IR Day 2026

Management Vision 2035 Roadmap

Fujitsu Limited

September 16, 2026

Our Purpose

Make the world more sustainable by building trust in society through innovation

Strategic positioning of our Management Vision 2035

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

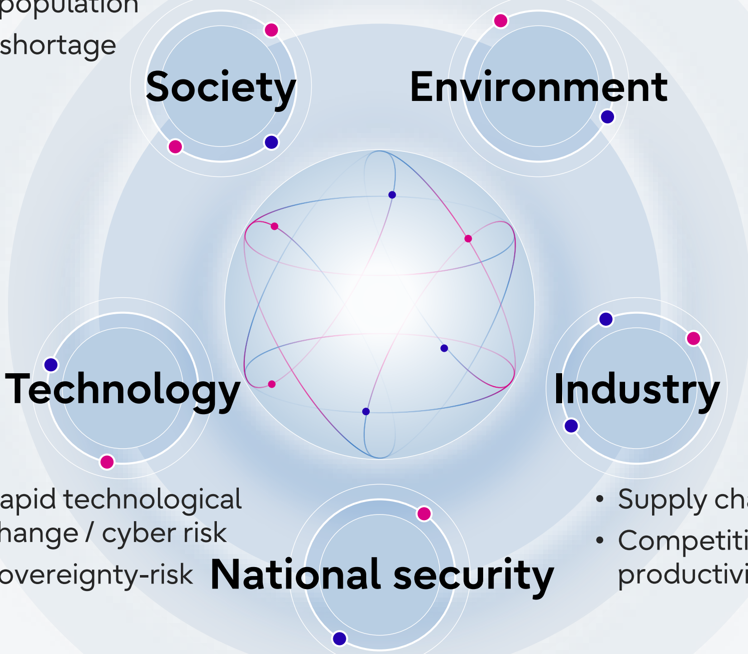
Grow

- **Provide trusted technology**
- **Implement AI-driven business**

Delivering solutions through trusted technology to address structural changes society will face over the next decade

- Declining birthrate and aging population
- Labor shortage

- Climate change and extreme weather
- Water / energy crises and resource constraints



- Rapid technological change / cyber risk
- Sovereignty-risk

- Supply chain risk
- Competition for productivity

- Fragmentation and multipolarity
- Digitalization of conflict

Technology-driven value creation

Addressing societal challenges across three growth domains through technology-driven solutions

Societal challenges

Surging electricity demand from expanded AI use
Risks to technological sovereignty from global dependence

Declining productivity and competitiveness from a shrinking workforce
Loss of know-how and tacit knowledge among skilled workers

Rising societal damage from more frequent natural disasters
Growing complexity in societal operations from aging populations and fiscal constraints

Fujitsu's solutions

Sovereign Platform

Trusted, energy-efficient computing infrastructure

Physical AI

Human-robot collaboration with autonomous evolution

Intelligent Society

Advancing decision-making through digital twin

Fujitsu's strategy

FUJITSU

Achieving sustainable growth through technology-driven new business creation and expanding Service Solutions with improved profitability

Strategy

Creation of technology-powered business

Further evolution of Service Solutions

Strengths

Customer base

Execution excellence in delivering value where it matters most for our customers

Industry domain expertise

Deep industry and business expertise cultivated across all sectors

Technology foundation

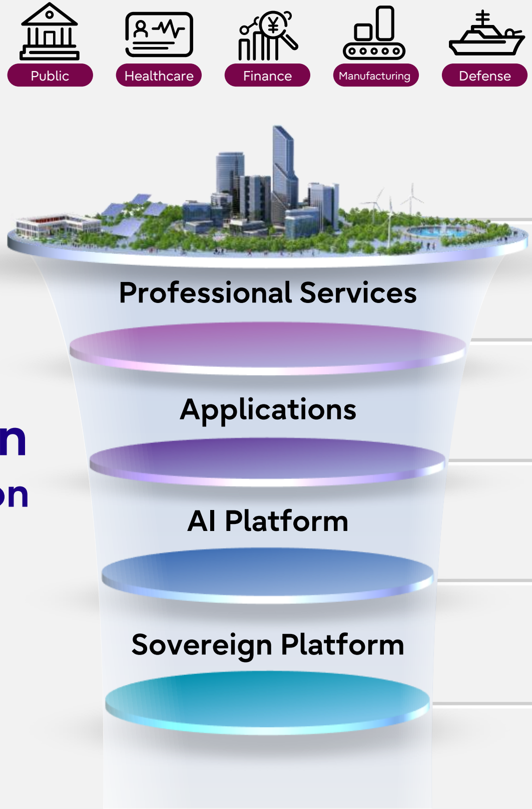
Proprietary advanced technologies that underpin sovereignty

Mid-to-long-term growth drivers

FUJITSU

Leveraging our end-to-end capabilities spanning platforms and services, our business and operational expertise, and our orchestration of proprietary and partner IP, we deliver trusted, optimal AI solutions to our customers

Sovereign orchestration



Professional Services	uvance Wayfinders	**FDE** Forward Deployed Engineers
Applications	**uvance** Modernization	Industry-specific AI agents AI-driven delivery
AI Platform	**Fujitsu Kozuchi**	**Fujitsu Kozuchi Physical AI**
Sovereign Platform	**Computing for AI** FUJITSU-MONAKA Quantum computer	**Network for AI** 1FINITY NIC 1FINITY AI-native RAN

Today's presentations' key points

FUJITSU

We will outline the following key business strategies for achieving Management Vision 2035

Creation of technology-powered business

Leading Innovation for AI Sovereignty	• Fujitsu's technology strategy • Proprietary technologies for AI Platform and Sovereign Platform	Mahajan CTO

Further evolution of Service Solutions

Technology-Driven Business and Value-Based Pricing	• Market demand and Fujitsu's growth • Pricing transformation for AI-generated value growth	Onishi CRO
Driving Uvance's Next Phase of Growth through AI Transformation	• Uvance delivery model for enabling customers' AI Transformation • Evolution toward Uvance for industry	Takahashi COO
Delivery Transformation **AI-Driven Delivery & Modernization**	• Further deepening AI-driven development • Outlook and future expansion of the Modernization business	Shimazu COO

Toward Sustainable Enhancement of Corporate Value	• Sustainable growth outlook and KPIs • Strengthening cash generation and optimizing capital allocation	Isobe CFO

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