

Medium-Term Management Plan Summary and Future Direction

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- I Medium-Term Management Plan summary
- II Future direction
- Upcoming timeline

Today's
agenda

A vertical image on the left side of the slide showing a city skyline at night. The image is overlaid with a digital network of glowing blue and white lines and dots, suggesting a smart city or digital infrastructure theme.

Medium-Term Management Plan summary

Trends in consolidated business performance

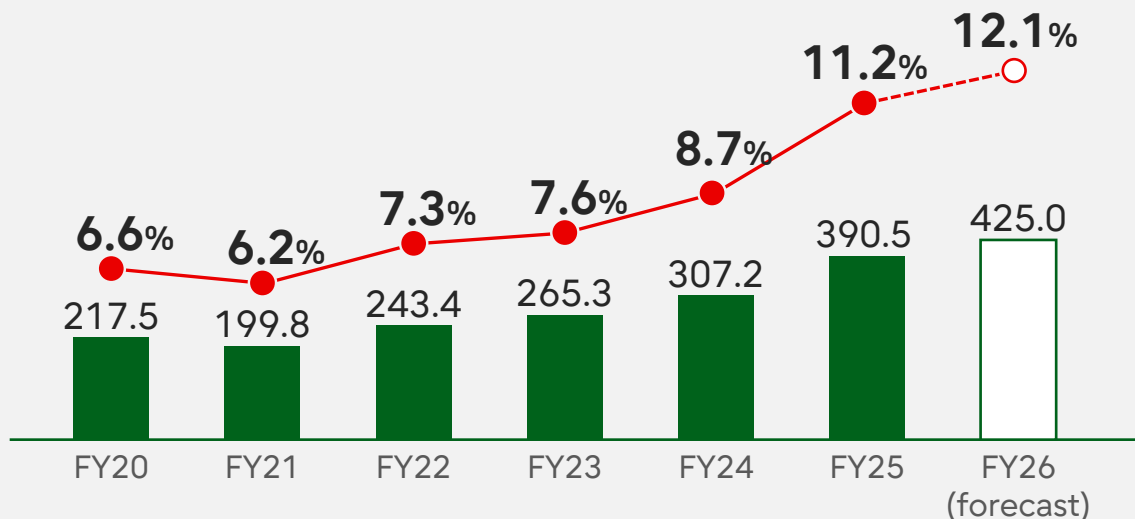
Adjusted operating profit margin has risen, and cash generation capability has increased over the last six years.

Revenue^{*1} (Billions of yen)

3,295.8	3,210.8	3,331.0	3,476.9	3,550.1	3,502.9	3,510.0
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**Adjusted
Operating Profit Margin**^{*1}

**Adjusted
Operating Profit**^{*1}
(Billions of yen)



Core Free Cash Flow^{*2}
(Billions of yen)

184.4	151.9	157.1	197.2	233.6	289.9	300.0
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^{*1} Revenue and Adjusted Operating Profit exclude Device Solutions

^{*2} Ordinary free cash flow, excluding one-time cash inflows or outflows from activities such as business restructurings, structural reforms, and acquisitions or divestitures.

Trends in Service Solutions performance

Achieved profitability improvement in Service Solutions, our focused growth area.

Revenue*¹

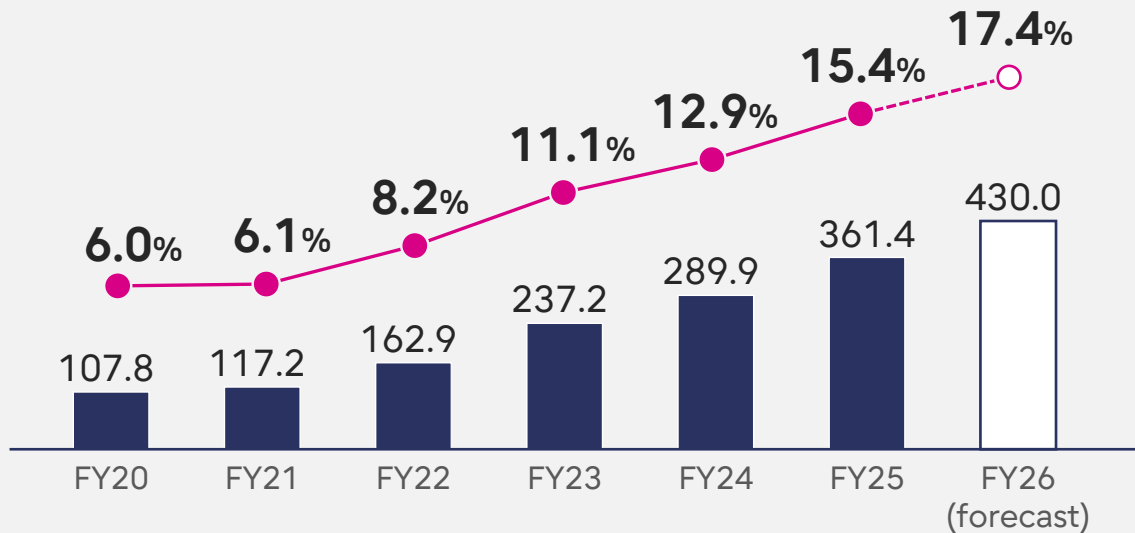
(Billions of yen)

1,804.7 | 1,928.1 | 1,984.2 | 2,137.5 | 2,245.9 | 2,346.9 | 2,470.0

Adjusted Operating Profit Margin*¹

Adjusted Operating Profit*¹

(Billions of yen)



*Revenue and Adjusted Operating Profit exclude Device Solutions

Initiatives

from FY2019 onwards

Carve-out of non-core businesses

Human resource management reforms, starting with job-based employment

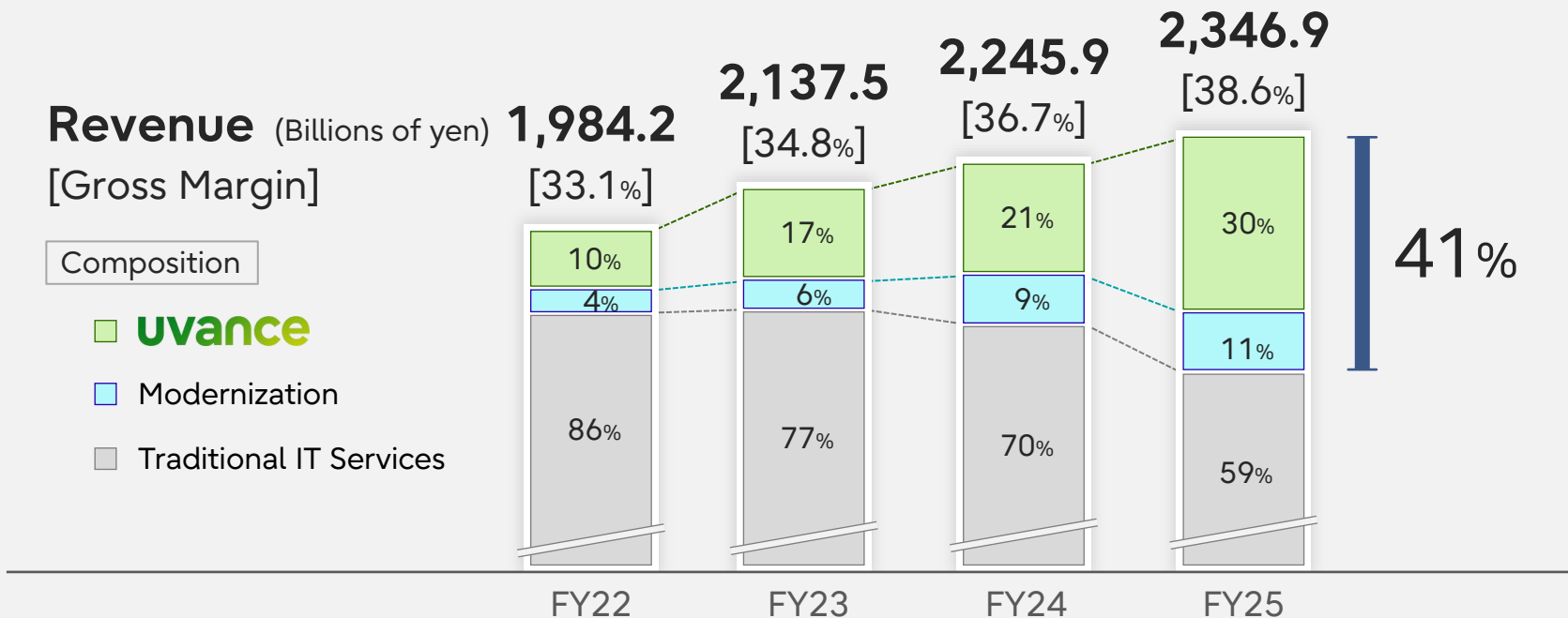
Advanced structural reforms by region, withdrew from low-profit businesses and markets

	FY25 Revenue	Service Solutions Revenue Mix
Uvance	709.3 Billion yen	30%
Modernization	392.1 Billion yen	11%

Shift from a person-month business to a value- and outcome-based model

Service Solutions business transformation

Evolving into a business model driven by societal, industry, and operational challenges.



A vertical image on the left side of the slide showing a city skyline at night. The image is overlaid with a digital grid and several vertical lines with glowing dots at the top, suggesting a smart city or digital infrastructure theme.

Our future direction

Strategic positioning of our next Mid-to-long-term Management Plan

Drive accelerated, large-scale
growth—with technology at the core

FY2020 ~ FY2022
**Medium-Term
Management Plan**

Improved profitability
Transforming corporate
culture

Build

FY2023 ~ FY2025
**Medium-Term
Management Plan**

Improved productivity
Business structure
transformation

FY2026 ~ FY2035

Mid-to-long-term Management Vision 2035

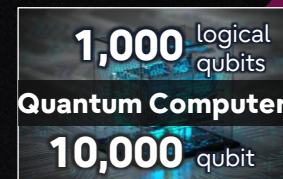
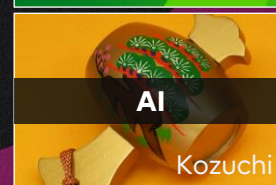
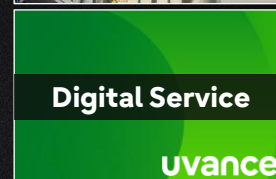
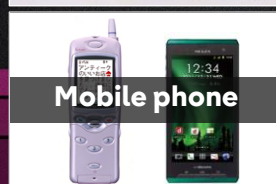
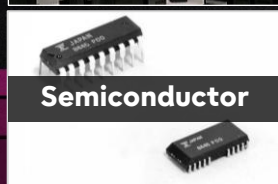
Technology-driven value creation

Grow

- Provide trusted technology
- Implement AI-driven business

Fujitsu's history and challenges

FUJITSU



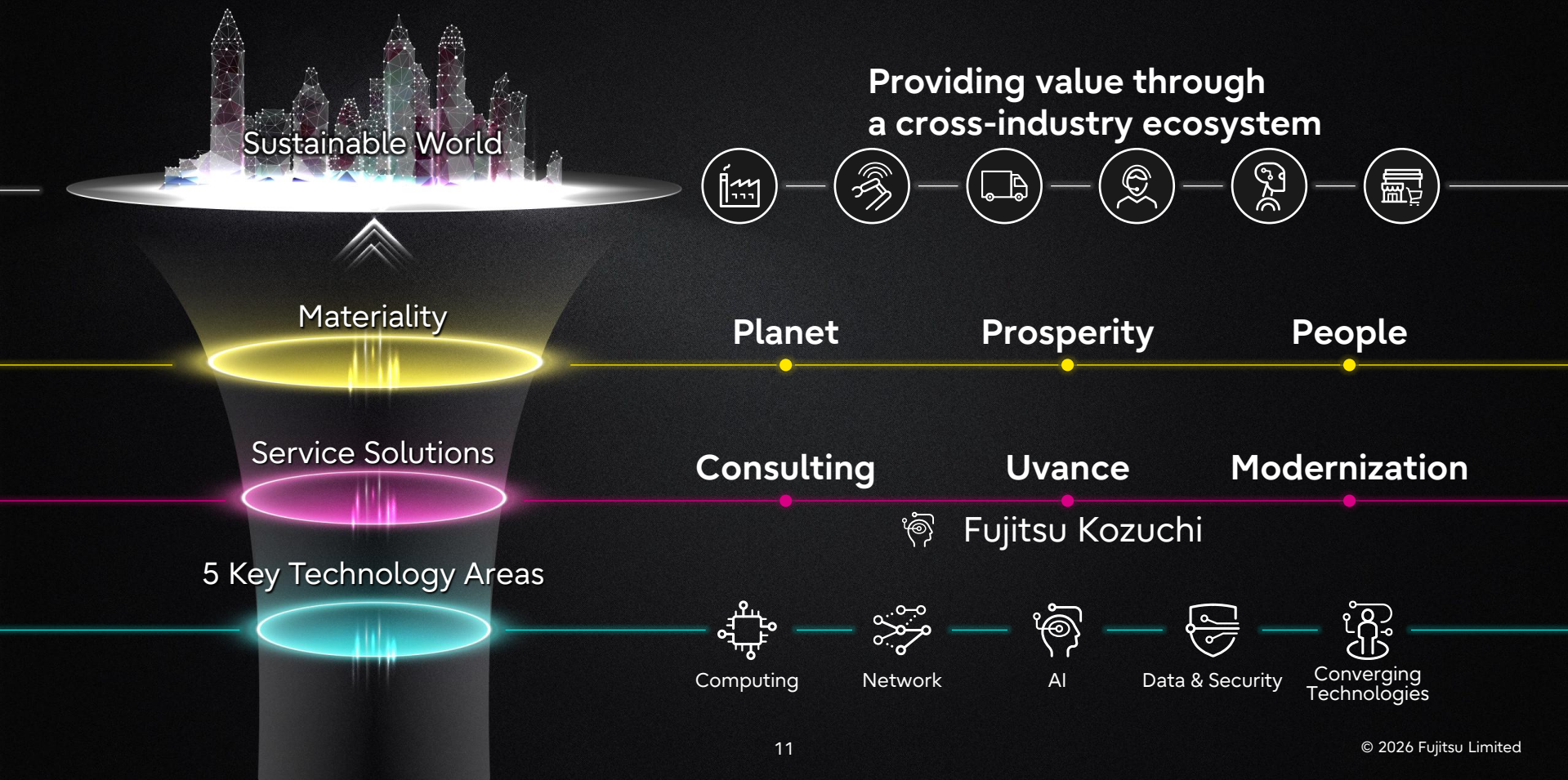
1935 1950 1960 1970 1980 1990 2000 2010 2020 2025 2030 2035 2040

Transformation
Communication to Computers

Computers to ICT

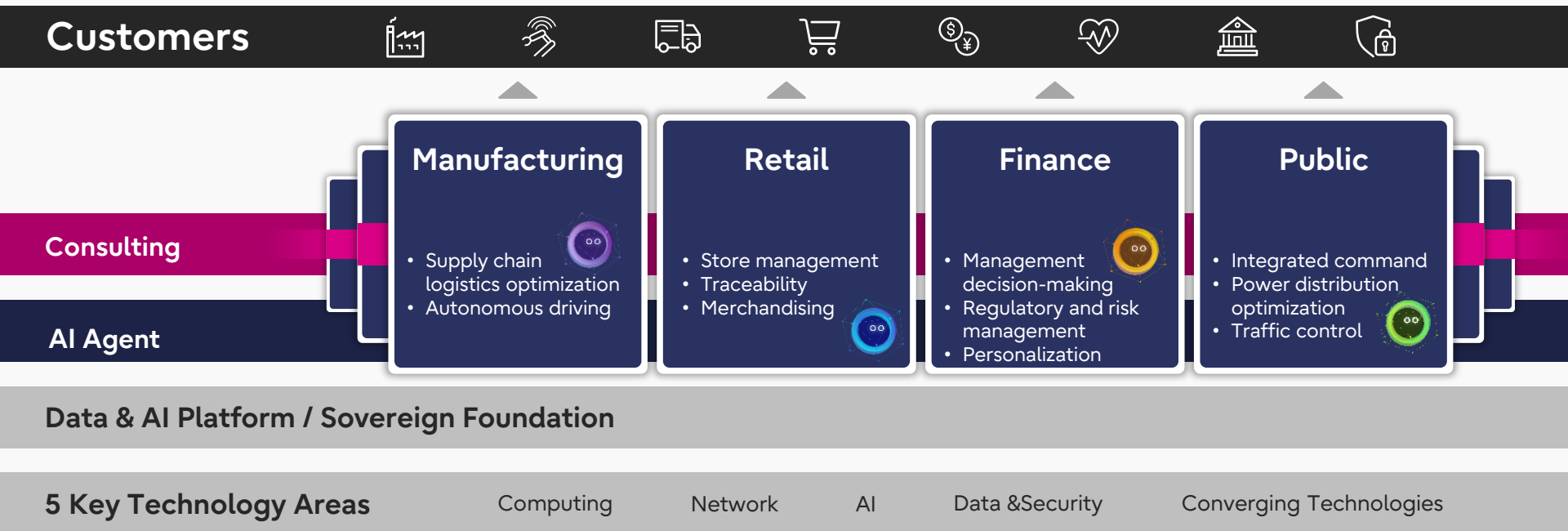
ICT to DX

Tackling social issues with digital services



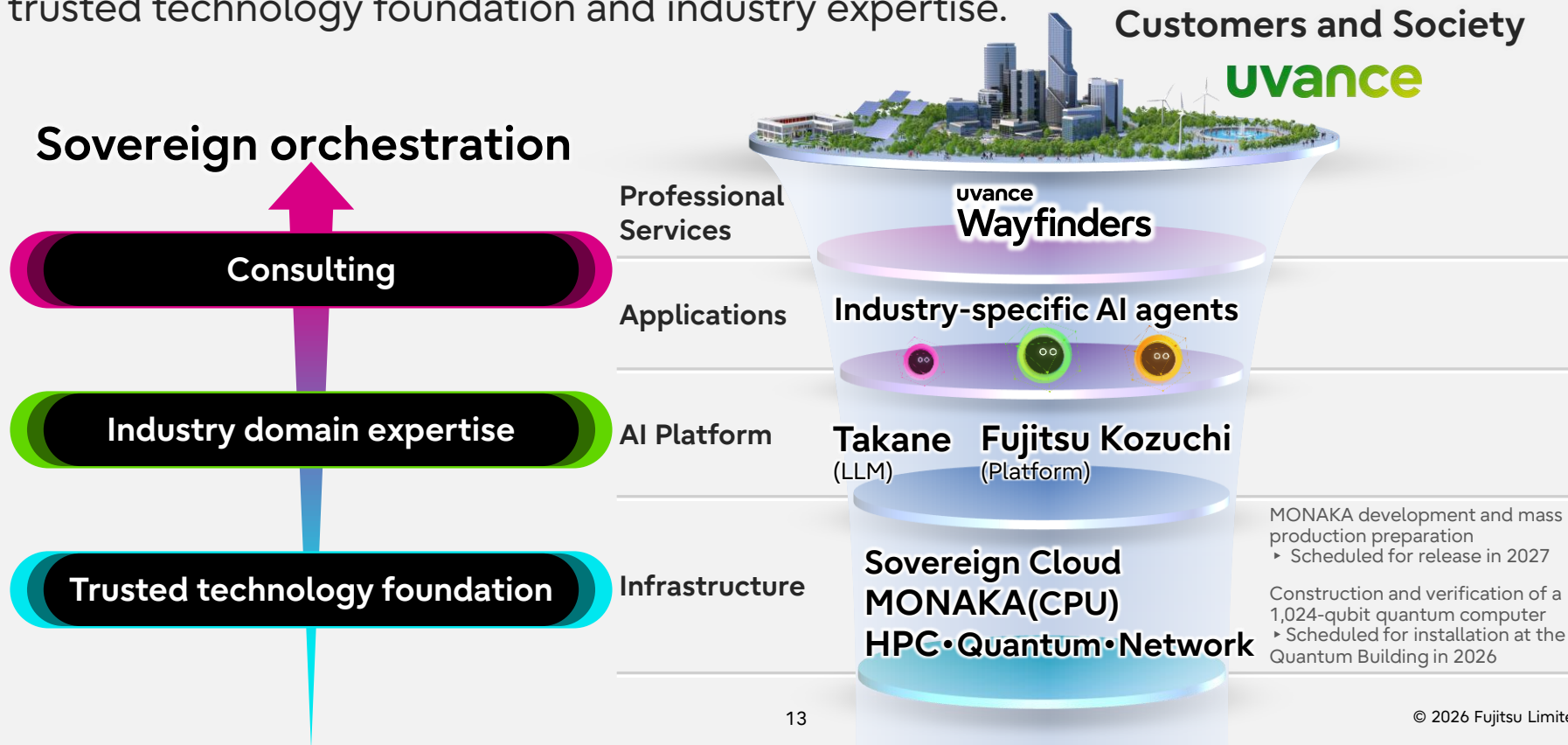
Transforming to AI-driven

Lead broad customer-based transformation to AI-driven, by combining industry-specific AI agents, embedded with industry expertise and our own practical knowledge, through a consulting-based approach.



Delivering trusted technology

Contribute to customer and societal growth through our trusted technology foundation and industry expertise.



Creating business growth opportunities through core technologies

Implement trusted, cutting-edge technologies to address societal challenges



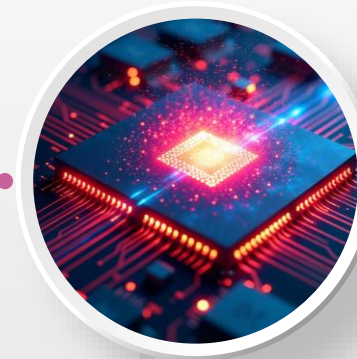
Physical AI



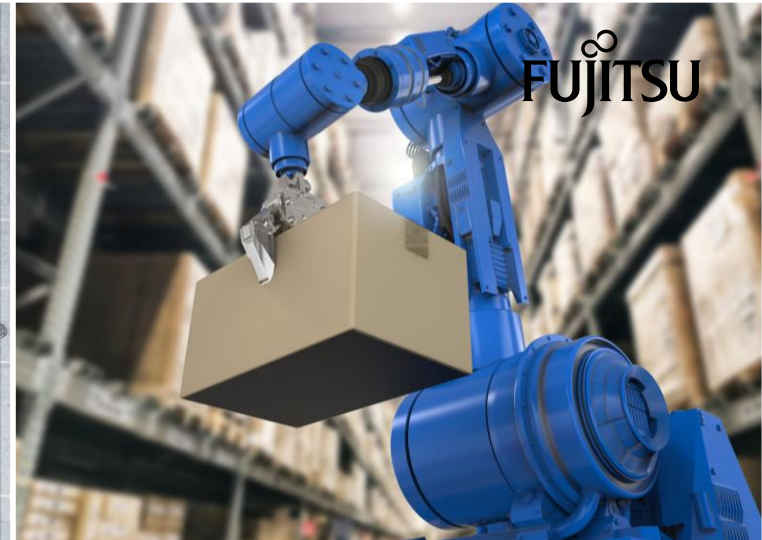
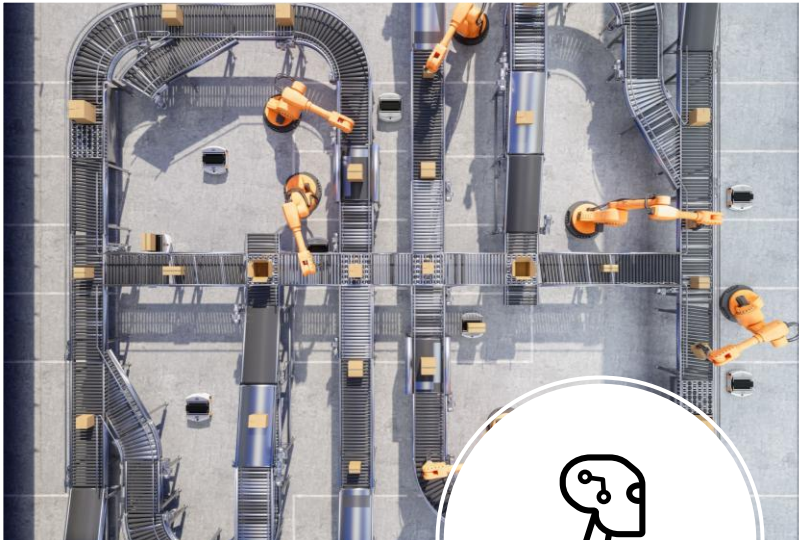
Social Resilience



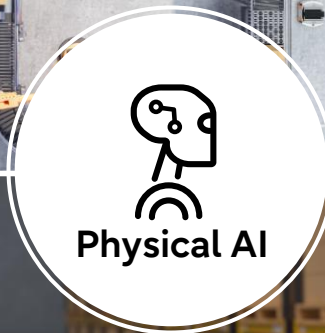
Digital Twin



Computing



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Integrating data, empowering organizations



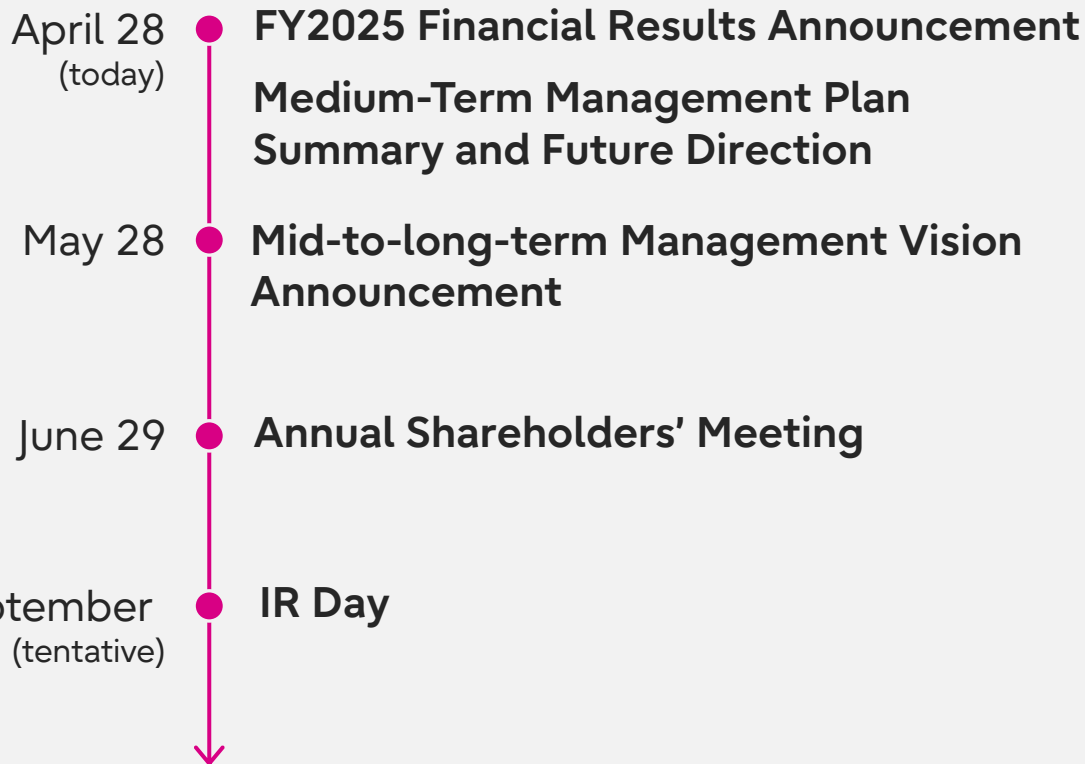
Fujitsu's own transformation

Transform all corporate activities to be AI-driven to strengthen resilience and efficiency.

- Scale AI-driven development
- Evolve our talent portfolio
- Advance our management foundation



Upcoming timeline



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