

Human resource management

Message from the CHRO (Chief Human Resources Officer)

We aim to sustainably enhance corporate value by transforming our talent portfolio for the AI era and harnessing AI to maximize human potential.

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Enhancing the value of human capital as a driver of corporate competitiveness

AI is evolving at a pace far beyond anything we could have anticipated, and the potential for AI-driven transformation across every industry is growing. To continue delivering value to our customers and growing amid these changes, we ourselves must also transform. To achieve the technology-driven value creation envisioned in Management Vision 2035, we have begun designing a talent portfolio premised on AI.

We believe that in the age of AI, corporate competitiveness will be determined not simply by the number

of individuals possessing specific capabilities, but how effectively an organization as a whole can expand the value its people create. Based on this belief, we view AI not as something that replaces people, but as a partner that augments human capabilities and enables people to transition to higher-value work. Through the implementation of AI-driven business, we are transforming and streamlining business processes to realize sustainable value creation.

We aim to foster a corporate culture in which every employee reexamines their work through the lens of AI use and creates new value. At the heart of this effort is our Company-wide AI Practice Initiative. Under the

slogan “AI Practice Drives Growth,” we aim for our more than 99,000 employees to evolve beyond merely using AI effectively and become creators of value.

Transforming our talent portfolio to support strategy execution

The HR function has two primary roles. First, it must clearly define the roles and skills required to execute our business strategy and use data to visualize the gap between the future talent portfolio and the current state. Second, it must close that gap by integrating development, deployment, recruitment, and opportunities for practical experience into a unified talent management framework. The people-related initiatives we pursued under the 2023–2025 Medium-Term Management Plan (previous medium-term plan) embodied precisely this approach. We believe that strategic recruitment and deployment in growth business areas, along with talent development initiatives including reskilling and upskilling, have contributed to the growth of the Service Solutions business, including Uvance.

Going forward, we will continue to build the talent portfolio needed to advance the strategies set out in Management Vision 2035: the creation of technology-powered business and the further expansion and evolution of Service Solutions while improving its profitability. In particular, to support the creation of this technology-powered business, we will define the roles and skills required for the three new business domains—Sovereign Platform, Physical AI, and Intelligent Society—as well as AI-driven business expansion, and incorporate these requirements into our talent portfolio design.

Another particularly important priority for Fujitsu in enhancing the value we provide to customers is to continuously evolve the industry-domain knowledge and

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insights we have accumulated through long-standing relationships of trust with our customers in step with the rapidly changing business environment. As customers accelerate their use of AI and bring more system development in-house, it is essential that we create value unique to Fujitsu through the speed of our technology implementation and the business impact we deliver. Strengthening our forward deployed engineers (FDEs), who leverage AI and data to solve customers' management and business challenges and lead their transformation, is a key initiative that embodies this direction.

In line with our business policy of accelerating the transition to a value- and outcome-based business model, we will also promote organizational and work-style transformation based on collaboration between people and AI. Through the practical application of AI-driven approaches, we will augment each employee's capabilities and enable resources to shift toward higher-value work, thereby significantly improving productivity per employee. At the same time, in new business domains and other growth areas, we will actively recruit professionals with advanced specialist skills who can deliver high added value.

Strengthening our talent foundation through development and reskilling

Talent development and reskilling are not simply about learning how to use new tools. They are core elements of our people strategy, aimed at identifying the capabilities required to execute our business strategy, visualizing the gap between those requirements and our current capabilities, and closing that gap.

Building on the industry knowledge that underpins our competitive advantage, we must further strengthen the consulting skills needed to understand increasingly

complex management challenges and engage with customers' lines of business (LOBs). To enhance our ability to support customers operating globally, it is also essential to deepen cross-cultural understanding and share knowledge on supporting global organizational and human resource management. As a foundation for these efforts, we plan to leverage our existing learning platforms and training programs, establish development frameworks tailored to the characteristics of individual industries, and share throughout our global organization the tacit knowledge and practical expertise cultivated within Fujitsu.

Monitoring investment in human capital and its outcomes

Investment in human capital is not a cost, but a foundational investment in growth, and its outcomes should be assessed by the extent to which it is put into practice in the workplace. What matters is whether it leads to business transformation, greater value for customers, and a narrowing of gaps in the talent portfolio. For development and reskilling as well, we monitor not simply whether employees have completed training, but whether this translates into capability indicators, such as skill fulfillment rates by role and the number of employees obtaining AI-related certifications, and practical impact indicators, including the number of AI use cases implemented in the workplace and reductions in working hours.

To increase the value created by each employee and build a diverse and versatile workforce, we believe it is essential to strengthen talent development and maintain competitive compensation levels. At the same time, to further enhance our competitiveness and realize the vision of business growth under Management Vision 2035—driven by sustained productivity improvement—we intend to maintain indirect costs at appropriate levels while taking global market trends into account.

Alongside the standardization and streamlining of operations through greater use of AI and shared services, we will seek to optimize our talent portfolio while maintaining an appropriate balance with fixed costs.

Driving evolution through AI implementation

I am confident that our current fundamental framework, centered on job-based human resource management, will continue to function effectively. To realize its full potential, however, we also need the capabilities required to operate the framework and effectively execute organizational and human resource management. As our business model evolves and ways of working increasingly assume the use of AI, the role of organizational and human resource management is expected to become more sophisticated and complex. In response, we are supporting management transformation among managers and advancing the global standardization of our HR systems infrastructure and business processes.

Middle and senior managers, in particular, need not only the ability to use AI effectively, but also the capability to redesign their organizations' work around AI and clearly define what should be entrusted to AI, what should remain subject to human judgment, and where accountability lies. To support this, we are conducting AI-driven transformation workshops that help individual organizations put transformation into action and drive behavioral change in the workplace.

Evolving into an organization in which people and AI collaborate and every individual continues to expand their capabilities is fundamental to Fujitsu's sustainable growth and value creation. No matter how rapidly technology changes, human potential will always remain at the center. We will advance this transformation decisively across Fujitsu.