

Medium-Term Management Plan Progress Update

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Fujitsu Limited

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- A vertical decorative bar on the left side of the slide, composed of two overlapping red shapes: a solid red rectangle and a semi-transparent red shape that tapers towards the bottom.
- I Progress in FY2024
 - II Progress and plans of major initiatives
 - III Targets for FY2025

Agenda

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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.	
Our Values	Aspiration	• 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	• 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	• 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	• 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.	



I. Progress in FY2024



FY2024

Progress Summary

 Increase in consolidated revenue and profit
Adjusted profit for the year reaches a record high

 Service Solutions growth
Driven by DX and modernization

 Carve-out of non-core businesses announced



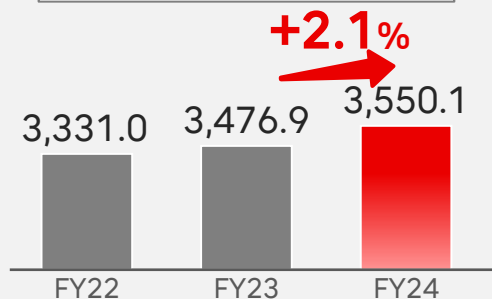
Medium-Term Management Plan

Progress status of financial performance indicators

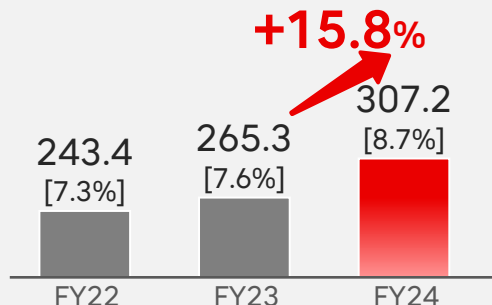
The business portfolio is transforming as planned. Service Solutions, which is our growth area, increased in both revenue and profit.

Consolidated^{*1}

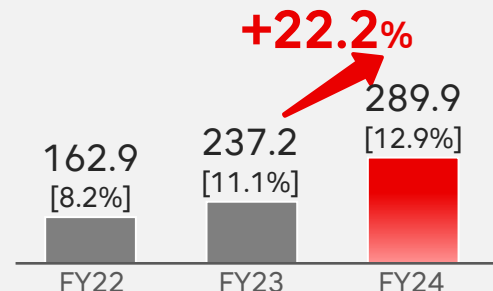
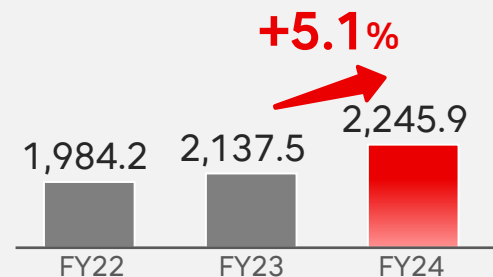
Revenue (Billions of yen)



Adjusted Operating profit^{*2} (Billions of yen) [Operating profit margin (%)]



Service Solutions



^{*1} Device Solutions is excluded from our consolidated revenue and adjusted operating profit for the entire company.

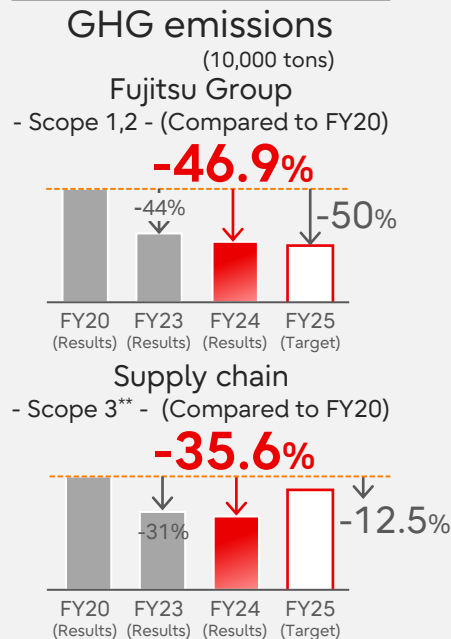
^{*2} Adjusted operating profit: Indicator which represents an actual profit from core business calculated by deducting profits from business restructuring, M&A, etc., and one-off profits from changes in regulations. 7

Medium-Term Management Plan

Progress status of non-financial performance indicators

Each non-financial indicator is tracking in line with planned changes in our business model and portfolio.

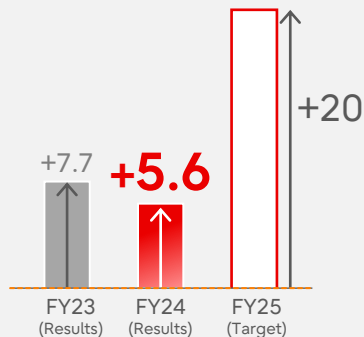
Environment



**Category 11: CO2 emissions due to product power consumption only

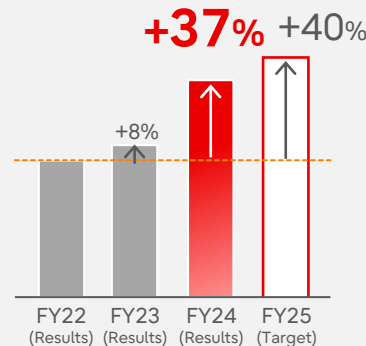
Customer

Customer NPS*
*Net Promoter Score
(Compared to FY22)



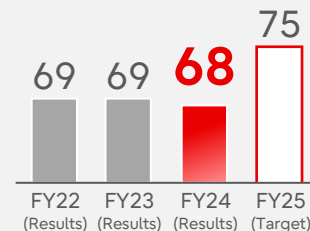
Productivity

Per capita productivity
(Adjusted Operating profit compared to FY22)

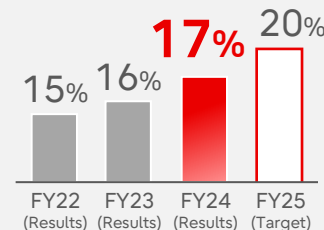


People

Employee engagement



Diversity leadership
(Percentage of female managers)



All non-financial metrics, including past results, are now calculated excluding Device Solutions, effective from this period.

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II. Progress and plans of major initiatives

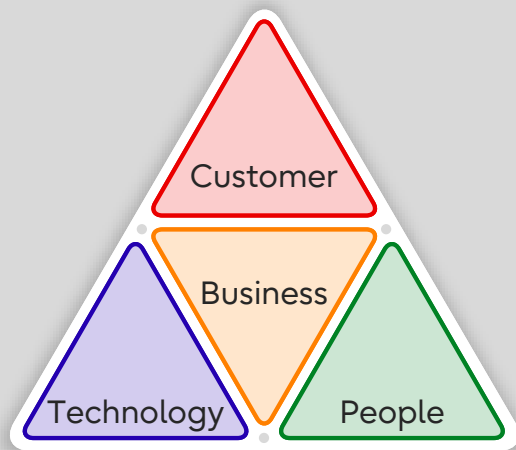
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Positioning of the Medium-Term Management Plan **FUJITSU**

Evolving our model to ensure sustainable growth and improved profitability for 2030 and beyond.



Key strategies

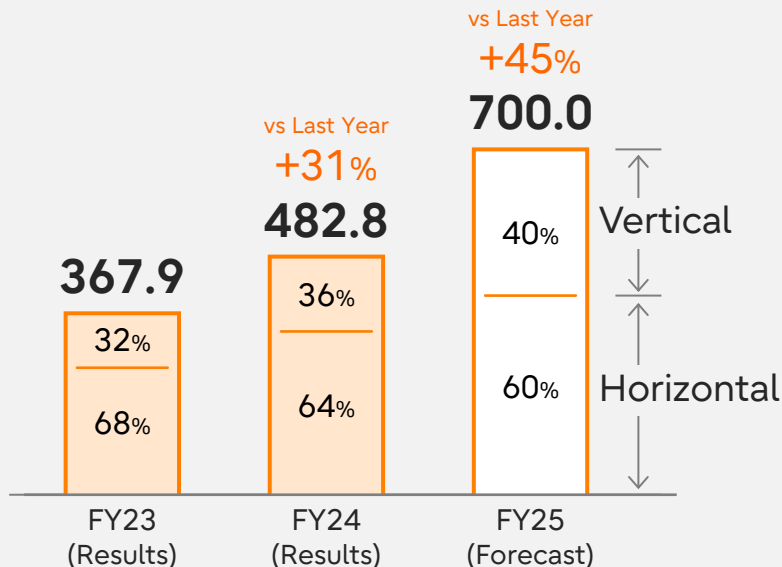


- 01** Business Model and Portfolio Strategy
- 02** Customer Success / Regional Strategy
- 03** Technology Strategy
- 04** People Strategy

Expansion of Fujitsu Uvance

Vertical growth was 51% and Horizontal growth was 22% year-on-year.

Revenue (Billions of yen)



Progress and future initiatives

Progress in FY2024

- Consulting leads are improving the quality of business negotiations
- Steady improvement in standardization and recurring business ratio
- International vertical areas are expanding particularly through GK Software

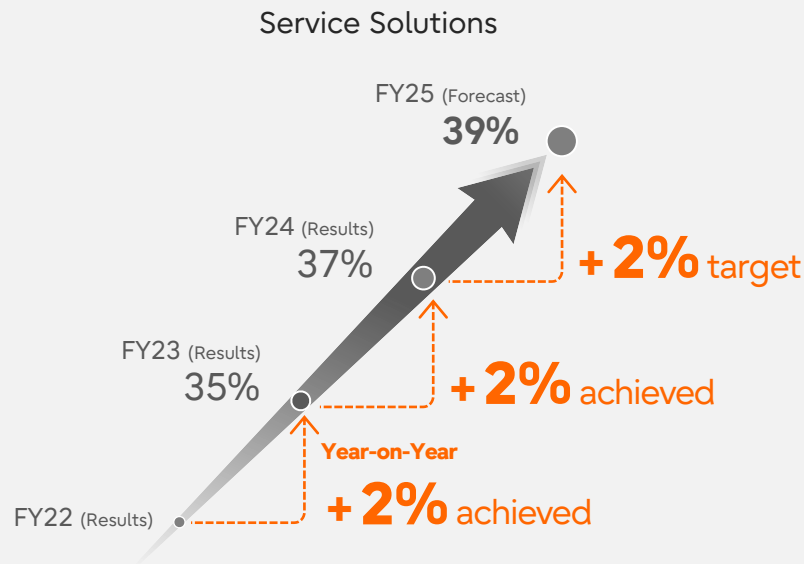
Future Initiatives

- Expansion of the consulting business contributes to an increase in Uvance orders

Increasing profitability of Service Solutions

Continue to transform delivery to continuously improve profitability across Service Solutions.

Gross margin ratio



Progress and future initiatives

Progress in FY2024

- Standardization and automation using JGG^{*1} and development infrastructure
- Implementation of a value-based pricing strategy

^{*1} Japan Global Gateway

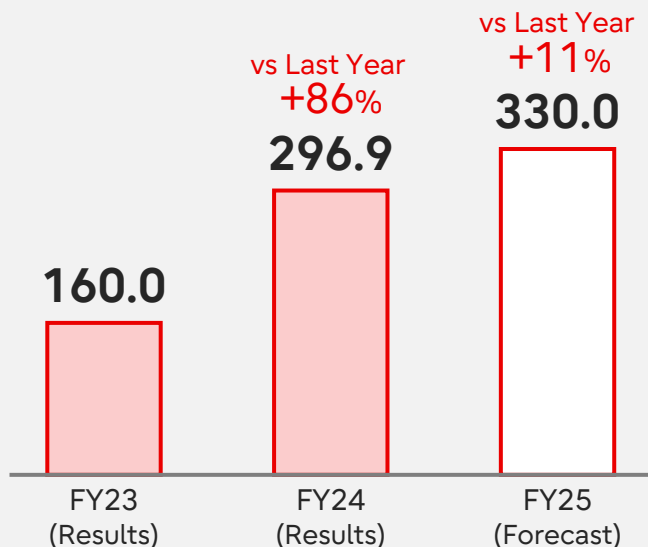
Future Initiatives

- Balance generative AI utilization with security and ethical measures
- Optimize global delivery for customers

Accelerating Modernization

By leading customer modernization, we are achieving growth in orders and revenue. We are enhancing our competitiveness and business foundation for further growth.

Revenue (Billions of yen)



Progress and future initiatives

Progress in FY2024

- Agile and efficient resource allocation
- Development of specialist expertise and automated code conversion tools

Future Initiatives

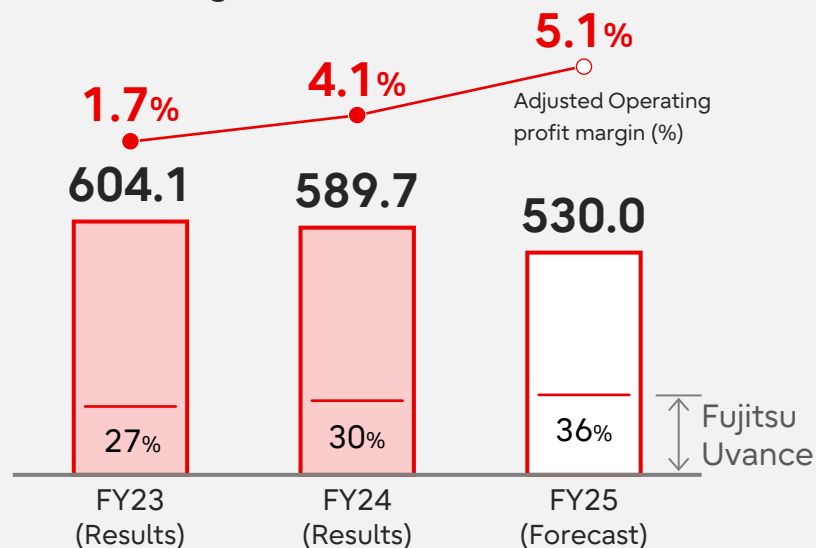
- Accelerating DX shift proposals by incorporating Uvance integration
- Enhance competitiveness by leveraging generative AI and automation

International business transformation

Structural reforms are driving a shift to a services-led business, increasing our Fujitsu Uvance ratio, and improving profitability.

Revenue (Billions of yen)

Regions (International)



Progress and future initiatives

Progress in FY2024

- Europe is making steady progress towards completing planned structural reforms
- Consulting business launched in Americas
- Structural reforms commenced in Asia Pacific

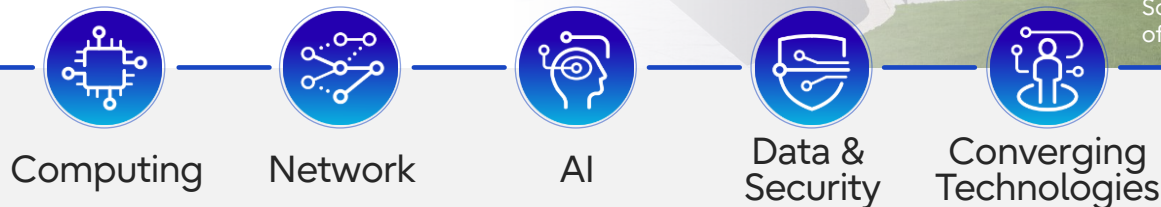
Future Initiatives

- Drive steady profit improvement by completing structural reforms and expanding the services business

Core technology enhancements

Strengthening our technologies and strategic alliances to create service differentiation, with a focus on AI and Computing.

- Enhancing our AI platform **Fujitsu Kozuchi** :
Launch of LLM* **Takane**, co-developed with Cohere
*LLM: Large Language Model
- Developed a 256-qubit superconducting quantum computer
Planning completion of new quantum facility in September 2025
Plans to develop a 1,000-qubit quantum computer in FY2026
- Development of **FUJITSU-MONAKA** underway - strategic collaboration with Supermicro and AMD



Scheduled completion by the end of September 2025

Realization of a business-aligned workforce portfolio

Strengthen key business areas and improve corporate efficiency to drive business growth and productivity improvement.

Human Resource Management and compensation



Switch from mass graduate hiring to job-based recruitment in Japan *

Full switch for all employees to performance and capability-based evaluation and compensation

*With effect for new employees from April 2026

Shift to globally competitive compensation levels

Behavioral changes



Role posting systems are in place
(Facilitating circa 3,000 employees moves per annum)

Autonomous reskilling and career development are driving adoption

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III. Targets for FY2025

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Targets for FY2025

Financial



Increase profitability by focusing on Service Solutions, aiming to achieve record operating profit and profit for the year.

		(Billions of yen)	FY2024 (Results)	FY2025 (Forecast)	vs Last Year
Consolidated ^{*1}	Revenue		3,550.1	3,450.0	-100.1
	Adjusted operating profit ^{*2}		307.2	360.0	+52.7
	Adjusted operating profit margin (%)		8.7%	10.4%	+1.7%
	Adjusted profit for the year		240.9	250.0	+9.0
Service Solutions	Revenue		2,245.9	2,330.0	+84.0
	Adjusted operating profit ^{*2}		289.9	360.0	+70.0
	Adjusted operating profit margin (%)		12.9%	15.5%	+2.6%
Hardware Solutions	Revenue		1,119.9	965.0	-154.9
	Adjusted operating profit ^{*2}		61.3	55.0	-6.3
	Adjusted operating profit margin (%)		5.5%	5.7%	+0.2%

^{*1} Device Solutions is excluded from our consolidated revenue and adjusted operating profit for the entire company.

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Business portfolio transformation



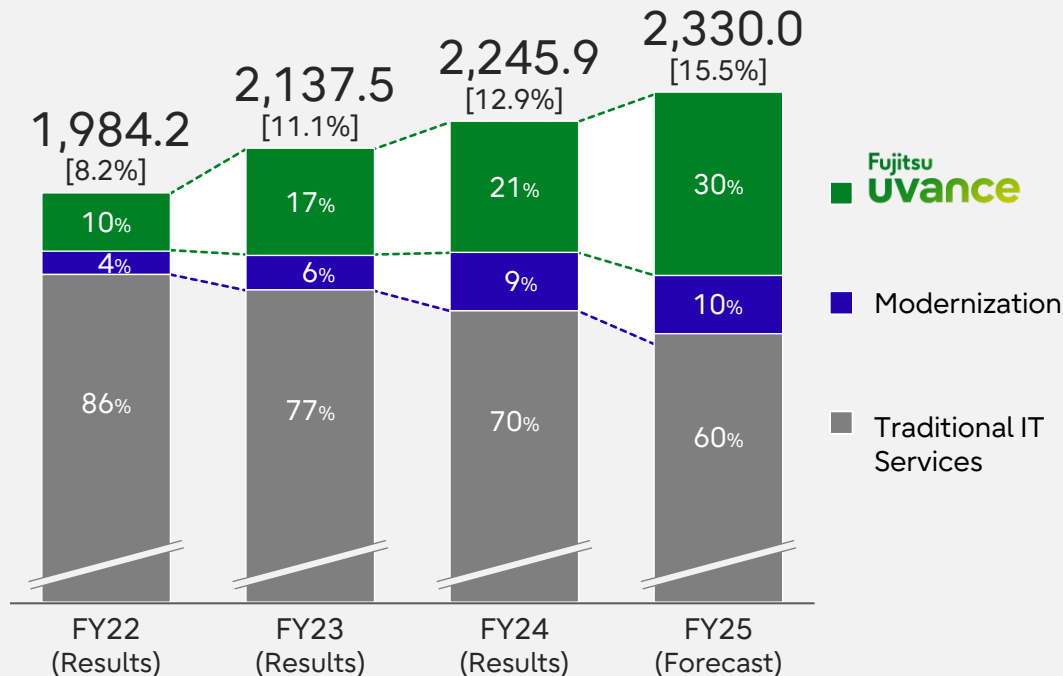
Continuing to shift our business portfolio through the expansion of Service Solutions.

Service Solutions

Revenue (Billions of yen)

[Adjusted operating profit margin (%)]

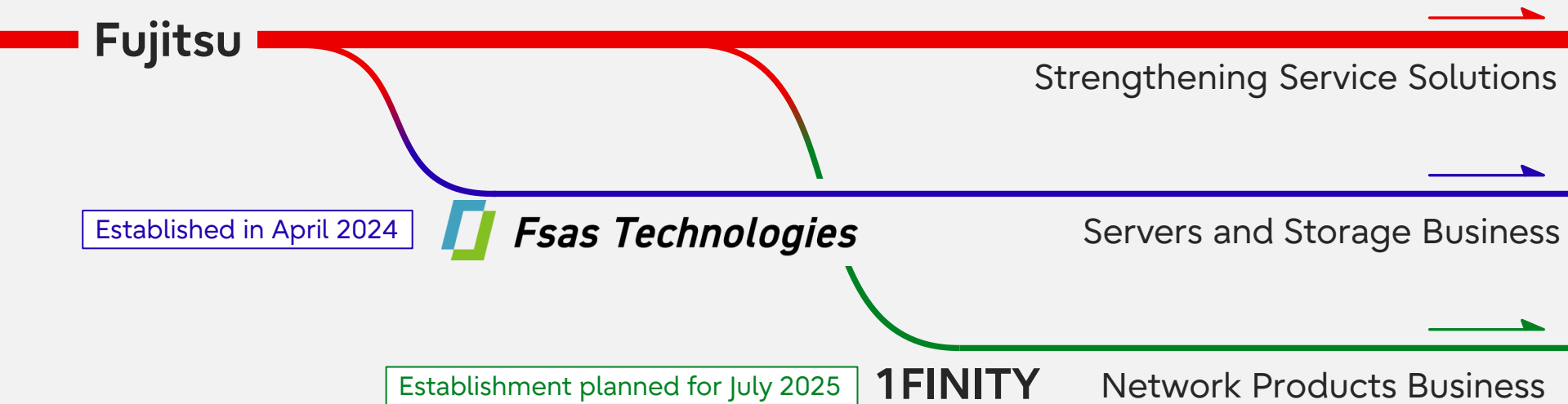
Grow on-cloud digital services
focusing on Fujitsu Uvance



Hardware Solutions: Strengthening the Management Foundation

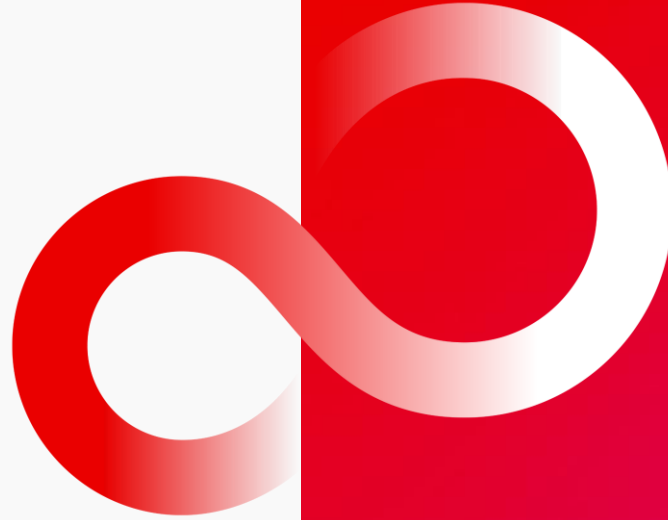


By spinning off key businesses, we aim to accelerate management decision-making and thoroughly improve efficiency.



**Toward a safe, secure,
and prosperous society**

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