

Technology-Driven Business and Value-Based Pricing

Shunsuke Onishi

Corporate Executive Officer,
Corporate Vice President,
CRO (Chief Revenue Officer)
Fujitsu Limited

September 16, 2026



**Corporate Executive Officer, Corporate Vice President,
CRO (Chief Revenue Officer)**

Shunsuke Onishi

2013: President and CEO, NTT DATA Global Solutions Corporation

2017: Vice President, Infosys Japan

2019: Vice Head, Enterprise Business Group, Fujitsu Limited

2020: Senior Executive Vice President (SEVP), Head of the Enterprise Business Group, Fujitsu Limited

2022: Executive Vice President (EVP), Head of the Global Customer Success Business Group, Fujitsu Limited
(Integrated the manufacturing, retail, and financial sectors, and drove business with approximately 1,300 major enterprise customers.)

Appointed CRO of Fujitsu Limited in 2023. Since 2024, serving as Corporate Vice President, COO and CRO, leading global growth strategies based on a customer-focused approach to maximize revenue.

Fujitsu Growth Outperforms the Market

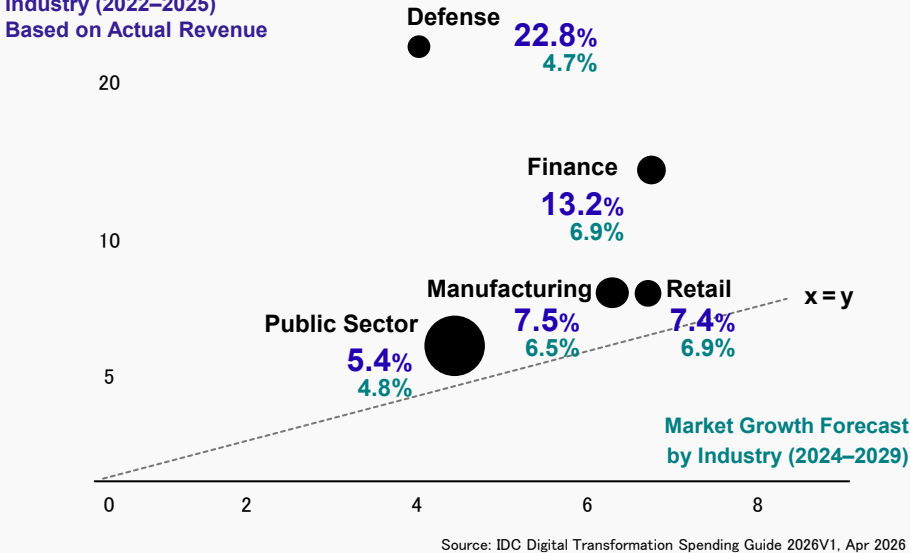
Domestic Market Performance Trends by Industry



Delivered business growth exceeding that of the domestic IT market across five key industries. Further accelerated growth will be achieved through continued gains in market share.

IT Services Market by Industry and Fujitsu's Growth

Fujitsu's Growth by Industry (2022–2025)
Based on Actual Revenue



6.7%

Market CAGR
2024–2029

Domestic IT market is growing steadily

Achieved growth rates in five key industries that outperform the market

Further expand our market share and solidify our market leadership

Reference: 2025 Domestic IT Services Market Share

Manufacturing: #1 Finance: #3 Retail: #2 Public Sector: #2

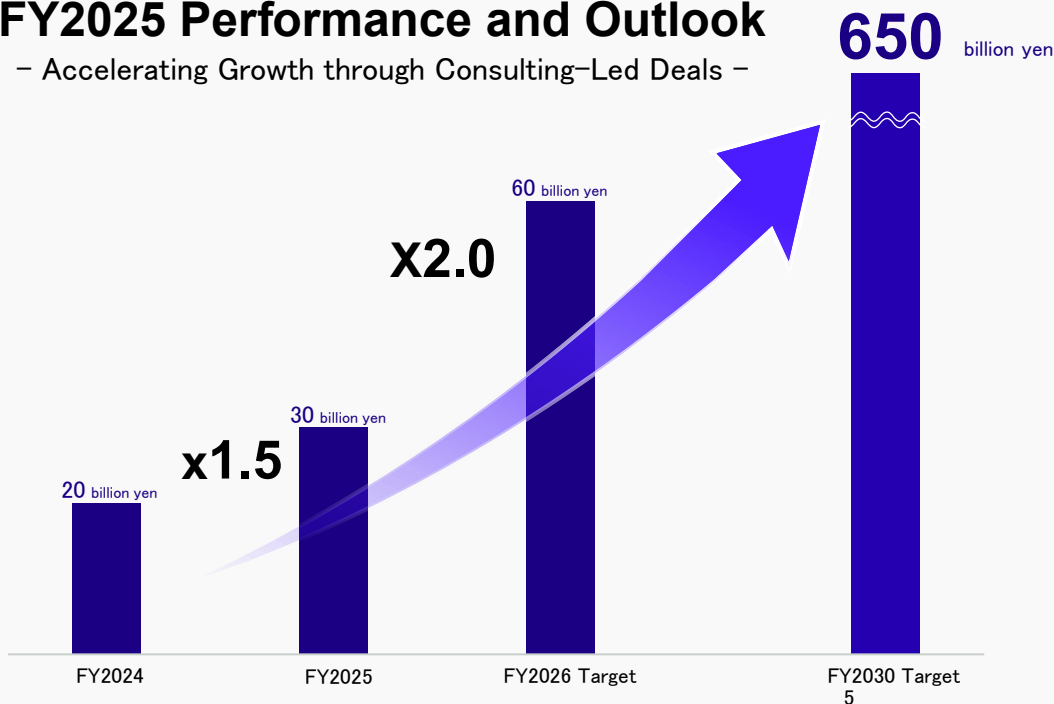
Source: IDC Market Share, "Japan IT Services Market Share, 2025," June 2026

Catalytic Effect of the Consulting Business

- As the consulting business enhancement strategy gained momentum, follow-on deal wins from consulting-led opportunities increased in FY2025.
- Consulting-originated engagements expanded into subsequent large-scale delivery contracts, driving company-wide order growth.

FY2025 Performance and Outlook

– Accelerating Growth through Consulting-Led Deals –



1.5x YoY growth in FY2025, built upon our existing customer base

- Finance Case: AI-driven consulting generated ~3 billion JPY in follow-on opportunities over 5 years.

Improved deal quality, with average deal size on an upward trend

- Managed Services Case: AI agent deployment in customer help desk achieved over 90% first-contact resolution.
- Average contract value for targeted new deals increased by 1.2x YoY.

Aiming for 650 billion yen by FY2030

Capturing Industry-Specific Demand Shifts to Drive Growth

Capturing industry-specific digital and IT demand arising from environmental changes, and combining it with Fujitsu's strengths to accelerate value creation and business growth.

	Environmental Changes		Shifting Digital & IT Demand
Public Sector	• Infrastructure monitoring, predictive maintenance, and disaster response • Shift to user-centric services • Acceleration of system standardization and commonization • Expansion of AI adoption and governance	▶	• Prediction and simulation (Digital Twin) • Customer Experience • Modernization / Migration to common functions • AI adoption and implementation support
Finance	• Expansion of Generative AI adoption • Enhanced cybersecurity oversight • Stricter IT resilience requirements • Promotion of New NISA and asset formation	▶	• AI Governance / Guardrails • Zero Trust / Security • Modernization / BCP • Customer Experience / CRM
Defense	• Strengthening of long-term operational and sustainment capabilities • Enhancement of joint operational capabilities • Full-scale implementation of AI • Shift toward data-driven defense	▶	• Manufacturing DX / SCM / Security • Modernization • AI / Data Foundation • Cloud / Data Integration
Manufacturing	• Decline in manufacturing workforce and talent shortages • Economic security and supply chain resilience • Green Transformation (GX) and carbon footprint management • Legacy systems as a bottleneck for AI and DX implementation	▶	• Physical AI / Manufacturing DX / Automation • SCM / Security • BI Platform / Data Integration • Modernization / ERP Renewal
Retail	• E-commerce expansion and rising system complexity • The "2024 Logistics Problem" and regulatory reforms • Labor shortages in wholesale and retail • Advancement of B2B data integration	▶	• CX / Modernization • SCM Optimization / Logistics DX • AI / Business Process Automation • Product Information Platform / Data Foundation

Fujitsu's Growth Drivers

1

Advanced Technologies

Capturing growing sovereignty needs and the acceleration of AI adoption, while expanding and enhancing products and services in advanced technology domains.

- Fujitsu Cloud Service powered by Oracle Alloy
- Kozuchi Enterprise AI Factory, etc.

2

Industry & Business-Specific Offerings

Capturing growing demand for business transformation, modernization, and AI Integration to expand industry-specific offerings.

- Uvance for Finance
- Uvance for Retail
- FUJITSU Application Transform , etc.

Expanding Pipeline through Industry-Specific Demand Shifts

Digital and IT demand arising from industry-specific environmental changes is being reflected in our sales pipeline.

Robust Digital & IT Demand / Pipeline Growth Rate

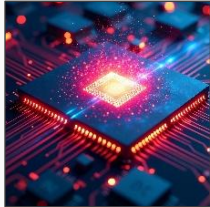
*Compared to FY2024

	Digital Twin (Intelligent Society) + 351%	Customer Experience + 303%	Modernization + 163%	AI + 157%
Public Sector				
Finance	AI + 215%	Security + 94%	Modernization + 70%	Customer Experience + 107%
Defense	Security + 182%	Modernization + 100%	AI + 109%	Cloud + 234%
Manufacturing	Physical AI + 304%	Manufacturing DX + 101%	Supply Chain + 179%	BI Platform + 96%
Retail	Modernization + 221%	Supply Chain + 73%	AI + 42%	BI Platform + 32%

AI Opportunities Driving Future Growth



In our mid-term business plan growth areas—such as Sovereign Platform, Physical AI, and Intelligent Society—advancement in early-stage opportunities and new use case creation is underway.



Sovereign Platform

Reliable, energy-efficient computing infrastructure
FUJITSU-MONAKA

Data Center

Manufacturing

With the expansion of Generative AI adoption, interest in high-performance, energy-efficient AI computing infrastructure is surging. This has led to **progress in paid PoC projects even prior to official launch**. Furthermore, a growing pipeline of new opportunities has emerged, underscoring strong market demand.



Physical AI

Collaborative and autonomous human-robot evolution

Automotive

Logistics

Driven by labor shortages and the need for quality stabilization, interest is growing in the coordinated control of personnel, equipment, and robots, along with autonomous optimization for production fluctuations. Consequently, **advanced automation use cases leveraging Digital Twins and Physical AI are making significant progress**.



Intelligent Society

Advanced initiatives through Digital Twins

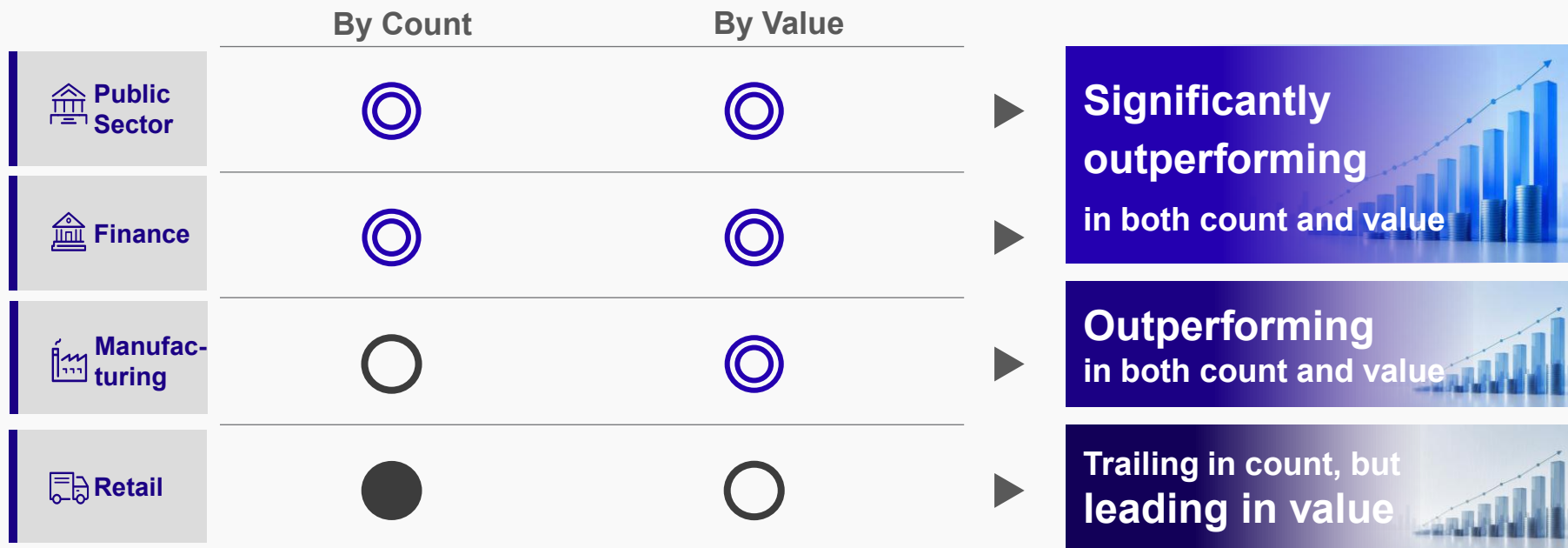
Public Sector

Social Infrastructure

Against a backdrop of aging infrastructure, disaster prevention/mitigation, and labor shortages, demand for advanced operation of urban, transport, and social infrastructure is growing. Consequently, **use cases for simulation and operational optimization leveraging digital twins and AI are making significant progress**.

Creating Competitive Advantage through Market-Responsive Proposal Capabilities

Analysis of replacements from competitors and retention of our own systems confirms our strong competitiveness across many industries, both in terms of deal count and total value.



Case Studies : Selected AI Market Wins

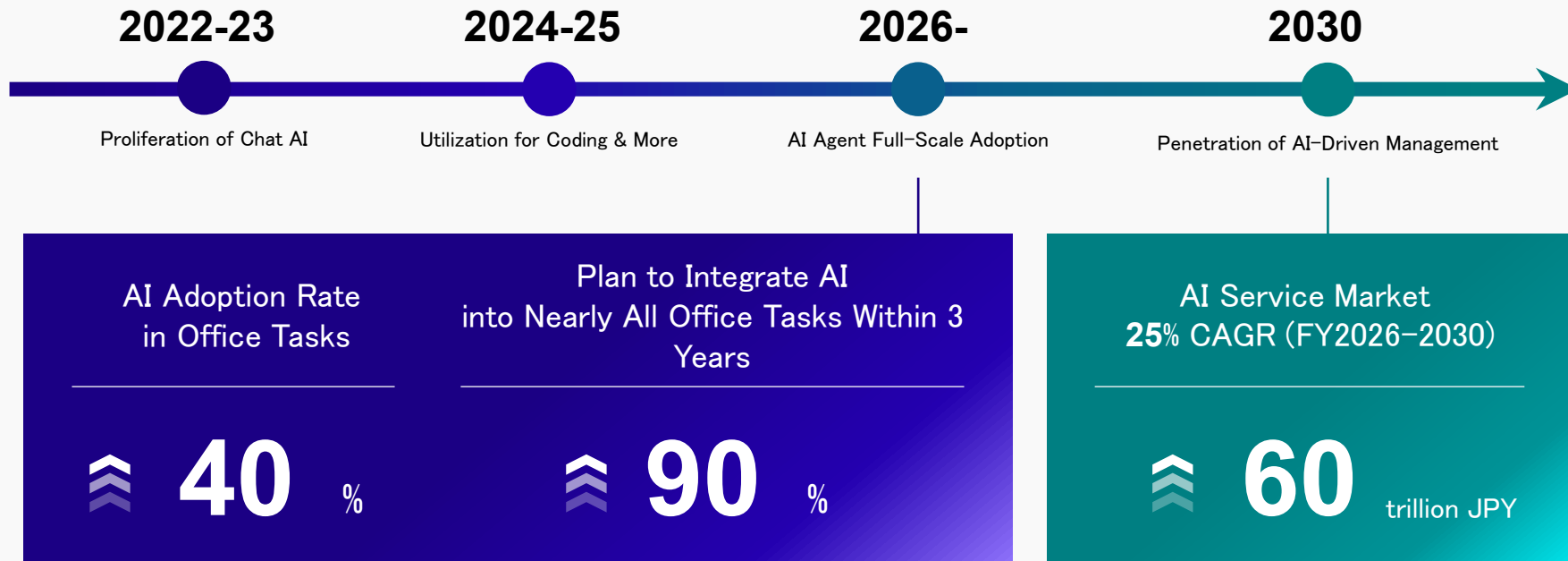
Combining advanced technologies with industry and business expertise to win competitive bids and pioneer new areas of AI application.

 Public Sector	Central Government	Citizen Services	Successfully replaced a competitor's large-scale mission-critical system, which had been in operation for over 30 years. Our proposed cloud-native, future-ready architecture and AI-driven development approach were the deciding factors.	Cloud	AI-Driven Development	Modernization
 Finance	Online Banking	Customer Support Operations	Successfully recaptured a customer engagement platform that had been lost to a competitor. Leveraging the opportunity during a period of project stagnation, the initiative integrated generative AI to boost development efficiency and expanded the scope from simple modernization to comprehensive business transformation.	Generative AI	AI Agent	CRM
 Manufacturing	Major Chemical Company	Factory Monitoring	Next-generation factory tracking and behavior detection system. Met requirements for person recognition and seamless camera-switching by integrating multiple AI engines , securing the contract by being recognized for performance that outperformed the competition.	Future ACT	AI Video Analytics	Multi-AI Engine

Technology-Driven Business with AI at Its Core

Market Evolution

- AI is evolving from a “tool to support humans” into an “autonomous agent that drives business operations.”
- Corporate AI adoption has shifted to the stage of redesigning business and management models with human-AI collaboration as the foundation.



*Survey of 1,000 executives across 10 countries, conducted in February 2026.

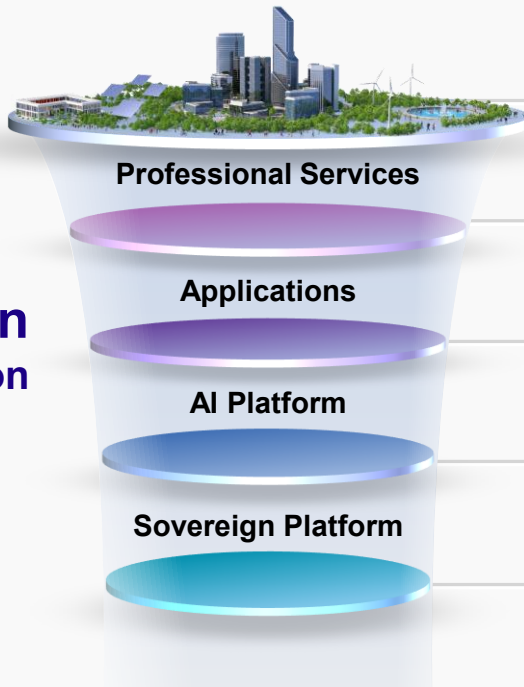
*Calculated by the Company based on research firm data.

End-to-End Capabilities to Realize Sovereign AI

Implementing optimal AI value for each customer through vertical integration from platform to services, industry and process expertise, and the orchestration of proprietary and third-party IP



**Sovereign
orchestration**



uvance
Wayfinders

FDE
Forward Deployed Engineers

uvance
Modernization

Industry-specific AI agents
AI-driven delivery

Fujitsu Kozuchi

Fujitsu Kozuchi Physical AI

Computing for AI

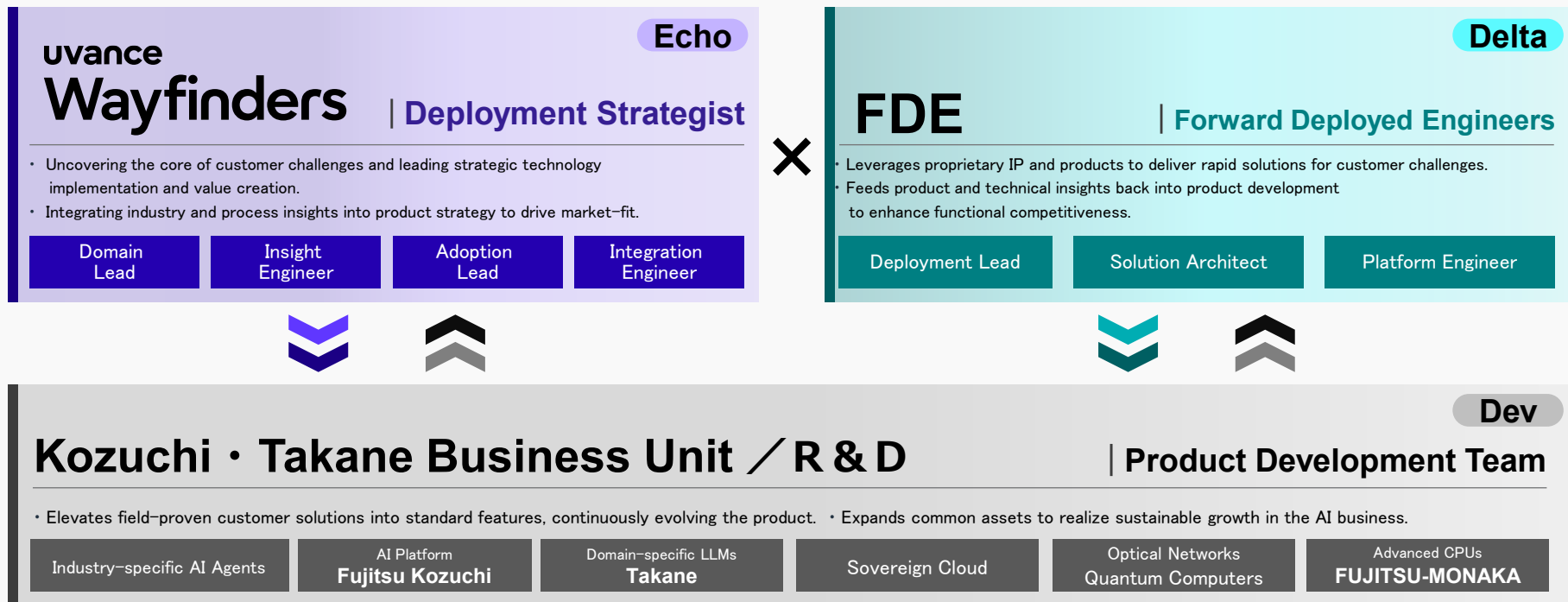
FUJITSU-MONAKA Quantum computer

Network for AI

1FINITY NIC 1FINITY AI-native RAN

Wayfinders × FDE Collaboration Model: Driving Growth in the AI Business

Wayfinders discovers customer challenges and growth opportunities, FDE executes rapid implementation and value validation, and insights are reinvested into products to build a continuous AI business growth cycle.



Shifting to Value-Based Pricing

Shifting to Value-Based Pricing

In the AI era, the value sought by customers can no longer be measured by service volume or labor hours alone. Since customers expect diverse forms of value, pricing must accurately reflect the specific value they anticipate.

Key Expected Values

A graphic with a dark blue background featuring horizontal streaks of light blue and white, suggesting speed and motion.

Speed

Pricing that reflects the value created by realizing early benefits from IT and system implementation, **accelerating transformation and time-to-value while ensuring higher quality.**

A graphic with a dark blue background featuring a bright light source at the top right, with rays of light and a bar chart-like structure, suggesting growth and contribution.

Business Contribution

Pricing that reflects **the value of contributing directly to customer business outcomes** through revenue growth, improved customer experience, and enhanced operational performance.

A graphic with a dark blue background featuring a network of glowing blue lines and dots, suggesting connectivity and sustainability.

Sustainability

Pricing that reflects **the value of supporting continuous use** over alternatives, while balancing service scaling with cost predictability.

Limitations of Cost-Plus Pricing

Many IT services have traditionally been priced based on development costs and labor hours. However, this approach fails to adequately reflect the economic value of the outcomes and business impacts required in the AI era.

Professional Services

System Development • Consulting, etc.



Applications / AI Platform / Sovereign Platform

Application • Infrastructure Services



Pricing Transformation: Translating AI-Generated Value into Growth

Maximizing growth and profitability through the monetization of delivered value by applying Outcome-Based and Usage-Based pricing tailored to AI business characteristics.



Professional Services

uvance
Wayfinders

FDE

Forward Deployed Engineers

Applications

uvance
Modernization

AI Platform

Fujitsu Kozuchi
Fujitsu Kozuchi Physical AI

Sovereign Platform

Computing for AI
Network for AI

1. Outcome-Based

Pricing based on outcomes
generated by our services

2. Usage-Based

Pricing based on service
usage

1.Outcome-Based Pricing

Monetizing outcomes



Viewing AI- and system-driven customer outcomes as economic value, and shifting to pricing models linked to tangible benefits, KPI achievement, and accelerated time-to-value.

Professional Services

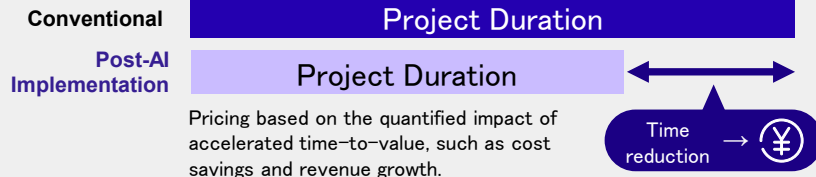
Profit-Sharing (Co-creation Model)

Outcome-sharing pricing that distributes the value generated by systems and AI.



Express Service

Value-based pricing capturing the benefits of accelerated time-to-value from AI implementation.



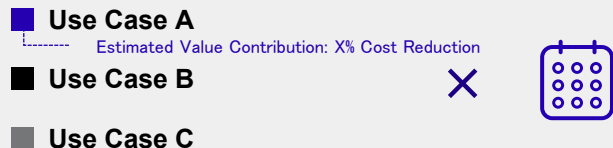
Hybrid Pricing

Hybrid pricing combining fixed fees with performance-based fees linked to key KPIs.



Use Cases / Pods

Pricing based on predefined use cases and service duration.



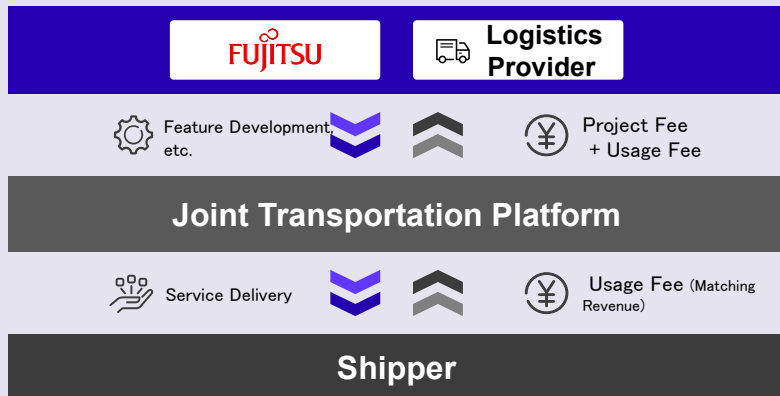
Case Studies 1.Outcome-Based Pricing

Major logistics provider

Logistics optimization via joint transportation and delivery

Joint distribution
operations

Developed a joint transportation platform through a logistics partnership. Aiming for **a growth model where platform value and revenue expand** in tandem with improvements in logistics efficiency and CO₂ reduction.



European automotive company

Uvance Wayfinders AI consulting

Customer support
operations

Combining fixed and implementation fees with **performance-based incentives linked to business outcomes such as revenue growth and cost savings.**

Pricing structure

Success-based fees

+

AI use case
implementation fees

Monthly fixed fee

for concept planning and initial validation



*MVP
Implementation
Success Fee*



*Business-Impact
Success Fees*

Case Studies 1.Outcome-Based Pricing

Major Manufacturer | Major Retailer

Implementation of AI Agents by use case using Palantir

Demand and Supply
Forecasting

HR Operations

Driving business transformation via cross-industry data platforms and industry-specific insights for workforce/SCM optimization. Utilizing use-case-based pricing and rapid delivery to capture value from operational improvements.

Press
Release

Trusco Nakayama and Fujitsu: Optimizing human-centric recognition and decision-making processes through data and AI

Use Case / Challenge	Complexity	Duration	Expected Impact	Cost
SCM Demand & Supply Forecasting	XX	X months	XXX	¥XX
Personnel Reassignment Optimization	XX	X months	XXX	¥XX
⋮				

General
Components



Customer-specific
Elements

Personnel transfer
planning effort

Key Considerations for Staffing

• Mathematical Optimization Logic, etc.

Approx. **98%**
Reduction

Major Telecommunications Carrier

Volume-based contract for continuous Agile development projects

Customer support
operations

With AI-driven development boosting productivity, a “Pod-based” contract model (guaranteeing a set development output over a fixed period) is adopted, shifting the pricing basis from headcount or person-hours to development outcomes, thereby enabling value-based pricing.

Before



Personnel /
Skills



Duration

After



Output
Volume



Duration

*Features or outcomes delivered
within a fixed period.

2.Usage-Based Pricing Monetizing increased usage

Shift to a business model where revenue grows in tandem with increased customer usage, and achieve sustainable growth driven by the adoption of AI and our platform.

Applications / Agent

Per-codebase pricing

Pricing based on the volume of software code assets



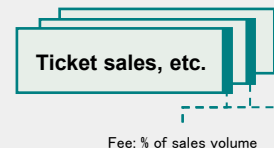
Data volume-based pricing

Pricing based on the volume of business data processed by AI agents



Revenue sharing

Pricing based on the number of contracts concluded



AI Platform

Tiered usage-based pricing

Tiered pricing based on the computing resources required for LLM operations



Savings-based pricing

Pricing based on the amount of computing resources saved



Case Studies 2.Usage-Based Pricing

SMBC Nikko Securities Inc. | Major Manufacturer

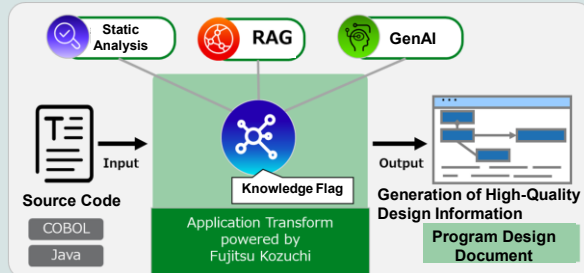
Fujitsu Application Transform

Modernization

Leveraging extensive experience and expertise accumulated through numerous modernization projects, this service provides automated design document generation. It features **a transparent, per-codebase pricing model**, adjusted by language type and technical complexity.

Press Release

Generative AI service that analyzes source code to automate design document generation.
Fujitsu Application Transform powered by Fujitsu Kozuchi



Design document generation time

Reduced to approx. **1/30**

Retailer

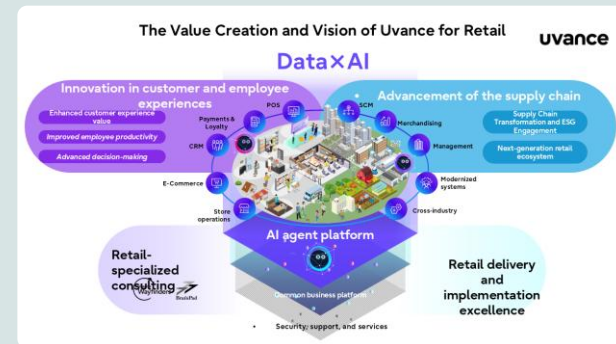
Uvance for Retail Solutions

Store Operations

Leveraging POS data, purchase data, and demand forecasting data, this solution supports inventory optimization and the enhancement of sales promotion. **Pricing is based on the volume of data analyzed and the usage of features**, with a commitment to providing continuous value through ongoing data utilization.

Press Release

Supporting sustainable growth in retail through data and AI with Uvance for Retail.



Case Studies 2.Usage-Based Pricing

Hokkaido Nippon-Ham Fighters Co., Ltd. | NTT DOCOMO, INC.

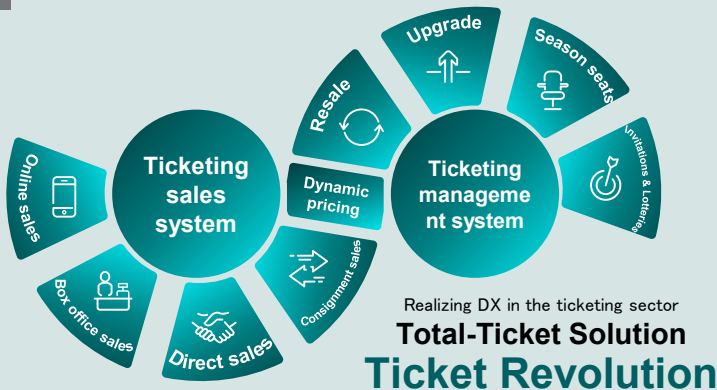
Total-Ticket Solution: Ticket Revolution

Ticket Sales
Management

Provides a ticketing platform as a service, enabling implementation with minimal upfront investment. This model features a revenue-sharing structure where both Fujitsu and the customer **share in the success based on actual sales performance**.

Press
Release

Fujitsu's digital ticketing service has been provided to NTT DOCOMO's new ticketing platform, "d ticket".



Major Telecommunications Carrier | Overseas AI Service Provider

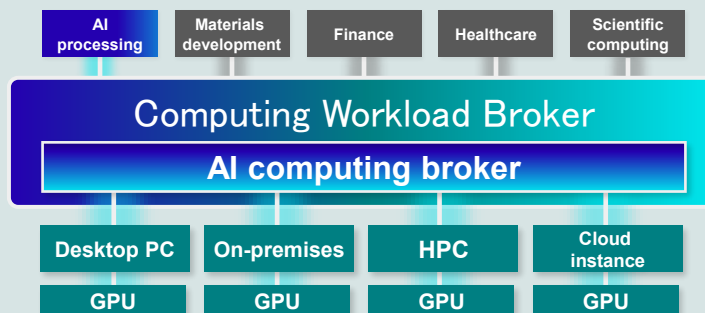
AI computing broker

AI Platform

Provides GPU and inference infrastructure as a service, essential for leveraging Generative AI. **Pricing is based on the volume of computing resources saved**, allowing for revenue generation that scales with increased usage.

Press
Release

Launching "AI computing broker," a middleware technology that improves AI computational efficiency to address the global GPU shortage.



Challenges toward realizing Express Service

Driving a transformation toward a new pricing model for the value of lead time reduction—a benefit previously difficult to monetize—by combining close collaboration between the AI Pricing CoE and marketing department with iterative customer dialogue, practical implementation, and continuous feedback.

- Base Modeling
- Guideline Formulation
- Governance
- Benchmarking
- Knowledge Sharing



- Customer Communication
- Value Selling Skill Development
- Refinement of Deal Review Processes
- Standardization of Contracts / SOWs
- Practice-Based Feedback

A strategic function under CRO, responsible for AI business value assessment, pricing strategy, and governance

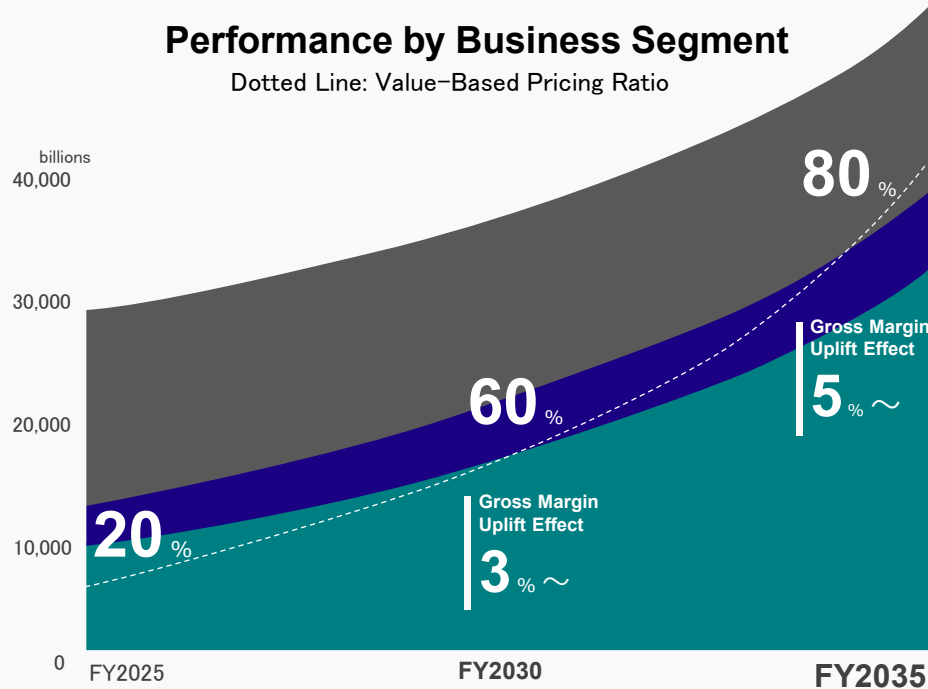
Validate the effectiveness of Value-Based Pricing through field implementation
Drive value-based communication and resolve structural challenges

Accelerating Growth and Transforming Profitability through Value-Based Pricing

Driving a shift to a monetization model that balances revenue growth and increased profitability by applying Value-Based Pricing tailored to the unique value propositions of AI Platform, Uvance, Modernization, and Traditional SI.

Performance by Business Segment

Dotted Line: Value-Based Pricing Ratio



Traditional SI

Key Pricing Models

Express Service • Pods • Hybrid Pricing

Value-Based Pricing Ratio

2030

30%



2035

40%

Modernization

Key Pricing Models

Per-codebase pricing • Pods • Express Service

Value-Based Pricing Ratio

2030

50%



2035

60%

Uvance

Key Pricing Models

Use Cases • Revenue sharing • Usage-based pricing • Tiered usage-based pricing

Value-Based Pricing Ratio

2030

70%



2035

90%

Accelerating Growth and Transforming Profitability through Value-Based Pricing

Traditional SI

Value-Based Pricing Ratio
2030 **30%** → 2035 **40%**



Key Pricing Models

Express Service

Pods

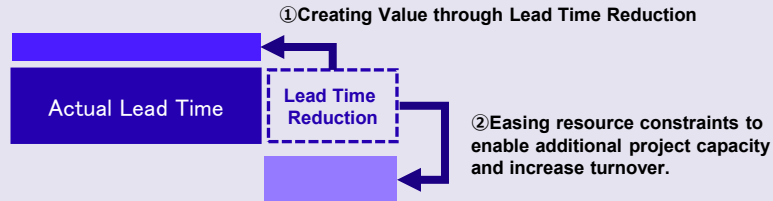
Hybrid Pricing

Enhancing business value while improving profitability, by driving productivity and monetizing outcomes through AI-driven delivery.

Change in Profit Structure

AI-driven delivery enhances productivity and accelerates project timelines, with higher project turnover offsetting revenue impacts from downward pricing pressure. Furthermore, profitability is continuously improved by applying Value-Based Pricing to the value generated by AI, such as Express Services.

Value Impact of AI Adoption (Monetization & Turnover Improvement)



Modernization

Value-Based Pricing Ratio
2030 **50%** → 2035 **60%**



Key Pricing Models

Per-codebase pricing

Express Service

Achieving revenue growth through the expansion of Open and third-party legacy systems, despite the phase-out of internal legacy assets.

Improving profitability through the expansion of AI-driven modernization and service-based offerings.

Change in Profit Structure

The decline in our legacy domain is being offset by expanding our scope into open and competitor-legacy domains. Continuous cost reductions and servitization are driven by the evolution of AI-driven modernization. Furthermore, the profit model is being upgraded through the expanded application of Value-Based Pricing, such as per-codebase pricing and Express Services.

Expanding service-based offerings

Continuous Evolution of Fujitsu Application Transform powered by Fujitsu Kozuchi

March 2026

Release of Design Document Reverse Engineering Service

July 2026

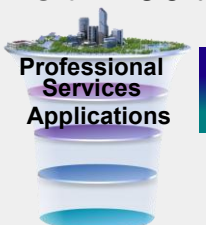
Launch of AI-Driven Modernization Service

Accelerating Growth and Transforming Profitability through Value-Based Pricing

Uvance

Value-Based Pricing Ratio

2030 **70%** → 2035 **90%**



Key Pricing Models

Use Cases

Revenue sharing

Usage-based pricing

Success-fee model

Driving revenue growth and profitability by productizing industry insights generated from FDE and consulting services and expanding recurring revenue.

Change in Profit Structure

Revenue growth is being accelerated through the servitization of industry expertise and the expansion of success-fee/usage-based models. The Value-Based Pricing ratio is also being increased via AI agent adoption and the expansion of Pod-based services, while recurring revenue stability and profitability are being improved through increased service retention.

Uvance Business Model

uvance
Wayfinders



FDE
Forward Deployed Engineers

Industry & Business Context

Industry-Specific
AI Agents



Key Pricing Models

Tiered usage-based pricing

Savings-based pricing

Capturing growing sovereign needs and expanding market share through differentiation using proprietary IP, thereby accelerating revenue growth and improving profitability.

Change in Profit Structure

The AI Platform and Sovereign Platform businesses are being scaled by capturing demand for sovereign needs and AI adoption. Differentiation through proprietary IP and service design predicated on Value-Based Pricing are driving higher profitability, while enabling the simultaneous expansion of the customer base and revenue.



Value-Based Pricing for AI Platform Services

Unlike the prevalent token-based consumption model, Fujitsu's AI Platform services offer a pricing structure that is easy for customers to understand and directly aligned with the value they receive.

Tiered usage-based pricing

Savings-based pricing



Simplified budget management by preventing cost overruns.



Value-Based Billing

Two Revenue Growth Models Enabled by Value-Based Pricing

Value-Based Pricing contributes to enhancing corporate value through revenue expansion driven by both profit margin improvement and sales growth.

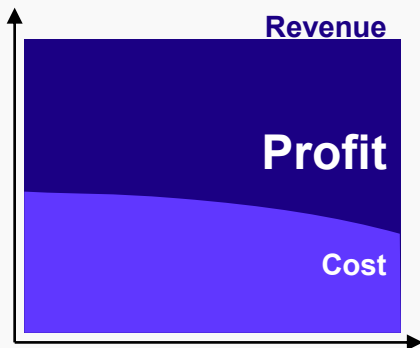
Profit-Margin Improvement Model

While AI adoption leads to increasing pressure for price suppression, revenue scale is being maintained by scaling project volume through higher turnover, accompanied by cost reductions driven by improved productivity and AI infrastructure growth.

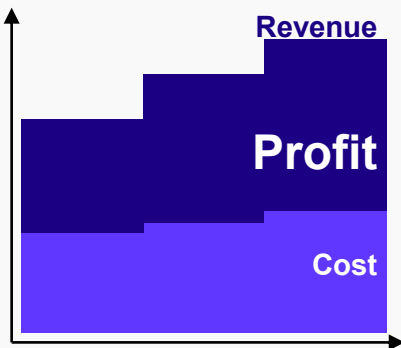
Express Service

Pods

Revenue Trend



Revenue Trend



Scale-Expansion Model

Revenue grows in tandem with increased service adoption and enhanced customer outcomes, while platformization and servitization effectively contain cost increases. This model creates an accelerating profit trajectory as the business grows.

Revenue sharing

Usage-based pricing

Success-fee model

Revenue Trend



Driving Growth and Transforming the Profit Structure by Leveraging Technology and Value-based Pricing

Market Opportunities

Accelerating business growth by converting market changes into growth drivers through consulting and FDE.

Technology Value Creation

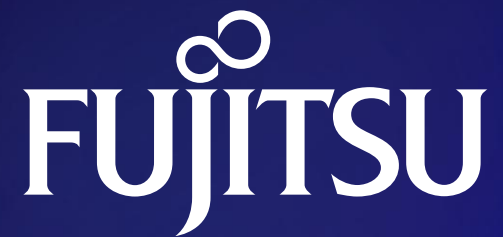
Expanding our market through the creation of new business opportunities, powered by advanced technologies and an extensive portfolio.

Value Monetization

Fundamentally transforming our business model through value-based pricing that accurately reflects the value provided to our customers.

Achieving sustainable business growth across each business by seamlessly integrating market opportunity capture, customer value creation, and value monetization.





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