

Mid-Term Plan

2026~2028

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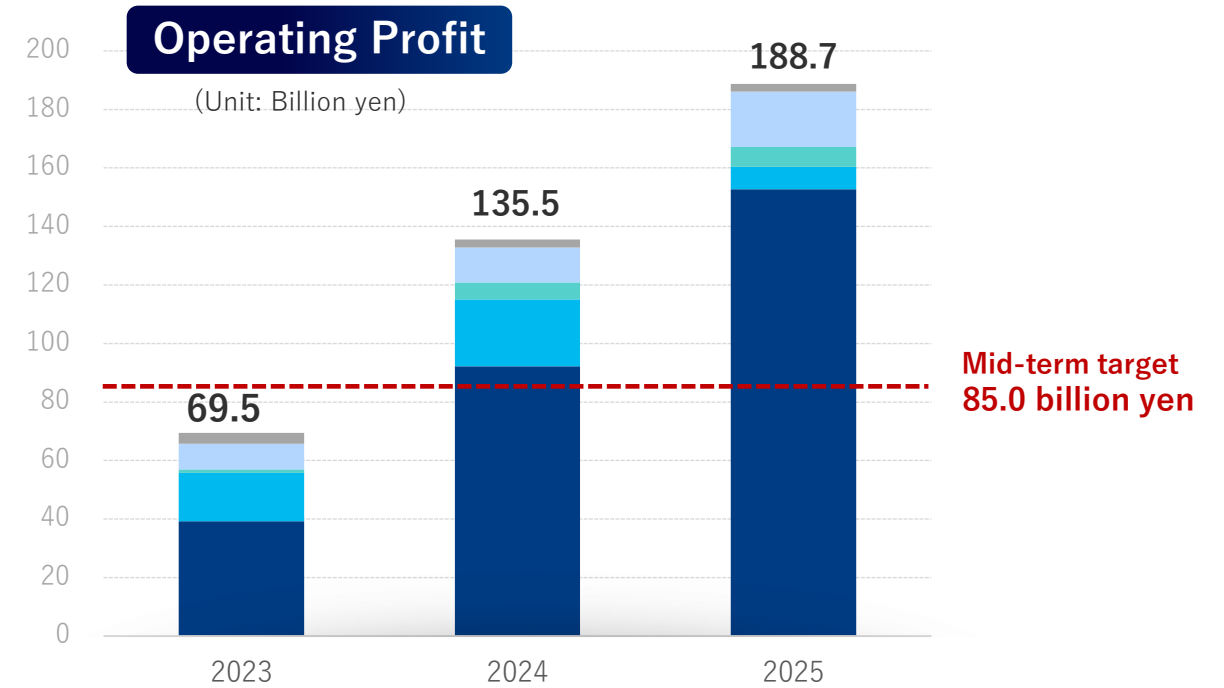
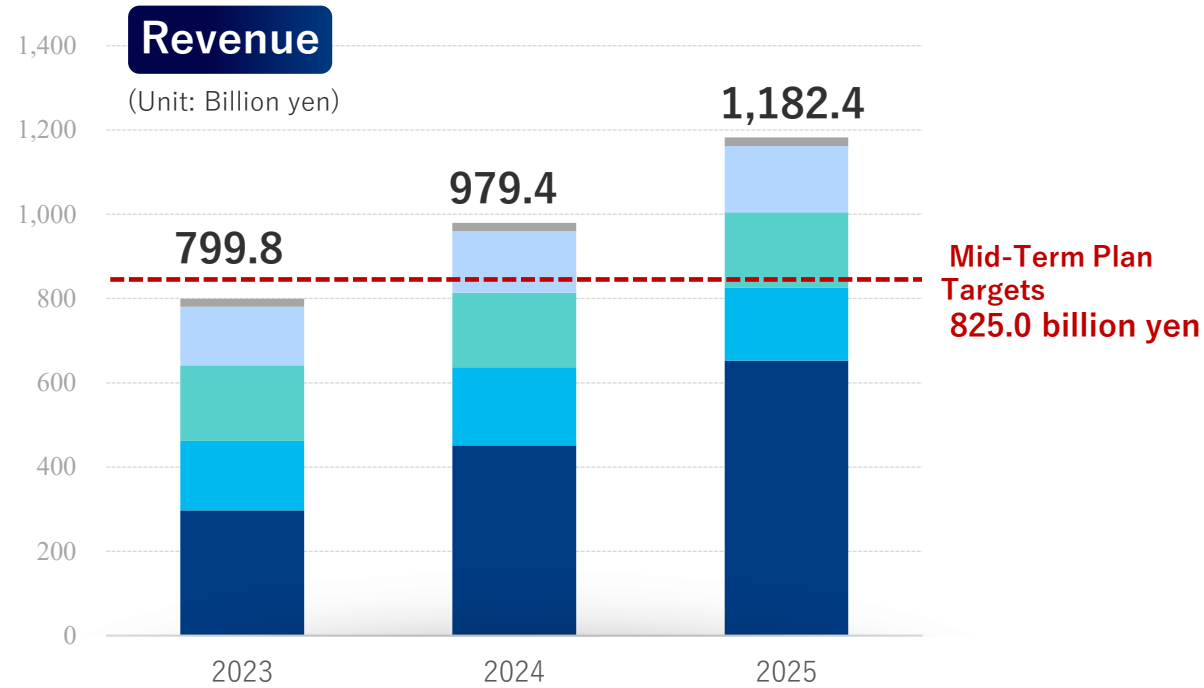
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Summary of the 2025 Mid-Term Plan

Summary of the 2025 Mid-Term Plan <Overall Performance>

During the 2025 Mid-Term Plan period, we promoted the advancement of management systems, strategic business operations and restructuring the business portfolio under the sustainable growth phase.

We achieved our targets one year ahead of schedule, and in the final year, we significantly exceeded our goals.



■ Telecommunication Systems ■ Electronics ■ Automotive Products ■ Power Systems ■ Other

Telecommunication Systems

The rapid adoption of generative AI fueled a surge in DC investment. Optical cabling solutions such as SWR®/WTC® saw strong growth, significantly exceeding the plan.

Electronics

Demand for HDD actuators for DC applications expanded; however, slower smartphone growth and intensified competition resulted in a shortfall versus the plan.

Automotive Products

Through a profitability-focused order strategy and site consolidation, we returned to profitability in FY2023. Since then, we have established a stable profit structure and achieved the plan.

Power Systems

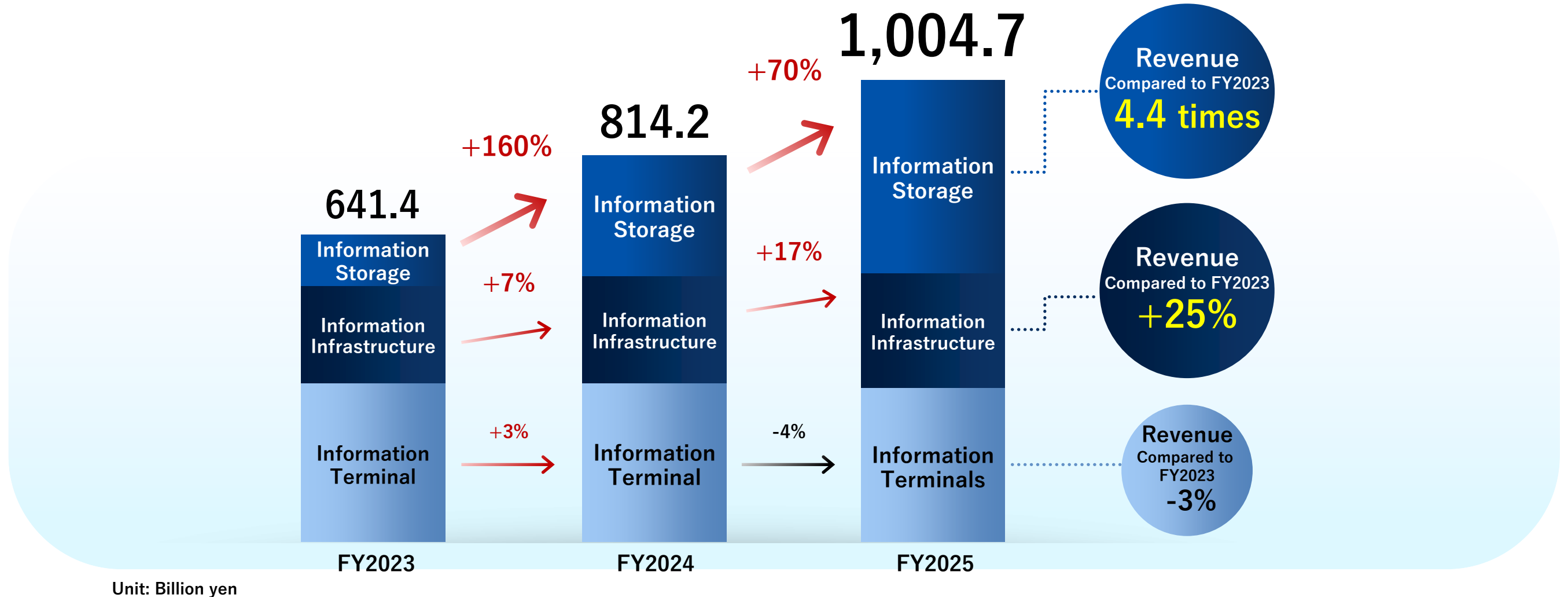
The domestic market remained strong, supported by urban redevelopment and upgrades to power transmission networks, construction for data center and semi-conductor factory achieving the plan.

Summary of the 2025 Mid-Term Plan

<Growth in Core Business Areas>

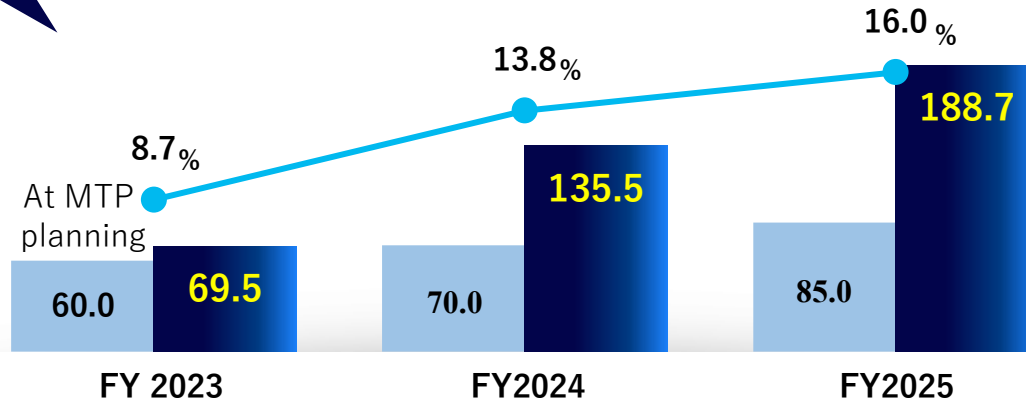
By accurately capturing demand for generative AI data centers, the “Information Storage” and “Information Infrastructure” areas saw significant growth.

On the other hand, due to saturation in the core smartphone market and delays in the development and introduction of next-generation vehicles, sales in the “Information Terminals” area declined slightly.

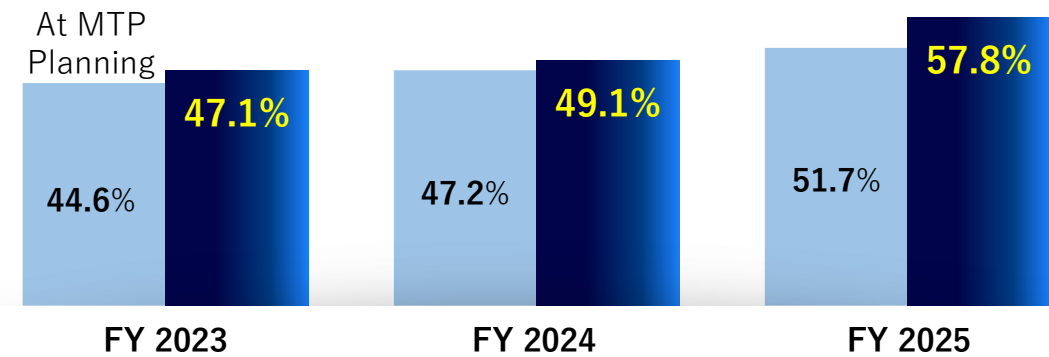


* Unit: billion yen

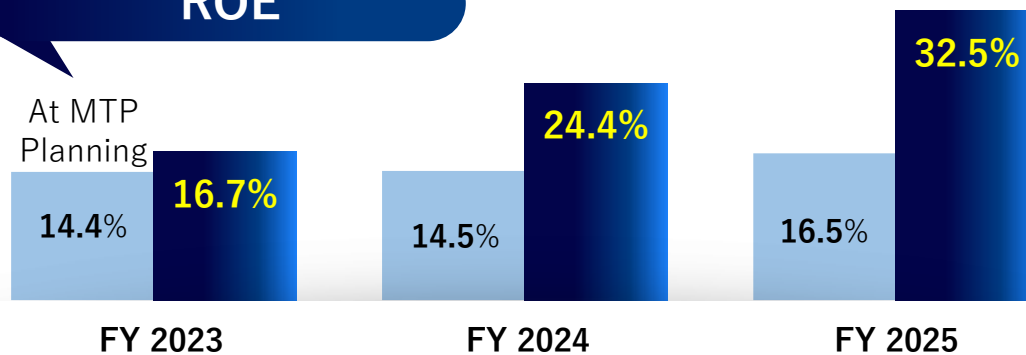
Operating Profit*/Operating Profit Margin



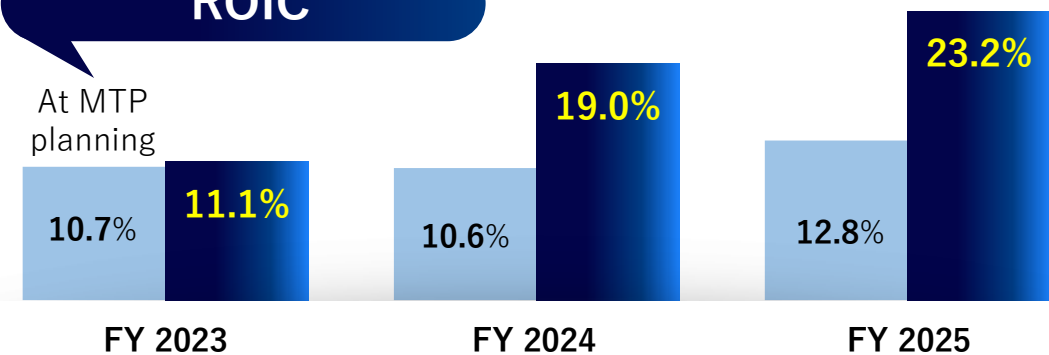
Equity Ratio



ROE



ROIC



All KPIs significantly exceeded targets. We have established a high-profit foundation and are moving toward the 2028 Mid-Term Plan.

2028 Mid-Term Plan

Core Policy

Fujikura's enduring purpose unchanged since 1885

Our purpose is to create customer value and contribute to society through our “Tsunagu” Technology™, rooted in our DNA of “a pioneering spirit” and “Fujikura’s technology.”

The world is entering a period of profound transformation, with multiple technological innovations progressing in parallel. Generative AI and the emergence of superintelligence will act as key accelerators of this change. These shifts will inevitably create opportunities for the Fujikura Group to apply its advanced technologies.

Advancing diverse technological innovations in parallel

The Evolution of Generative AI and the Realization of Superintelligence

Contributing to a Sustainable Global Environment

Leveraging the Fujikura Group's superior technologies, we aim to achieve both the “highly digital society” and “carbon neutrality.”

“The 4th Founding”

In a rapidly changing society, Fujikura must undergo even greater transformation than ever before.

We define the period starting in FY2026, when the “28 Mid-Term Plan” begins, we designate as Fujikura’s “4th Founding.”



Formulation of the New Corporate Philosophy

- ▶ Our DNA—“a pioneering spirit” and “Fujikura’s technology”—is clearly defined as our enduring values.
- ▶ The new corporate philosophy will align the entire organization through a shared direction and common set of values.
- ▶ This will drive further growth and maximize corporate value.

Laying the groundwork for future growth, with a focus on core business areas

With our core business areas—Information Infrastructure, Information Storage, and Information Terminals—serving as the foundation for realizing a digital society, we will pursue expansion into new areas through the resolution of emerging societal challenges and the creation of customer value.

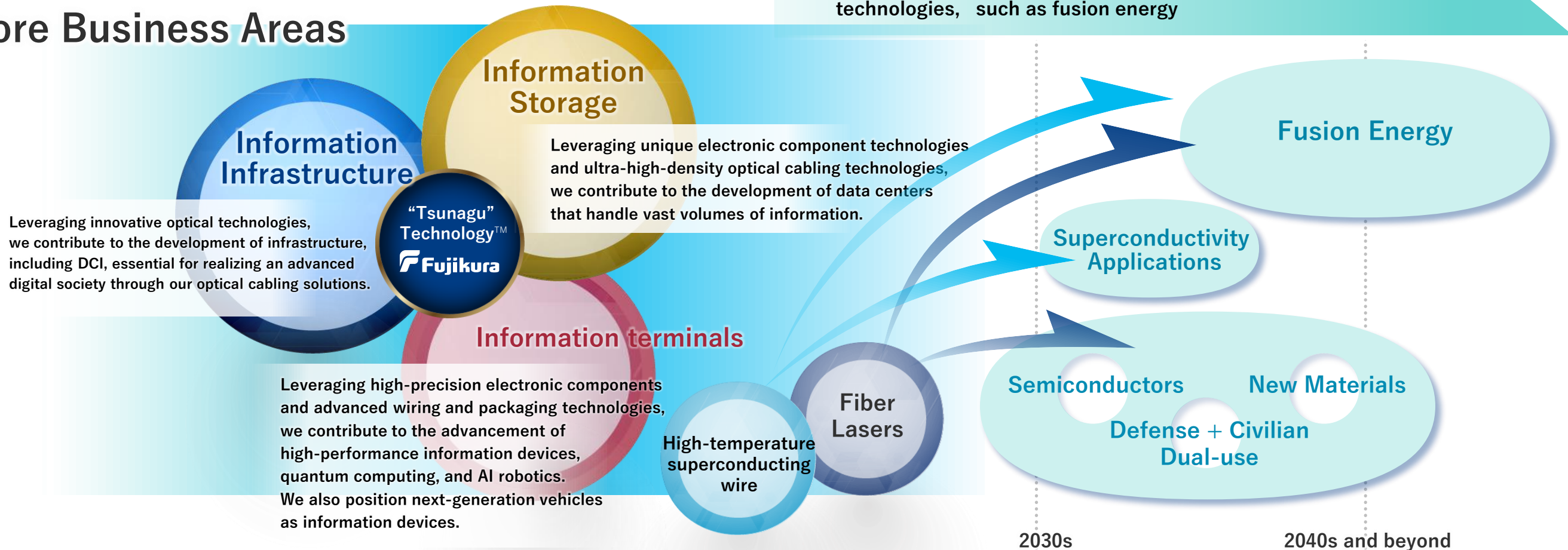
The explosive growth of the digital society

- The Global Data Center Construction Boom Driven by the Evolution of Generative AI and the DCI Connecting Them

Achieve Carbon Neutrality

- Development of next-generation clean energy infrastructure technologies, such as fusion energy

Core Business Areas



Restructuring the earnings base: Integration of the Electronics and Automotive Products



Deepening Synergies Through Business Division Integration

Application of Electronic Components and Connector Technology in the Automotive Sector

Development of Wire Harnesses with Competitive Advantages



Focus resources on the Telecommunication Systems Business to drive strong growth in the core areas of “Information Storage” and “Information Infrastructure”

Core Policy: From Defense to Offense

<Strategic Investment and Cost Competitiveness>

We will accelerate growth investments to reliably capture the rapidly expanding demand for AI infrastructure.

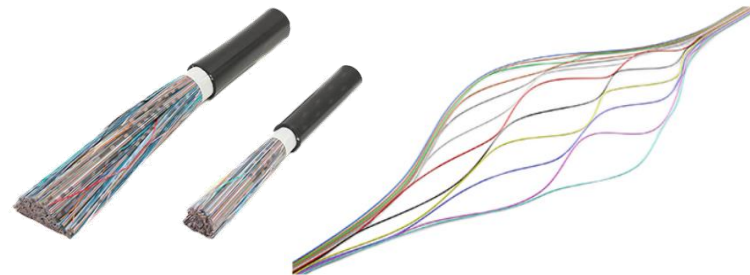
Strategic investment of **up to 300B** yen in Japan and the U.S.

Japan: 40B yen / U.S.: Up to 260B yen

Establishing high productivity

We will achieve high productivity through innovative manufacturing technologies and solidify our competitive advantage.

Expansion of Production Capacity for SWR[®]/WTC[®] Optical Fiber Cables



Ripple effects on peripheral products

By upgrading our SWR[®]/WTC[®] capacity, expanding opportunities to provide total solutions

Core Policy: From Defense to Offense

<Business Opportunities in Strengthening U.S. Gen AI Infrastructure>

Selected as a supplier of optical fiber cables for strengthening U.S. gen AI infrastructure



Based on the “Memorandum of Understanding on Strategic Investment” between the U.S. and Japan, we signed a framework agreement with the U.S. Department of Commerce on October 28, 2025, and were selected as a supplier of optical fiber cables (SWR®/WTC®) for the strengthening of US gen AI infrastructure.

A White House fact sheet indicated the demand for optical cables in the US gen AI infrastructure sector was estimated at \$20B (approx. 3 trillion yen).

Business opportunities for SWR®/WTC® are set to expand further.

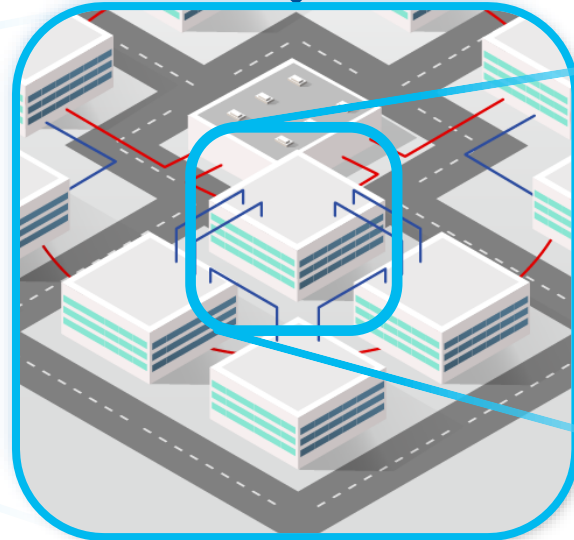
Core Policy: From Defense to Offense <Explosive Growth in U.S. DC Demand>

Driven by the global expansion of generative AI demand, the U.S. is witnessing a surge in the construction of large-scale data centers, alongside growing demand for data center interconnect (DCI) networks—fueling rapid growth in the generative AI market.

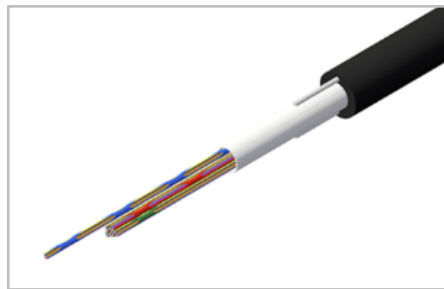
Growing Demand and Increased Capacity for DCI



Optical Cabling and Construction for outdoor DC



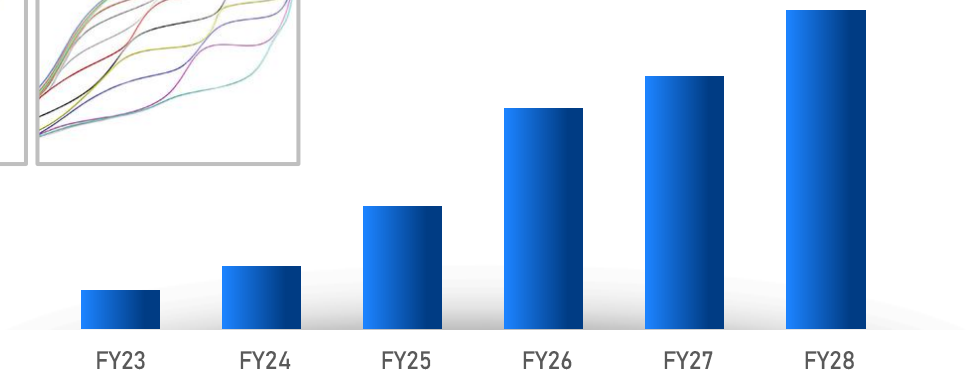
Optical Cabling and Construction for indoor DC



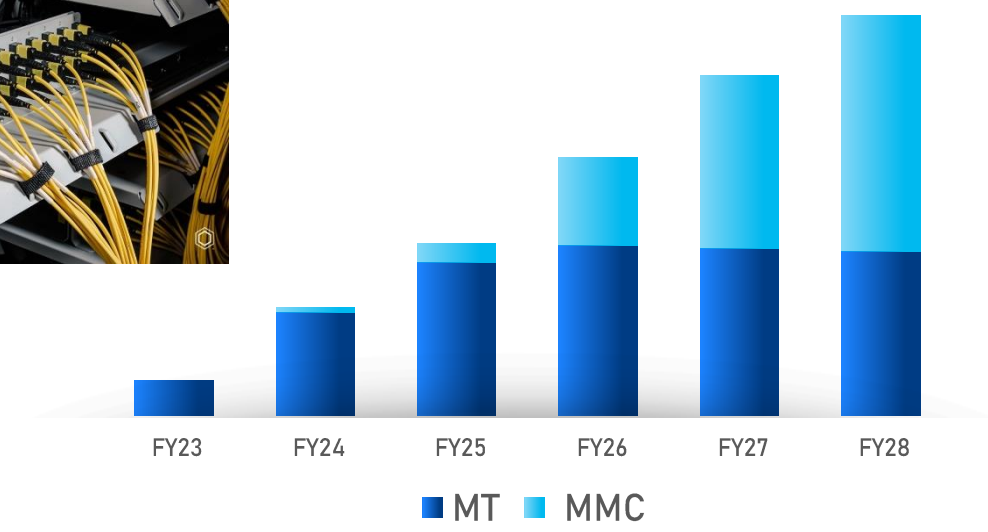
Deliver high profitability through “end-to-end” solutions spanning optical fiber cables, connectors, fusion splicers, and engineering services

Growth in Cabling Solutions Products and Services (Revenue-Based)

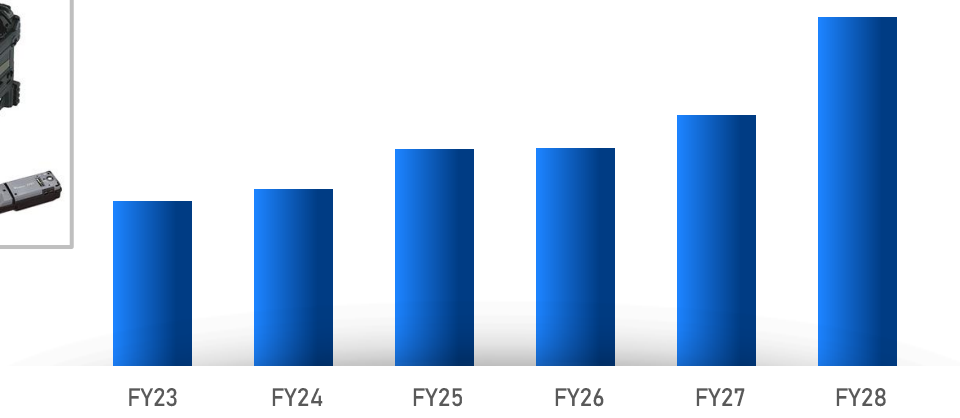
SWR® /WTC®



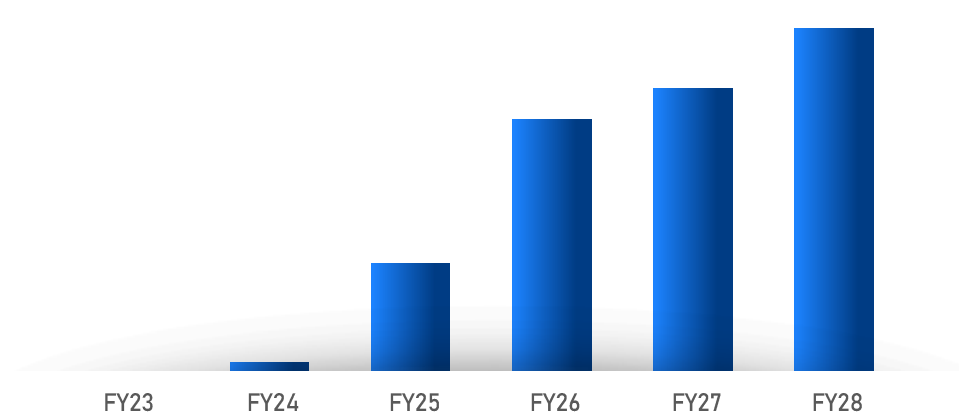
MT/MMC Ferrule



Mass Fusion Splicer



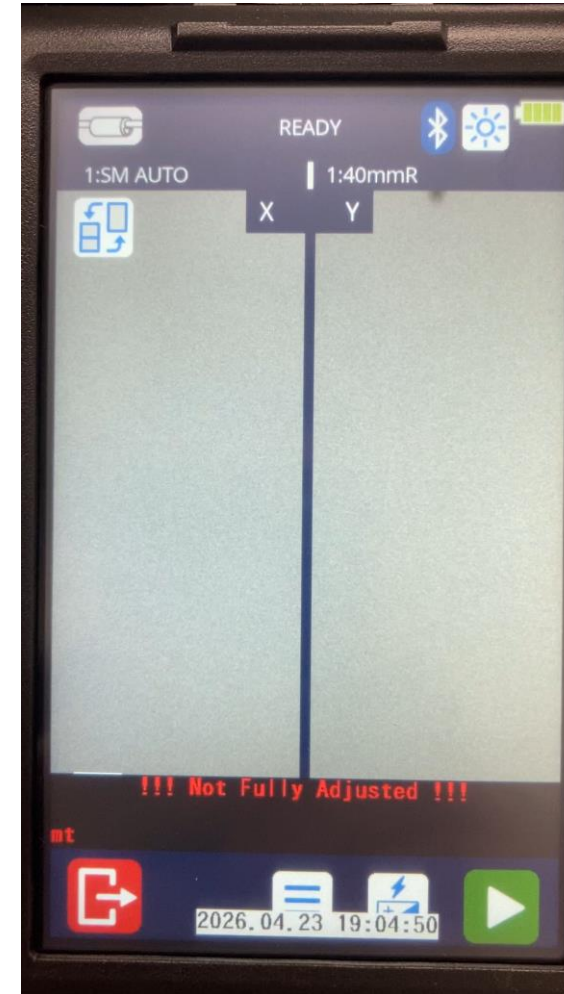
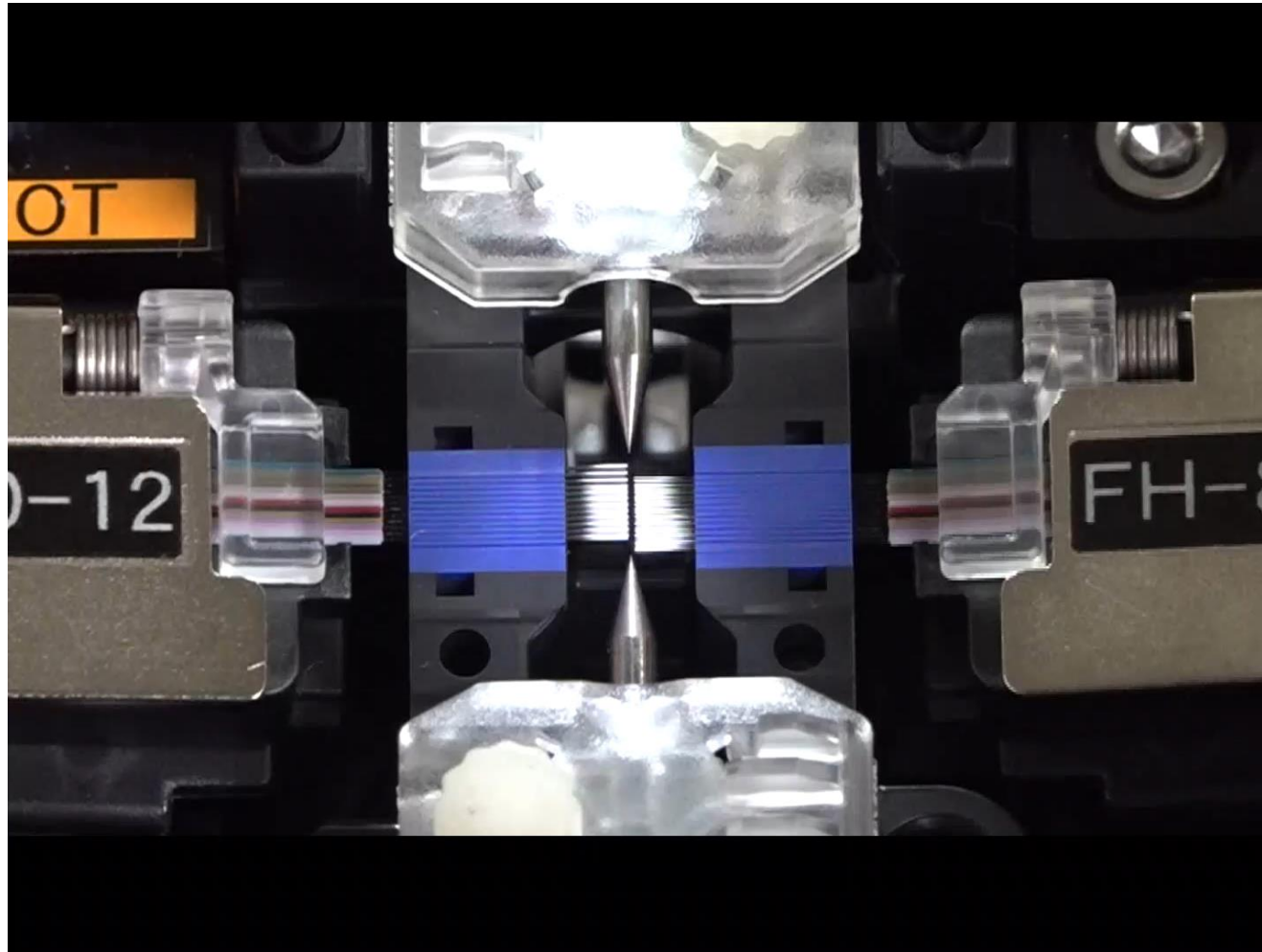
Engineering (DC)



New Features of the Mass Fusion Splicer "100R"

Mass Fusion Splicer 100R

Equipped with Automatic Optical Fiber Seating Function (AUTO FIBER FIT™)

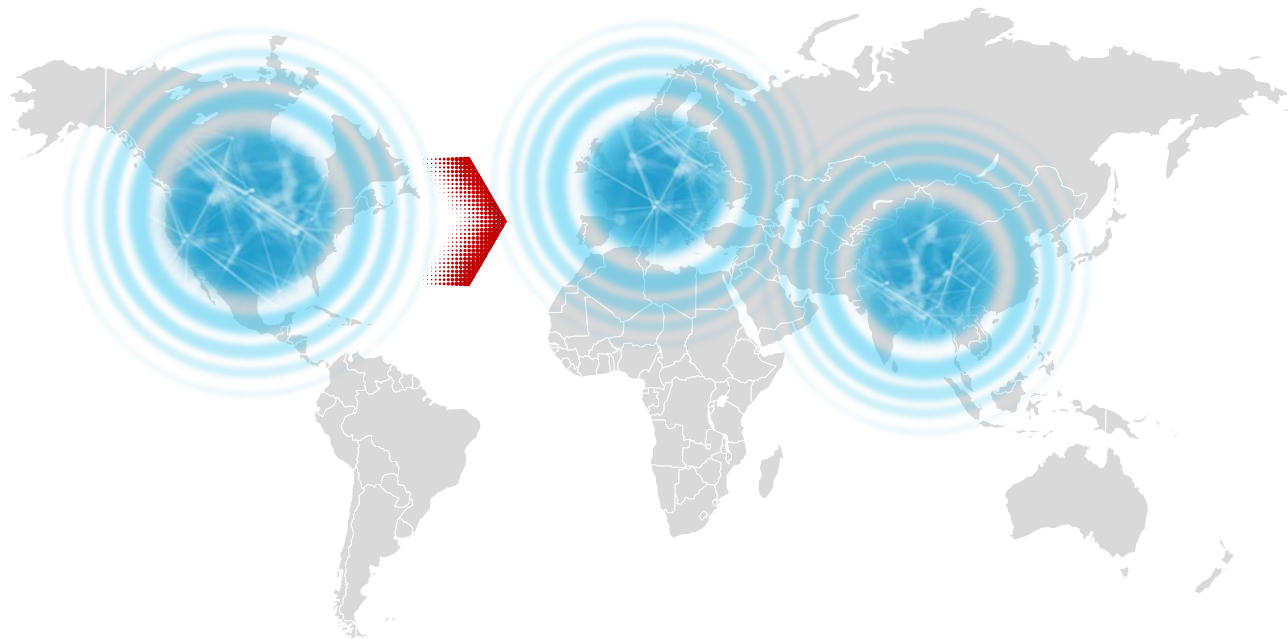


Automatically aligns optical fibers that do not fit into the V-groove

Rising data sovereignty is driving stronger data management and protection frameworks across countries, accelerating investments in domestic DCs and expanding demand for AI infrastructure on a global scale

Trend 01

Global Efforts to Establish "Sovereign AI"



Trend 02

The Global Expansion of AI Infrastructure



Private Investment
(US HSDC, Local HSDC)



Fujikura



Government Investment
(Sovereign DC)

Laying the Groundwork for the Future

<Toward Balancing an Advanced Digital Society and Carbon Neutrality>

To be addressed
Social Challenges

Driven by the increase
in data centers

Increasing
electricity demand

+

Environmental
Impact

Example of a Large-Scale DC

Power Consumption	=	Nuclear Power Plants
10 GW		10

Achieving both rising power demand and carbon neutrality is
where **“Fusion Energy”** is expected



Fusion energy
(nuclear fusion power generation) is



- Fuel can be extracted from seawater and can be generated in virtually unlimited quantities.



- It produces almost no radioactive waste.
- It does not emit carbon dioxide during the power generation process.



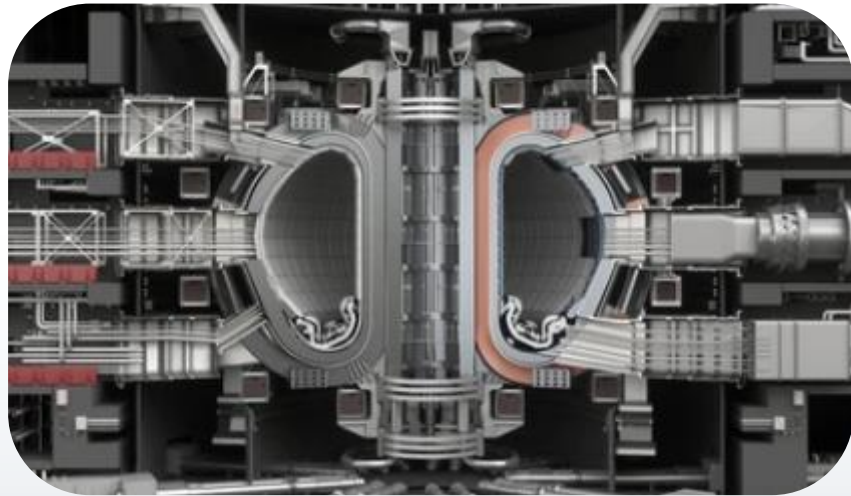
As a national strategy
Fusion Energy

- The Japanese government has formulated to achieve the practical application of next-generation energy.
- In the U.S., the UK, and EU member states, programs for practical application are underway.
- Startups both domestically and internationally are also becoming increasingly active in pursuing commercialization. Fundraising amounts are also steadily increasing.

Laying the Groundwork for the Future

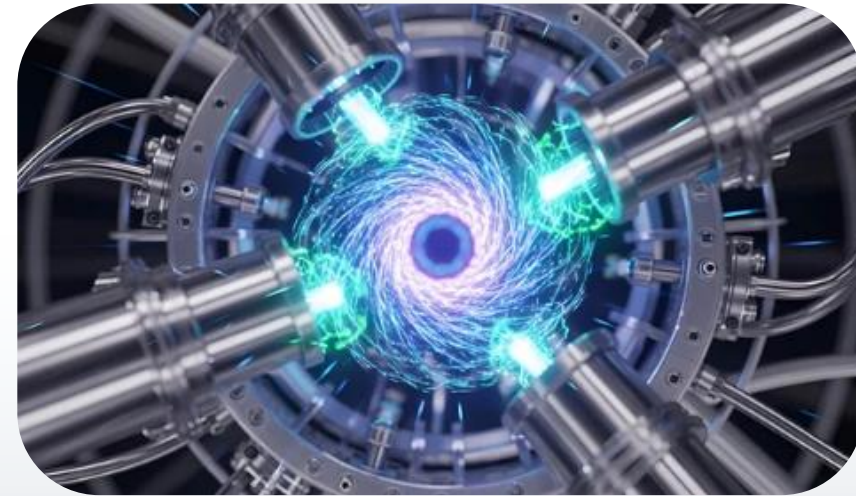
<Two Approaches to Realizing Fusion Energy>

Magnetic Confinement Fusion Energy



Fujikura's high-temperature superconducting wire deliver high current capacity and strength under high-magnetic-field

Laser Fusion Energy



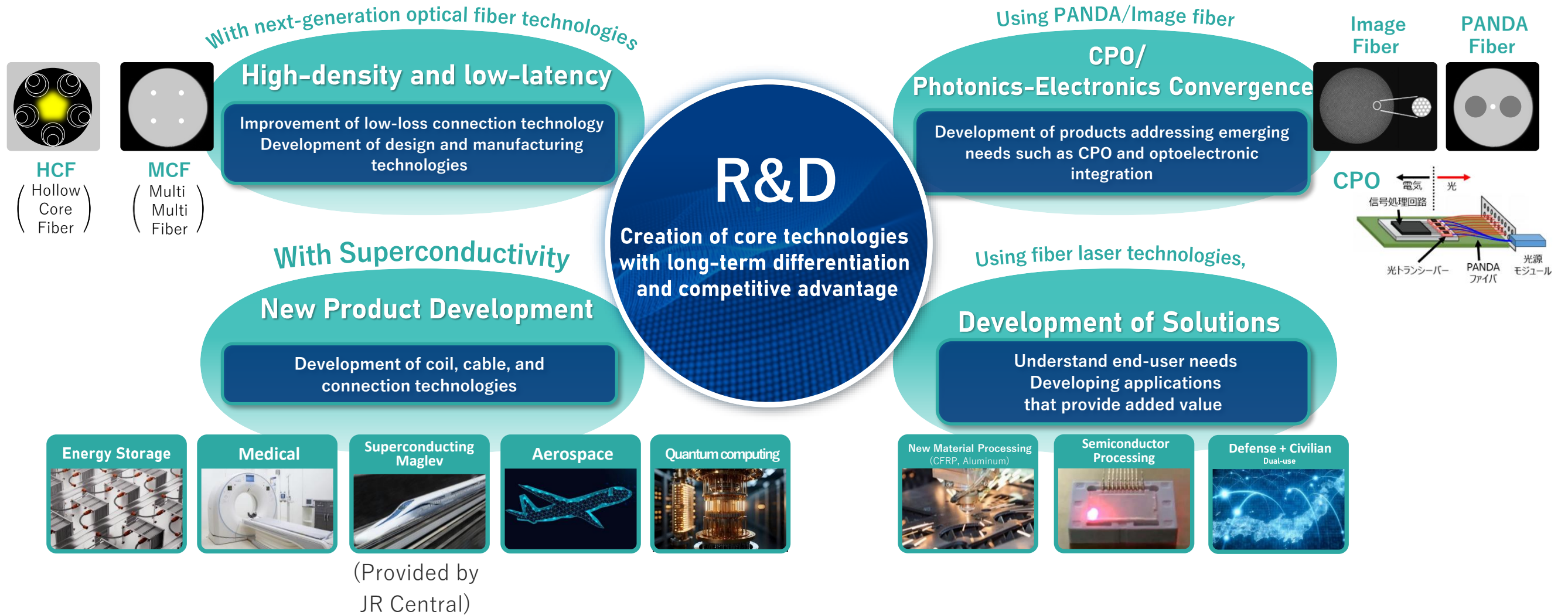
Fujikura's fiber lasers, integrating its advanced optical technologies, deliver high output and superior beam quality

By providing core technologies applicable to both “magnetic confinement” and “laser fusion” energy, we are participating in projects aimed at commercialization from the 2030s onward, while continuing investments aligned with future demand

Laying the Groundwork for the Future

<Creating Core Technologies Through R&D in the Medium to Long Term>

Reposition the role of the R&D function and shift focus to themes that drive larger business creation and to the development of core technologies with long-term differentiation and competitive advantage



2028 Mid-Term Plan

Financial Plan

FY2028 Financial Goals: Expanding Scale and Profit

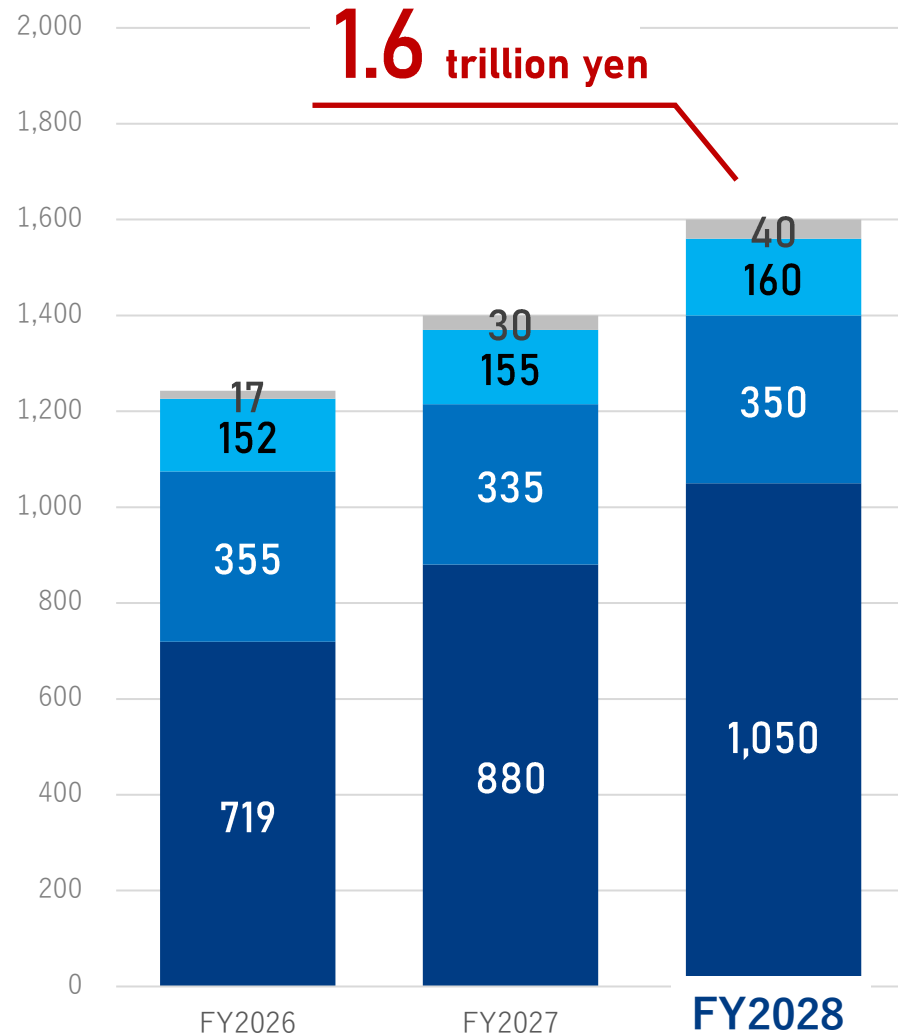
2028 Target

ROE
28.5%

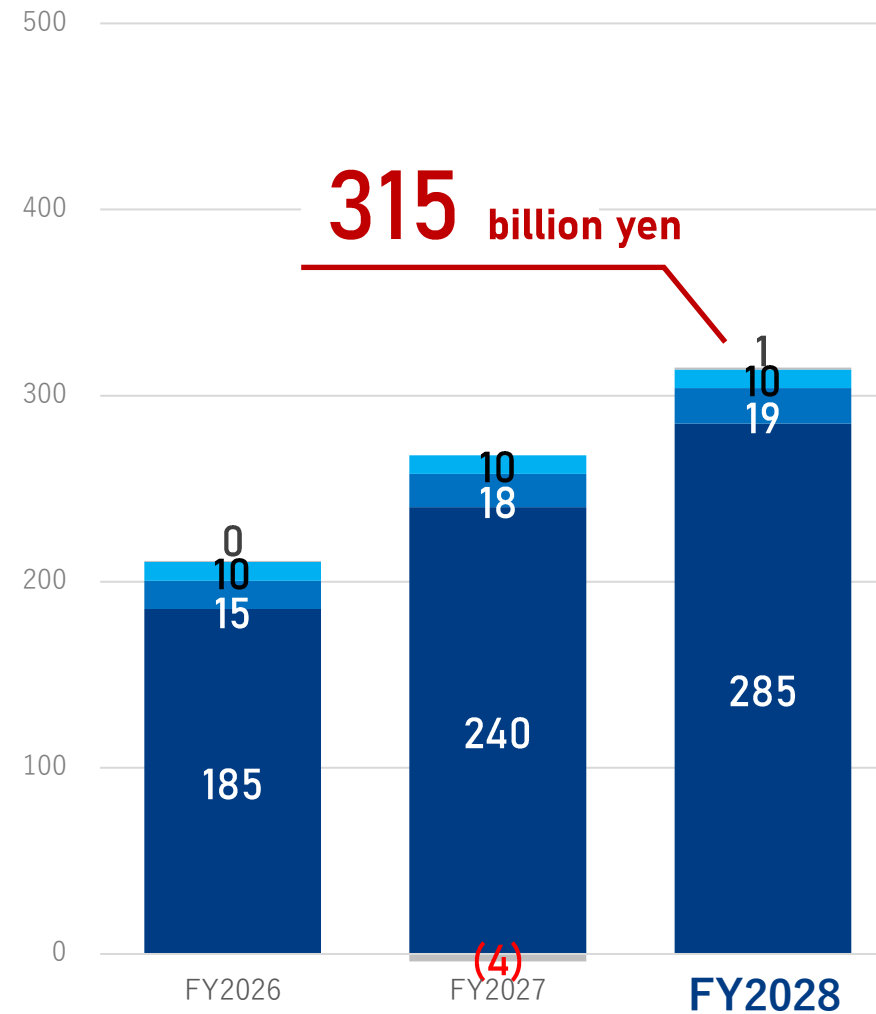
ROIC
21.6%



Revenue



Operating Profit



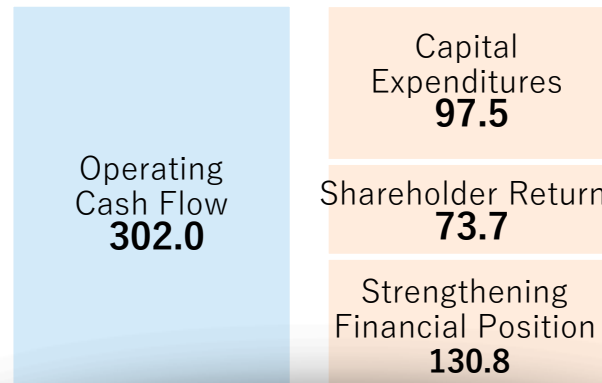
■ Telecommunication Systems ■ Electronic & Automotive ■ Power Systems ■ Other [Unit: billion yen] Exchange rate: FY2026: 150 yen/dollar, FY2027 and beyond: 145 yen/dollar

Capital Allocation (2026–2028 Cumulative): Accelerating Growth

Operating Cash Flow

620B yen

(Cumulative for FY2026–2028)



25 Mid-Term Plan Results
(Cumulative 2023–2025)



2026–2028 Mid-Term Plan
(Cumulative for 2026–2028)

Strategic and Growth Investments + Other Investments

530B yen +α1

Active investment in growth areas, including generative AI and fusion energy, as well as in forward-looking R&D, combined with technology acquisitions through M&A

Shareholder Returns

220B yen +α2

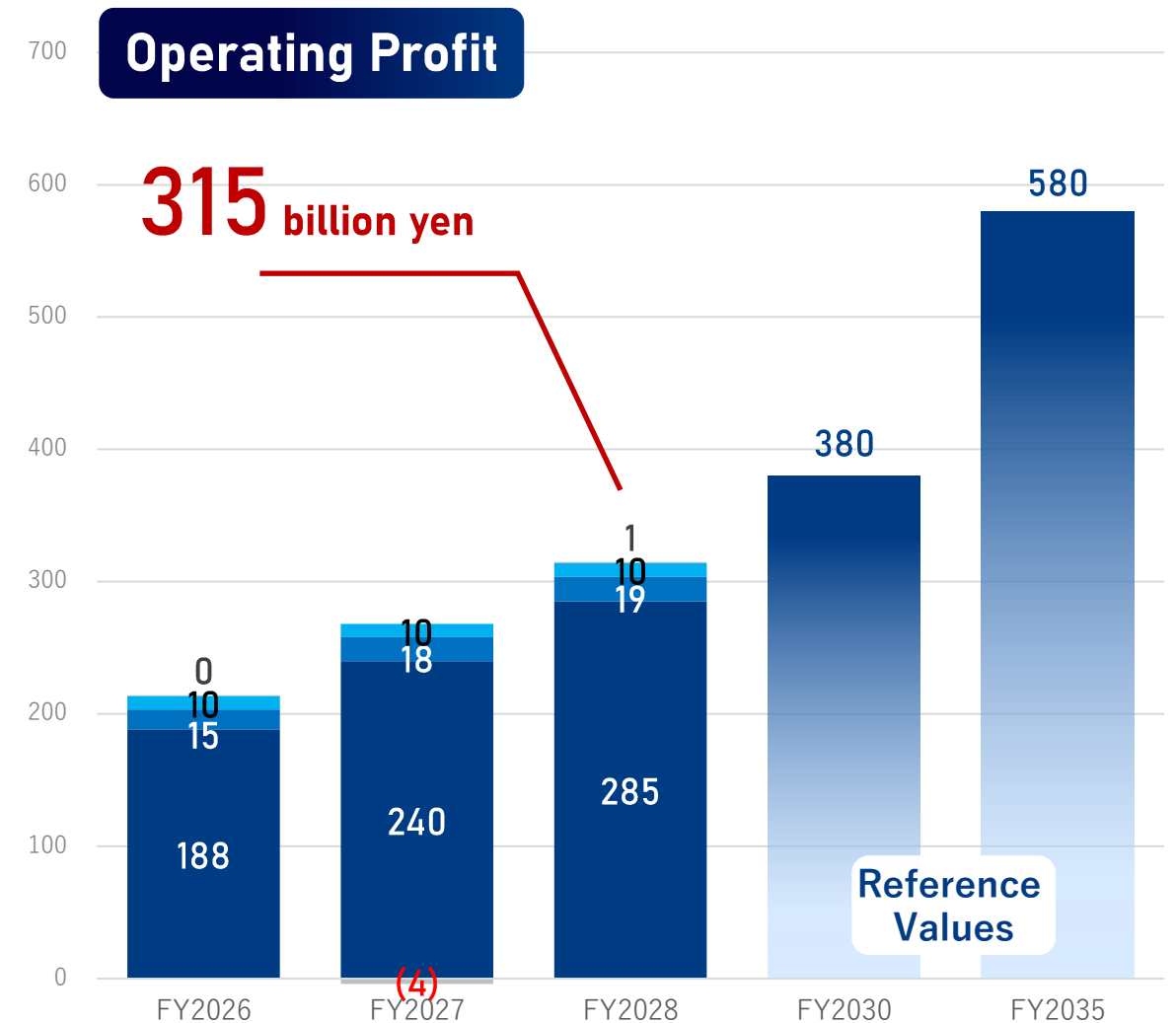
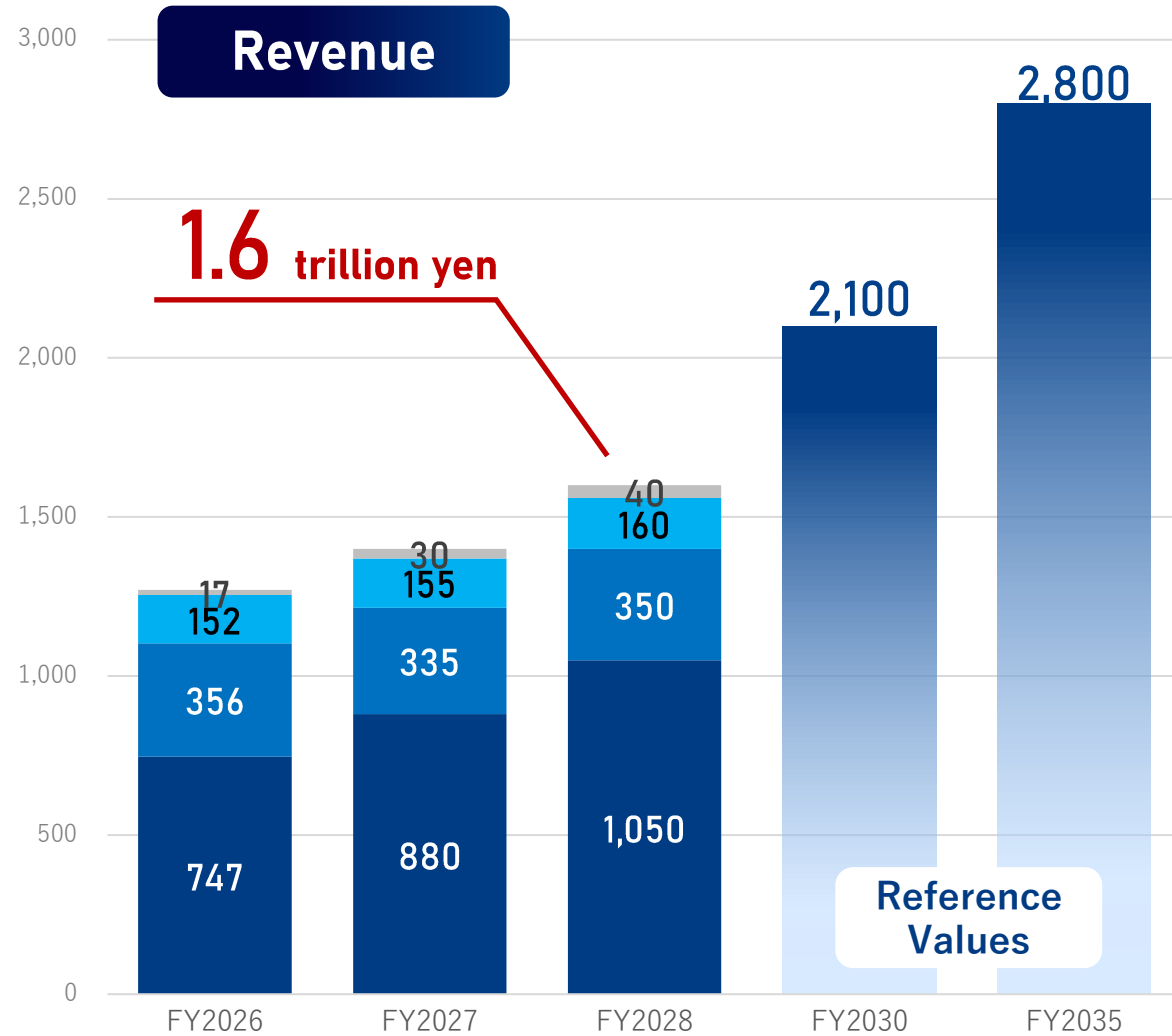
Returns targeting a 40% dividend payout ratio

**Equity Ratio
Maintain at
50%**

Expansion of Manufacturing Capacity and Mid- to Long-Term Strategic Investments

Products	Locations	Investment Amount (billion yen)	Increase in Production Capacity (Compared to FY2022)	Schedule						
				2025	2026	2027	2028	2029	2030	2031~
Optical Fiber Cable	Japan	10	1.3 times	●————→						
	Japan	45	Approx. 2 times●————→						
	Japan United States	40 up to 260	Approx. 4 times	To be launched in phases starting in 2030 ———→						
	In addition, we are considering future strategic investments				————→					
Superconducting wire	Japan	60	Approx. 3-4 times●————→						
	Japan	5.6	Approx. 6-8 times●————→						
	In addition, we are considering future strategic investments				————→					
Ferrule for optical connectors	Japan	Plan and implement timely and appropriate expansion of production capacity in response to demand trends								

FY2028 Financial Goals: Expanding Scale and Profit



■ Telecommunication Systems ■ Electronic & Automotive ■ Power Systems ■ Other

[Unit: billion yen] Exchange rate: FY2014: 150 yen/dollar, FY2015 and beyond: 145 yen/dollar

Amid a rapidly changing society, the “28 Mid-Term Plan” begins **position FY2026 as Fujikura’s “4th Founding” and aim for further growth**

Having achieved a rapid turnaround from the FY2019 management crisis and **established a robust financial base while transitioning into a growth phase, we shift from defensive to offensive selectivity and focus**

Focus management resources on growth businesses, **while pursuing disciplined management and promoting forward-looking and R&D investments**

Sustainable Growth Achieved Through the “4th Founding”

FY2028
Revenue
Target

1,600.0 billion yen

FY2028 Operating
Profit Target

315.0B yen

FY2028 Operating Profit
Margin Target

19.7%



Growth and
Strategic Investments **400.0B yen**

FY2035
Revenue
Target

2,800.0 billion yen

FY2035 Operating
Profit Target

580.0B yen

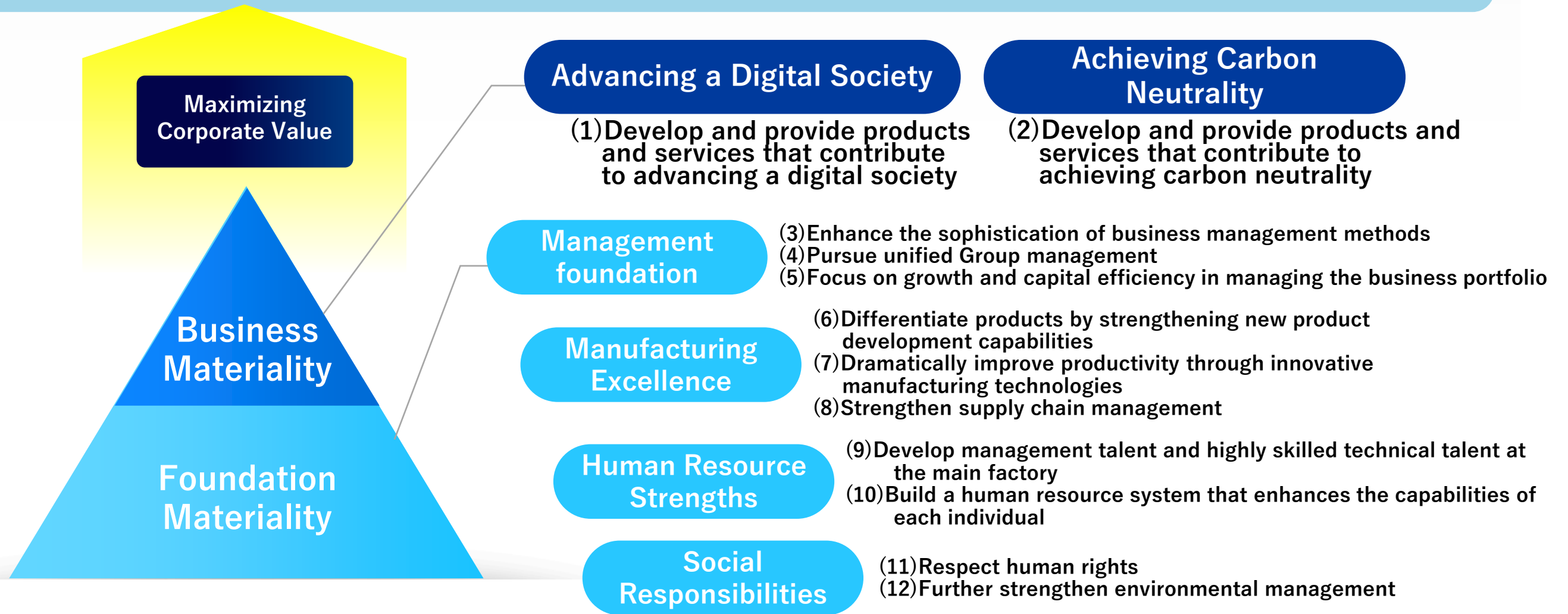
FY2035 Operating
Profit Margin Target

20.7%



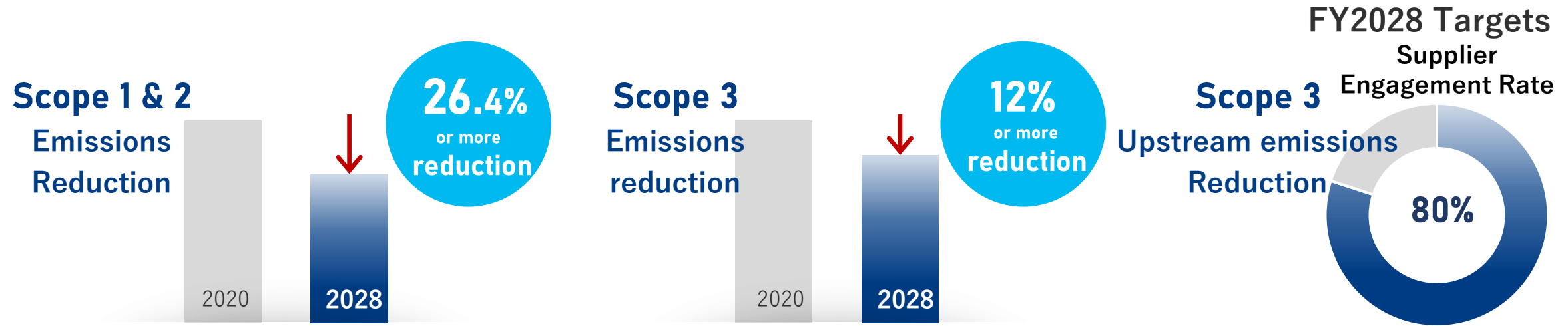
Mission
Vision

Contribute to creating value for customers and society through “Tsunagu” Technology™.
Contribute to the realization of a digital society and carbon neutrality through our global manufacturing excellence.



Appendix: Environmental Initiatives

28 Environmental Goals <Further Strengthening of Environmental Management>



Energy Conservation: Introduction of energy-saving equipment, redesign of air conditioning layout Energy Generation: Installation of solar power generation facilities on-site Energy Procurement: Purchase of renewable energy via PPA, purchase of environmental certificates

Initiatives Toward Carbon Neutrality at the Sakura Plant

SWR (®) Full installation of solar panels on the roof of the new



Installation of carport-style solar panels

