

IR Day 2025

Fujitsu's Medium-Term Management Plan and Strategy for Future Growth

Fujitsu Limited

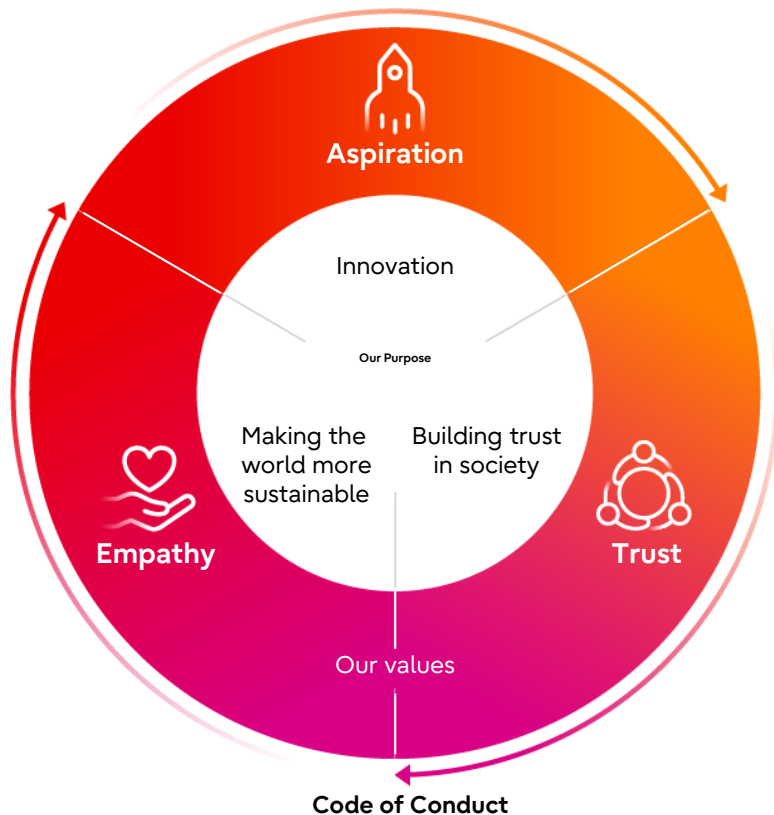
September 9, 2025

Our Purpose

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



Fujitsu Way



Three elements of the Fujitsu Way

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

Vision of Fujitsu for 2030 and the Positioning of Medium-Term Management Plans

Vision for 2030:

Being a technology company that realizes net positive through digital services

Previous Medium-Term Management Plan

- Improved profitability
- Transforming corporate culture

Current Medium-Term Management Plan

Transform the business model and portfolio
Ensure support for customer modernization
Improve profitability of International business

Key strategies

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

2019

2022

2023

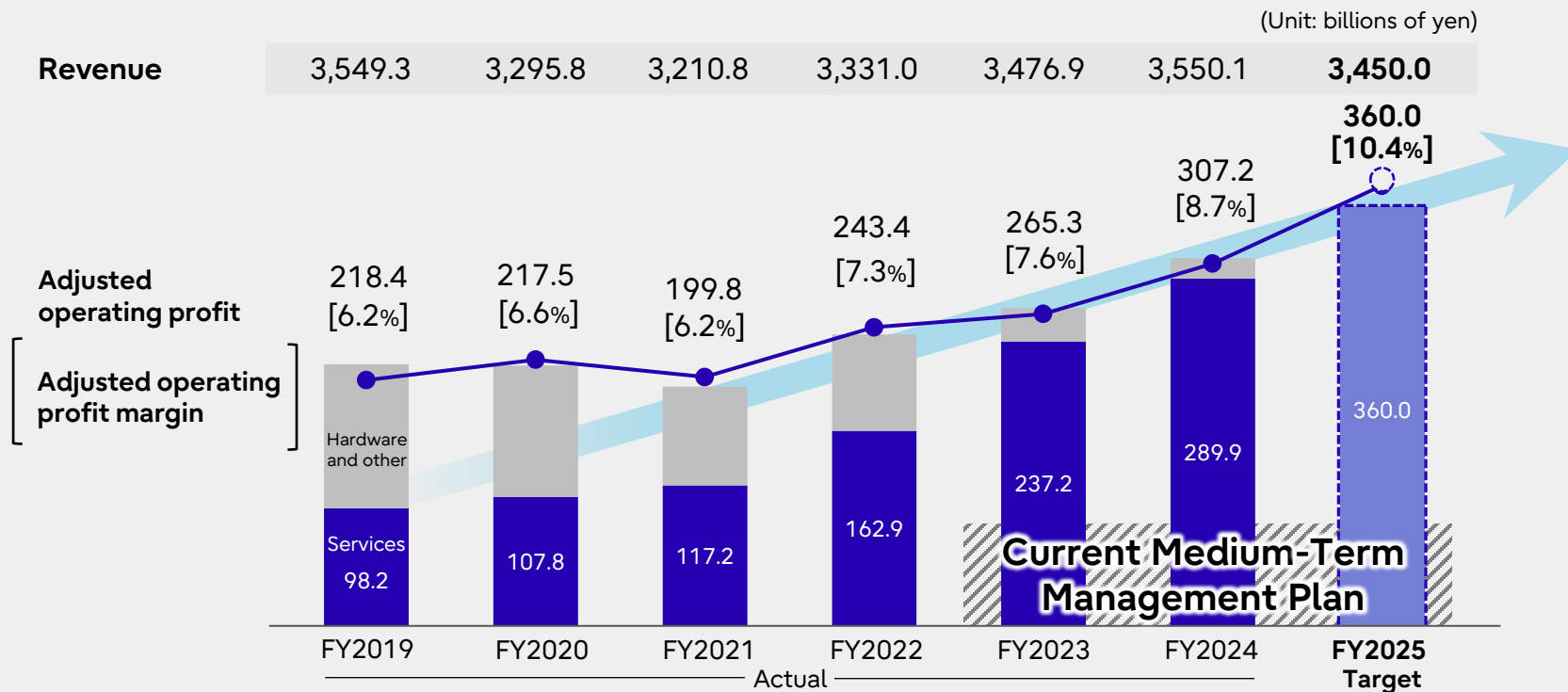
2025

2026

2030

Preparation period for achieving Fujitsu's vision for 2030

Progress on Medium-Term Management Plan



*Adjusted operating profit: an indicator of the real profits from the business, in which one-time gains or losses from such activities (adjusted items) as business restructurings, acquisitions or divestitures, and institutional changes are subtracted from operating profit. (Previously referred to as "core operating profit.")

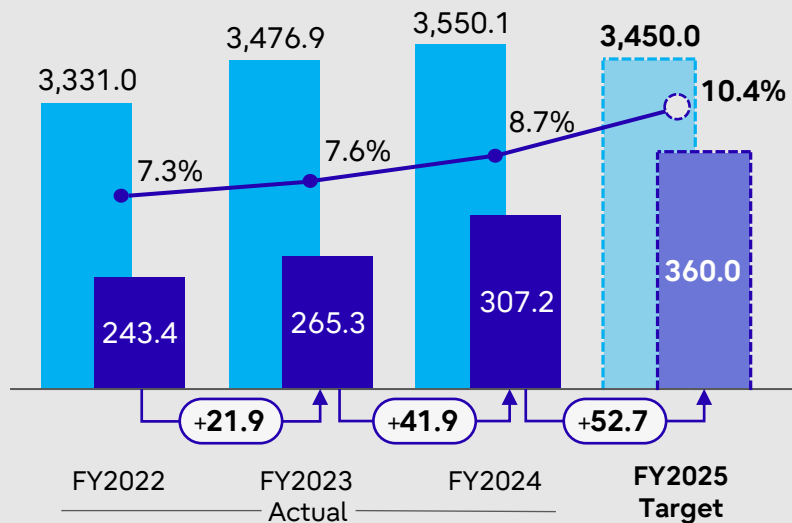
*Excludes results from Device Solutions.

Progress on Medium-Term Management Plan

Steady progress in achieving targets, with revenue and profit driven by Service Solutions

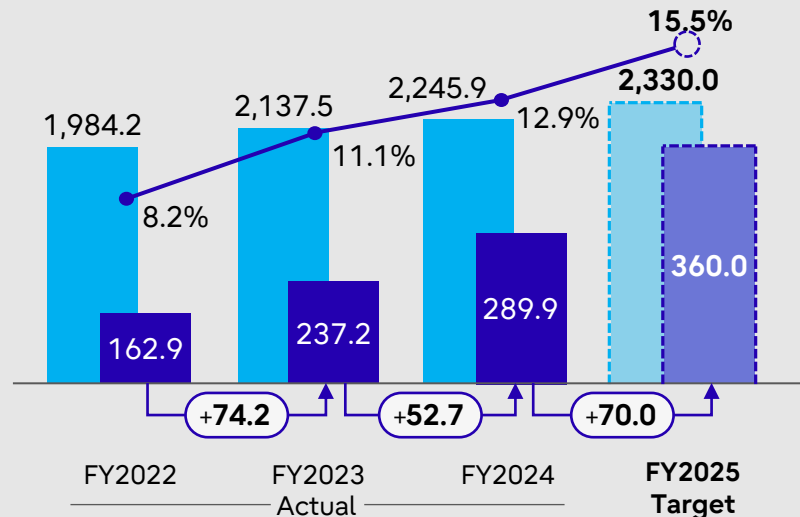
Revenue Adj. operating profit Adj. operating profit margin

Consolidated* (Unit: billions of yen)



*Excluding results from Device Solutions

Service Solutions (Unit: billions of yen)



Progress on Medium-Term Management Plan: Status of Key Strategies

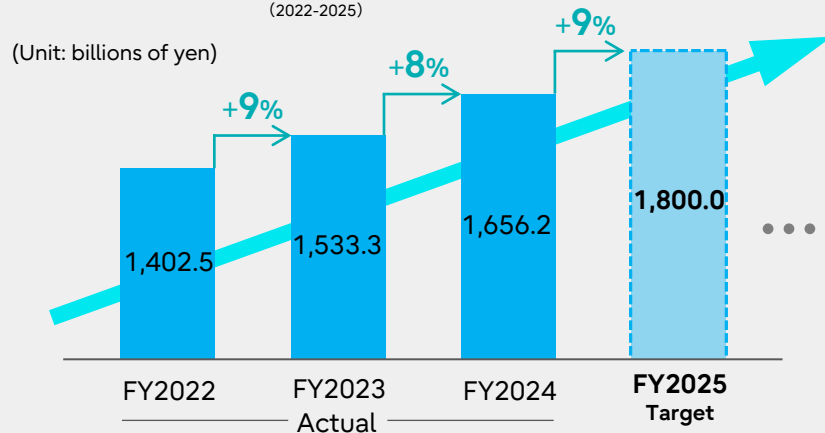


Growth of Services Business in Japan

- Growth in Japanese market against the backdrop of higher demand for DX and modernization
- Fujitsu's Service Solutions business is achieving higher growth than the market

CAGR for Japan's IT Services Market (*) : **6.5%**
(2023-2028)

CAGR of Fujitsu's revenues in Japan for Service Solutions : **8.7%**
(2022-2025)



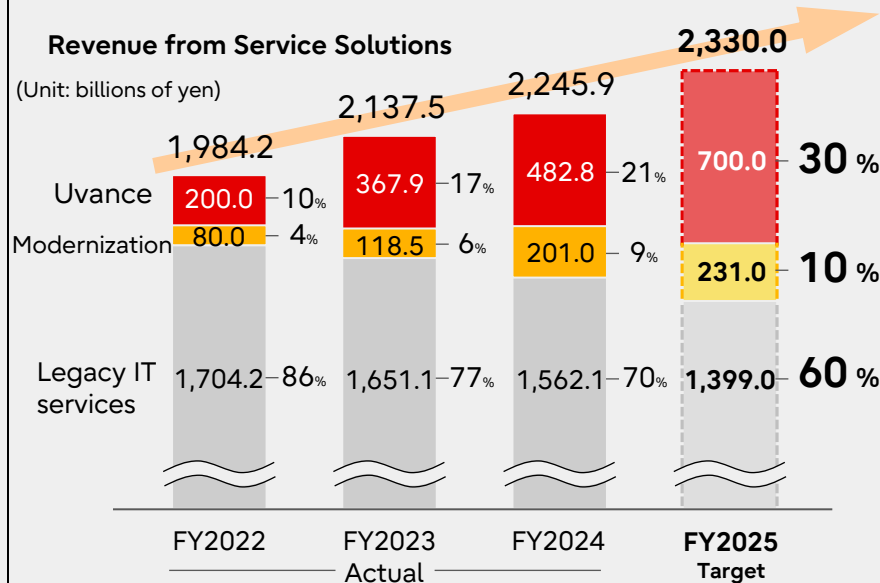
* Source : Fujitsu research

Transformation of Business Portfolio

- Solid growth in revenue for Service Solutions
- Steady expansion in proportion of revenue from Uvance and modernization business

Revenue from Service Solutions

(Unit: billions of yen)

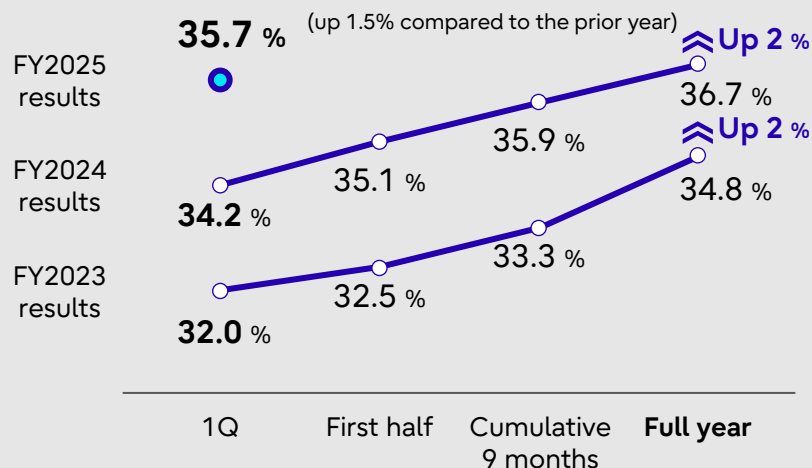


Progress on Medium-Term Management Plan: Status of Key Strategies

Initiatives to Improve Profitability

- Delivery transformation (standardization, automation, use of AI)
- Pricing strategy
- Optimization of human resource portfolio

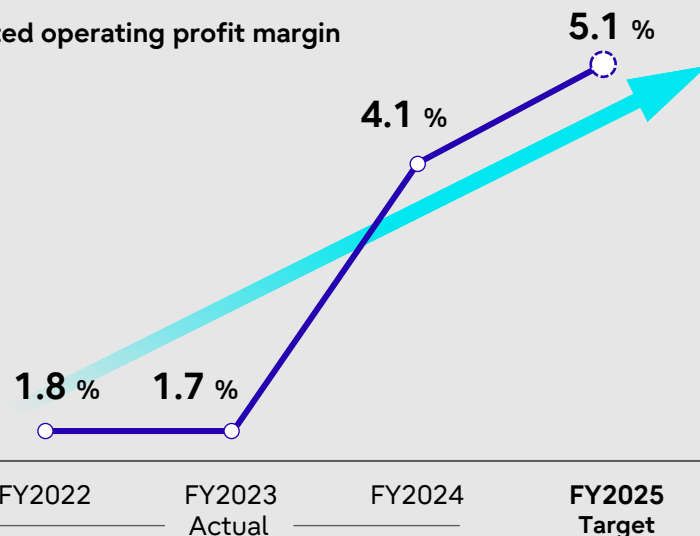
Gross Margin



Improvement in Profitability in Regions Outside Japan

- Carve-outs of low-profitability businesses
- Expansion of global offerings and global delivery

Adjusted operating profit margin



Progress on Medium-Term Management Plan: Status of Key Strategies

Transformation

- Pursuing accelerated decision-making and absolute business efficiencies

System Products

Launched **FSAS Technologies Inc.** in April 2024

Integration of everything from development to maintenance of servers and storage in Japan

Network Products

Established **1Finity Inc.** in July 2025

Integration of all functions from hardware and software development, production, sales, and deployment of network products

Sale of Non-Core Businesses

- Completion of transfer of non-core businesses through carve-outs

Sale of Device Solutions Businesses

- ✓ Sale of Shinko Electric Industries
- ✓ Sale of Fujitsu Optical Components
- ✓ Sale of FDK Corporation

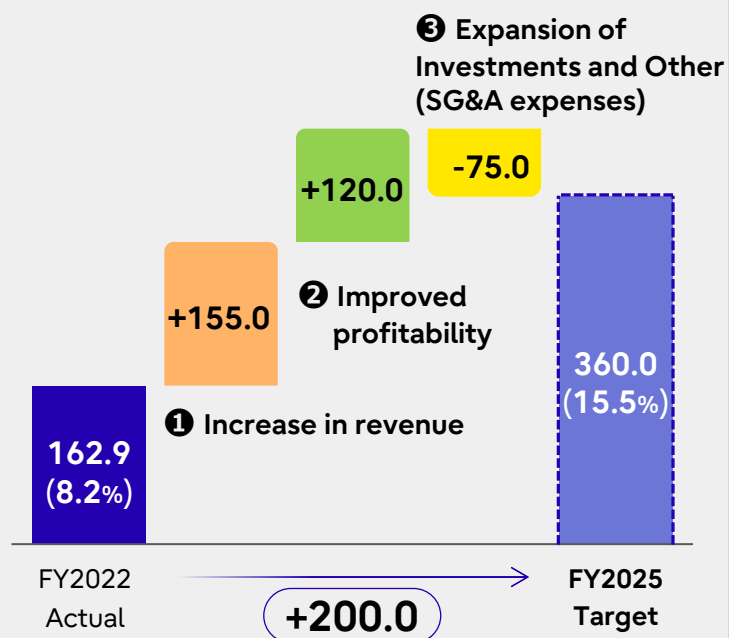
Sale of Fujitsu General Limited

Path Toward Meeting the FY2025 Targets



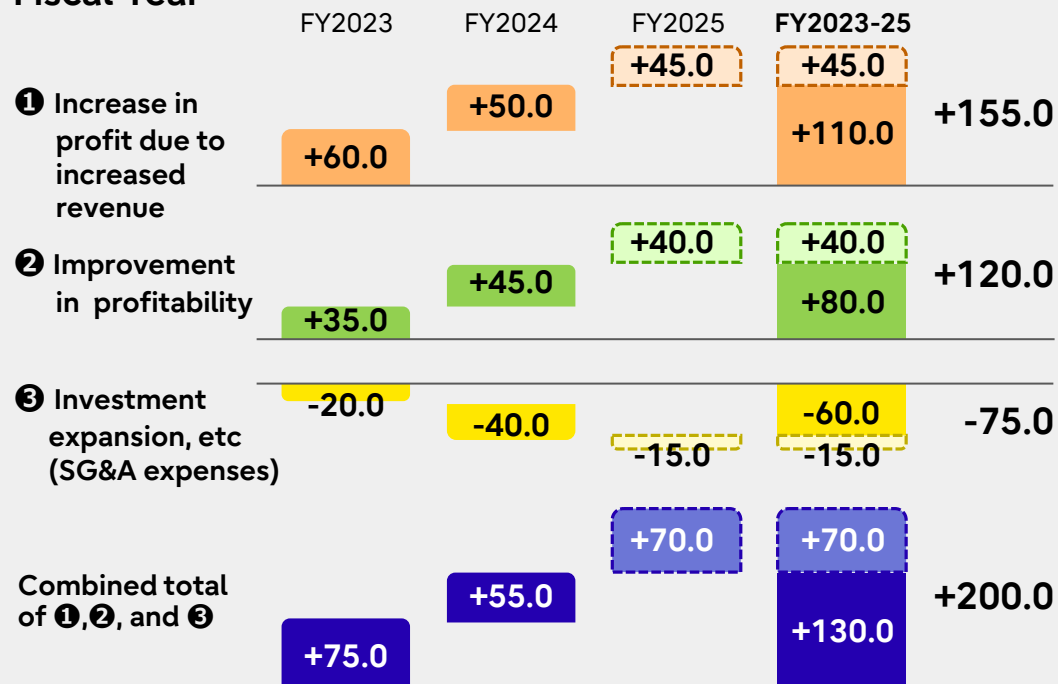
Changes to Adjusted Operating Profit

(Unit: billions of yen)



Actual Results and Plan Progress by Fiscal Year

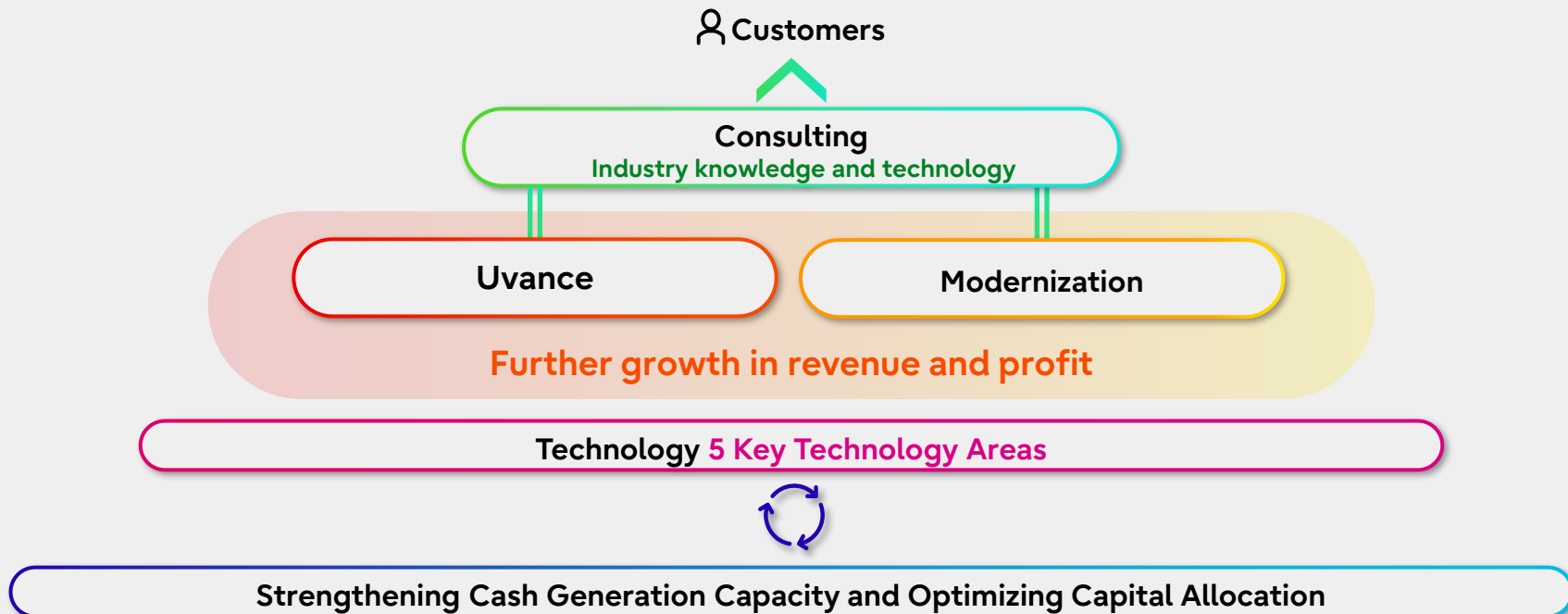
(Unit: billions of yen)



Drivers for Achieving Targets and Growth for the Future



Further growth in Uvance and modernization business, both supported by consulting services, with overall growth accelerated by technology, and capital allocated for continuous growth



Management Organization for Achieving Plan Targets, Growth for the Future



Takahito Tokita

Representative Director, CEO



Takeshi Isobe

Representative Director,
Corporate Vice President,
CFO



Shunsuke Onishi

Corporate Executive Officer,
Corporate Vice President,
CRO, in charge of Consulting



Yoshinami Takahashi

Corporate Executive Officer,
Corporate Vice President,
COO (Uvance)



Megumi Shimazu

Corporate Executive Officer,
Corporate Vice President,
COO (Service Delivery)



Vivek Mahajan

Corporate Executive Officer,
Corporate Vice President,
CTO,
in charge of System Platform

Today's Presentations' Key Points

Further growth in Uvance and modernization business, both supported by consulting services, with overall growth accelerated by technology, and capital allocated for continuous growth

| | | |
|---|---|--|
| Business Expansion Driven by Consulting | <ul style="list-style-type: none"> • Outpacing market with high growth across all industries • Improved deal conversion rates and deal value through consulting leveraging Data & AI as a competitive advantage | Shunsuke Onishi, Corporate Vice President |
| Growth of Uvance | <ul style="list-style-type: none"> • Strong vertical pipeline driven by robust horizontal capabilities • Strengthening the foundation for stable revenue and GM rate improvement through enhanced recurring rate and standardization rate | Yoshinami Takahashi, Corporate Vice President |
| Expansion of Modernization Business: Further Delivery Reforms | <ul style="list-style-type: none"> • Capturing the other companies' legacy system and open modernization market for further market share expansion • Fundamental delivery transformation through the use of generative AI | Megumi Shimazu, Corporate Vice President |
| Technology Strategy to Support Growth | <ul style="list-style-type: none"> • Delivering value and enhancing efficiency through business application of cutting-edge technologies • Fujitsu's AI and Computing Strategy | Vivek Mahajan, Corporate Vice President |
| Strengthening Cash Generation Capacity and Optimizing Capital Allocation | <ul style="list-style-type: none"> • Maximizing CF through profit growth, transformation, and business efficiency improvements • Medium-term financial KPI focus based on optimal allocation | Takeshi Isobe, Corporate Vice President |

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