

Growth of Uvance

Yoshinami Takashashi

Corporate Executive Officer

Corporate Vice President

COO (in charge of Solution Services)

Head of Global Solutions

Fujitsu Limited

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COO (in charge of Solution Services) Head of Global Solutions

Yoshinami Takahashi

Yoshinami Takahashi joined the Sony Group Corporation in 1987. While there, he was mainly involved in international business within its Consumer Unit. He was sent on work assignments to North America and Europe, and served as an executive at the company's locations outside of Japan.

In 2014, he joined Microsoft Japan Co., Ltd. From 2015, as a Managing Executive Officer, he drove marketplace development and partnership collaborations for Cloud computing. Then, from 2020, as a Senior Managing Executive Director, he drove DX support for enterprise customers.

In June 2021, he became a Managing Executive Officer at Fujitsu. With the aim of revitalizing Japan's companies and society, he spearheaded the launch of a new business, Uvance.

In April 2024, he became the Corporate Vice President, COO (Solution Services), and is now advancing business as the person in charge of the Uvance business.

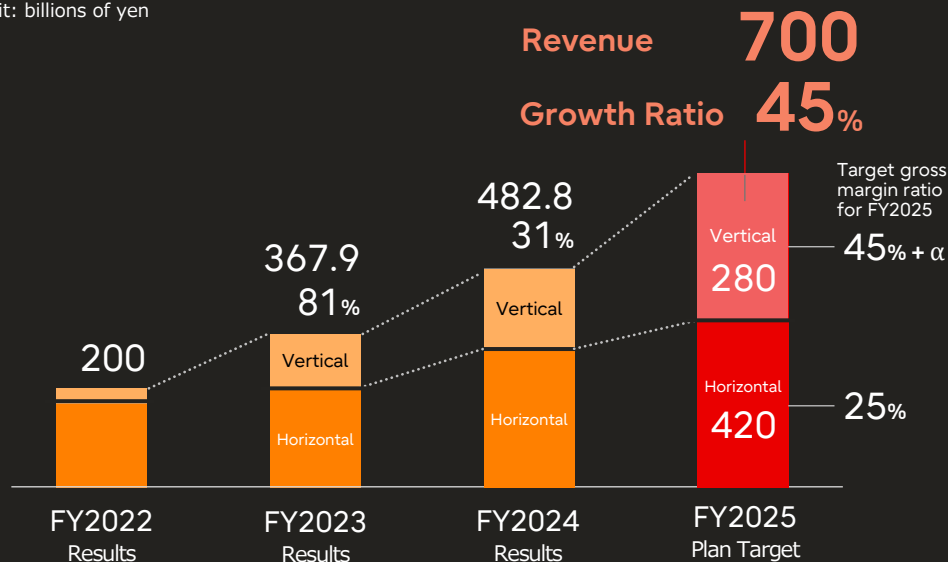


Business Progress Toward Achieving the Medium-Term Management Plan

Overview of Business Progress toward Achieving the Medium-Term Management Plan

- In FY2024, revenue reached 482.8 billion yen, delivering 31% growth and significantly outperforming the original target of 450 billion yen.
- For FY2025, we are targeting 700 billion yen to secure even higher growth than last fiscal year and accelerate progress toward achieving the Medium-Term Management Plan.

Unit: billions of yen



Vertical / Horizontal Growth Ratio

FY2024 (Actual)

FY2025 (Target)

Vertical

51%



60%

Horizontal

22%



37%

Revenue ratio in Service Solutions

FY2024 (Actual)

FY2025 (Target)

21%



30%

Growth Trends to Achieve FY2025 Targets

- We are on a clear growth trajectory, with both revenue growth ratio and coverage ratio in revenue target running ahead of the last fiscal year.
- Continued improvement in the recurring revenue ratio and standardization ratio is strengthening and stabilizing the revenue base, supporting gross margin expansion.

Progress for Revenue Targets

Revenue growth ratio		
	FY2025 (Target)	FY2025 Q1 (Actual)
Total	45%	52%
Vertical	60%	69%
Horizontal	37%	44%

Secured revenue, including from the order backlog

	FY2024 Q1 (Actual)	FY2025 Q1 (Actual)
Coverage Ratio in revenue Target (including from the order backlog)	53%	60%

Progress for Stable Revenue and Gross Margin Expansion

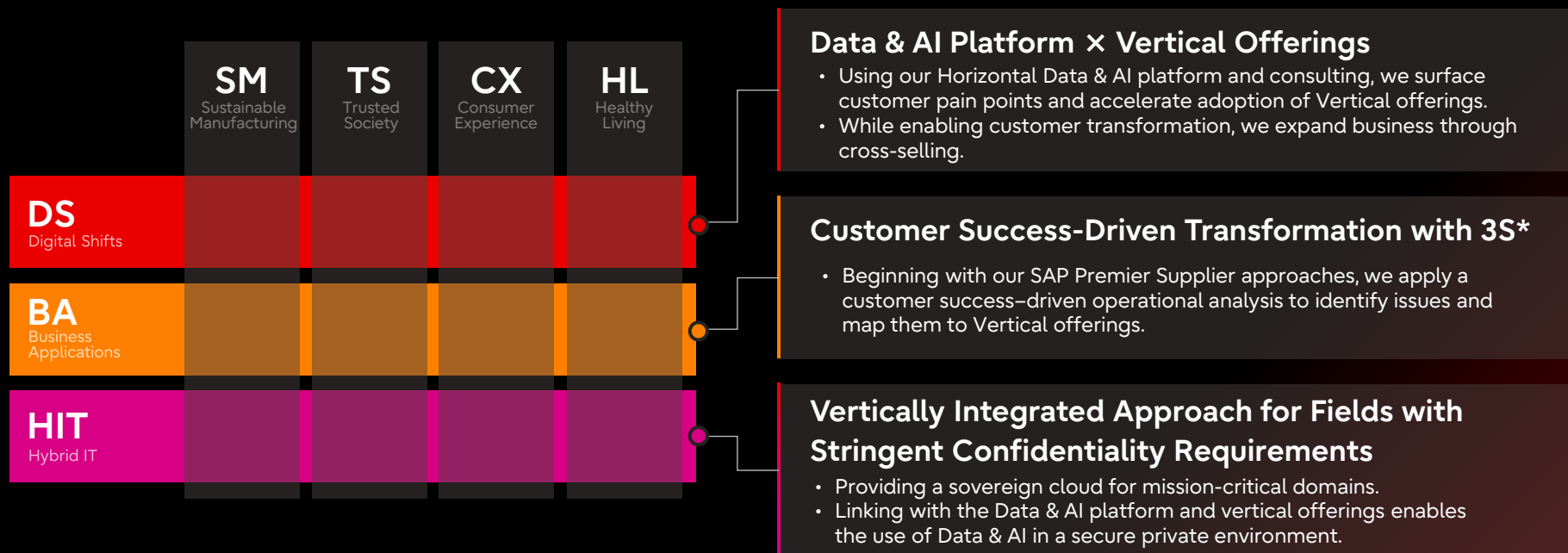
Recurring ratio		
	FY2024 1st Half (Actual)	FY2025 Q1 (Actual)
Vertical	32%	> 44%

Standardization ratio		
	FY2024 1st Half (Actual)	FY2025 Q1 (Actual)
Vertical	48%	> 63%

Initiatives for Further Growth

Value Creation through Vertical × Horizontal





- With 'Vertical' as the growth engine and 'Horizontal' as the earnings base, we create integrated value that balances accelerated growth with stable revenue, establishing a sustainable growth model.



* 3S : SAP • ServiceNow • Salesforce

Evolving Vertical Offerings and Our Path to Growth

- Uvance offerings are not static; they evolve dynamically to address market and customer pain points.
- We continuously optimize business direction based on performance and shifts in customer and societal needs to enhance competitiveness.

	Initiatives to Drive Further Growth	FY2024 Vertical growth	Market scale 2025	CAGR 2023-2028
CX Consumer Experience	<ul style="list-style-type: none"> • Leverage GK Software's strong momentum, accelerating Fujitsu synergies to spearhead global growth. 		7.3 trillion yen	25 %
TS Trusted Society	<ul style="list-style-type: none"> • Scale solution-driven engagements addressing social challenges, including city security and logistics optimization. 		13.1 trillion yen	21 %
HL Healthy Living	<ul style="list-style-type: none"> • In addition to EHR (electronic health records) cloud migration, focus on data structuring and utilization. • Expand the ecosystem of the drug discovery and clinical trial. 		5.3 trillion yen	24 %
SM Sustainable Manufacturing	<ul style="list-style-type: none"> • Building on the strengths of PLM and MOM, we will build a new solution that integrates design and manufacturing by combining SCM and ECM. 		12.0 trillion yen	21 %

Expanding GK Software X Fujitsu Synergies

- GK Software delivered 33% revenue growth in FY2024, sustaining a high growth trajectory.
- Following its May 2025 move to a wholly owned subsidiary, we accelerate synergies through integrated solutions and cross-selling.
- We position GK as a core engine of global growth, fully leveraging its customer base and competitiveness.

Integrated Solution Delivery

Case Study

Global Apparel Brand

- Combined GK POS with Fujitsu Managed Store Service to deliver an end-to-end store offering.
- One-stop coverage from hardware/software deployment to security monitoring, application operations, and end-user support.

Rolling Out GK to Fujitsu's Customer Base

Case Study

Major Canadian food retailer Metro Inc.

- Comprehensive monitoring across 500 stores, with real-time detection of store/product risks to enhance decision-making.
- Next step: cross-sell GK's portfolio across Fujitsu's global customer base to expand value and revenue.

Bringing European Best Practices to Japan

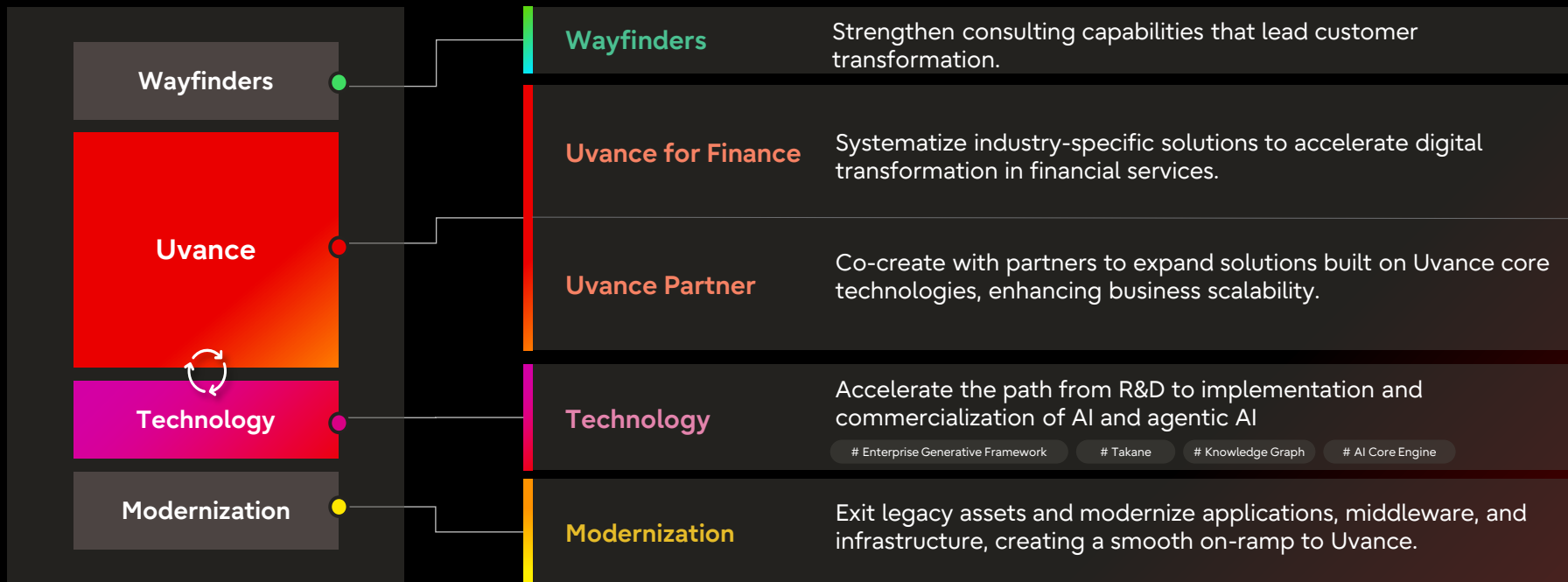
Case Study

German international fashion retailer Popken Fashion Group

- Implemented Price Optimization to respond to market shifts, improving gross profit and margin.
- Validate GK's cutting-edge European know-how in Japan and scale across Fujitsu's customer base.

Evolving Portfolio for Sustainable Growth

- Accelerate Uvance value and growth by organically linking the entire company from Wayfinders to Modernization.
- We position technology as a competitive advantage, compressing the R&D-to-commercialization cycle.



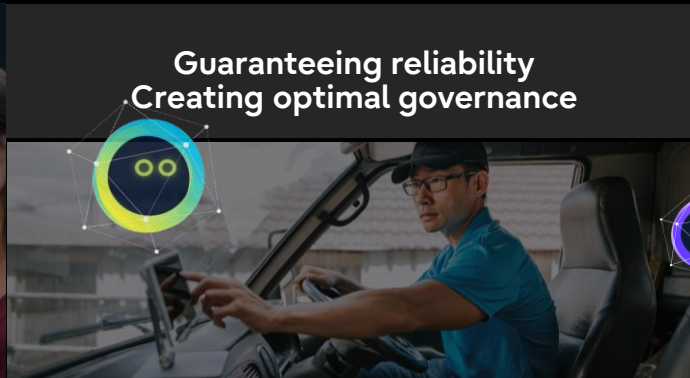
Accelerating the Agentic AI Business and Enhancing Competitive Advantage



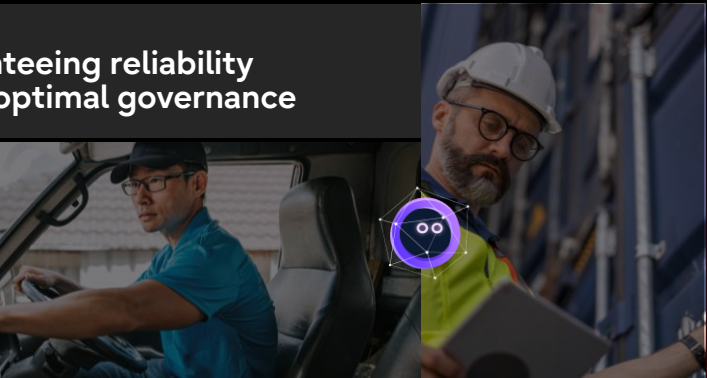
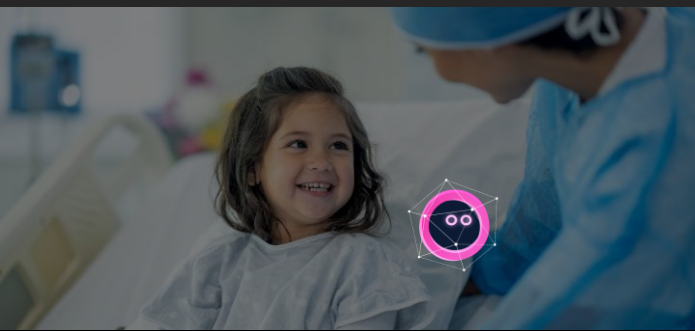
- We shorten time-to-market from Fujitsu innovation to commercialization, competing on speed to scale our agentic AI business.
- Leveraging decades of AI R&D and deep domain/process expertise, we build a defensible edge to unlock new markets.



AI agents specialized in operations



Guaranteeing reliability
Creating optimal governance



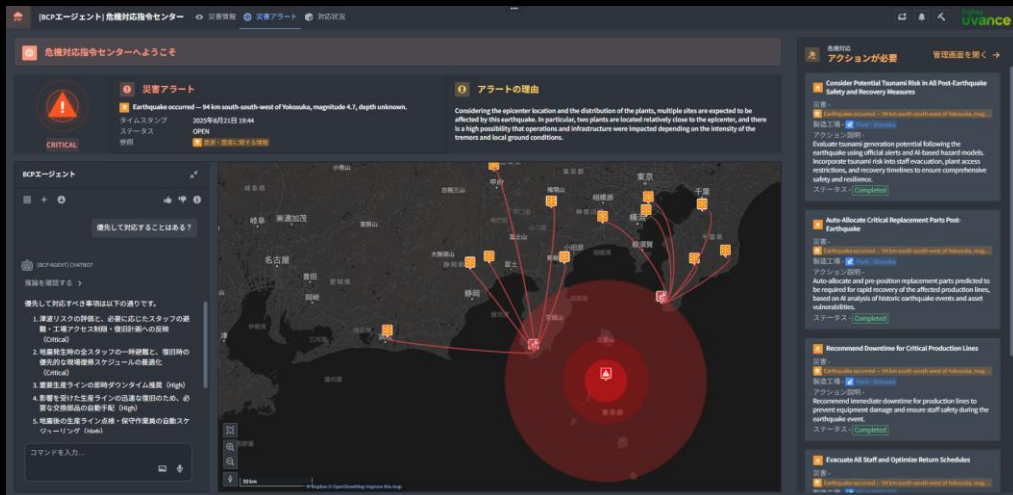
Shift to multi-agent and
multi-vendor approach



Deployment of Disaster-Response AI Agents at a Leading Manufacturer

- Leverage AI agents for business continuity planning and disaster response to strengthen end-to-end supply chain resilience.
- A proven use case that enables rapid, precise first response, strengthening business continuity and public trust.

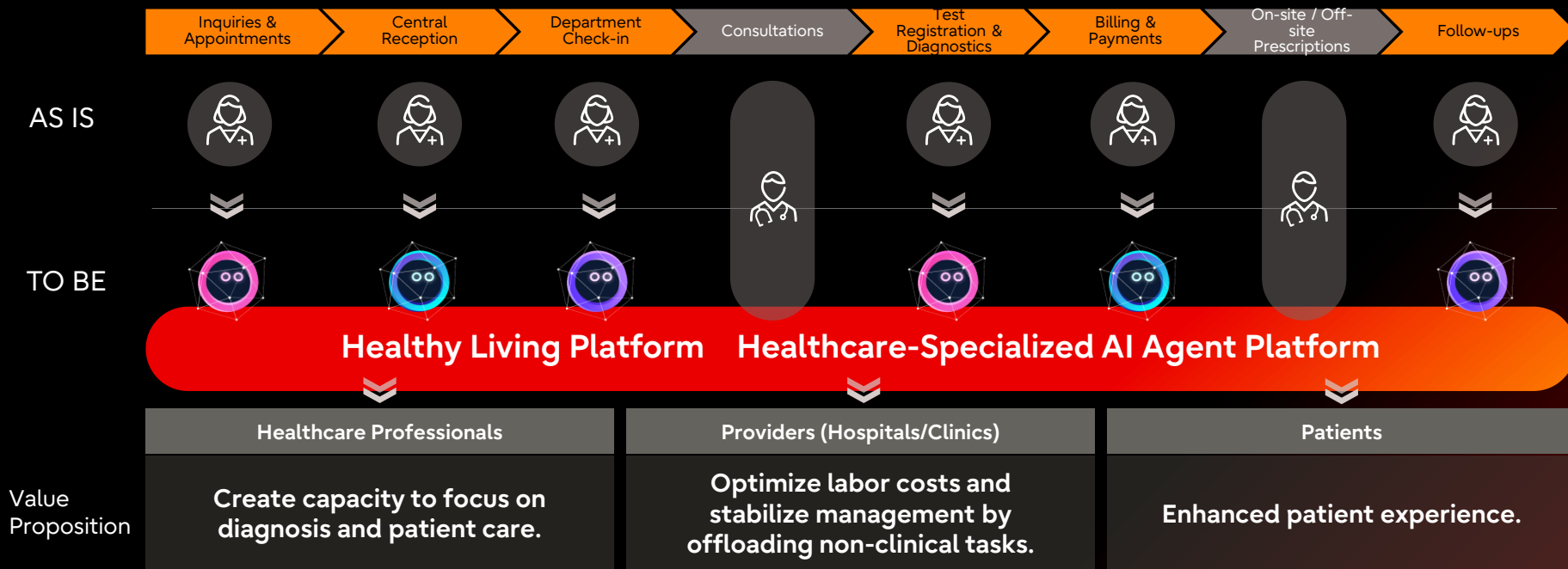
A leading manufacturer underpinning critical social infrastructure utilizes AI agents to enhance disaster resilience.



- AI agents continuously monitor disaster news, visualize projected impact zones, and recommend response actions.
- Integrate inventory, procurement, and open-order data to instantly map supply chain vulnerabilities and impact.
- Natural-language (voice/text) interaction with the agent surfaces prioritized actions and triggers immediate execution, enabling rapid and flexible first response.

Enhancing Hospital Efficiency and Stable Care Delivery

- With support from NVIDIA, we have built a healthcare-specialized AI agent foundation on the Healthy Living Platform.
- Through agent-driven workflow automation, we streamline front-line operations and enable a sustainable care delivery model.



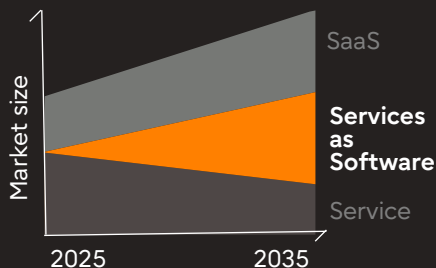
Future Outlook

Future Outlook – Unlocking the Next Growth Curve

- The proliferation of agentic AI will accelerate the rise and expansion of “Services as Software (SaS)” market.
- Building on decades of industry expertise and AI/Agent capabilities, we will pivot to SaS business, leading rapid market change and shifting from traditional SI to a high-margin, automation-driven model.
- We continue the challenge of transforming our customers' businesses and resolving social issues through cutting-edge solutions.

Services as Software

- AI-automate and software-define sophisticated services traditionally performed by people, delivering outcome-based value that adapts in real time to business and society.
- Expand as the next mega-market, progressively displacing portions of existing SaaS and conventional services.
- This will be a driver for Fujitsu's business model transformation



Uvance Will Drive Fujitsu's Business Transformation

Uvance to generate **over 50%** of the revenue in Service Solutions

Profitability improvement

Gross margin ratio

Vertical	Horizontal
50%+	40%+

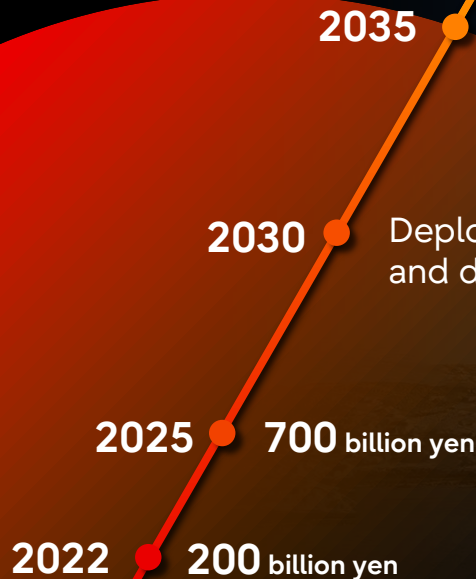
Recurring ratio

Vertical
70%

A Sustainable Future Enabled by Technology

Fuse advanced technologies—AI, quantum computing, and data science—to support the sustainable regeneration and evolution of industry, society, and the planet.

Maximize creativity and productivity as humans and AI share objectives and coexist, advancing a future where prosperity circulates.



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