FY2025 Financial Results Announcement

Medium-Term Management Plan Summary and Future Direction

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Today's

agenda

Medium-Term Management Plan summary

Trends in consolidated business performance

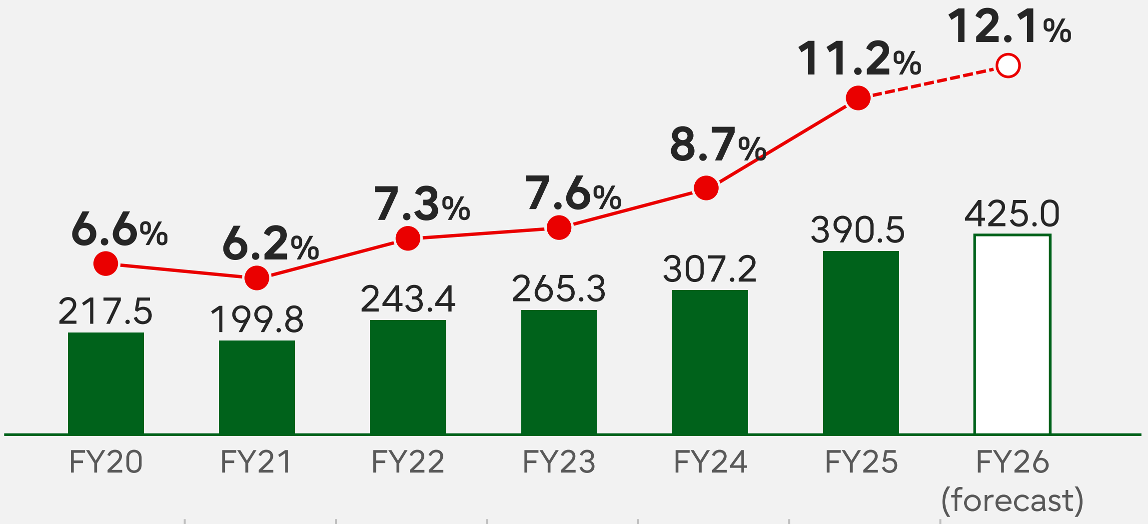
FUJITSU

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

	FY20	FY21	FY22	FY23	FY24	FY25	FY26 (forecast)
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

Adjusted Operating Profit Margin*1

Adjusted Operating Profit*1
(Billions of yen)



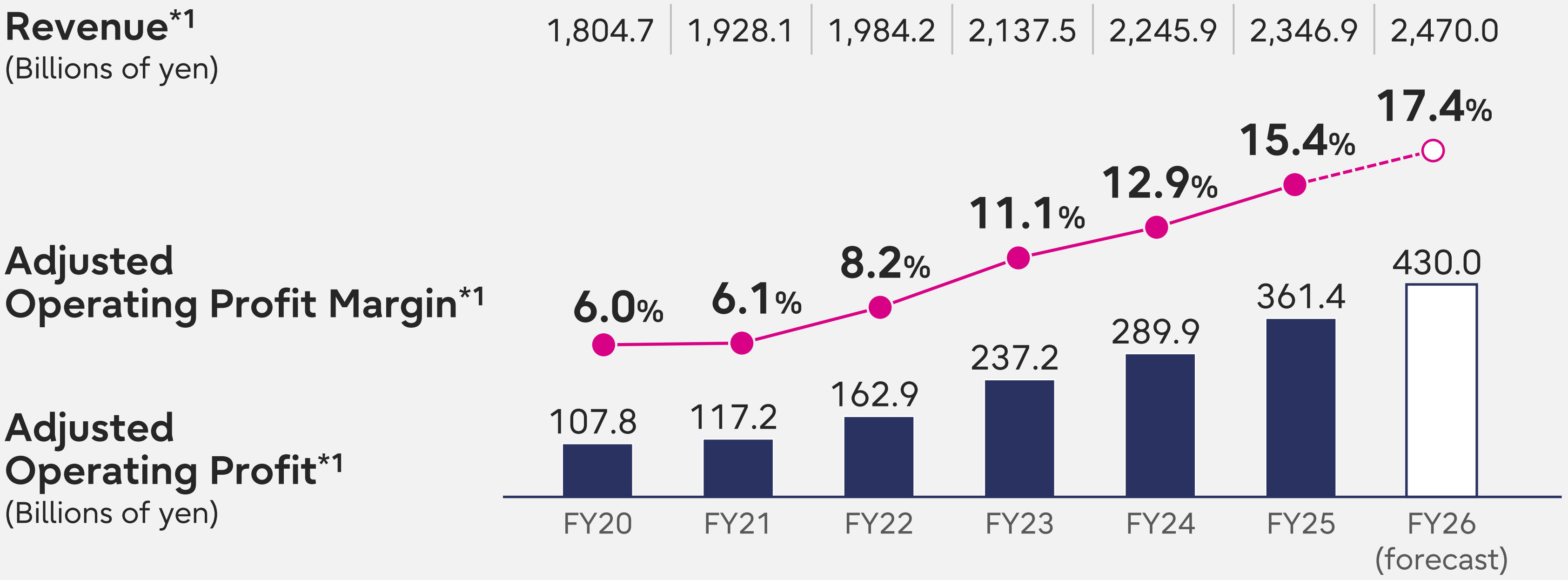
	FY20	FY21	FY22	FY23	FY24	FY25	FY26 (forecast)
Core Free Cash Flow*2 (Billions of yen)	184.4	151.9	157.1	197.2	233.6	289.9	300.0

*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 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

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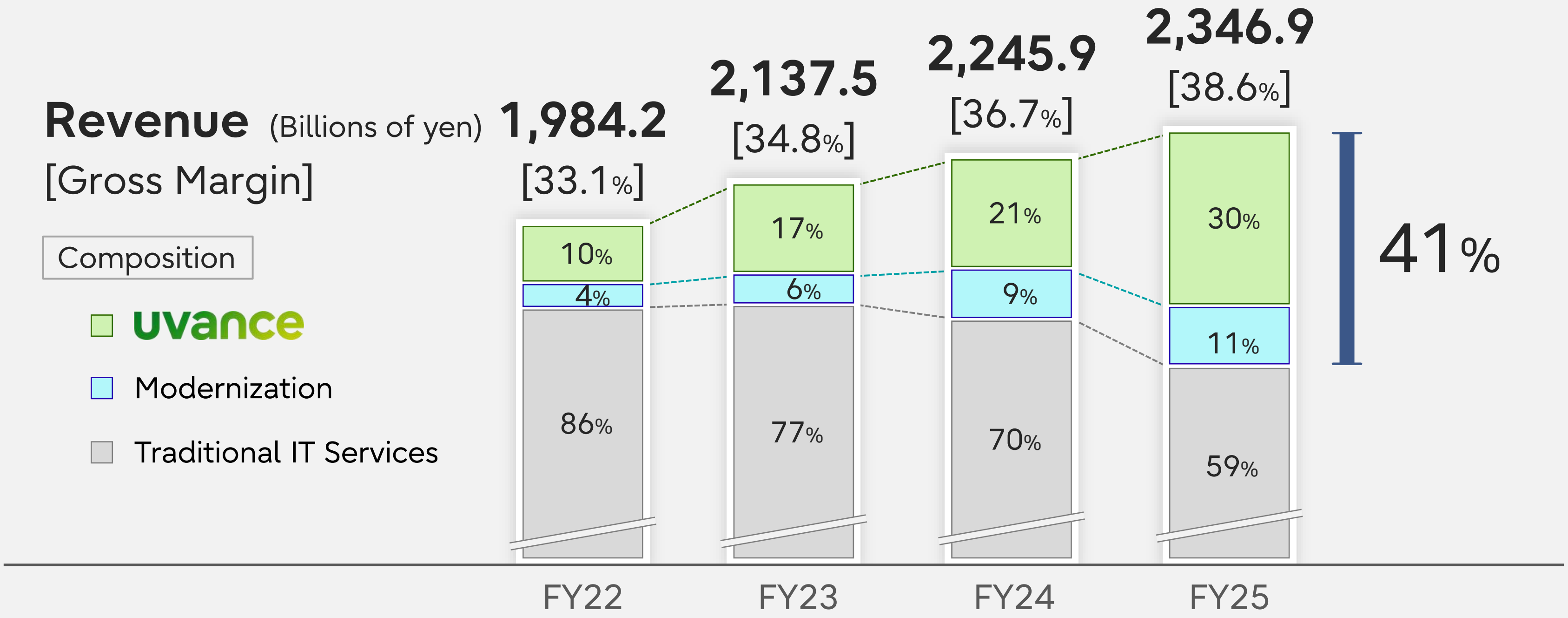
Evolving into a business model driven by societal, industry, and operational challenges.



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

FY2023 ~ FY2025
Medium-Term Management Plan
Improved productivity
Business structure transformation

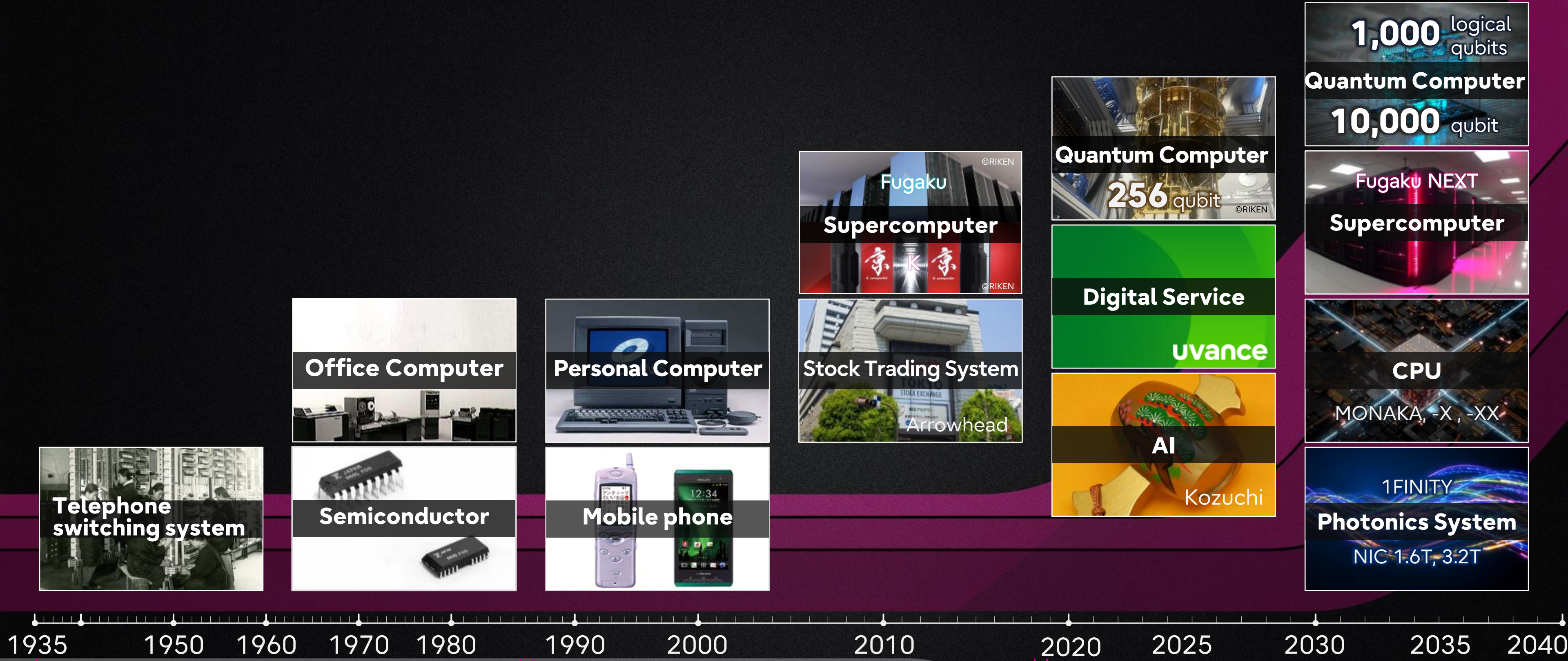
Build

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



Transformation

Communication to **Computers**

Computers to **ICT**

ICT to **DX**

Tackling social issues with digital services

FUJITSU

Providing value through a cross-industry ecosystem

Planet | **Prosperity** | **People**

Consulting | **Uvance** | **Modernization**

Fujitsu Kozuchi

Computing | Network | AI | Data & Security | Converging Technologies

Transforming to AI-driven

FUJITSU

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.

Customers

Manufacturing

- Supply chain logistics optimization
- Autonomous driving

Retail

- Store management
- Traceability
- Merchandising

Finance

- Management decision-making
- Regulatory and risk management
- Personalization

Public

- Integrated command
- Power distribution optimization
- Traffic control

Consulting

AI Agent

Data & AI Platform / Sovereign Foundation

5 Key Technology Areas: Computing | Network | AI | Data &Security | Converging Technologies

Delivering trusted technology

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

Customers and Society

uvance

Sovereign orchestration

- Consulting
- Industry domain expertise
- Trusted technology foundation

Professional Services	uvance Wayfinders
Applications	Industry-specific AI agents
AI Platform	Takane (LLM) / Fujitsu Kozuchi (Platform)
Infrastructure	Sovereign Cloud MONAKA(CPU) HPC・Quantum・Network

MONAKA development and mass production preparation
- Scheduled for release in 2027

Construction and verification of a 1,024-qubit quantum computer
- Scheduled for installation at the Quantum Building in 2026

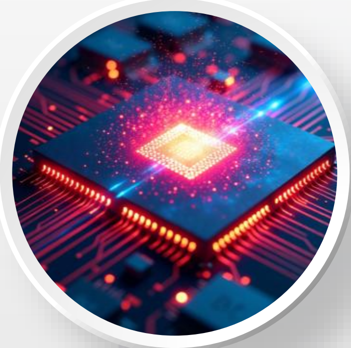
Creating business growth opportunities through core technologies

Implement trusted, cutting-edge technologies to address societal challenges

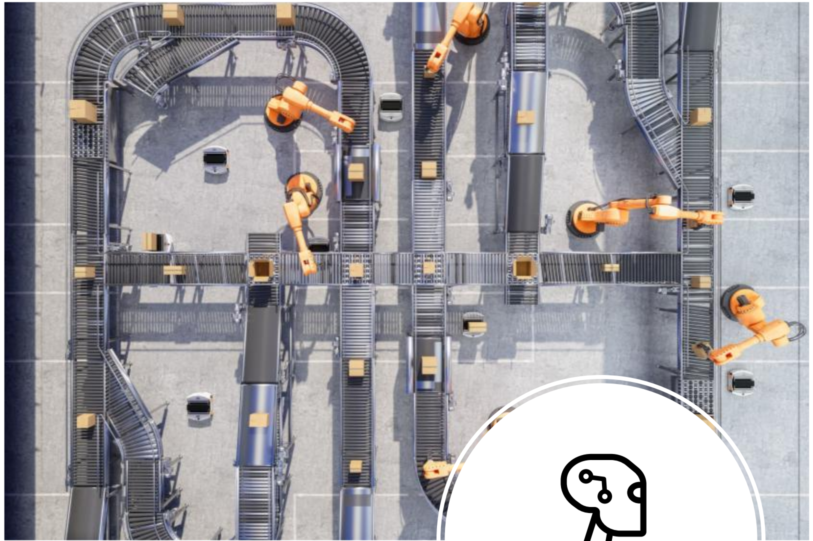
Physical AI

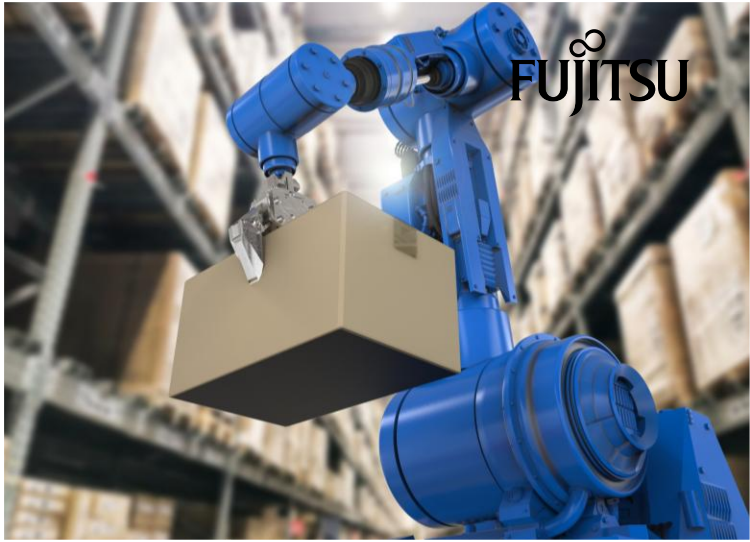
Social Resilience

Digital Twin



Computing





Physical AI

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

FUJITSU

Upcoming

timeline

April 28 (today)
- **FY2025 Financial Results Announcement**
- **Medium-Term Management Plan Summary and Future Direction**

May 28
- **Mid-to-long-term Management Vision Announcement**

June 29
- **Annual Shareholders' Meeting**

September (tentative)
- **IR Day**

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