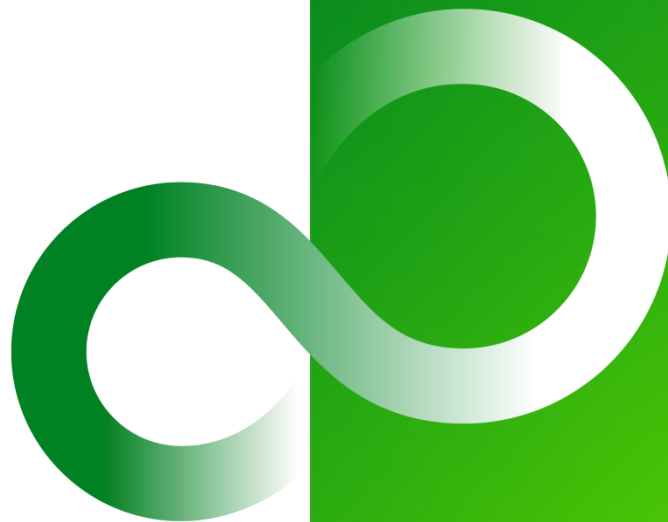


FY2025

Consolidated Financial Results

April 28, 2026
Fujitsu Limited



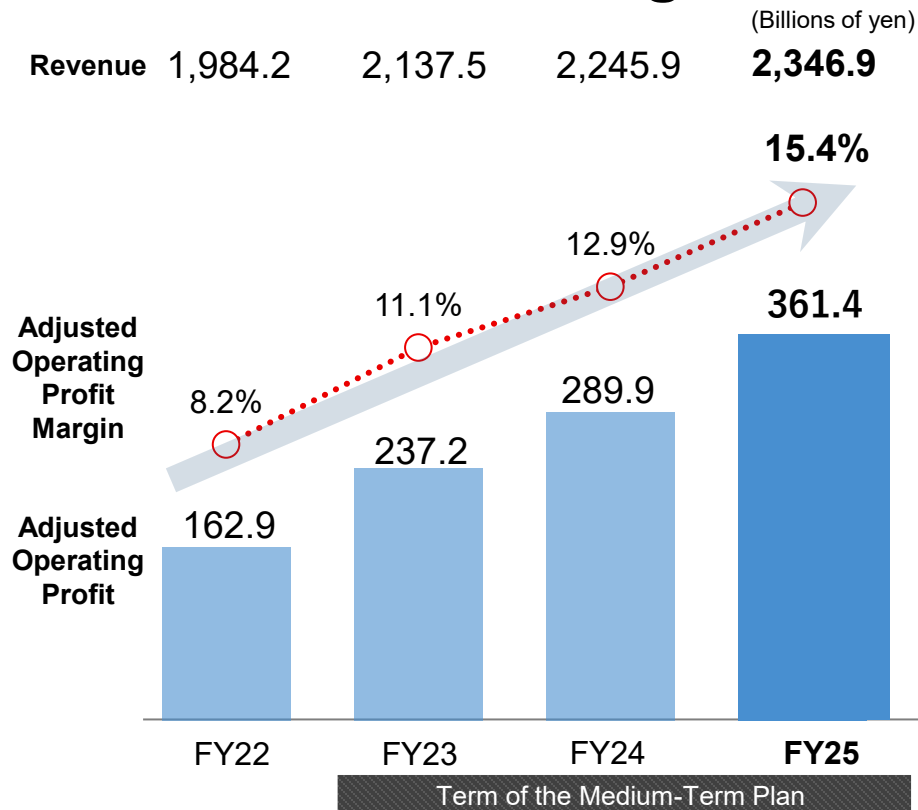
A vertical green bar with a curved, lighter green shape at the bottom left corner.

Financial Results for FY2025

A vertical green bar with a curved, lighter green shape at the bottom left corner.

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

FY2025 Results: Overview (Consolidated Total)

Achieved Record High Profit

(Billions of yen)

Revenue 3,331.0 3,476.9 3,550.1 **3,502.9**

11.2%

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 Margin

7.3%

7.6%

8.7%

390.5

Adjusted Operating Profit

243.4

265.3

307.2

Service Solutions
361.4

162.9

237.2

289.9

Before Adjusted Net Profit

FY22
215.1

FY23
254.4

FY24
219.8

**FY25
449.4**

Term of the Medium-Term Plan

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)

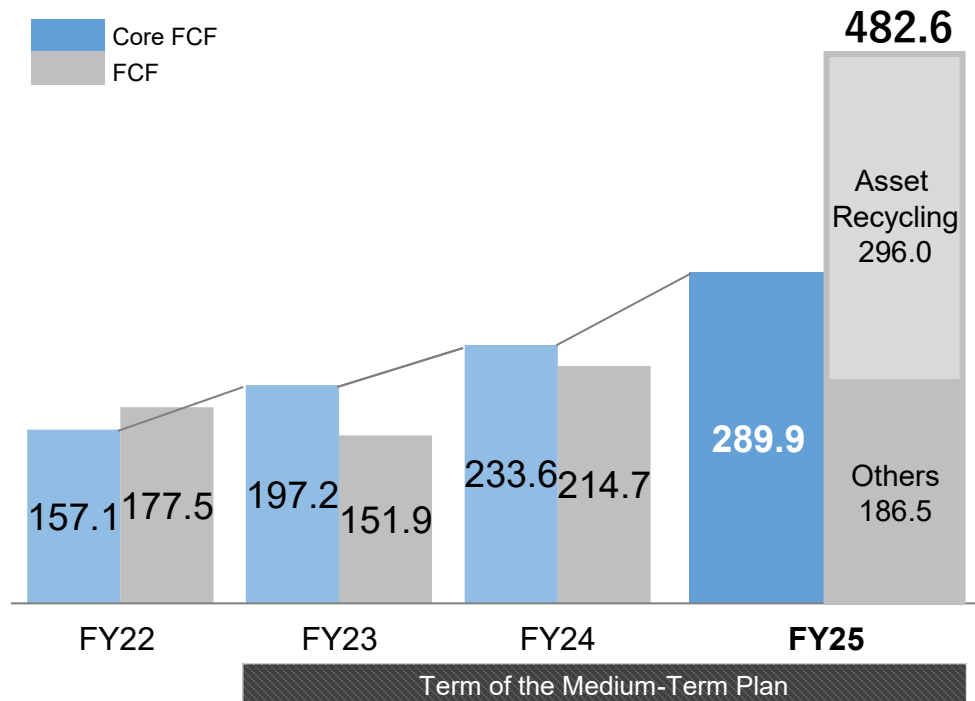
Net profit prior to adjustment was 449.4 billion yen (up 229.6 billion yen from prior year)

- 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.

*Revenue and Adjusted Operating Profit exclude Device Solutions

Increase in Cash Generation

(Billions of yen)



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

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

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

Consolidated PL



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 |



Business Segment Information (Adjusted Operating Profit)



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)

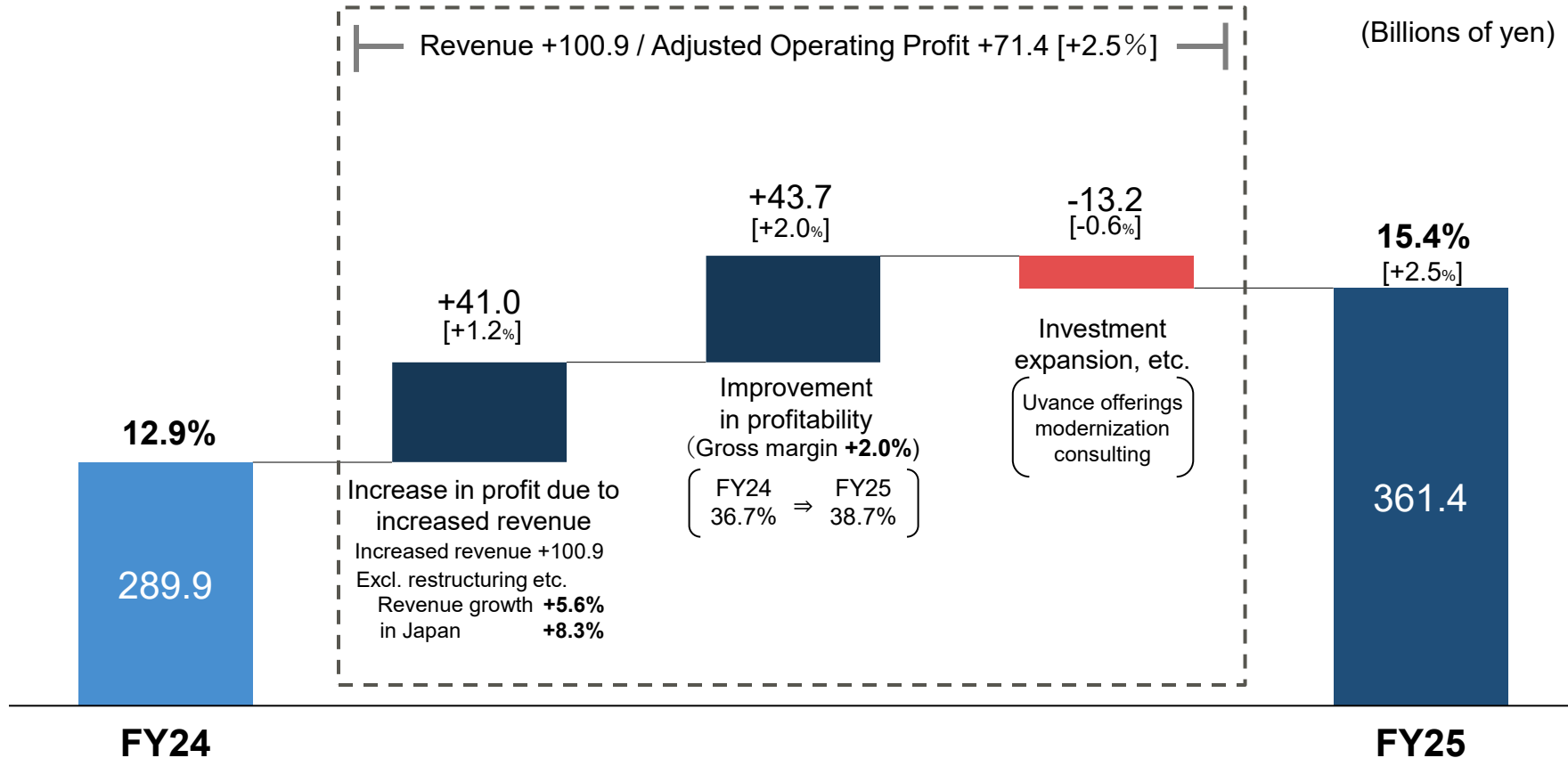
*Outside Japan: Regions (International)

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

Factors Behind Change in Adjusted Operating Profit



(Billions of yen)



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)

Order Backlog (Japan)

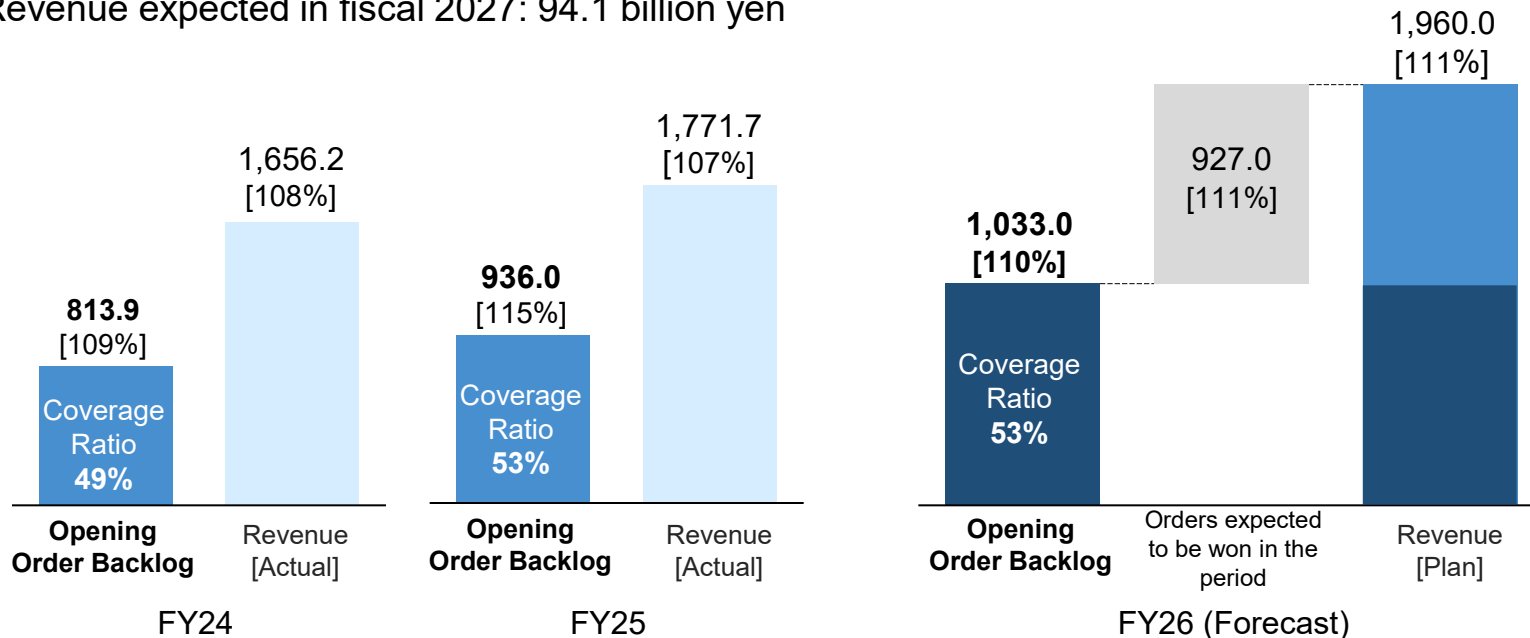
Total order backlog at the end of fiscal 2025: 1,127 billion yen (107% of prior year)

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

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

Revenue expected in fiscal 2027: 94.1 billion yen

(Billions of yen)



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% |

Uvance



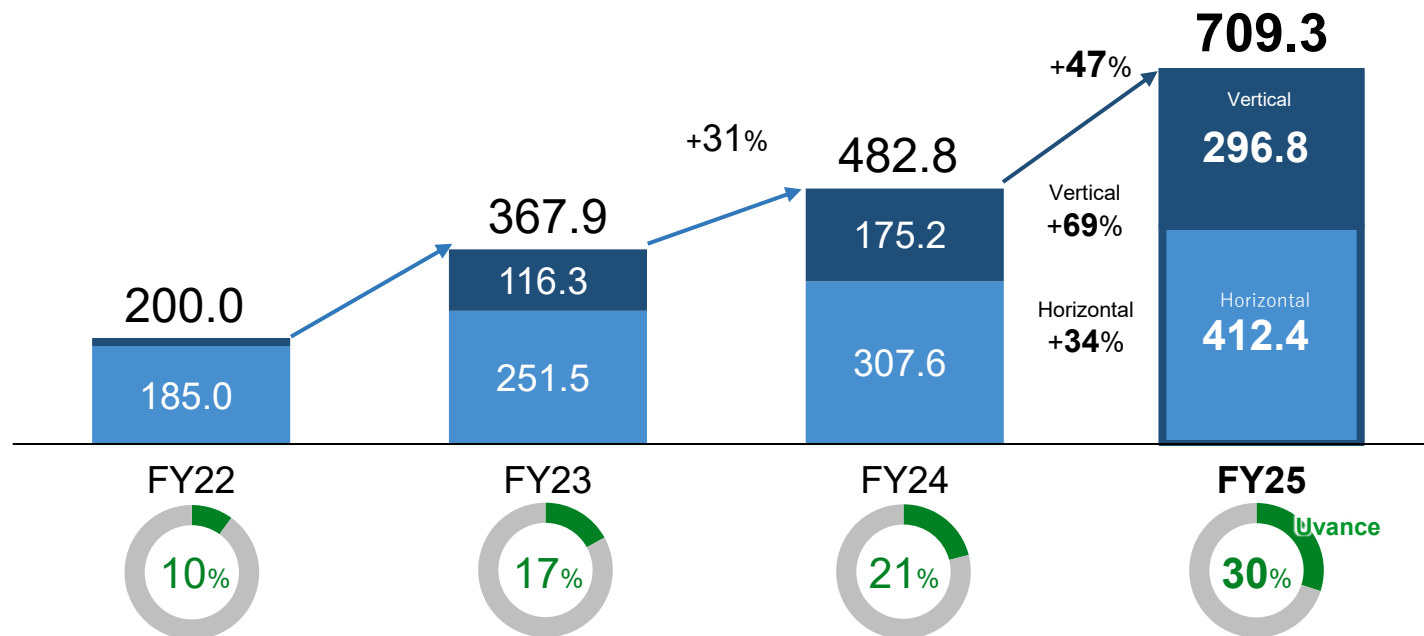
(Billions of yen)

Vertical areas saw significant growth, particularly in the fields of data and AI. Due to this, it surpassed its target revenue of 700 billion yen.

Orders

418.5 +31% 548.6 +33% 727.5

Revenue



Percentage of total revenue

Term of the Medium-Term Plan

Modernization

Modernization experienced a high level of demand and surpassed the target revenue of 330 billion yen

Orders

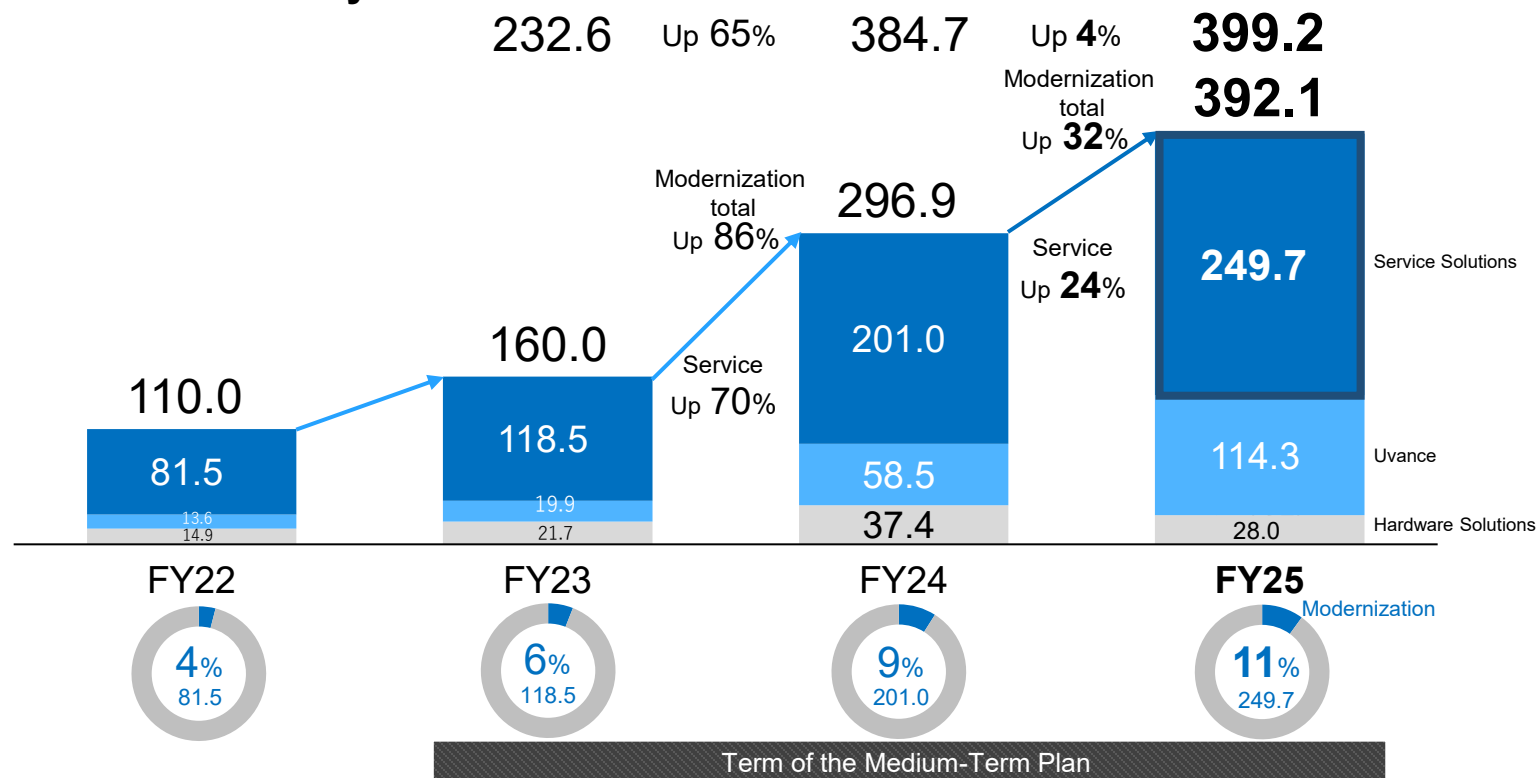
232.6 Up 65% 384.7 Up 4%

399.2

392.1

Modernization total
Up 32%

Revenue



Percentage of total revenue

Improvement in Profitability

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)

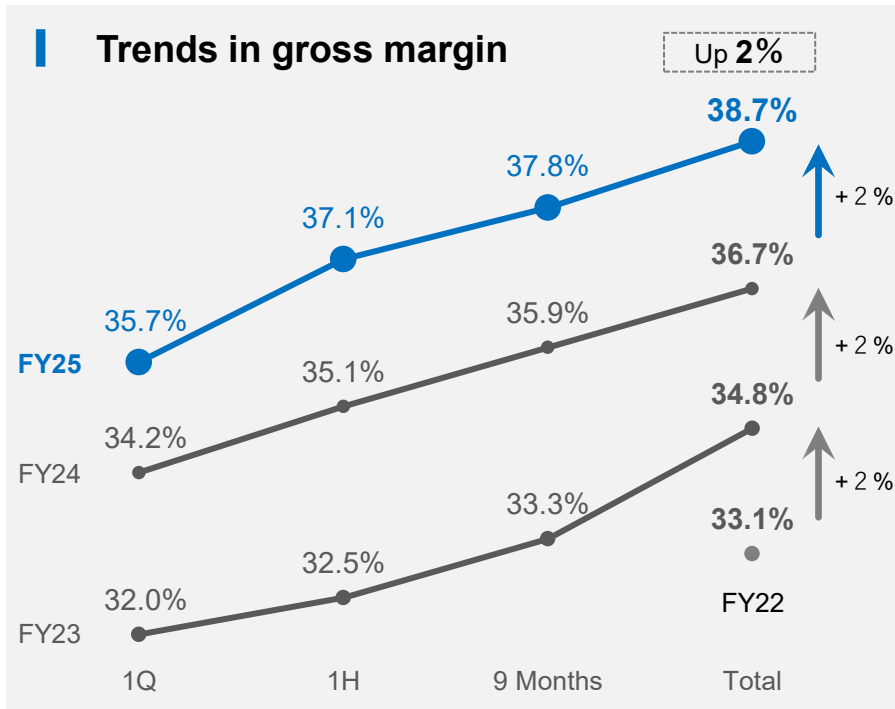
② Increased speed and stabilization of quality through the use of generative AI

- 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



Breakdown by Sub-Segment

| | | (Billions of yen) | | | | Excl. restructuring etc. (%) |
|----------------------------|------------------------------|-------------------|---------|--------|------|------------------------------------|
| | | FY2024 | FY2025 | vs. LY | (%) | |
| 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)

■ 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

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



Cash Flows, Assets, Liabilities and Equity



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

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

Assets, Liabilities and Equity (Consolidated)



(Billions of yen)

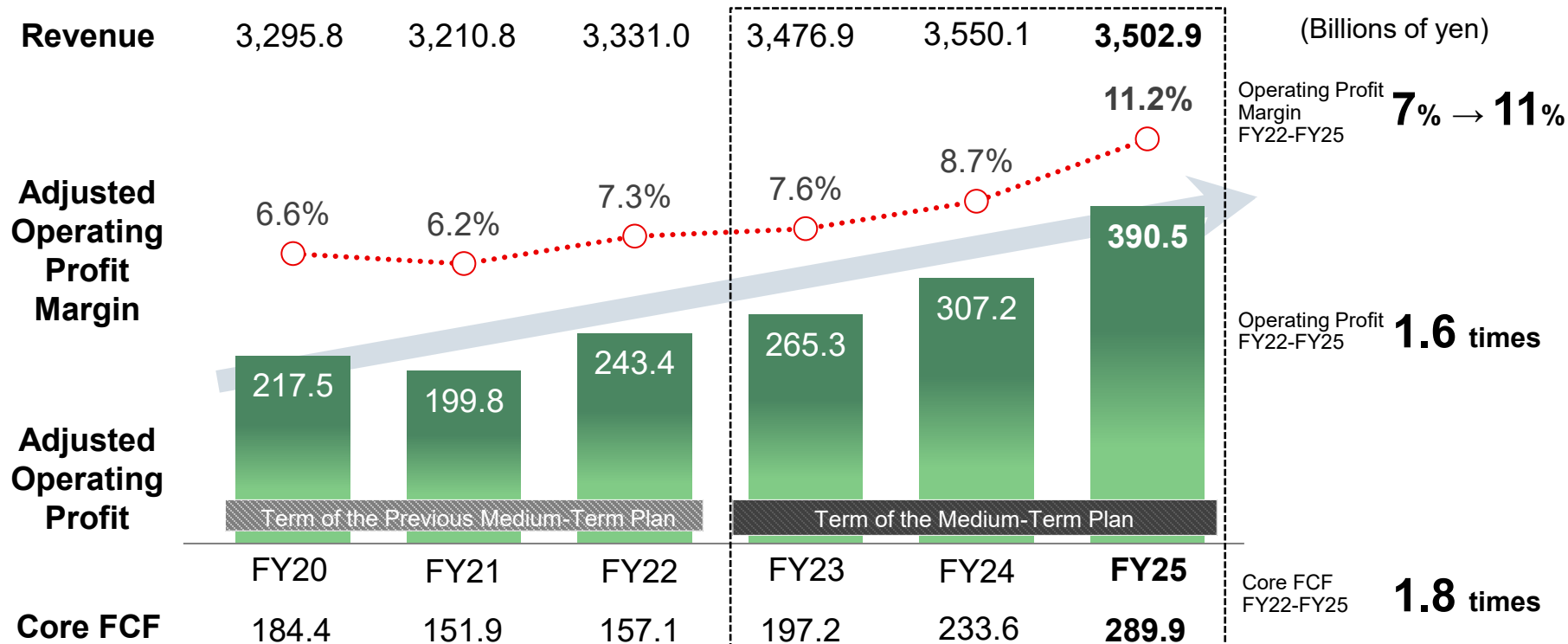
| | Year-end FY2024 | Year-end FY2025 | vs. LY |
|---------------------------------------------------|--------------------|--------------------|----------|
| Total Assets | 3,497.8 | 3,399.7 | -98.0 |
| Total Liabilities | 1,595.7 | 1,355.1 | -240.5 |
| Total Equity | 1,902.0 | 2,044.5 | 142.5 |
| Total 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] |



Review of Medium-Term Management Plan



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



*Revenue and Adjusted Operating Profit exclude Device Solutions

Trends in Non-Financial Indicators

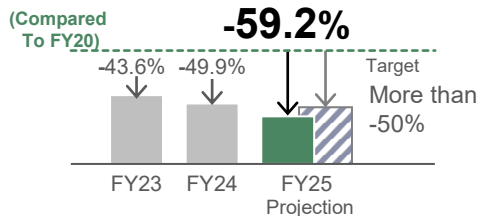
Achieved target figures in environmental, customer, and productivity indicators, and will work towards further improvements in the human resource indicators

Standard Actual results Target

Environment

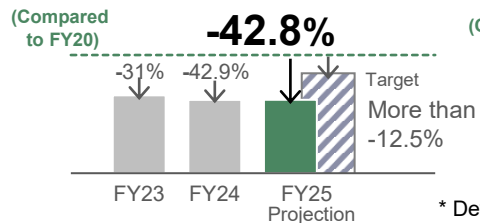
Greenhouse gas emissions across the Fujitsu Group(10ktons)

Scope 1&2 emissions (Compared to FY20)



Supply chain

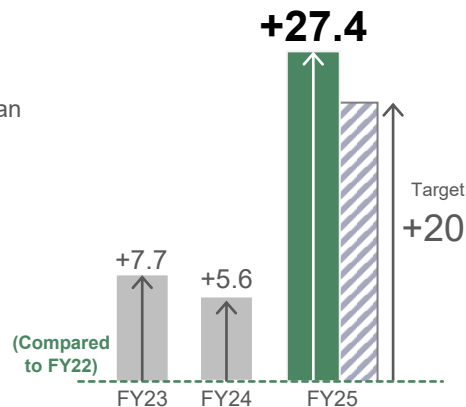
Scope 3 emissions (Compared to FY20)



Customers

Customer NPS (NPS®)

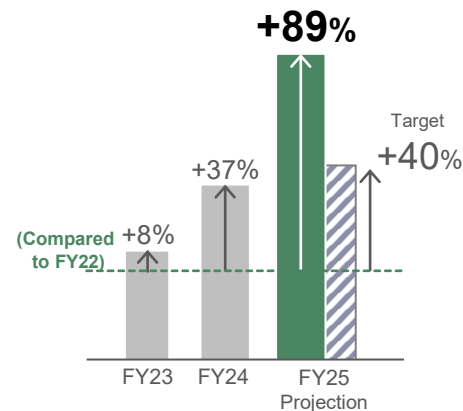
(Compared to FY22)



Productivity

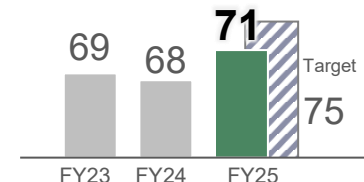
Productivity per person

(Compared to adjusted operating profit in FY22)

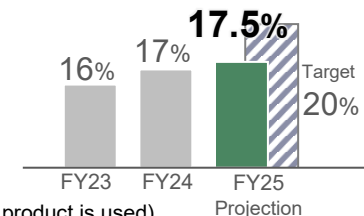


Human Resources

Employee engagement



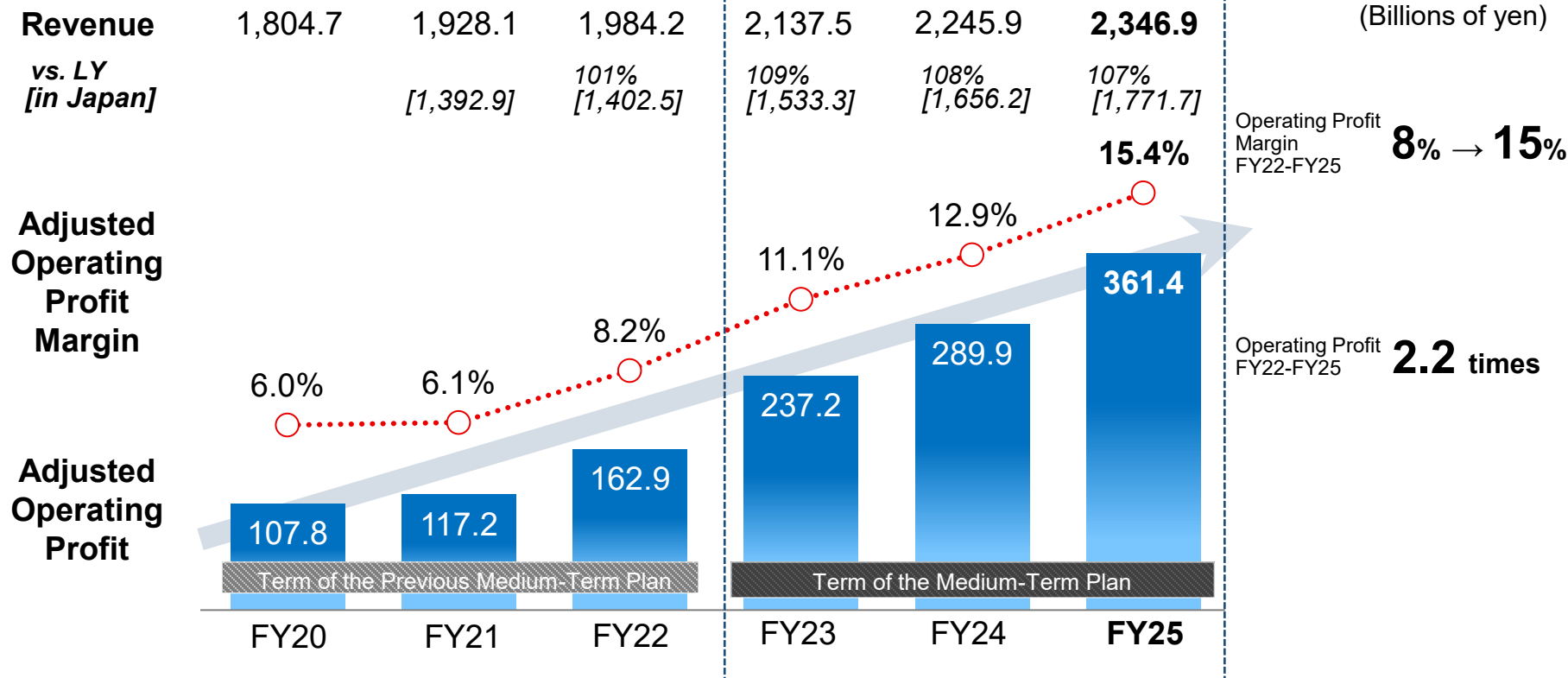
Diversity in leadership
(Ratio of female executives)



* 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).

Progress of Adjusted Operating Profit: Achieved Record High Profit

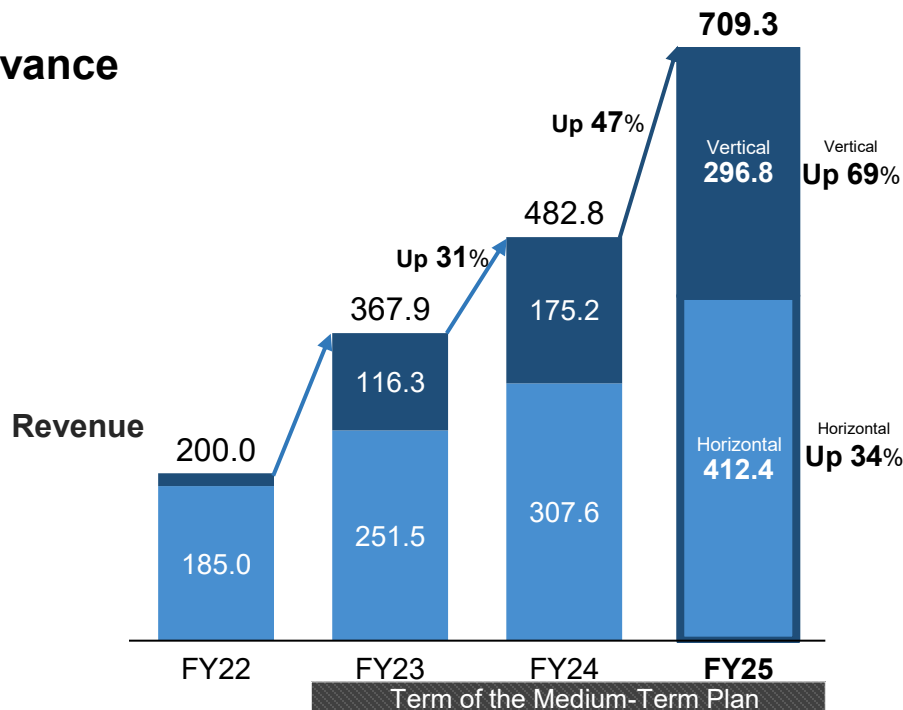


Uvance and Modernization Revenue Progress

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

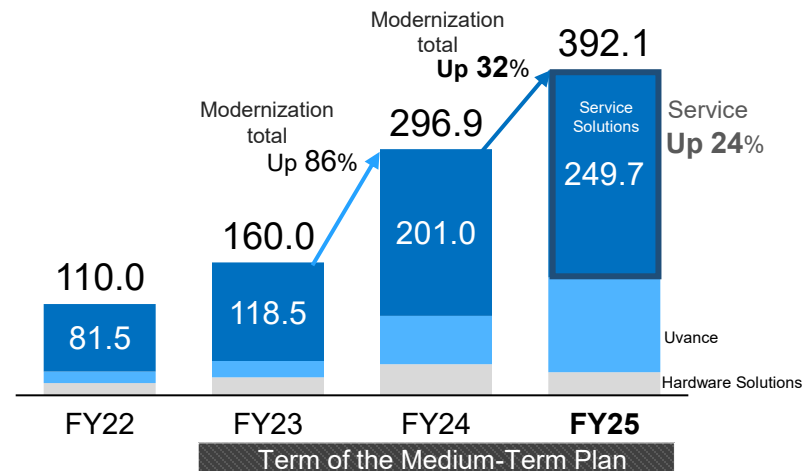
(Billions of yen)

Uvance



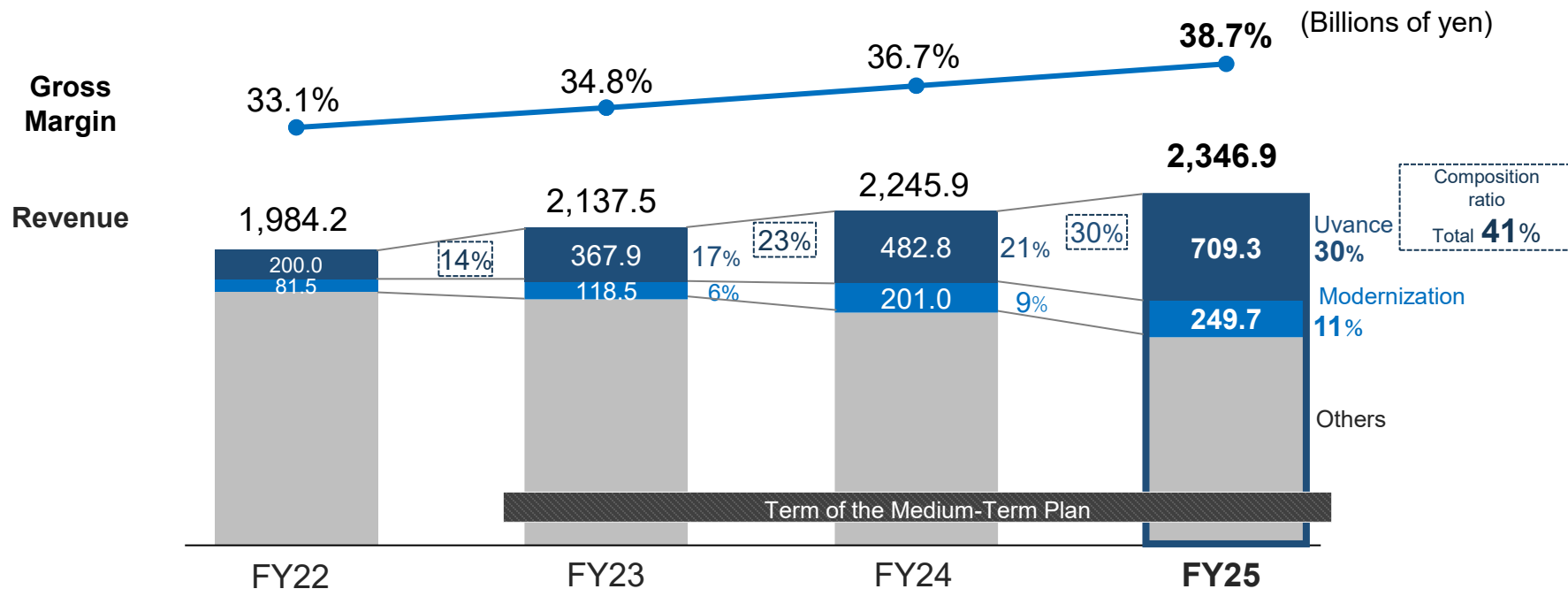
Vertical: 4 cross-industry areas that solve societal issues
Horizontal: 3 technical areas that support cross-industry areas

Modernization



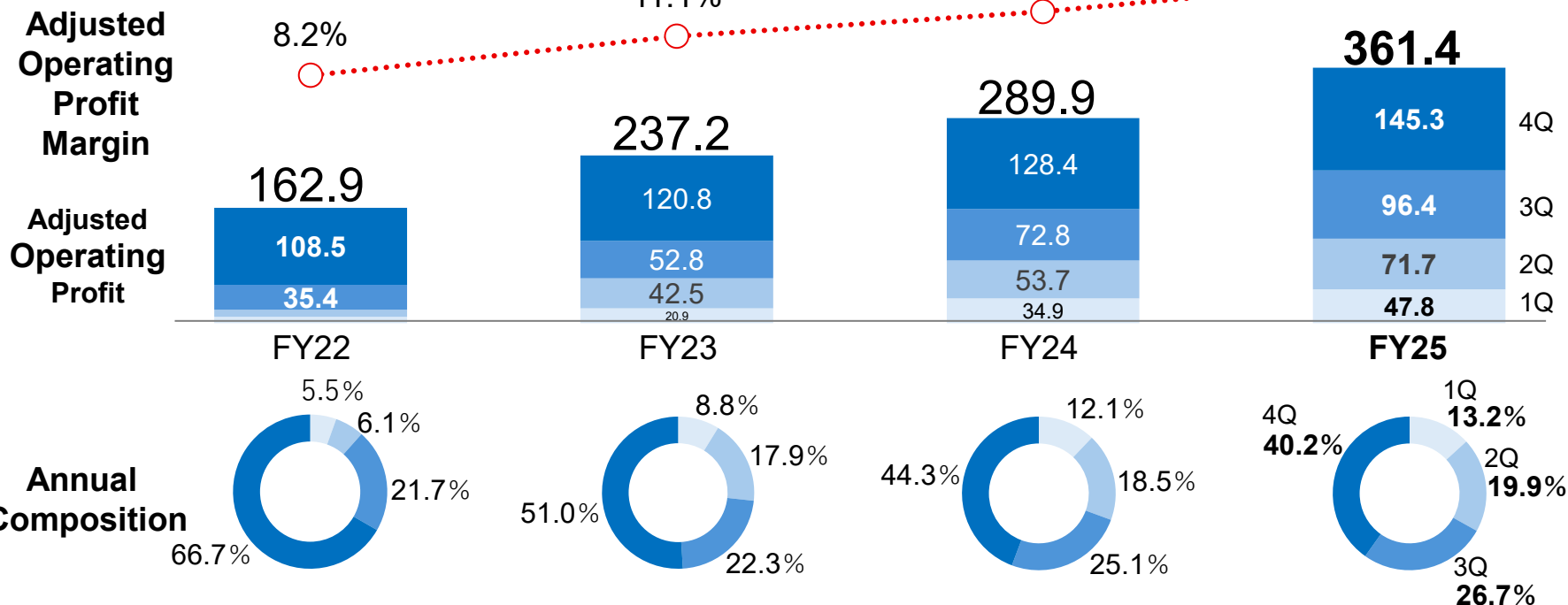
Revenue Portfolio Trends and Gross Margin

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)



Adjusted Operating Profit by Quarter

Improvement in adjusted operating profit being skewed to the fourth quarter (Billions of yen) and higher adjusted operating profit margin



Term of the Medium-Term Plan



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

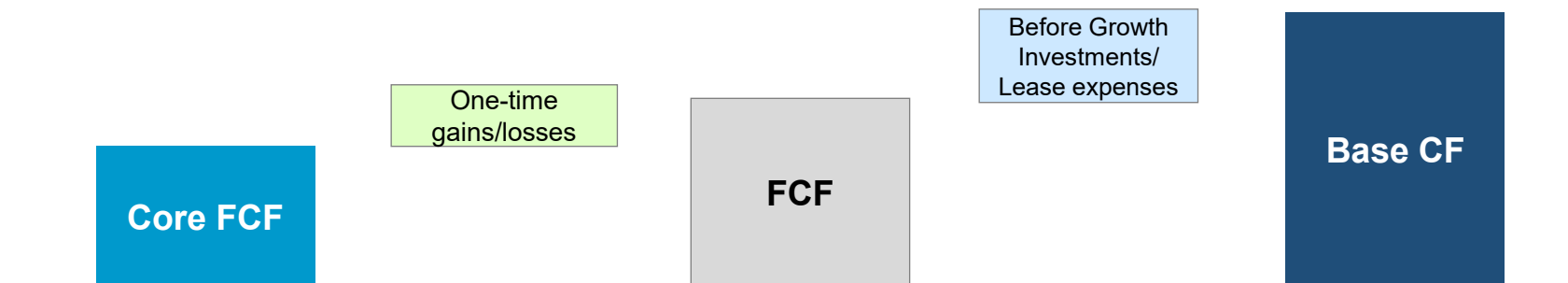


Cash Flows

- 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 | | | | |

Base Cash Flows



| | (Billions of yen) | | | | |
|-------|-------------------|-------|-------|-------|----------------|
| 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 |

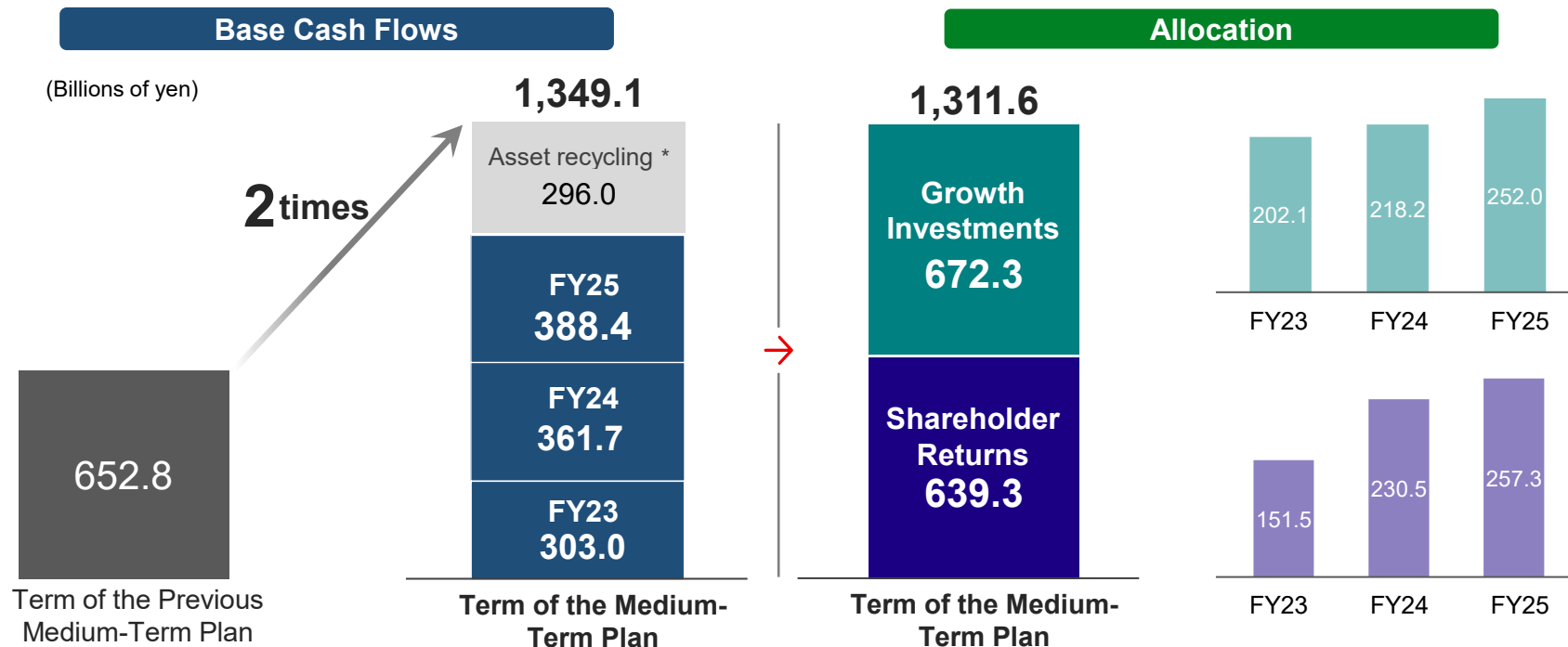
• Restructuring • M&A,
• business reforms, etc.

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

Funds for
Allocation

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.

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, Modernization, Consulting [M&A / Capital alliances] | 187.0 [137.0] | 57.0 | 130.0 |
| Advanced Research and Development [M&A / Capital alliances] | 165.0 [37.0] | 113.0 | 52.0 |
| Strengthening the management foundation (data-driven) | 161.0 | 82.0 | 79.0 |
| Strengthening Quality and Security | 105.0 | 93.0 | 12.0 |

- Development of Uvance offerings, Modernization Knowledge Center, and the cultivation of consultants
- M&A: GK Software, BrainPad, etc.

- Quantum computing, physical AI, AI, and networks
- Next-generation processor MONAKA, and next-generation super-computing
- Capital alliances: Cohere, Rapidus, etc.

- One Fujitsu project (building a global one-instance ERP)
- Preparing a common platform for delivery of services

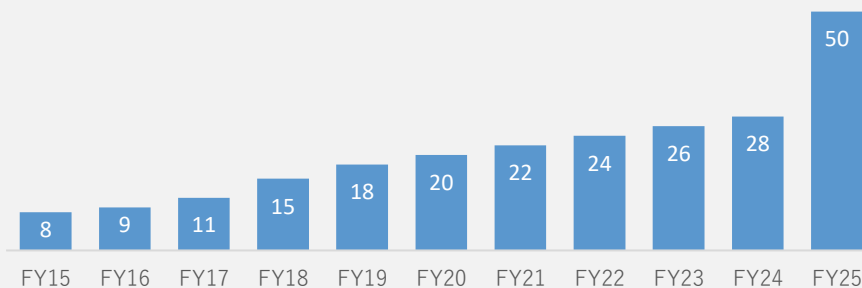
- Investments to enhance quality (using AI for predictive detection of trouble)
- Global roll-out of the Secure Internet Gateway

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 |
| <hr/> | | | | |
| Total Dividends (Billions of yen) | 48.4 | 50.5 | 87.3 | +36.7 |
| <hr/> | | | | |
| Dividend Payout Ratio | 19% | 23% | 20% | -3% |

Dividend per share (Yen)



• Total Dividends (Billions of yen)

| Fiscal Year | Total Dividends (Billions of yen) |
|-------------|-----------------------------------|
| FY15 | 16.5 |
| FY16 | 18.5 |
| FY17 | 22.6 |
| FY18 | 30.5 |
| FY19 | 36.2 |
| FY20 | 39.9 |
| FY21 | 43.3 |
| FY22 | 46.1 |
| FY23 | 48.4 |
| FY24 | 50.5 |
| FY25 | 87.3 |

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.

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

| | 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% |

Earnings Forecast for FY2026

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 |

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

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 | - |

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)

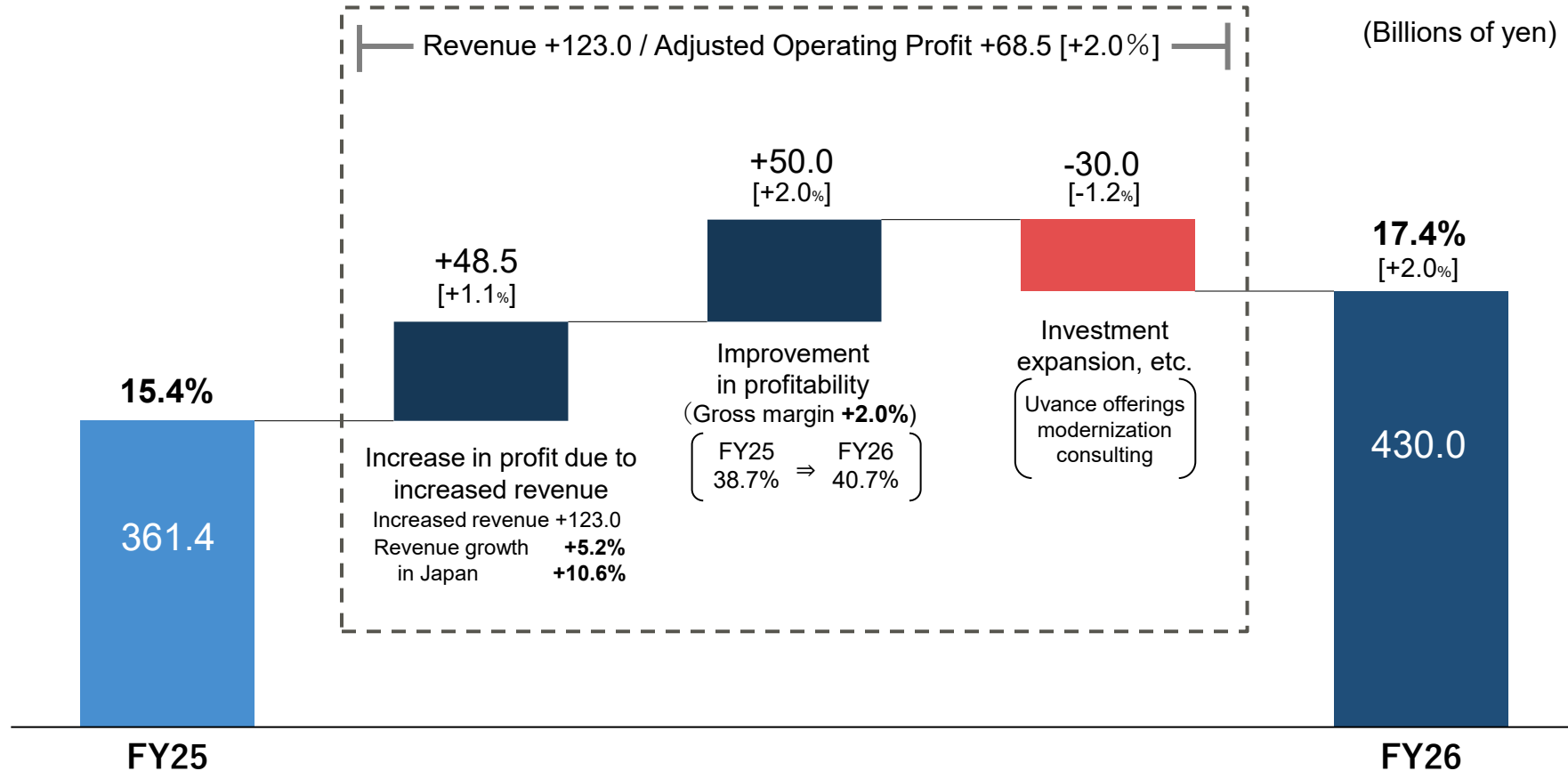
Adjusted operating profit

- Sustainable profitability improvement (higher by 2%)

Factors Behind Change in Adjusted Operating Profit



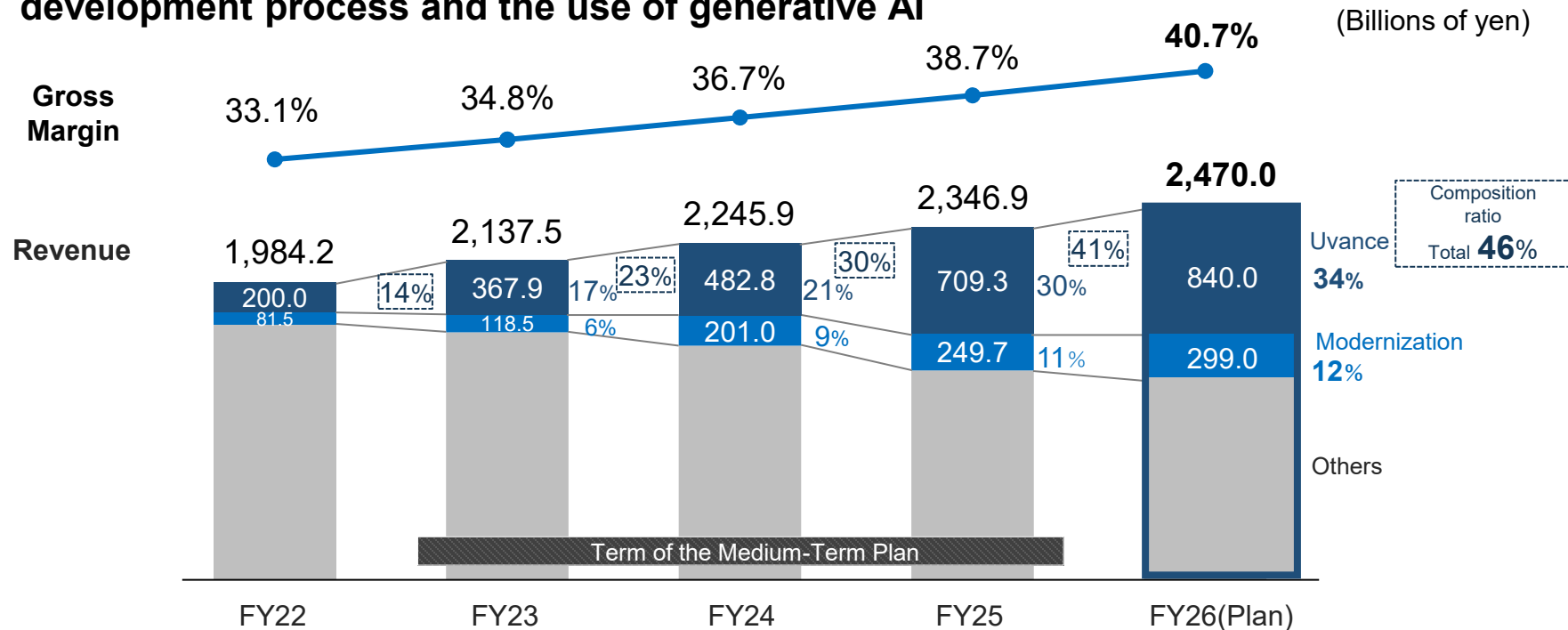
(Billions of yen)



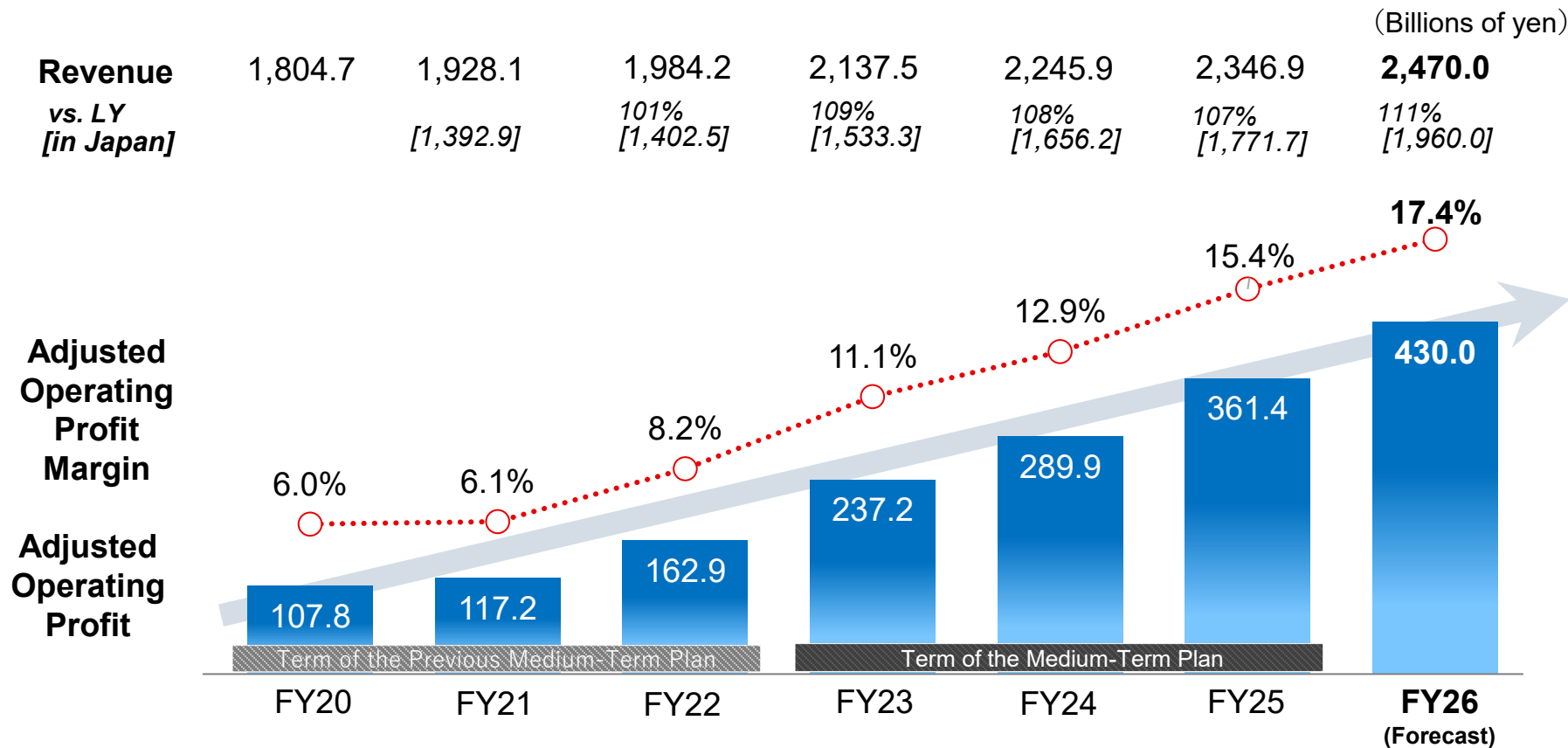
Revenue Portfolio Trends and Gross Margin

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

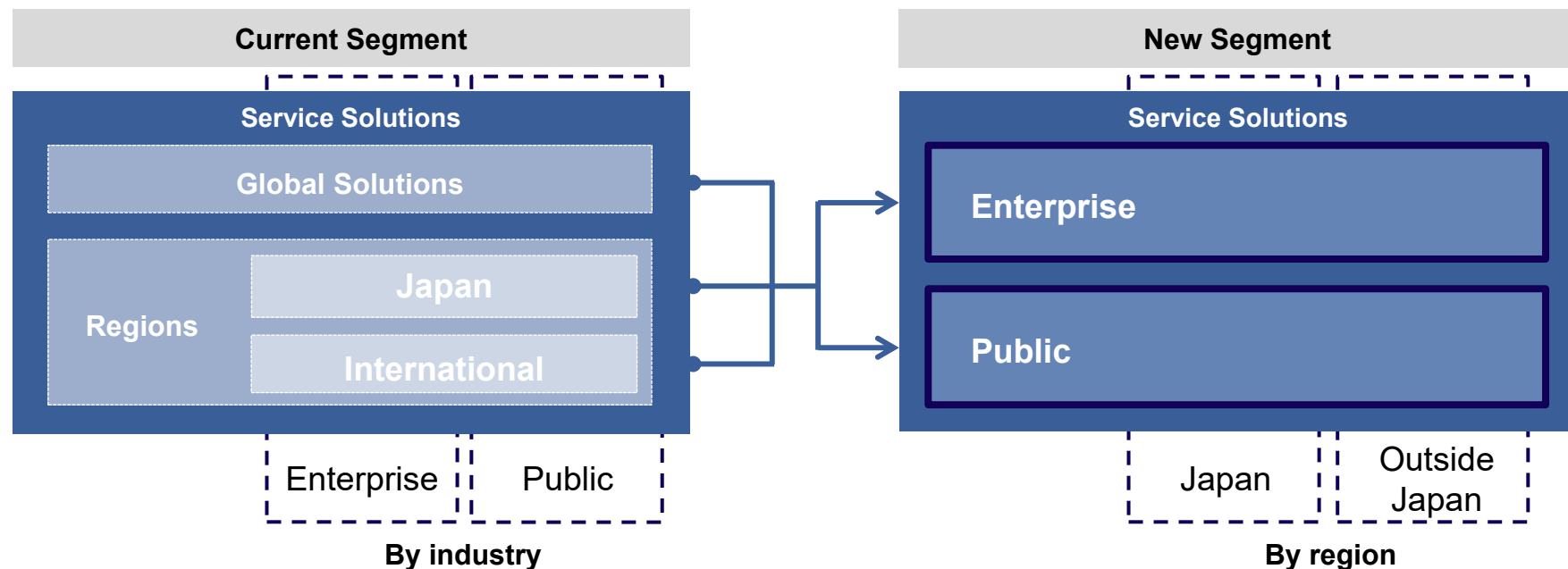


Progress of Adjusted Operating Profit



Change in Sub-Segments: Management by Sector

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



Comparison of Current and New Sub-Segments

(Billions of yen)

| Current Sub-Segment | | | Reclassification (FY2025) | |
|-------------------------|---------|---------|---------------------------|--------|
| | FY2024 | FY2025 | | |
| Service Solutions | | | | |
| Revenue | 2,245.9 | 2,346.9 | | |
| Operating Profit | 289.9 | 361.4 | | |
| [%] | [12.9%] | [15.4%] | Enterprise | Public |
| Global Solutions | | | | |
| Revenue | 511.2 | 540.6 | 236.9 | 303.7 |
| Operating Profit | 5.6 | 33.3 | 10.4 | 22.9 |
| Regions (Japan) | | | | |
| Revenue | 1,310.4 | 1,366.8 | 491.8 | 875.0 |
| Operating Profit | 260.3 | 293.9 | 86.8 | 207.2 |
| 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 |

| New Sub-Segment | | |
|-------------------|---------|---------|
| | FY2024 | FY2025 |
| Service Solutions | | |
| Revenue | 2,245.9 | 2,346.9 |
| Operating Profit | 289.9 | 361.4 |
| [%] | [12.9%] | [15.4%] |
| Enterprise | | |
| Revenue | 829.0 | 866.3 |
| Operating Profit | 72.0 | 101.2 |
| Public | | |
| Revenue | 1,416.9 | 1,480.6 |
| Operating Profit | 217.9 | 260.1 |

* Enterprise: Automotive, manufacturing, distribution and retailing, etc.

* Public: National and local governments, defense, finance, healthcare, etc.

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

■ 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 FRONTTECH LIMITED

■ Network Products

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

■ Ubiquitous Solutions

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

- 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.



Cash Flows, Capital Allocation (Earnings Forecast for FY2026)

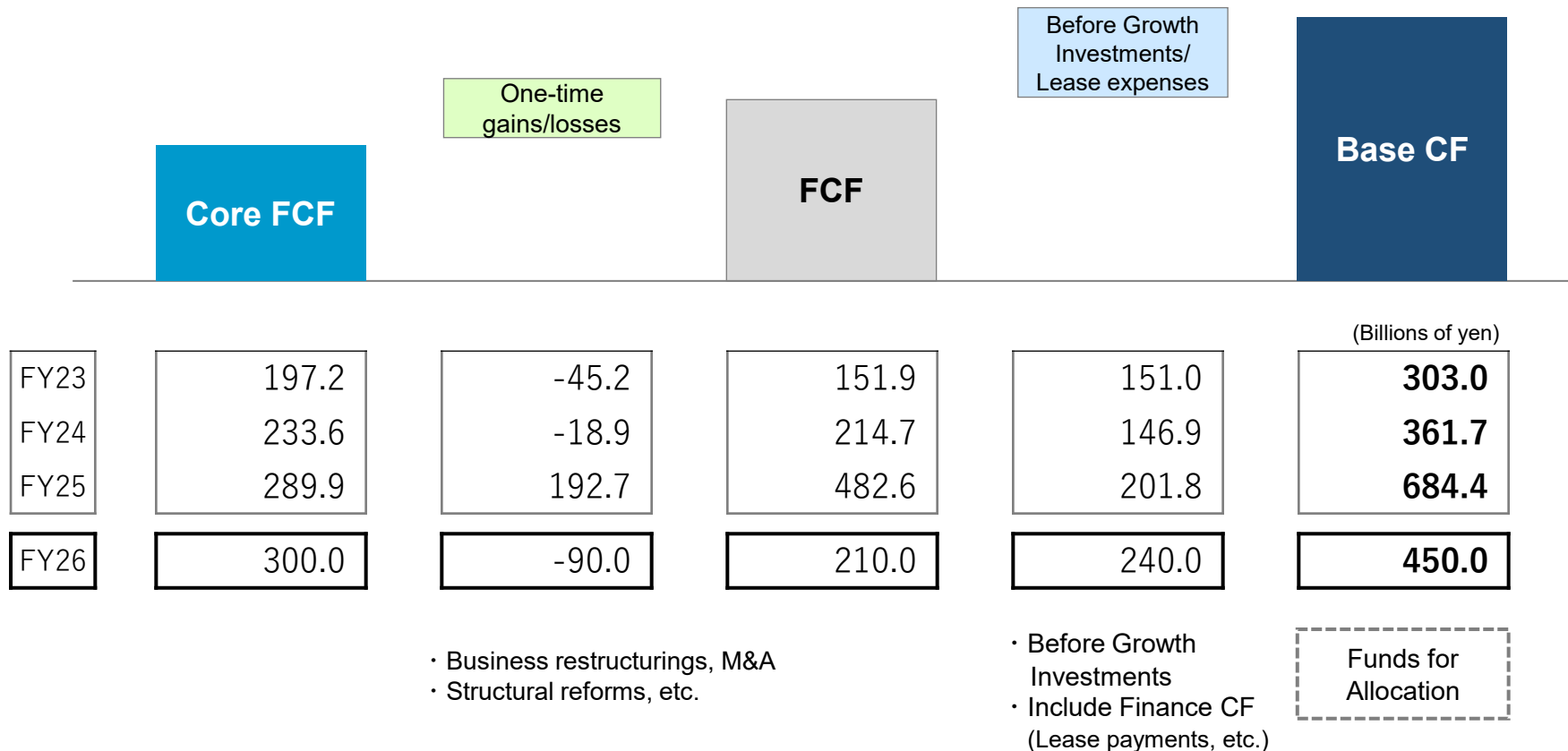


Cash Flows

| | (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 |

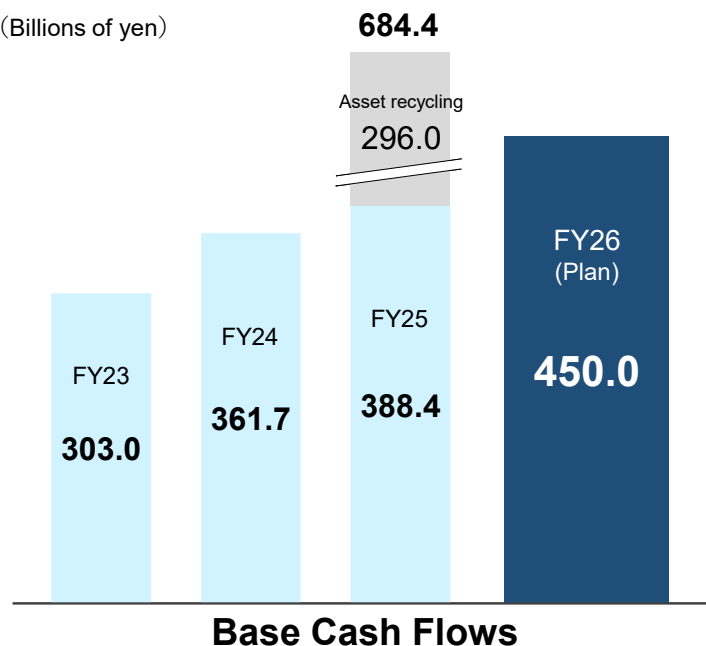
- Core free cash flow: Increase in profit, as well as an increase in cash outflow related to the development of Fujitsu Technology Park
- Free cash flow: Pullback on cash inflows from the sale of non-core businesses in the prior fiscal year

Base Cash Flows



Capital Allocation

(Billions of yen)



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

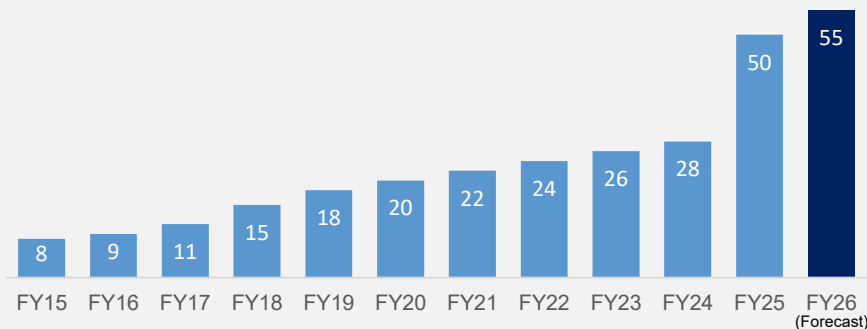
(Average of 210 billion yen over the period of the prior Medium-Term Management Plan)

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% |

Dividends per share(Yen)



• Total dividends (Billions of yen)

| Fiscal Year | Total dividends (Billions of yen) |
|-----------------|-----------------------------------|
| FY15 | 16.5 |
| FY16 | 18.5 |
| FY17 | 22.6 |
| FY18 | 30.5 |
| FY19 | 36.2 |
| FY20 | 39.9 |
| FY21 | 43.3 |
| FY22 | 46.1 |
| FY23 | 48.4 |
| FY24 | 50.5 |
| FY25 | 87.3 |
| FY26 (Forecast) | 93.0 |

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.

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

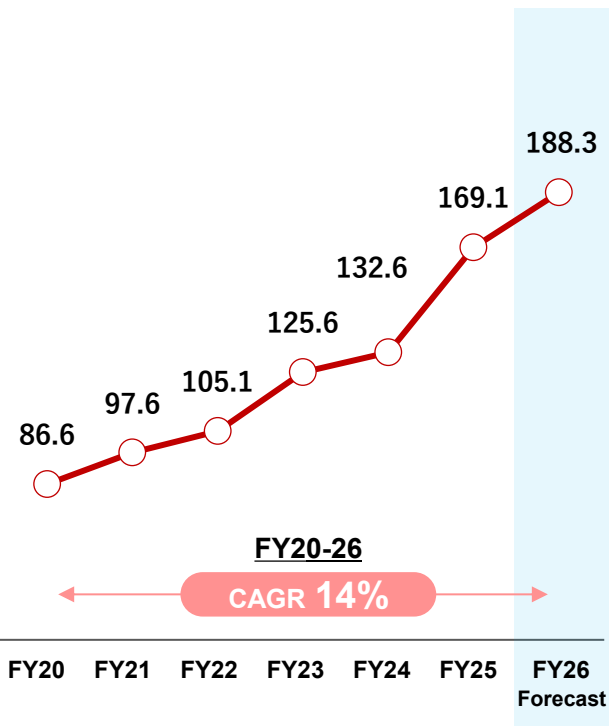
* There is also a possibility that a portion or all of the buybacks will not take place because of sudden changes in the operating environment, a large increase in the need for funds, or because of insider trading regulations.

Total shareholder returns

| | 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% |

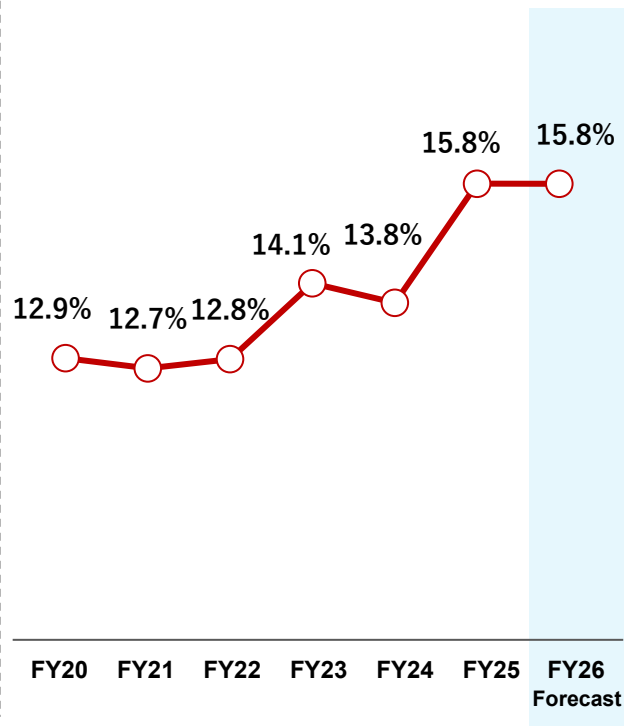
Changes in Financial Indicators

Adjusted EPS (Unit: yen)



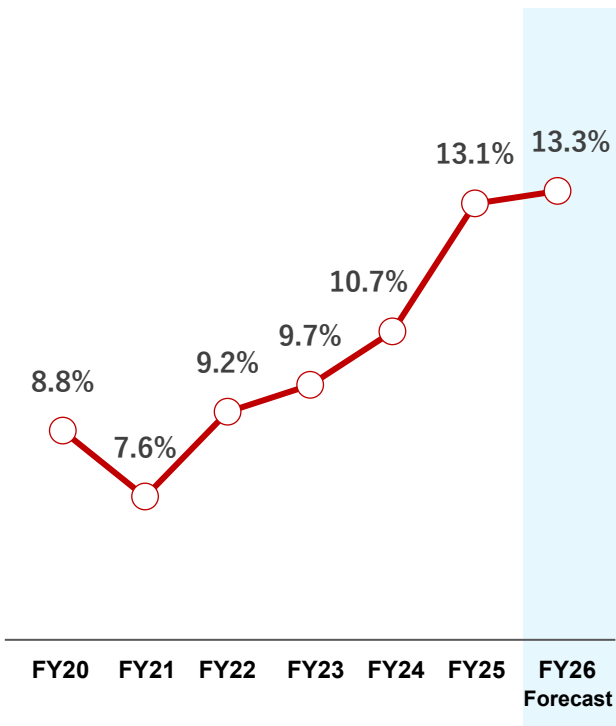
※Calculated on adjusted profit excluding one-time gains/losses

Adjusted ROE



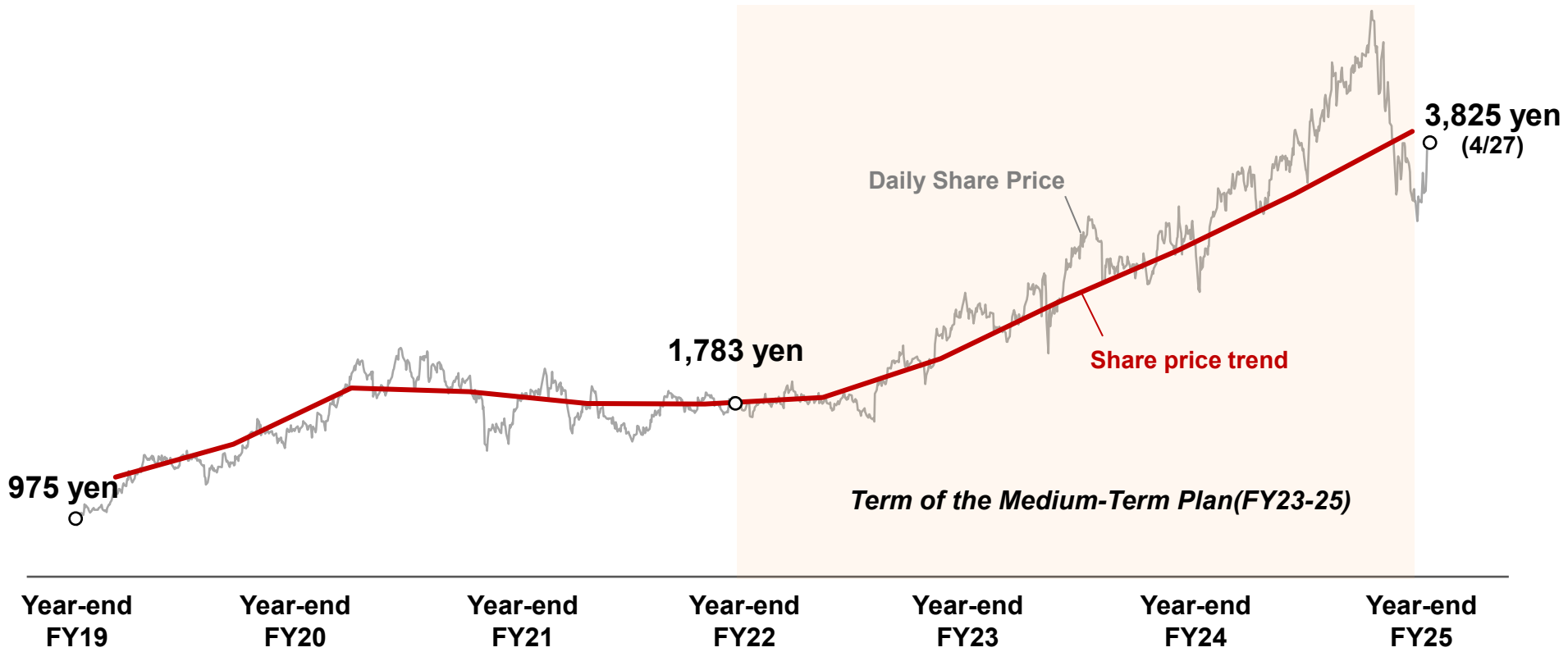
※Calculated on adjusted profit excluding one-time gains/losses

Adjusted ROIC

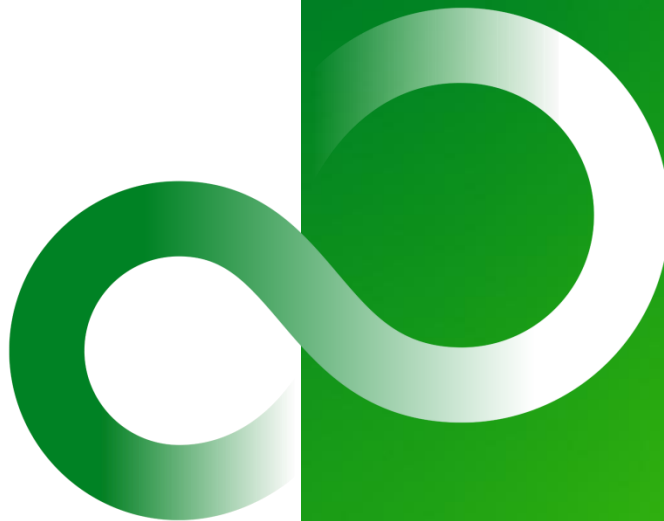


※Calculated on adjusted operating profit excluding Device Solutions

Share price trend



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 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

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Supplementary

A vertical green bar with a curved gradient on the left side, transitioning from a darker green to a lighter green.

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 |

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 |

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%] |

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 |

(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

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

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 |

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).

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