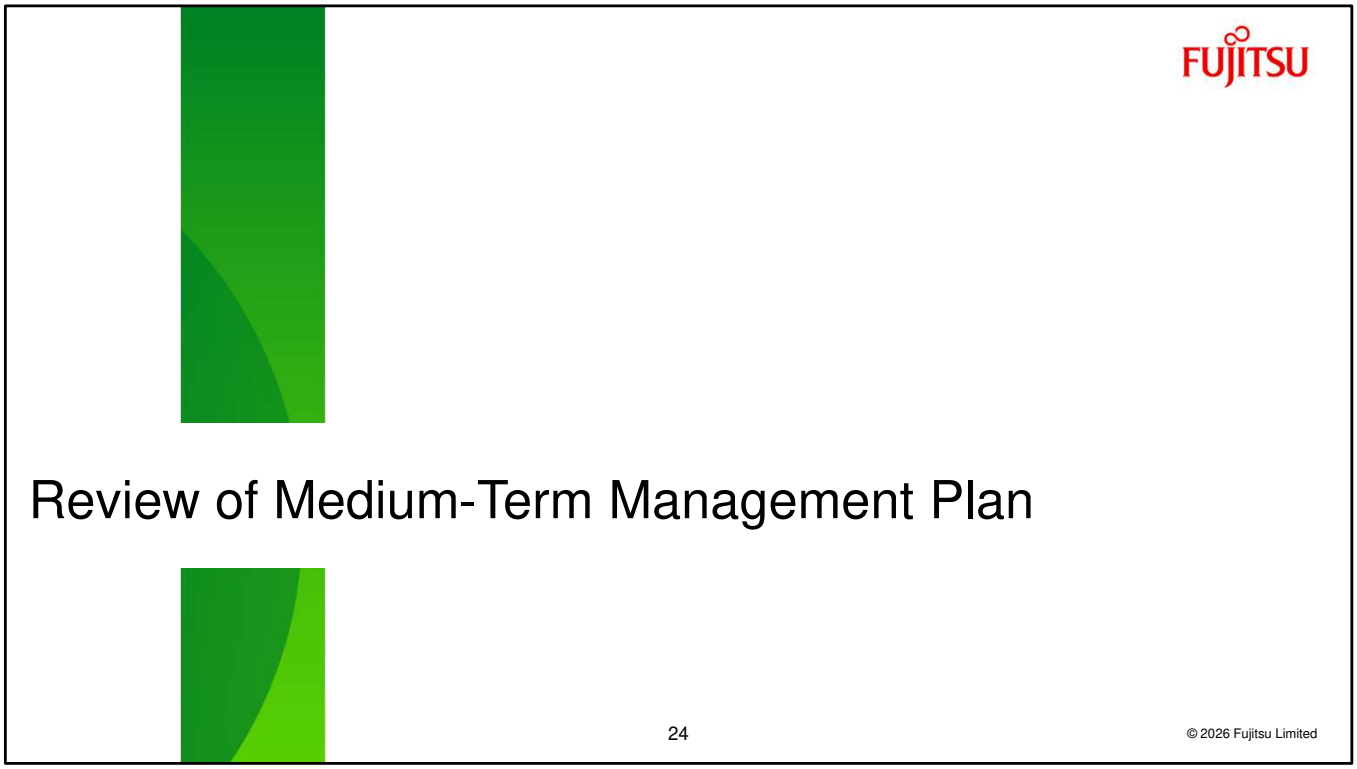
(Billions of yen)

	Year-end FY2024	Year-end FY2025	vs. LY
Total Assets	3,497.8	3,399.7	-98.0
Total Liabilities	1,595.7	1,355.1	-240.5
Total Equity	1,902.0	2,044.5	142.5
Total Equity Attributable to Owners of the Parent	1,740.9	2,024.9	283.9
Reference: Financial Indices			
Interest-bearing Loans	247.0	133.0	-113.9
(Net Interest-bearing Loans)	[11.0]	[-317.2]	[-328.2]

© 2026 Fujitsu Limited

Page 23 shows the status of Assets, Liabilities and Equity. I will omit an explanation for this page.

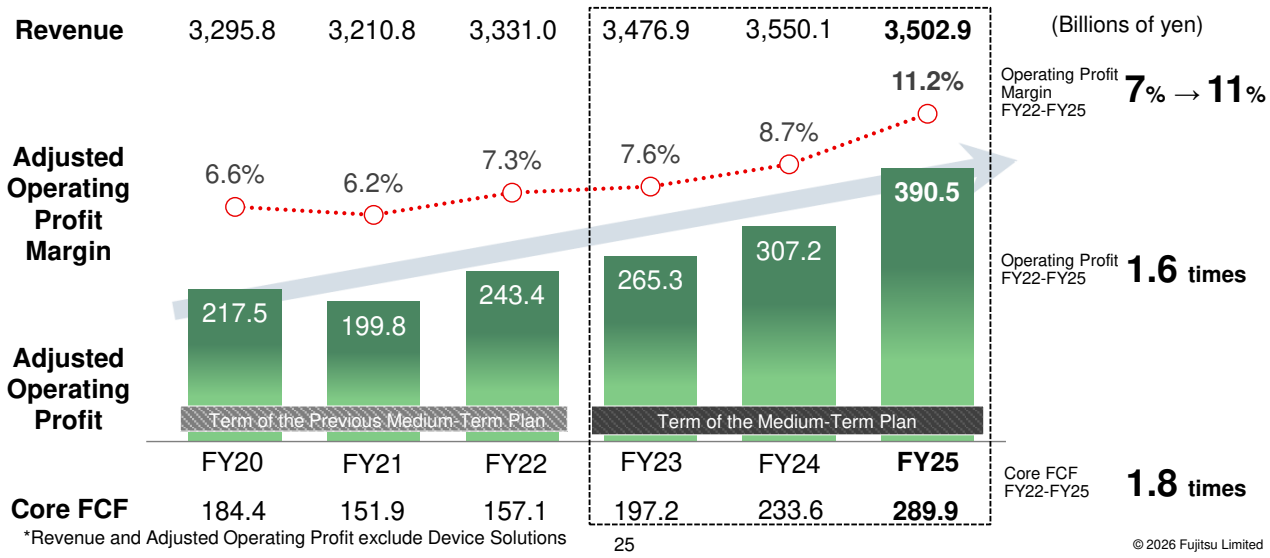
© 2026 Fujitsu Limited



Page 24. I will now review our Medium-Term Management Plan.

© 2026 Fujitsu Limited

Progress of Adjusted Operating Profit (Consolidated) : Record-High Profits for Four Consecutive Years



*Revenue and Adjusted Operating Profit exclude Device Solutions

25

© 2026 Fujitsu Limited

First, I will talk about the trends in consolidated adjusted operating profit.

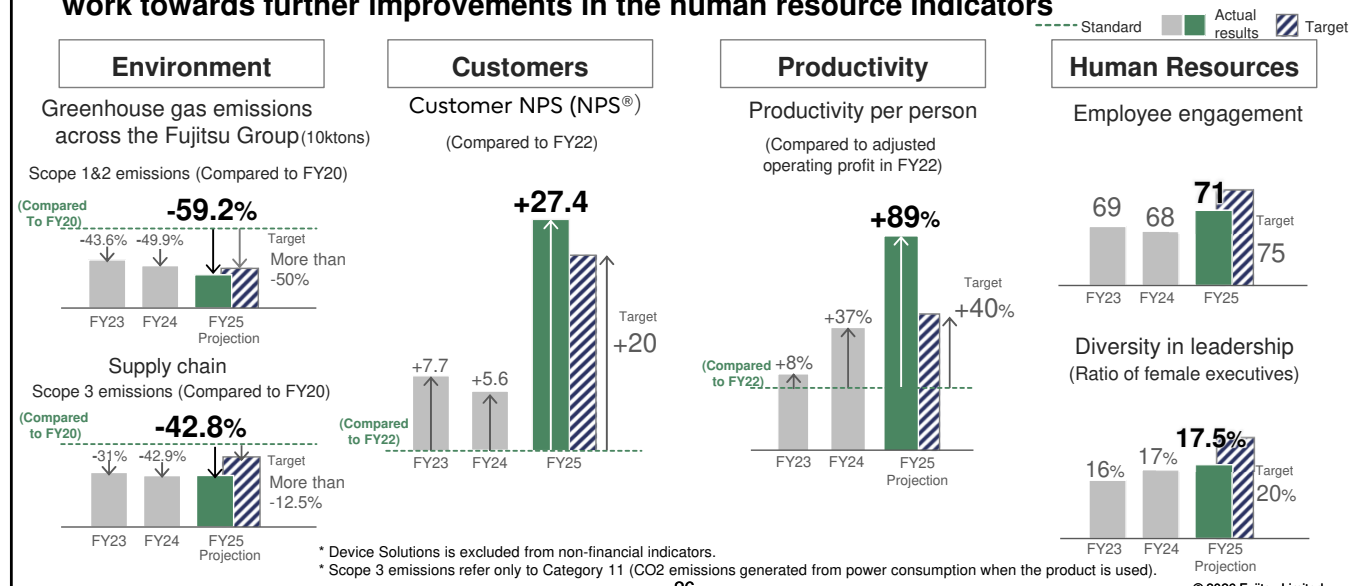
At the very top is revenue. The dotted line graph shows the adjusted operating profit margin, and the bar graph beneath it shows adjusted operating profit. Then, at the very bottom, is core free cash flow.

We made progress on transforming our business and human resources portfolios. In particular, there has been significant improvement in profitability and cash generation.

© 2026 Fujitsu Limited

Trends in Non-Financial Indicators

Achieved target figures in environmental, customer, and productivity indicators, and will work towards further improvements in the human resource indicators

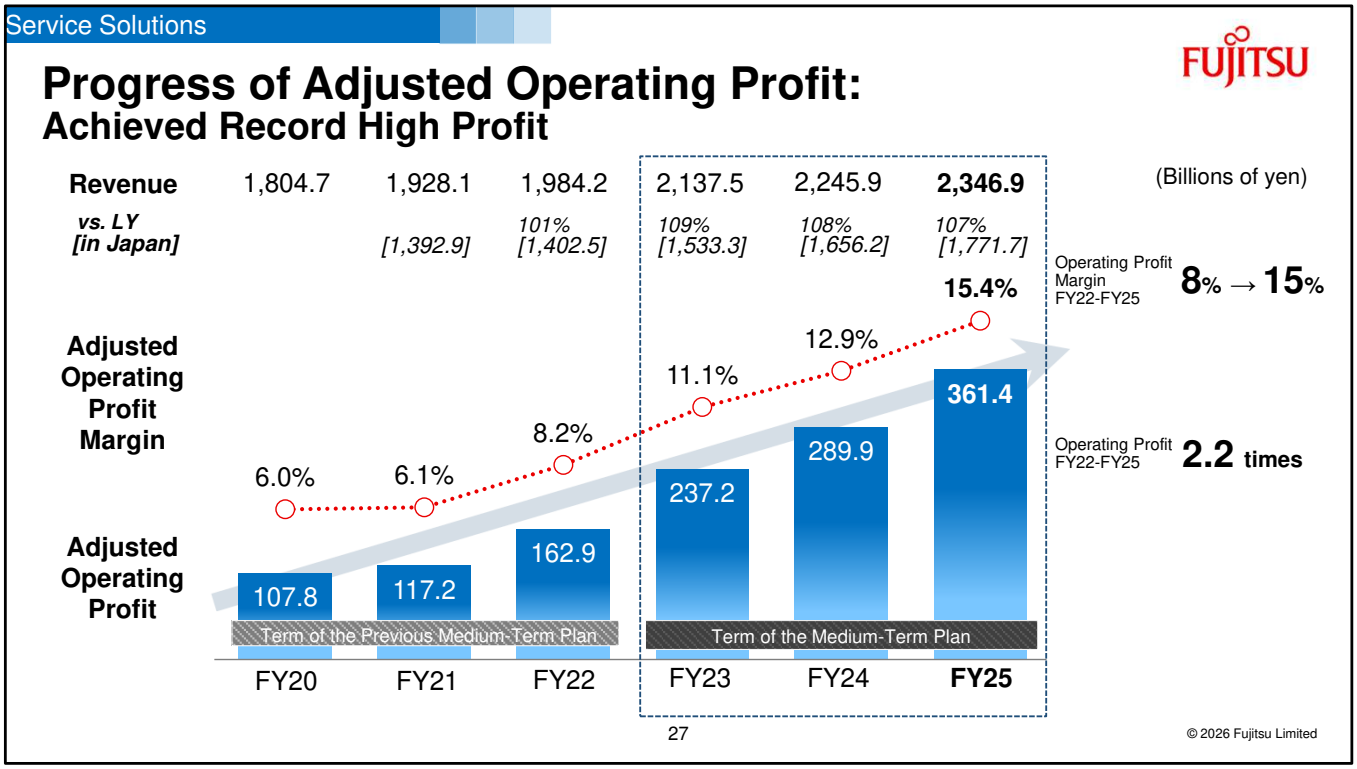


* Device Solutions is excluded from non-financial indicators.
* Scope 3 emissions refer only to Category 11 (CO2 emissions generated from power consumption when the product is used).

© 2026 Fujitsu Limited

Page 26 shows trends information about our consolidated non-financial indicators. We have also made improvements in this. I will omit an explanation for each of the indicators.

© 2026 Fujitsu Limited



Page 27. Like the prior page that showed the consolidated adjusted operating profit, this slide provides the trend in actual results, but for Service Solutions.

Revenue in the segment grew, particular in Japan. This increase was mainly due to Uvance and Modernization.

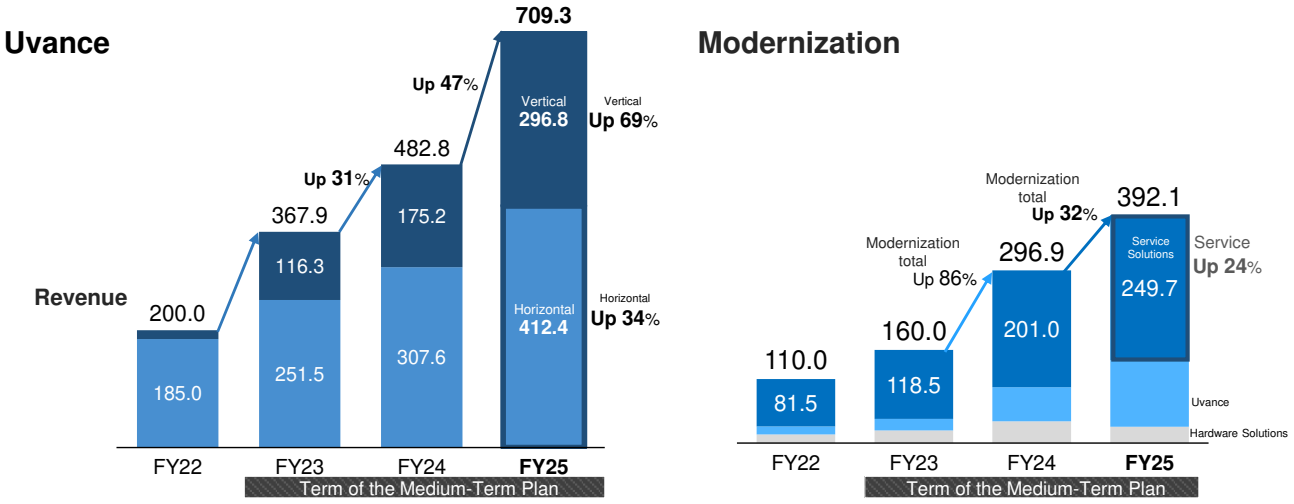
In addition to the positive effects of higher revenue, we have made continued and sustainable progress in improving the adjusted gross margin. Through this, we were able to achieve a significant increase in growth across revenue, adjusted operating profit, and the adjusted operating profit margin.

© 2026 Fujitsu Limited

Uvance and Modernization Revenue Progress

Uvance and modernization were the driving force behind revenue growth across all of Service Solutions

(Billions of yen)



Vertical: 4 cross-industry areas that solve societal issues
Horizontal: 3 technical areas that support cross-industry areas

28

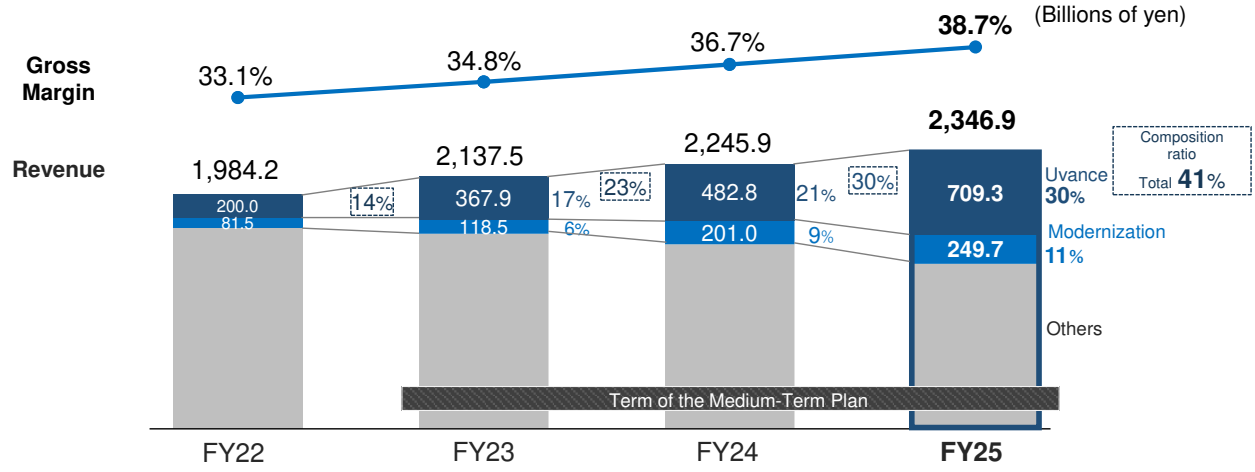
© 2026 Fujitsu Limited

Page 28 shows the status of Uvance and Modernization, which are the cornerstones of Service Solution's portfolio transformation and are at the heart of its growth.

As I mentioned when going over our results, the segment was able to achieve strong growth that exceeded our plan.

Revenue Portfolio Trends and Gross Margin

As a backdrop to the growth of Uvance and modernization, progress was made on transforming our portfolio. Improvement in both revenue growth and profitability (Revenue composition ratio from 14% in FY22 to 41% in FY25)



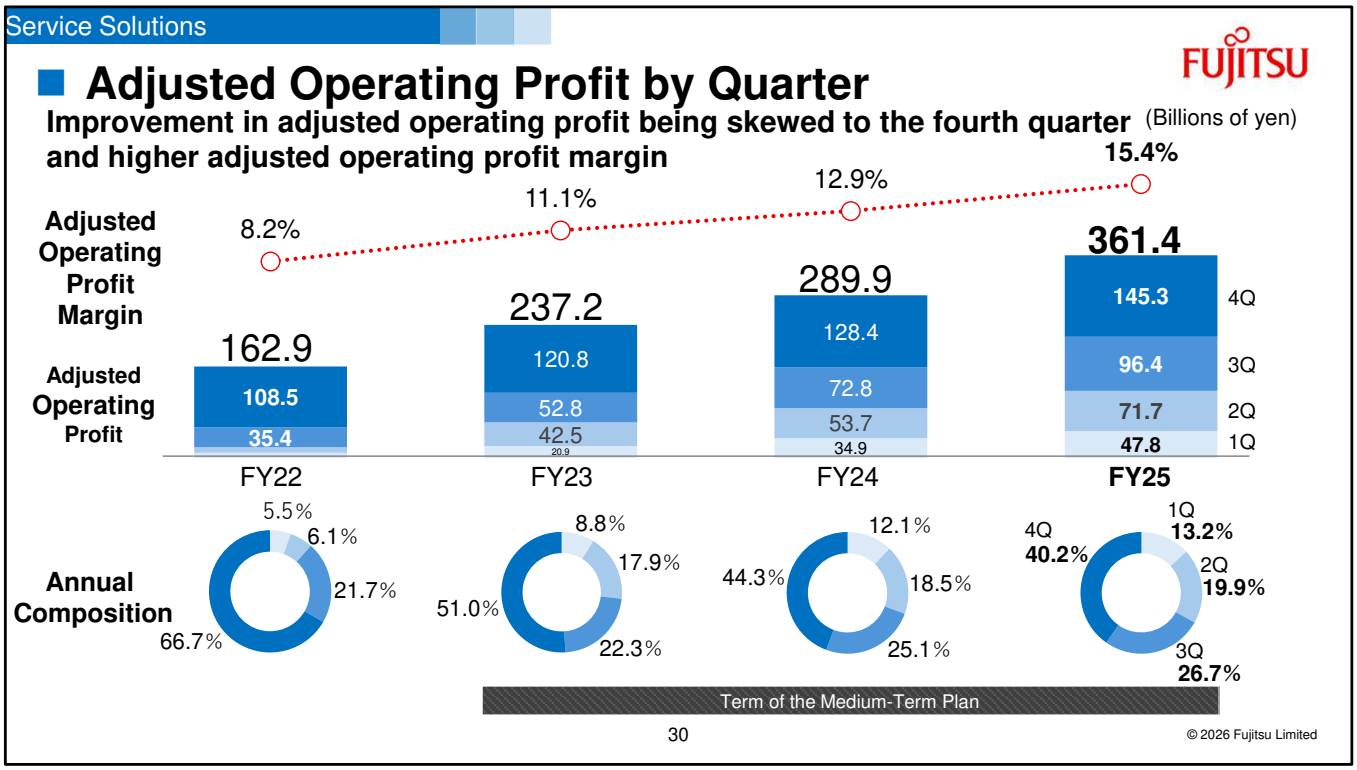
© 2026 Fujitsu Limited

Page 29. This is a summary of our revenue portfolio transformation.

The growth in Uvance and Modernization drove the growth in revenue. The percentage of Service Solutions revenue that came from Uvance and Modernization increased from 14% in fiscal 2022 to 41% in fiscal 2025.

One of the factors behind this improvement was the expansion of our offerings business. The gross margin also achieved a 2 percentage point improvement during each of the years in the Medium-Term Management Plan.

© 2026 Fujitsu Limited



Page 30 shows the quarterly changes to the segment's adjusted operating profit.

Adjusted operating profit has always been heavily skewed to being higher in the fourth quarter, but we have made significant improvement to this imbalance.

The pie chart shows the quarterly composition of profit. On the far left, 67% of our adjusted operating profit in fiscal 2022 was concentrated in the fourth quarter. In fiscal 2025, however, this decreased to 40%, and improved the balance of adjusted operating profit over the four quarters.

Through our efforts to expand our offering business, increase recurring contracts, and smooth out delivery schedules, as well as improved productivity and insourcing, we made progress in gradually evening out the trend of adjusted operating profit being skewed toward the end of the fiscal year.

Evening out the workload of systems engineers, as well as sales and support staff, will rectify the discrepancies between peak and off-peak seasons, as well as increase business efficiency. Needless to say, this will have a positive effect on productivity improvements as a whole, as well as on our efforts to improve the adjusted gross profit margin. Most importantly, it has become much easier to create the forecast for our annual profit.

© 2026 Fujitsu Limited

Cash Flows, Capital Allocation (Review of Medium-Term Management Plan)

© 2026 Fujitsu Limited

I will now talk about our cash flows and capital allocation.

© 2026 Fujitsu Limited

Cash Flows

- Core free cash flow was 289.9 billion yen (1.8-fold increase compared to fiscal 2022). In addition to increased profit in our main business, there was also improvement in working capital efficiency.
- Free cash flow was 482.6 billion yen (2.7-fold increase compared to fiscal 2022). Carve-outs of non-core businesses such as SHINKO ELECTRIC INDUSTRIES CO., LTD and GENERAL Inc., and FDK CORPORATION, and a reduction in cross-shareholdings.

(Billions of yen)

	FY2022	FY2023	FY2024	FY2025
Core Free Cash Flow	157.1	197.2	233.6	289.9
Adjusted items from GAAP Free Cash Flow	20.4	-45.2	-18.9	192.7
Free Cash Flow	177.5	151.9	214.7	482.6

Term of the Medium-Term Plan

© 2026 Fujitsu Limited

Page 32. I will now talk about cash flow generation.

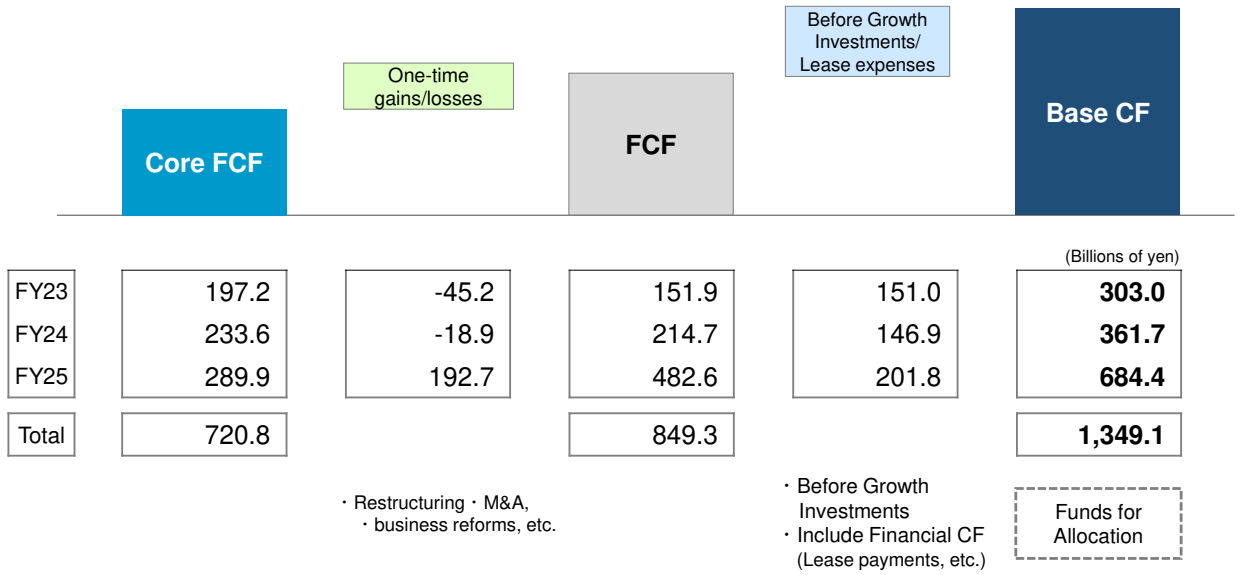
Core free cash flow, which is essentially the cash generation from our main business, increased 1.8-fold during our fiscal 2023-2025 Medium-Term Management Plan. Adjusted operating profit also saw a 1.6-fold increase.

In addition to increased profit in our main business, we also made progress in improving working capital efficiency.

Free cash flow increased 2.7-fold. This was the result of the sale of non-core businesses, including SHINKO ELECTRIC INDUSTRIES CO., LTD, GENERAL Inc., and FDK, as well as making progress to reduce cross-shareholdings.

© 2026 Fujitsu Limited

Base Cash Flows



(Billions of yen)

	Core FCF	One-time gains/losses	FCF	Before Growth Investments/ Lease expenses	Base CF
FY23	197.2	-45.2	151.9	151.0	**303.0**
FY24	233.6	-18.9	214.7	146.9	**361.7**
FY25	289.9	192.7	482.6	201.8	**684.4**
Total	720.8		849.3		**1,349.1**

・Restructuring・M&A,
・business reforms, etc.

・Before Growth Investments
・Include Financial CF (Lease payments, etc.)

Funds for Allocation

33

© 2026 Fujitsu Limited

Page 33 shows core free cash flows, free cash flows, and base cash flows.

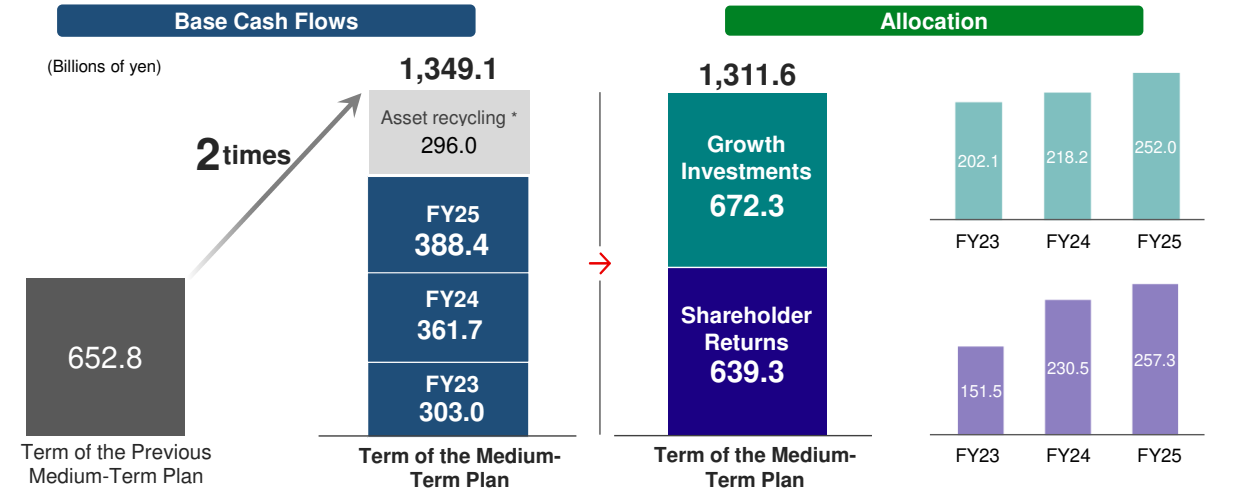
To put it simply, base cash flows refer to cash that has yet to be put toward growth investments. It is cash generated from our existing business and the source from which capital is allocated.

I will omit an explanation for each of these figures.

© 2026 Fujitsu Limited

Capital Allocation

- **In addition to growth in profit and improved capital efficiency, progress has also been made in the recycling of assets, resulting in a two-fold increase in base cash flows from the previous Medium-Term Management Plan**
- **In accordance with our capital allocation policy, we will prioritize allocation to growth investments and shareholder returns**



* Asset recycling: The sale of the device business and GENERAL Inc.

© 2026 Fujitsu Limited

Page 34 shows our capital allocation during the duration of the Medium-Term Management Plan.

The left-hand side shows base cash flows. In addition to growth in revenue and improved capital efficiency, there was also an inflow of cash from the sale of non-core businesses. Due to these factors, base cash flow was 1,349.1 billion yen, a more than two-fold increase from the prior Medium-Term Management Plan.

We used this as the source of capital from which to allocate 672.3 billion yen to growth investments and 639.3 billion yen to shareholder returns, for a total allocation of 1,311.6 billion yen.

In our original plan, we expected to allocate 1,300 billion yen. But, as a result of cash inflows increasing by approximately 50 billion yen and an increase of approximately 10 billion yen in capital to be allocated, we achieved a surplus of about 40 billion yen. We will allocate this capital in fiscal 2026.

© 2026 Fujitsu Limited

Capital Allocation

Investments for Business Growth

(Billions of yen)	Mid-term Plan (FY23-25)	OPEX	CAPEX	
Investments for business growth [M&A / Capital alliances]	**672.3** [174.0]	398.6	273.7	
Key Initiatives & Results				
Uvance, Modernizaition, Consulting [M&A / Capital alliances]	187.0 [137.0]	57.0	130.0	• Development of Uvance offerings, Modernization Knowledge Center, and the cultivation of consultants • M&A: GK Software, BrainPad, etc.
Advanced Research and Development [M&A / Capital alliances]	165.0 [37.0]	113.0	52.0	• Quantum computing, physical AI, AI, and networks • Next-generation processor MONAKA, and next-generation super-computing • Capital alliances: Cohere, Rapidus, etc.
Strengthening the management foundation (data-driven)	161.0	82.0	79.0	• One Fujitsu project (building a global one-instance ERP) • Preparing a common platform for delivery of services
Strengthening Quality and Security	105.0	93.0	12.0	• Investments to enhance quality (using AI for predictive detection of trouble) • Global roll-out of the Secure Internet Gateway

35

© 2026 Fujitsu Limited

Page 35 shows the capital allocated for investments for business growth.

Investments for business growth during the Medium-Term Management Plan totaled 672.3 billion yen. Of these, 174 billion yen was spent on investments related to acquisitions and capital alliances. This mainly consisted of the acquisitions of GK Software and BrainPad, as well as AI-related investments in Cohere and Rapidus.

On the bottom half of the slide, we outlined the four main investment areas. We made well-balanced investments in the areas directly linked to our current business expansion, including Uvance and Modernization, the area of advanced R&D, including quantum computing, physical AI, and our next-generation processor, strengthening our management foundation, and the area of strengthening quality and security.

We have established in advance these areas as growth investment areas, and are implementing investments and monitoring their impact from a company-wide perspective.

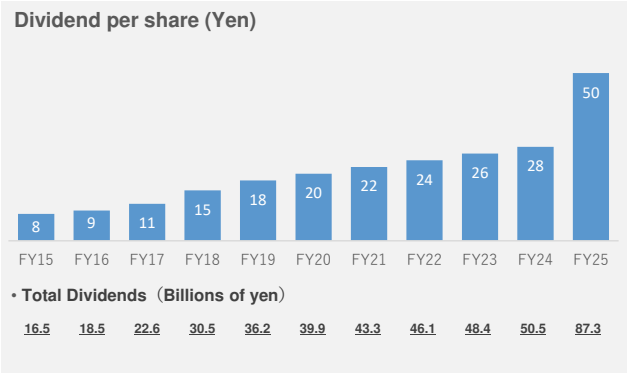
© 2026 Fujitsu Limited

Shareholder Returns

Dividends: Continued stable distribution of dividends in accordance with profit growth (continued increase of dividends since FY15)

Per share	FY23	FY24	FY25	*vs. LY*
Interim	13 yen	14 yen	15 yen	*+1 yen*
Year-end	13 yen	14 yen	35 yen	*+21 yen*
Annualized	26 yen	28 yen	50 yen	*+22 yen*
Total Dividends (Billions of yen)	48.4	50.5	87.3	*+36.7*
Dividend Payout Ratio	19%	23%	20%	*-3%*

As of April 1, 2024, a stock split was implemented in which each share was converted into 10 shares. Dividends per share have been recalculated in accordance with the stock split.



© 2026 Fujitsu Limited

Page 36. Next is shareholder returns, another area in which capital is allocated.

Dividends were stably distributed in accordance with profit growth. As a result of profit growth during the 2023-2025 Medium-Term Management Plan, the distribution of dividends in fiscal 2025 greatly increased, with an allocation of 50 yen per share.

© 2026 Fujitsu Limited

Shareholder Returns

Share buybacks

- **Flexible implementation with a focus on higher capital efficiency**

	FY2023	FY2024	FY2025
Buyback amount	103.1	180.0	170.0

- **All shares held as treasury stock at the end of fiscal 2025 were cancelled***

* Excludes stock held for stock-based executive compensation

Total shareholder returns

(Billions of yen)

	FY2023	FY2024	FY2025	Cumulative (FY23-25)	3 year average (FY23-25)
Dividends	48.4	50.5	87.3	186.2	60.0
Dividend payout ratio	19%	23%	20%	20%	20%
Share buybacks	103.1	180.0	170.0	453.1	150.0
Total amounts	**151.5**	**230.5**	**257.3**	**639.3**	**210.0**
Total return ratio	**60%**	**105%**	**57%**	**69%**	**69%**

© 2026 Fujitsu Limited

Page 37 shows share buybacks.

Share buybacks were flexibly implemented with a focus on higher capital efficacy. The share buyback amount for fiscal 2025 was 170 billion yen, and 453.1 billion yen across the entire period of the Medium-Term Management Plan, which was in line with our plan. In addition, as planned, all shares held as treasury stock at the end of fiscal 2025 were canceled.

The graph on the right-hand side shows total shareholder returns. The total amount over the three-year period from fiscal 2023 to fiscal 2025 was 639.3 billion yen, with a total return ratio of 69%.

We made firm progress on this through a good balance of increasing cash generation, investing in our next areas of growth, and implementing shareholder returns with a focus on capital efficiency.

© 2026 Fujitsu Limited

Earnings Forecast for FY2026

© 2026 Fujitsu Limited

I will now discuss our forecast for fiscal 2026.

© 2026 Fujitsu Limited

Financial Forecast (Adjusted)

We plan to once again achieve record-high adjusted operating profit and adjusted net profit

(Billions of yen)

	FY2025 (Actual)	FY2026 (Forecast)	vs. LY	(%)
Revenue	3,502.9	3,510.0	7.0	0.2
Adjusted Operating Profit	390.5	425.0	34.4	8.8
[Adjusted Operating Profit Margin]	[11.2%]	[12.1%]	[0.9%]	
Adjusted Net Profit*	298.2	320.0	21.7	7.3

*Adjusted Net Profit includes Adjusted Net Profit from discontinued operations

Exchange Rate				
U.S. dollar / Yen	151	150	-1	-0.7
Euro / Yen	175	170	-5	-2.9
British pound / Yen	202	195	-7	-3.5

39

© 2026 Fujitsu Limited

Page 39 shows our financial forecast for fiscal 2026.

Revenue is projected to be 3,510 billion yen, up 7 billion yen from the prior year.
Adjusted operating profit is projected to be 425 billion yen, up 34.4 billion yen from the prior year.
Adjusted net profit is projected to be 320 billion yen, up 21.7 billion yen from the prior year.

We plan to continue to surpass our record high profits.

Adjusted Items and Consolidated Results Prior to Adjustments

(Billions of yen)

	FY2025 (Actual)			FY2026 (Forecast)			vs. LY		
	Adjusted Consolidated Results	Adjusted Items	Consolidated Results	Adjusted Consolidated Results	Adjusted Items	Consolidated Results	Adjusted Consolidated Results	Adjusted Items	Consolidated Results
Revenue	3,502.9	-	3,502.9	3,510.0	-	3,510.0	7.0	-	7.0
Operating Profit	390.5	-42.2	348.3	425.0	-10.0	415.0	34.4	32.2	66.6
[%]	[11.2%]		[9.9%]	[12.1%]		[11.8%]	[0.9%]		[1.9%]
Net Profit*	298.2	151.1	449.4	320.0	-10.0	310.0	21.7	-161.1	-139.4

*Net Profit includes Net Profit from discontinued operations

© 2026 Fujitsu Limited

Page 40 shows adjusted items and consolidated results prior to adjustments.

The forecast for fiscal 2026 is shown in the center box. In it, under adjusted items, we project a loss of 10 billion yen from acquisition-related PPA.

© 2026 Fujitsu Limited

Business Segment Information

(Billions of yen)

		FY2025 (Actual)	FY2026 (Forecast)	vs. LY	(%)
Service Solutions	Revenue	**2,346.9**	**2,470.0**	**123.0**	**5.2**
	Japan	1,771.7	1,960.0	188.2	10.6
	Outside Japan	575.2	510.0	-65.2	-11.3
	Adj. Operating Profit	**361.4**	**430.0**	**68.5**	**19.0**
	[%]	**[15.4%]**	**[17.4%]**	**[2.0%]**	
Hardware Solutions	Revenue	1,009.8	960.0	-49.8	-4.9
	Adj. Operating Profit	67.0	62.0	-5.0	-7.5
	[%]	[6.6%]	[6.5%]	[-0.1%]	
Ubiquitous Solutions	Revenue	229.8	160.0	-69.8	-30.4
	Adj. Operating Profit	38.8	28.0	-10.8	-27.9
	[%]	[16.9%]	[17.5%]	[0.6%]	
Inter-segment Elim./ Corporate	Revenue	-83.6	-80.0	3.6	-
	Adj. Operating Profit	-76.7	-95.0	-18.2	-

41

© 2026 Fujitsu Limited

Page 41 shows an overview of our forecast for each business segment.

We project a strong increase in revenue and adjusted operating profit in Service Solutions. On the other hand, we anticipate a decline in revenue and operating profit in Hardware Solutions and Ubiquitous Solutions and also plan to increase advanced R&D investment in Inter-segment Elimination/Corporate.

I will break down these figures on the following pages.

© 2026 Fujitsu Limited

Service Solutions

(Billions of yen)

	FY2025 (Actual)	FY2026 (Forecast)	vs. LY	(%)
Revenue	**2,346.9**	**2,470.0**	**123.0**	**5.2**
Japan	1,771.7	1,960.0	188.2	10.6
Outside Japan	575.2	510.0	-65.2	-11.3
Adjusted Operating Profit	**361.4**	**430.0**	**68.5**	**19.0**
[Adj. operating profit margin]	[15.4%]	[17.4%]	[2.0%]	

Revenue

- Higher revenue mainly from Uvance and modernization business (higher by 11% in Japan)

Adjusted operating profit

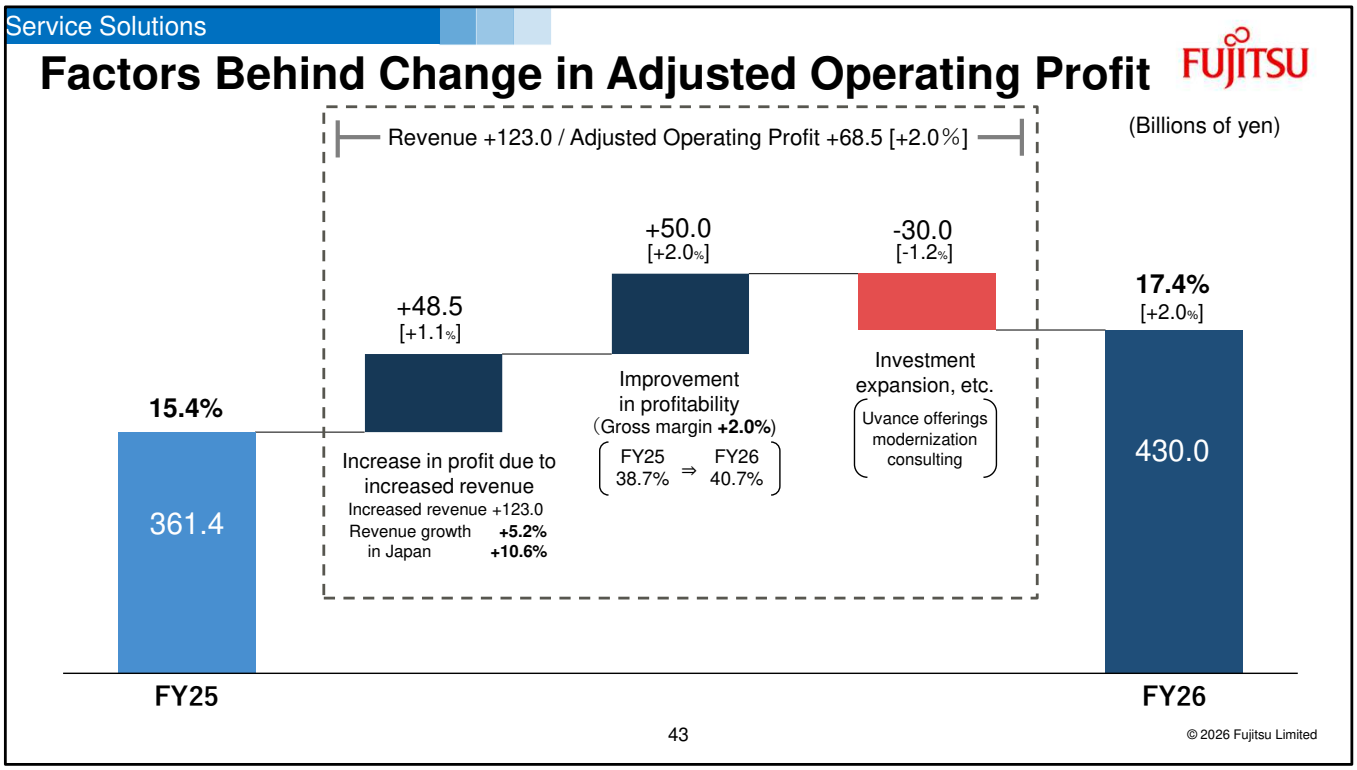
- Sustainable profitability improvement (higher by 2%)

© 2026 Fujitsu Limited

First is Service Solutions.

Revenues are expected to continue to be driven by Uvance and Modernization, with double-digit growth expected in Japan of 11%. With continued productivity improvements in the delivery of services, adjusted operating profit is expected to increase by 2 percentage points from the prior year, to 17.4%.

© 2026 Fujitsu Limited



I will now talk about the changes in Service Solutions from the prior year.

On the far left, adjusted operating profit for fiscal 2025 is 361.4 billion yen.

On the right of that, for the first change, we expect an increase in profit of 48.5 billion yen.
We expect an increase in revenue in Japan of 11%. Against the backdrop of an order backlog and deal pipeline, we expect continued strong growth in Uvance and Modernization.

Secondly, we anticipate 50 billion yen in profitability improvements.
We expect to continue improvements in the gross margin of 2 percentage points through an acceleration in the productivity gains from generative AI in the development process, such as the standardization and automation of the development process.

Thirdly, we expect a decline in profits of 30 billion yen because of higher spending in the growth of our businesses. We will invest more in the growth of Uvance, Modernization, and our consulting business.

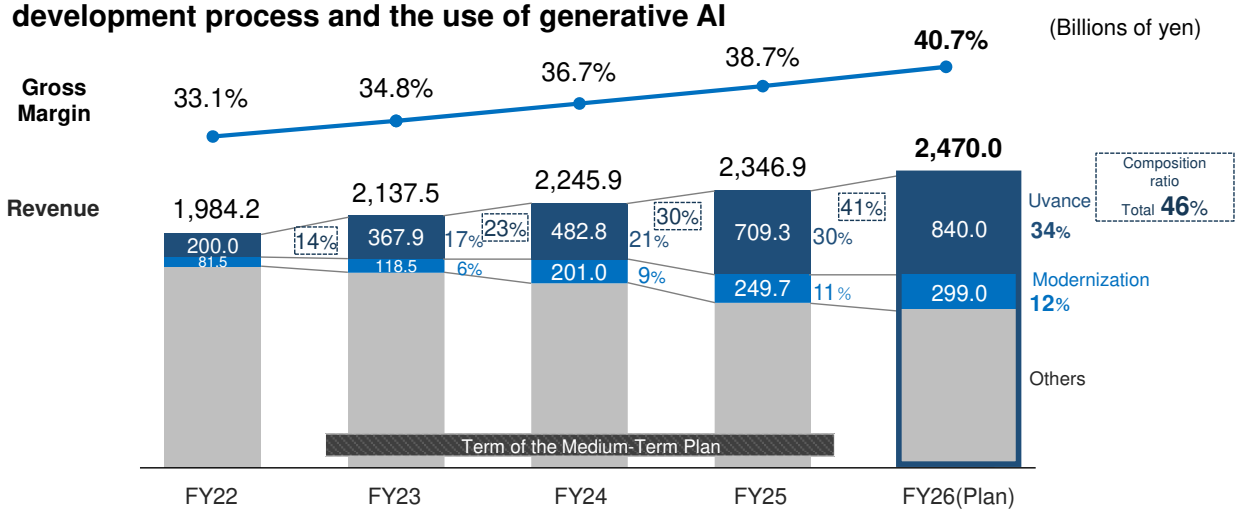
Adding these together, adjusted operating profit is expected to be 430 billion yen. The adjusted operating profit is expected to improve by 2 percentage points over the previous year, to 17.4%.

© 2026 Fujitsu Limited

Service Solutions

Revenue Portfolio Trends and Gross Margin

Mainly growth in Uvance and modernization
Continued improvement in gross margin by 2% through standardization of the development process and the use of generative AI



© 2026 Fujitsu Limited

Page 44 shows changes in the revenue portfolio and the gross margin.

In fiscal 2026, we expect services overall to account for 46% of revenue, mainly from growth in Uvance and Modernization.

We seek to achieve a growth in the gross margin of 2 percentage points, to 40.7%, from the change in our business portfolio and productivity improvements.

© 2026 Fujitsu Limited

Service Solutions

Progress of Adjusted Operating Profit

(Billions of yen)

	FY20	FY21	FY22	FY23	FY24	FY25	FY26 (Forecast)
Revenue	1,804.7	1,928.1	1,984.2	2,137.5	2,245.9	2,346.9	**2,470.0**
vs. LY			*101%*	*109%*	*108%*	*107%*	*111%*
[in Japan]		*[1,392.9]*	*[1,402.5]*	*[1,533.3]*	*[1,656.2]*	*[1,771.7]*	*[1,960.0]*
Adjusted Operating Profit Margin	6.0%	6.1%	8.2%	11.1%	12.9%	15.4%	**17.4%**
Adjusted Operating Profit	107.8	117.2	162.9	237.2	289.9	361.4	**430.0**

Term of the Previous Medium-Term Plan

Term of the Medium-Term Plan

© 2026 Fujitsu Limited

Page 45 shows the change in adjusted operating profit.

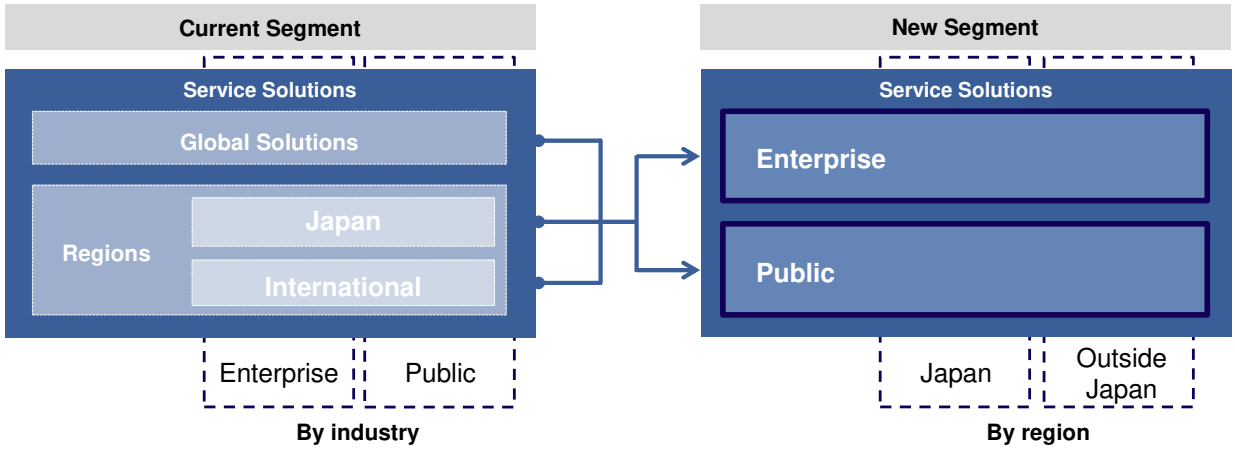
We expect growth mainly in Japan in Uvance and Modernization, along with an increase in profitability, resulting in an improvement in operating margin and operating profit for the year.

We will again seek to achieve another record high in profit in fiscal 2026.

© 2026 Fujitsu Limited

Change in Sub-Segments: Management by Sector

This will enable a deeper understanding of sectors and work, with a stronger management focus on sectors



46

© 2026 Fujitsu Limited

I will now explain changes in our sub-segments.

Up until now, our sub-segments were composed of Global Solutions, which was globally delivered value in common, and regionally delivered services in the Japan region and international region.

However, with the growth in Uvance, we will move away from our conventional management approach based on a mix of products and services by region and further strengthen management with a focus on business sectors—gaining a deeper understanding of our customers' industries and business operations.

With this in mind, we have changed from sub-segments of Service Solutions and regional sub-segments to Enterprise and Public sub-segments, and we manage business inside and outside on a global basis.

© 2026 Fujitsu Limited

Service Solutions

Comparison of Current and New Sub-Segments

FUJITSU

(Billions of yen)

Current Sub-Segment			Reclassification (FY2025)		New Sub-Segment		
	FY2024	FY2025				FY2024	FY2025
Service Solutions					Service Solutions		
Revenue	2,245.9	2,346.9			Revenue	2,245.9	2,346.9
Operating Profit	289.9	361.4	Enterprise	Public	Operating Profit	289.9	361.4
[%]	[12.9%]	[15.4%]			[%]	[12.9%]	[15.4%]
Global Solutions					Enterprise		
Revenue	511.2	540.6	236.9	303.7	Revenue	829.0	866.3
Operating Profit	5.6	33.3	10.4	22.9	Operating Profit	72.0	101.2
Regions (Japan)					Public		
Revenue	1,310.4	1,366.8	491.8	875.0	Revenue	1,416.9	1,480.6
Operating Profit	260.3	293.9	86.8	207.2	Operating Profit	217.9	260.1
Regions (International)							
Revenue	589.7	575.2	167.7	407.5			
Operating Profit	23.9	34.1	3.9	30.2			
Intra-seg. Elim							
Revenue	-165.4	-135.6	-30.2	-105.3			

* Enterprise: Automotive, manufacturing, distribution and retailing, etc.
* Public: National and local governments, defense, finance, healthcare, etc.

47

© 2026 Fujitsu Limited

This list shows the changes from the old and new sub-segments.

Please refer to the details of the figures.

The enterprise sub-segment includes automobiles, manufacturing, distribution and retailing, while the public sub-segment includes national and local governments, defense, finance, and healthcare.

© 2026 Fujitsu Limited

Service Solutions

Breakdown by Sub-Segment

(Billions of yen)

		FY2025 (Actual)	FY2026 (Forecast)	vs. LY	(%)
Service Solutions	Revenue	2,346.9	2,470.0	123.0	5.2
	Adj. Operating Profit	361.4	430.0	68.5	19.0
	[%]	[15.4%]	[17.4%]	[2.0%]	
Enterprise	Revenue	866.3	940.0	73.6	8.5
	Adj. Operating Profit	101.2	123.0	21.7	21.5
	[%]	[11.7%]	[13.1%]	[1.4%]	
Public	Revenue	1,480.6	1,530.0	49.3	3.3
	Adj. Operating Profit	260.1	307.0	46.8	18.0
	[%]	[17.6%]	[20.1%]	[2.5%]	

Enterprise
- Manufacturing and distribution will drive growth

Public
- Projected higher revenue and higher profit, mainly in finance and defense

© 2026 Fujitsu Limited

Page 48. This is our financial forecast for the sub-segments in fiscal 2026.

Within revenues for Service Solutions, we expect the Enterprise sub-segment to comprise roughly 40% and the Public sub-segment to comprise roughly 60%.

In the Enterprise sub-segment, we expect revenue to increase mainly in manufacturing and retailing, and the operating profit margin to be 13.1%, an improvement of 1.4 percentage points, from the prior year. While we continue to pursue higher profitability, we are developing offerings tailored to specific industries and enhancing our consulting capabilities for continued growth.

In the Public sub-segment, we expect revenues to mainly increase in the finance and defense areas, and the operating profit margin to be 20.1%, an improvement of 2.5 percentage points from the prior year. In addition to focusing on productivity improvements, we will focus on more profitable markets.

© 2026 Fujitsu Limited

Hardware Solutions

(Billions of yen)

	FY2025 (Actual)	FY2026 (Forecast)	vs. LY	(%)
Revenue	1,009.8	960.0	-49.8	-4.9
System Products	816.2	750.0	-66.2	-8.1
Network Products	193.6	210.0	16.3	8.4
Adjusted Operating Profit	67.0	62.0	-5.0	-7.5
[Adj. operating profit margin]	[6.6%]	[6.5%]	[-0.1%]	

System Products

- Streamlining of third-party products business
- Restructuring of FUJITSU FRONTECH LIMITED

Network Products

- Increase in revenue from photonics in both Japan and North America

49

© 2026 Fujitsu Limited

Page 49. I will now discuss the segments other than Service Solutions.

Revenue in Hardware Solutions is expected to fall by 4.9%, to 960 billion yen. With the decline in revenue, the adjusted operating profit is expected to fall by 5 billion yen, to 62 billion yen.

In System Products, revenue is expected to fall because of a decline in scale of low value-added business involving the sale of third-party products and the restructuring of Fujitsu Frontech.

In Network Products, revenue is expected to increase on sales outside of Japan of optical transmission equipment and higher investment spending by telecommunications carriers amid higher AI spending.

© 2026 Fujitsu Limited

Ubiquitous Solutions

(Billions of yen)

	FY2025 (Actual)	FY2026 (Forecast)	vs. LY	(%)
Revenue	229.8	160.0	-69.8	-30.4
Adjusted Operating Profit [Adj. operating profit margin]	38.8 [16.9%]	28.0 [17.5%]	-10.8 [0.6%]	-27.9

- Pullback from the growth in demand driven by discontinuation of support from Windows 10 (October 2025)

Inter-segment Elim./ Corporate

(Billions of yen)

	FY2025 (Actual)	FY2026 (Forecast)	vs. LY
Adjusted Operating Profit	-76.7	-95.0	-18.2

- Higher spending on advanced R&D: Up 20 billion yen
  Includes AI, next-generation processor MONAKA, quantum computing, etc.

© 2026 Fujitsu Limited

Next is Ubiquitous Solutions.

Revenue is projected to be 160 billion yen, a sharp fall because of the pullback in demand from the discontinuation of support for Windows 10.

Profit is expected to drop on the lower volume of sales, with adjusted operating profit of 28 billion yen.

In the Intersegment Eliminations and Corporate segment, adjusted operating profit is expected to show a loss of 95 billion yen, with higher expenses of 18.2 billion yen from the prior year.

Investment spending in advanced R&D is planned to be higher for business growth over the medium- and long-term. Fujitsu will retain its global competitiveness and actively invest in new business areas, such as AI technology, including physical AI, the FUJITSU-MONAKA next-generation processor, and quantum computing.

© 2026 Fujitsu Limited

Cash Flows, Capital Allocation (Earnings Forecast for FY2026)

© 2026 Fujitsu Limited

Next, I will cover cash flow and capital allocation.

© 2026 Fujitsu Limited

Cash Flows

(Billions of yen)

	FY2023 (Actual)	FY2024 (Actual)	FY2025 (Actual)	FY2026 (Forecast)	vs. LY
Core Free Cash Flow	197.2	233.6	289.9	300.0	10.0
Adjusted items from GAAP Free Cash Flow	-45.2	-18.9	192.7	-90.0	-282.7
Free Cash Flow	151.9	214.7	482.6	210.0	-272.6

- Core free cash flow: Increase in profit, as well as an increase in cash outflow related to the development of Fujitsu Technology Park
- Free cash flow: Pullback on cash inflows from the sale of non-core businesses in the prior fiscal year

© 2026 Fujitsu Limited

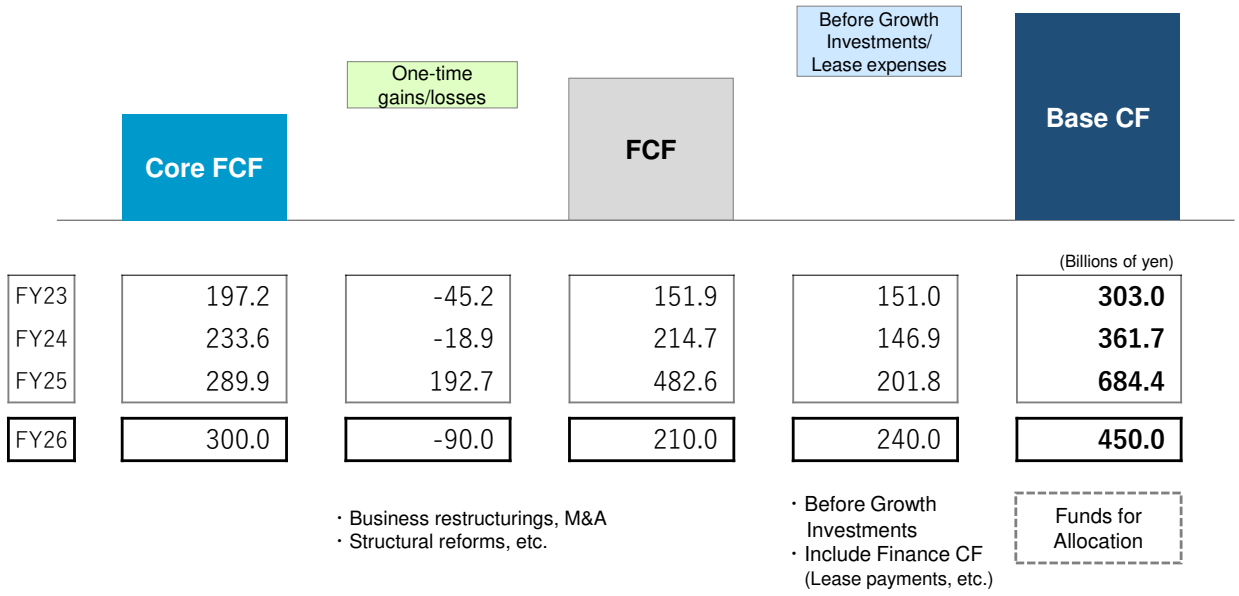
First is cash flow.

Core free cash flow is expected to increase by 10 billion yen, to 300 billion yen.
The increase is from higher profits in our main business and checks on outflows of cash from the development of Fujitsu Technology Park.

Free cash flow is expected to decline by 272.6 billion yen, to 210 billion yen, because of the decline in cash inflows from the sales of non-core businesses in fiscal 2025.

© 2026 Fujitsu Limited

Base Cash Flows



(Billions of yen)

	Core FCF	One-time gains/losses	FCF	Before Growth Investments/ Lease expenses	Base CF
FY23	197.2	-45.2	151.9	151.0	**303.0**
FY24	233.6	-18.9	214.7	146.9	**361.7**
FY25	289.9	192.7	482.6	201.8	**684.4**
FY26	300.0	-90.0	210.0	240.0	**450.0**

・Business restructurings, M&A
・Structural reforms, etc.

・Before Growth Investments
・Include Finance CF (Lease payments, etc.)

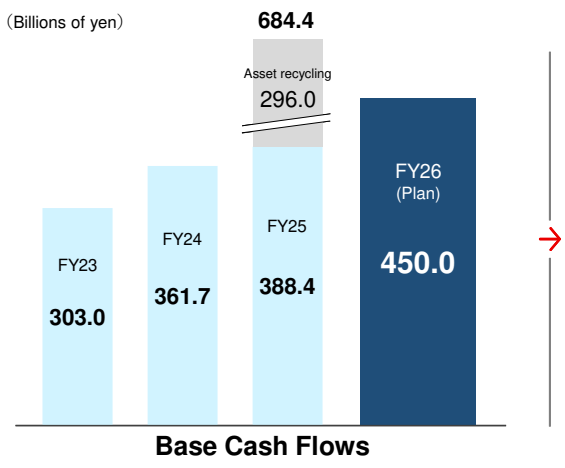
Funds for Allocation

© 2026 Fujitsu Limited

On page 53 we derive base cash flow, the key source for cash flow allocations, from core free cash flow. In fiscal 2026, we expect base cash flow to be 450 billion yen prior to growth investments.

© 2026 Fujitsu Limited

Capital Allocation



Growth Investments：280 billion yen

(Up 30 billion yen compared to prior year)

Advanced R&D	• AI platforms, physical AI • Next-generation CPUs, quantum computing, high-performance computing • Sovereign Platform, security
Uvance, modernization, and consulting	• Offerings tailored to specific industries (combining AI agents) • AI delivery platform
Strengthening the management foundation	• Data-driven and AI-driven management foundation • AI governance and risk management

Shareholder Returns ：240 billion yen

(Average of 210 billion yen over the period of the prior Medium-Term Management Plan)

© 2026 Fujitsu Limited

This slide shows our planned allocations in fiscal 2026.

Because of higher profits and more efficient use of funds, base cash flow, the source for funds allocations, is increasing year by year, and is expected to be 450 billion yen in fiscal 2026.
From this amount, we expect to allocate 280 billion yen to growth investments and 240 billion yen to shareholder returns.

In growth investments, the keys are AI-driven and technology-driven, and we will actively promote these areas.

We are also increasing shareholder returns from the average of 210 billion yen over the three-year period of the previous Medium-Term Management Plan.

Base cash flow is 450 billion yen, but the distribution is higher, with an allocation of 520 billion yen, so we will include funds from the expansion of cash flow in fiscal 2025.

There is no change in our allocation policy. Rather than holding on to funds, we will allocate funds in ways that will lead to higher corporate value.

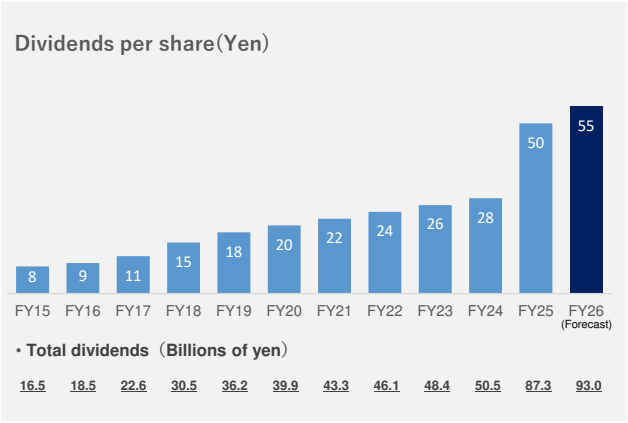
© 2026 Fujitsu Limited

Shareholder Returns

Dividends: Stable increase in distributions in accordance with profit growth
50 yen ⇒ 55 yen (up 10% from the prior year)

Per share	FY23 (Actual)	FY24 (Actual)	FY25 (Actual)	**FY26 (Forecast)**	*vs.LY*
Interim	13 yen	14 yen	15 yen	**25 yen**	*+10yen*
Year-end	13 yen	14 yen	35 yen	**30 yen**	*- 5yen*
Annualized	26 yen	28 yen	50 yen	**55 yen**	*+5yen*
Total dividends (Billions of yen)	48.4	50.5	87.3	**93.0**	*+5.7*
Dividend payout ratio	19%	23%	20%	**30%**	*+10%*

As of April 1, 2024, a stock split was implemented in which each share was converted into 10 shares. Dividends per share have been recalculated in accordance with the stock split.



55

© 2026 Fujitsu Limited

Within shareholder returns, the focuson this page is dividends.

Our dividend policy is to distribute stable dividends in accordance with our profit growth.
In fiscal 2026, we expect to increase our dividend by 5 yen per share from the prior year, to an annual dividend of 55 yen per share. Dividends have increased for 11 consecutive periods, and the dividend payout ratio for fiscal 2026 is 30%.

Capital Allocation

Shareholder Returns

Share buybacks

Flexible implementation with a focus on higher capital efficiency

	FY2023 (Actual)	FY2024 (Actual)	FY2025 (Actual)	**FY2026 (Forecast)**
Buyback amount	103.1	180.0	170.0	**150.0**

Average during the period of the FY23-25 Medium-Term Management Plan: 150.0 billion yen

* There is also a possibility that a portion or all of the buybacks will not take place because of sudden changes in the operating environment, a large increase in the need for funds, or because of insider trading regulations.

Total shareholder returns

(Billions of yen)

	FY2023 (Actual)	FY2024 (Actual)	FY2025 (Actual)	3 year average (FY23-25)	**FY2026 (Forecast)**
Dividends	48.4	50.5	87.3	*60.0*	93.0
Dividend payout ratio	19%	23%	20%	*20%*	30%
Share buybacks	103.1	180.0	170.0	*150.0*	150.0
Total amounts	**151.5**	**230.5**	**257.3**	***210.0***	**243.0**
Total return ratio	**60%**	**105%**	**57%**	***69%***	**78%**

56

© 2026 Fujitsu Limited

Page 56 shows share buybacks.

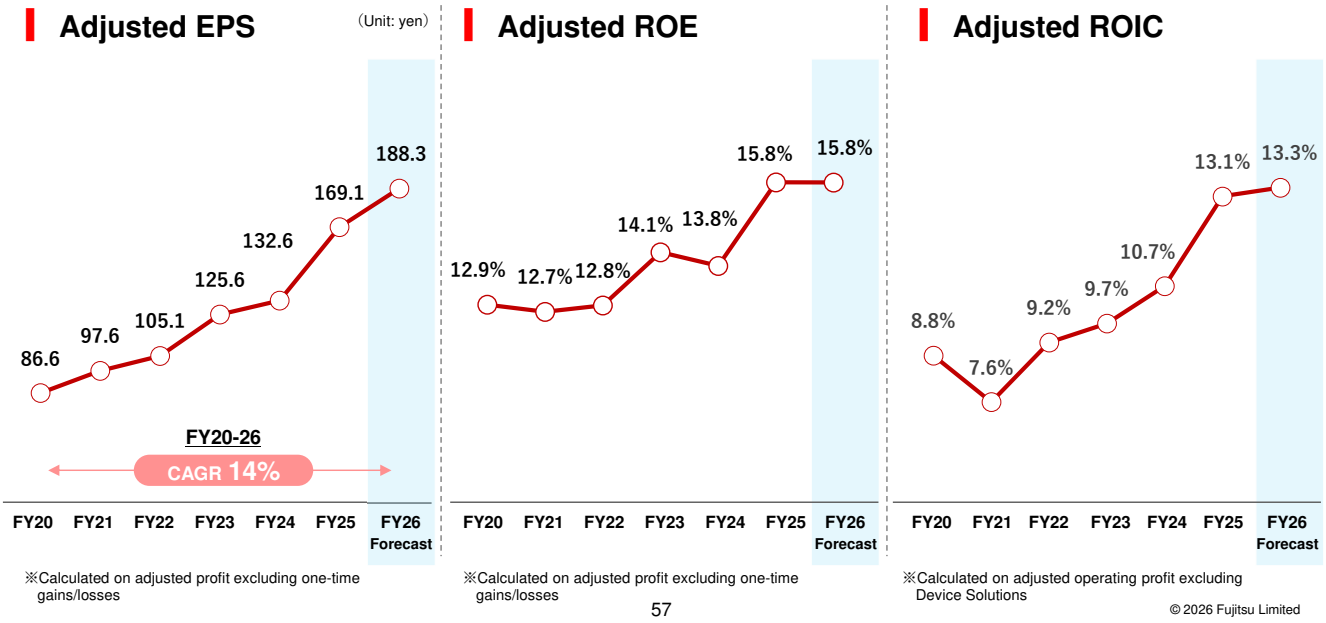
We have a flexible policy on share buybacks with a focus on an improvement in capital efficiency. For fiscal 2026, we plan share buybacks of 150 billion yen.

The right side of the slide shows total shareholder returns.
The per-year average for the prior Medium-Term Management Plan was 210 billion yen, but we are planning for total shareholder returns of 243 billion yen in fiscal 2026, for a total return ratio of 78%.

By increasing the generation of cash and solidly distributing the cash we earn towards growth investments and shareholder returns, it will lead to the next phase of growth and an improvement in capital efficiency. We will also be focused on the next cycle of higher corporate value.

© 2026 Fujitsu Limited

Changes in Financial Indicators



© 2026 Fujitsu Limited

In summary, this slide shows our major financial indicators.
Each category is calculated by excluding transitory profits or losses.

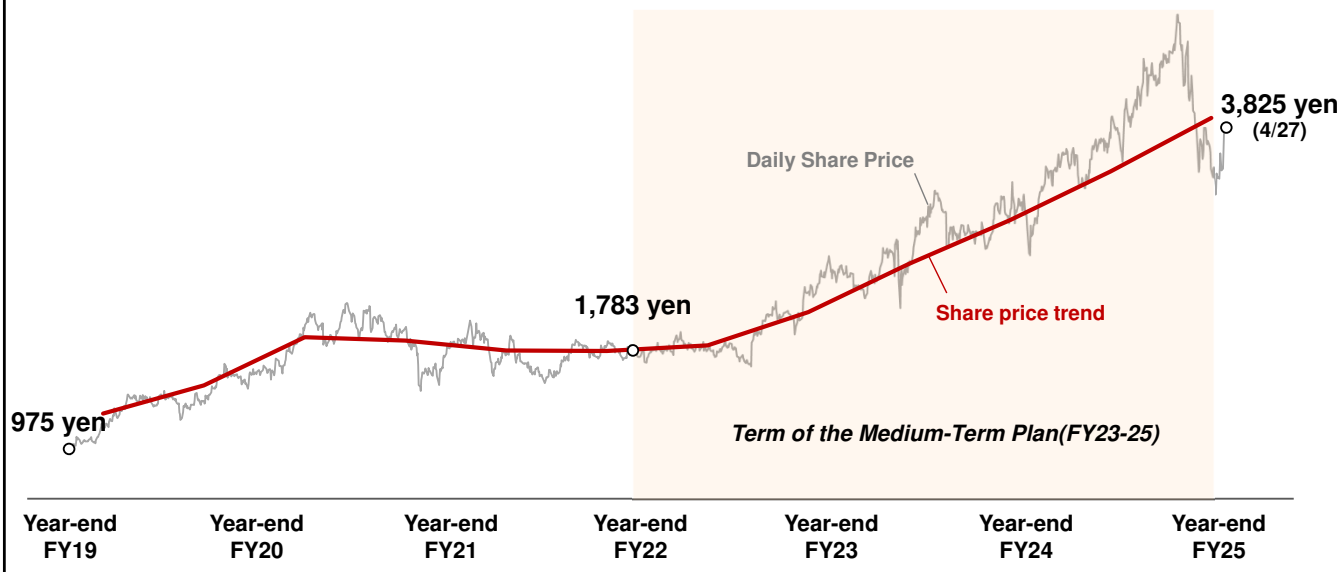
The average growth rate in earnings per share is 14%, with a favorable trend in both higher profits and capital efficiency.

The return on equity has increased to 15.8%. By further accelerating profit growth, we seek to achieve an ROE of over 20% over the medium-term horizon.

We similarly seek to increase our return on invested capital to 13.3%

© 2026 Fujitsu Limited

Share price trend



58

© 2026 Fujitsu Limited

This last slide shows the market evaluation of Fujitsu in terms of our share price.

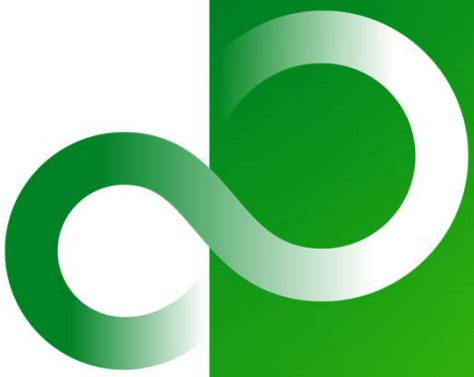
Against a backdrop of a change in our business portfolio and a growth in profits, we have been able to achieve growth over the previous two Medium-Term Management Plans.

Our goal is to achieve sustainable growth in our corporate value, first by achieving our targets for fiscal 2026, and then by continuing to demonstrate growth beyond then.

We will work to continue the trends shown on this graph.

This concludes my presentation.

Thank you



FUJITSU

© 2026 Fujitsu Limited

FUJITSU

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 due 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

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

FUJITSU

Supplementary

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

Consolidated PL by Quarter

Adjusted Consolidated Results

(Billions of yen)

		FY2024					FY2025				
		1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
Continuing Operation	Revenue	759.2	792.8	855.8	1,142.1	3,550.1	749.8	816.6	884.6	1,051.7	3,502.9
	Adjusted Operating Profit	**16.5**	**49.5**	**71.0**	**170.1**	**307.2**	**35.1**	**86.2**	**107.8**	**161.4**	**390.5**
	[Adjusted Operating Profit Margin]	**[2.2%]**	**[6.2%]**	**[8.3%]**	**[14.9%]**	**[8.7%]**	**[4.7%]**	**[10.6%]**	**[12.2%]**	**[15.3%]**	**[11.2%]**
	Financial income (expenses), tax expense, etc.	-3.5	-17.8	-12.1	-38.4	-72.0	-5.8	-28.0	-24.2	-34.6	-92.8
	Adjusted Net Profit	13.0	31.6	58.9	131.6	235.2	29.2	58.1	83.5	126.7	297.7
Adjusted Net Profit Attributable to Owners of the Parent from Discontinued Operations		2.1	1.6	-0.3	2.3	5.7	0.5	-	-	-	0.5
Adjusted Net Profit		15.1	33.2	58.5	133.9	240.9	29.7	58.1	83.5	126.7	298.2

Consolidated Results

Continuing Operation	**Operating Profit**	**14.3**	**28.6**	**62.8**	**159.2**	**265.0**	**33.4**	**71.8**	**105.6**	**137.3**	**348.3**
	Financial income (expenses), tax expense, etc.	0.4	-11.5	-10.7	-36.1	-58.0	-5.6	18.3	-23.9	-31.6	-42.8
	Net Profit	14.7	17.1	52.0	123.0	207.0	27.8	90.2	81.6	105.7	305.4
Net Profit Attributable to Owners of the Parent from Discontinued Operations		2.1	1.6	0.3	8.6	12.7	143.9	-	-	-	143.9
Net Profit		**16.8**	**18.7**	**52.4**	**131.7**	**219.8**	**171.7**	**90.2**	**81.6**	**105.7**	**449.4**

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

Adjusted Items by Quarter

(Billions of yen)

	FY2024					FY2025				
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
Adjusted Operating Profit	16.5	49.5	71.0	170.1	307.2	35.1	86.2	107.8	161.4	390.5
Adjusted items from GAAP Operating Profit	-2.2	-20.8	-8.2	-10.8	-42.1	-1.6	-14.3	-2.1	-24.0	-42.2
One-time Profit/Loss from business transfers	-	-	-3.1	15.8	12.7	0.2	1.8	-	-0.3	1.6
Business model transformation cost	-0.4	-19.3	-4.7	-25.4	-50.0	-0.8	-15.0	-0.7	-22.0	-38.6
M&A related expenses	-1.8	-1.4	-0.2	-1.2	-4.9	-1.0	-1.0	-1.4	-1.7	-5.3
Operating Profit	14.3	28.6	62.8	159.2	265.0	33.4	71.8	105.6	137.3	348.3
Adjusted Net Profit	15.1	33.2	58.5	133.9	240.9	29.7	58.1	83.5	126.7	298.2
Adjusted items from GAAP Net Profit	1.7	-14.5	-6.1	-2.1	-21.1	141.9	32.1	-1.9	-21.0	151.1
Net Profit	16.8	18.7	52.4	131.7	219.8	171.7	90.2	81.6	105.7	449.4
Net Profit from Continuing Operations	14.7	17.1	52.0	123.0	207.0	27.8	90.2	81.6	105.7	305.4
Net Profit from Discontinued Operations	2.1	1.6	0.3	8.6	12.7	143.9	-	-	-	143.9

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

Business Segment Information by Quarter

(Billions of yen)

		FY2025					vs. LY				
		1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
Service Solutions	Revenue	**514.6**	**551.8**	**591.2**	**689.2**	**2,346.9**	**13.0**	**35.9**	**45.6**	**6.3**	**100.9**
	Japan	380.8	414.3	444.9	531.6	1,771.7	21.5	31.8	45.4	16.6	115.4
	Outside Japan	133.7	137.5	146.3	157.5	575.2	-8.5	4.1	0.1	-10.2	-14.5
	Adj. Operating Profit	**47.8**	**71.7**	**96.4**	**145.3**	**361.4**	**12.8**	**18.0**	**23.6**	**16.9**	**71.4**
	[%]	[9.3%]	[13.0%]	[16.3%]	[21.1%]	[15.4%]	[2.3%]	[2.6%]	[3.0%]	[2.3%]	[2.5%]
Hardware Solutions	Revenue	202.1	222.6	248.1	336.9	1,009.8	-26.4	-5.4	-8.0	-70.1	-110.0
	Adj. Operating Profit	1.3	11.1	24.5	29.9	67.0	5.0	4.3	13.4	-17.1	5.7
	[%]	[0.7%]	[5.0%]	[9.9%]	[8.9%]	[6.6%]	[2.3%]	[2.0%]	[5.6%]	[-2.7%]	[1.1%]
Ubiquitous Solutions	Revenue	47.9	65.2	64.7	51.8	229.8	-0.8	5.3	-8.0	-18.4	-21.9
	Adj. Operating Profit	8.2	13.5	9.7	7.3	38.8	3.7	6.6	0.7	-3.6	7.4
	[%]	[17.2%]	[20.7%]	[15.0%]	[14.2%]	[16.9%]	[8.0%]	[9.2%]	[2.6%]	[-1.5%]	[4.4%]
Inter-segment Elim./Corporate	Revenue	-14.7	-23.1	-19.4	-26.2	-83.6	4.8	-12.0	-0.7	-8.0	-16.0
	Adj. Operating Profit	-22.3	-10.2	-22.9	-21.2	-76.7	-3.1	7.6	-1.1	-4.7	-1.3
Total	Revenue	**749.8**	**816.6**	**884.6**	**1,051.7**	**3,502.9**	**-9.4**	**23.7**	**28.8**	**-90.3**	**-47.1**
	Adj. Operating Profit	**35.1**	**86.2**	**107.8**	**161.4**	**390.5**	**18.5**	**36.6**	**36.7**	**-8.6**	**83.3**
	[%]	**[4.7%]**	**[10.6%]**	**[12.2%]**	**[15.3%]**	**[11.2%]**	**[2.5%]**	**[4.4%]**	**[3.9%]**	**[0.4%]**	**[2.5%]**

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

Business Segment Information by Quarter

(Billions of yen)

		FY2024					FY2025				
		1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
Service Solutions	Revenue	501.6	515.9	545.5	682.8	2,245.9	514.6	551.8	591.2	689.2	2,346.9
	Adj. Operating Profit	34.9	53.7	72.8	128.4	289.9	47.8	71.7	96.4	145.3	361.4
Global Solutions	Revenue	129.0	117.6	120.3	144.2	511.2	120.7	128.5	130.5	160.7	540.6
	Adj. Operating Profit	-2.3	-3.6	1.2	10.4	5.6	-1.0	4.8	9.2	20.2	33.3
Regions (Japan)	Revenue	272.6	310.6	321.9	405.1	1,310.4	289.4	318.3	345.2	413.7	1,366.8
	Adj. Operating Profit	37.9	53.5	62.4	106.3	260.3	41.6	57.2	80.9	114.0	293.9
Regions (International)	Revenue	142.2	133.4	146.1	167.8	589.7	133.7	137.5	146.3	157.5	575.2
	Adj. Operating Profit	-0.5	3.8	9.1	11.5	23.9	7.1	9.6	6.2	11.0	34.1
Intra-seg. Elim	Revenue	-42.3	-45.8	-42.8	-34.4	-165.4	-29.3	-32.5	-30.8	-42.9	-135.6
System Products	Revenue	194.8	188.4	210.0	344.8	938.3	167.1	179.4	195.9	273.7	816.2
Network Products	Revenue	33.6	39.6	46.1	62.1	181.6	34.9	43.2	52.2	63.2	193.6
Hardware Solutions	Revenue	228.5	228.1	256.2	407.0	1,119.9	202.1	222.6	248.1	336.9	1,009.8
	Adj. Operating Profit	-3.6	6.8	11.0	47.1	61.3	1.3	11.1	24.5	29.9	67.0
Ubiquitous Solutions	Revenue	48.7	59.9	72.7	70.3	251.7	47.9	65.2	64.7	51.8	229.8
	Adj. Operating Profit	4.4	6.8	8.9	11.0	31.3	8.2	13.5	9.7	7.3	38.8
Inter-segment Elim./ Corporate	Revenue	-19.6	-11.0	-18.7	-18.1	-67.5	-14.7	-23.1	-19.4	-26.2	-83.6
	Adj. Operating Profit	-19.1	-17.9	-21.8	-16.4	-75.3	-22.3	-10.2	-22.9	-21.2	-76.7
Total	Revenue	759.2	792.8	855.8	1,142.1	3,550.1	749.8	816.6	884.6	1,051.7	3,502.9
	Adj. Operating Profit	16.5	49.5	71.0	170.1	307.2	35.1	86.2	107.8	161.4	390.5

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

Uvance

(Billions of yen)

		FY2025					vs. LY				
		1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
Orders	vs LY(%)	145%	185%	161%	139%	156%					
	Vertical	48.4	84.5	75.3	98.3	306.6	14.9	38.7	28.4	27.4	109.5
	vs LY(%)	105%	156%	141%	96%	120%					
	Horizontal	79.2	106.4	110.8	124.2	420.8	3.5	38.3	32.3	△4.8	69.3
	vs LY(%)	117%	168%	148%	111%	133%					
	Total	127.6	190.9	186.2	222.6	727.5	18.4	77.1	60.7	22.5	178.9
	[Japan]	[103.2]	[133.6]	[144.0]	[185.2]	[566.2]	[25.4]	[47.4]	[77.7]	[42.6]	[193.2]
	[Outside Japan]	[24.4]	[57.3]	[42.1]	[37.3]	[161.2]	[-7.0]	[29.6]	[-16.9]	[-20.0]	[-14.3]
Revenue	vs LY(%)	169%	215%	155%	156%	169%					
	Vertical	49.8	72.8	79.8	94.3	296.8	20.4	38.9	28.4	33.8	121.6
	vs LY(%)	144%	130%	147%	121%	134%					
	Horizontal	96.9	91.4	101.8	122.2	412.4	29.7	21.0	32.3	21.5	104.8
	vs LY(%)	152%	158%	150%	134%	147%					
	Total	146.7	164.3	181.7	216.5	709.3	50.1	60.0	60.8	55.4	226.4
	[Japan]	[106.2]	[123.2]	[138.3]	[171.1]	[539.0]	[49.8]	[60.1]	[57.2]	[63.0]	[230.2]
	[Outside Japan]	[40.4]	[41.0]	[43.3]	[45.3]	[170.3]	[0.3]	[-]	[3.5]	[-7.6]	[-3.7]

Vertical: 4 cross-industry areas that solve societal issues
Horizontal: 3 technical areas that support cross-industry areas

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

Breakdown of Regions (International)

(Billions of yen)

		FY2025					vs. LY				
		1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
Regions (International)	Revenue	133.7	137.5	146.3	157.5	575.2	-8.5	4.1	0.1	-10.2	-14.5
	Adj. Operating Profit	7.1	9.6	6.2	11.0	34.1	7.7	5.7	-2.8	-0.4	10.1
Europe	Revenue	94.0	91.6	104.1	111.1	400.9	1.1	1.1	6.8	1.3	10.5
	Adj. Operating Profit	5.8	8.1	5.1	7.2	26.4	6.6	6.0	-0.8	-1.3	10.4
Americas	Revenue	12.3	12.8	13.1	13.6	52.0	-1.5	-0.9	-1.2	-1.1	-4.9
	Adj. Operating Profit	0.3	0.1	0.2	1.1	1.9	0.1	-1.1	-0.9	-	-2.0
Asia Pacific	Revenue	22.7	22.6	21.2	24.2	90.9	-4.7	-3.1	-3.9	-0.2	-12.0
	Adj. Operating Profit	0.9	1.0	0.5	2.2	4.8	0.9	0.9	-0.9	0.2	1.2
East Asia	Revenue	6.0	7.6	8.4	6.6	28.8	-2.3	-1.6	-1.6	-3.3	-9.0
	Adj. Operating Profit	-	0.2	0.2	0.3	0.9	-	-	-0.1	-0.1	-0.3

*Revenue includes Inter-region revenue

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

Adjusted items from GAAP Free Cash Flow by Quarter

(Billions of yen)

	FY2024					FY2025				
	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total
Core Free Cash Flow	167.7	-74.0	-51.3	191.1	233.6	230.3	-66.0	11.5	114.1	289.9
Adjusted items from GAAP Free Cash Flow	-37.2	-8.2	-20.0	46.6	-18.9	171.4	90.9	-47.8	-21.9	192.7
Business transfers	-19.3	-	-	68.3	49.0	193.7	94.4	-	1.5	289.7
Business model transformation expenditures	-10.0	-7.1	-19.0	-12.1	-48.4	-22.2	-3.4	-1.3	-2.6	-29.7
M&A related expenditures	-7.9	-1.1	-1.0	-9.5	-19.5	-	-	-46.5	-20.7	-67.3
Free Cash Flow	130.4	-82.2	-71.3	237.8	214.7	401.7	24.9	-36.3	92.2	482.6

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

Assumptions Used for FY2026 Forecasts

1. Exchange Rates（Average）and Impact of Fluctuation

	FY2024 (Actual)	FY2025 (Actual)	FY2026 (Forecast)	Impact of Exchange Rate Fluctuation FY2026 (Forecast)*
U.S. dollar / Yen	153	151	150	-0.8 Billion yen
Euro / Yen	164	175	170	0.1 Billion yen
British pound / Yen	195	202	195	0.0 Billion yen

* Impact of 1 yen fluctuation on Adj.operating profit (yen depreciation).

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited

Assumptions Used for FY2026 Forecasts

2. Capital Expenditures, Depreciation and Amortization
(Property, Plant and Equipment, Intangible Assets and leased Assets)

(Billions of yen)

	FY2024 (Actual)	FY2025 (Actual)	FY2026 (Forecast)
Capital Investment	51.5	50.3	75.0
Intangible Investments and Others	105.1	83.7	75.0
Capital Expenditures (Property, Plant and Equipment, Intangible Assets and leased Assets)	156.6	134.0	150.0
Depreciation	47.5	47.7	50.0
Amortization and Others	78.3	81.9	80.0
Depreciation and Amortization (Property, Plant and Equipment, Intangible Assets and leased Assets)	125.9	129.6	130.0

* Excluding amounts related to discontinued operations

© 2026 Fujitsu Limited

© 2026 Fujitsu Limited