Fujitsu Technology and Service Vision 2025

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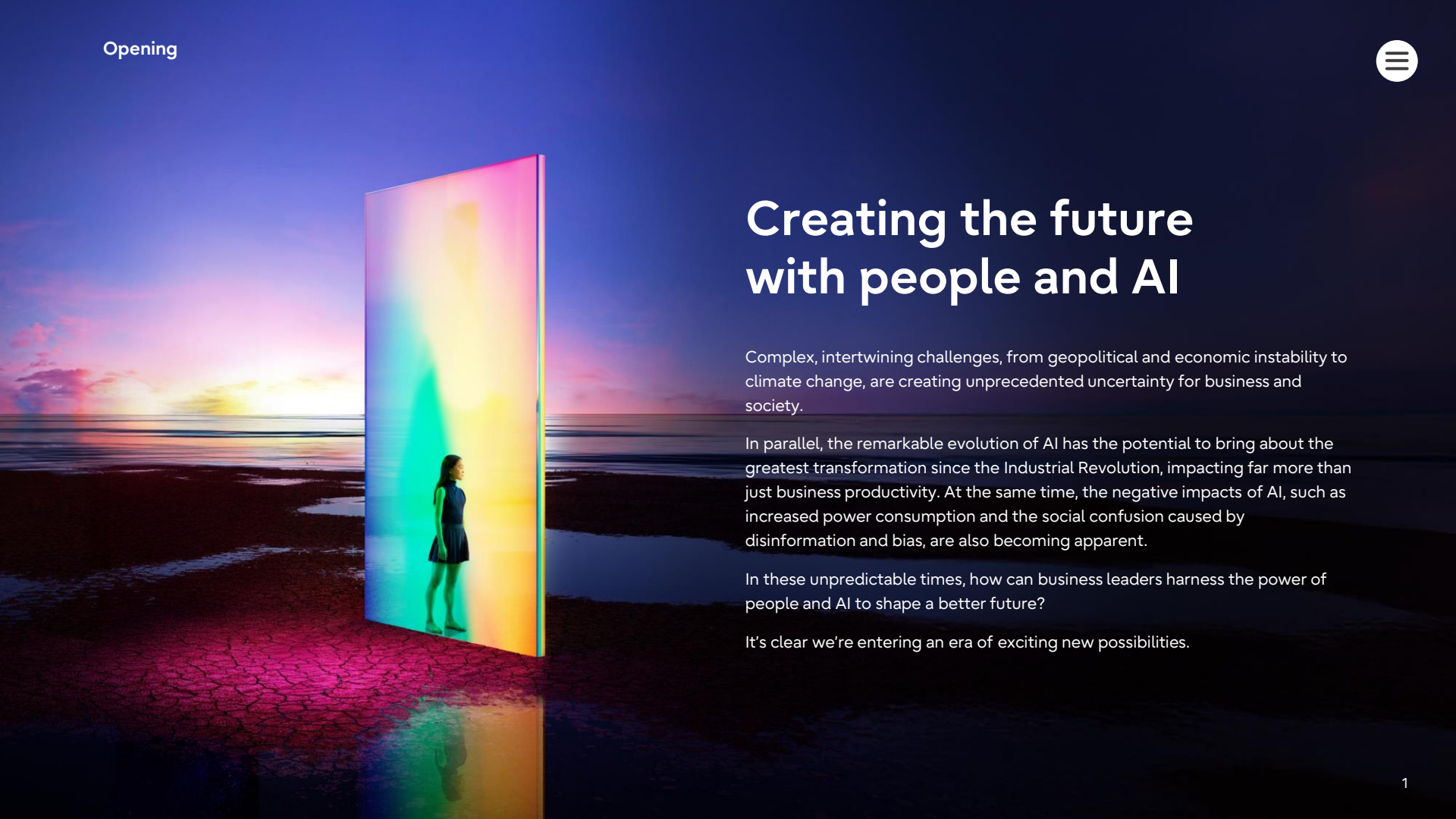

Creating the future with people and AI

Complex, intertwining challenges, from geopolitical and economic instability to climate change, are creating unprecedented uncertainty for business and society.

In parallel, the remarkable evolution of AI has the potential to bring about the greatest transformation since the Industrial Revolution, impacting far more than just business productivity. At the same time, the negative impacts of AI, such as increased power consumption and the social confusion caused by disinformation and bias, are also becoming apparent.

In these unpredictable times, how can business leaders harness the power of people and AI to shape a better future?

It's clear we're entering an era of exciting new possibilities.

CEO message

Our purpose is to make the world more sustainable by building trust in society through innovation.

Societal challenges from climate change to social divisions are growing in severity, creating unprecedented uncertainty. At the same time, we're seeing the formation of new global ecosystems, in which public authorities, businesses and academia are working together to address these challenges.

Fujitsu is pursuing several such initiatives, including linking data on CO_2 emissions with 12 global suppliers, building a joint transport and distribution system between different industries to improve logistics efficiency and developing a sustainable computing platform with global partners utilizing our energy-saving technology.

However, with CO_2 emissions from energy sources reaching the highest level in recorded history, we still have a long way to go. We urgently need to accelerate innovation to achieve a better future.

Fujitsu has set our vision to become a technology company that realizes net positive[1] through digital services by 2030. In the future, the power of technologies such as AI and computing will be essential to realizing this vision of a sustainable society. We anticipate AI evolving into an intelligent partner that enhances human potential, as we further strengthen our research and development to expand the range of practical AI applications and improve AI reliability.

Fujitsu Technology and Service Vision 2025 shares our view of how AI evolution will change business and society, and how Fujitsu will create value together with our customers and partners.

June 2025

1) Net positive: A company's positive impact on the environment and society is greater than its negative impact on the environment and society.

Takahito Tokita
Representative Director
CEO
Fujitsu Limited

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Fujitsu Technology and Service Vision (FT&SV)

Fujitsu Technology and Service Vision is an evolving story that describes the future we want to achieve with our customers and partners.

The keyword underpinning our vision for the future is ‘regeneration’, describing our goal to create net positive value for the environment, economy and well-being.

Based on this concept, Fujitsu advocated in 2023 a ‘regenerative society’ in which all people can enjoy healthy, fulfilling lives, delivering economic growth while also enriching the global environment.

In 2024, we presented a detailed picture of our transformation into a ‘regenerative enterprise’ that uses technology to realize a regenerative society.

2025 is a year of heightened uncertainty and increasingly complex challenges for businesses. Against this backdrop, FT&SV 2025 explores the trends that are critical to creating net positive value while driving business growth.

2023

Regenerative society

2024

Regenerative enterprise

2025

People and AI will be a source of value creation

During the industrial age, advances in engineering and machinery unlocked new levels of productivity. Today, innovation based on human knowledge has become the primary driver of new value creation.

AI continues to evolve rapidly. Already capable of making decisions and acting autonomously, AI now has the potential to realize previously unimaginable possibilities. This is the era in which AI will drive value creation.

At this critical time, it's essential to employ a human-centric mindset, placing people at the heart of our thinking. Fujitsu has cherished this way of thinking for many years. Instead of simply transferring people's work to AI, we see people and AI working and growing together to create exciting new possibilities.

This collaboration between people and AI will be the source of new value creation, ushering in the next era of transformation.

Scaling value creation with ecosystems

Ecosystems are key to developing the value generated by people and AI and scaling it across business and society.

According to Fujitsu's February 2025 survey[1] of 800 CxOs in 15 countries, 81% of business leaders intend to move from a singular business model to an ecosystem-based business model.

In areas such as digital commerce and mobility, ecosystems are already scaling innovation and enabling significant business growth. It's clear that to maximize this process of value creation, we need to create ecosystems that transcend multiple industry boundaries.

Indeed, by scaling the innovation made possible by people-AI collaboration through cross-industry ecosystems, we can simultaneously address social challenges, drive business growth and generate net positive value.

1)Fujitsu commissioned Frost & Sullivan to conduct a survey of CxOs in Europe, North America, APAC, and Japan – February 2025.

FT&SV 2025

The new value created by people and AI collaboration will be spread across society through ecosystems, driving sustainable business growth and enriching the environment and society.

In FT&SV 2025, we share our future vision, exploring how organizations will develop and leverage these ecosystems.

First, we describe how ecosystems will operate. Then, we outline how people and AI will collaborate across these ecosystems to transform business and society. Finally, we propose the concrete actions that we will take with you to make this vision a reality.

The future of business

1

External factors affecting business

Inflation, interest and exchange rate fluctuations are the leading factors affecting business today, followed by AI adoption and population challenges

Today, the business environment is more complex than ever, with a variety of external factors having a significant impact.

According to the Fujitsu survey, inflation and fluctuations in interest and exchange rates will have the most significant impact on business over the next three years. Clearly, the current political and economic climate remains fraught with disruption and uncertainty.

The rapid evolution of AI was the next most significant factor, followed by poverty, inequality and population issues. Aside from economic and technology concerns, business leaders are also paying attention to structural societal issues.

These issues are having a significant effect on business strategy, as well as creating new opportunities for driving innovation.

Let's first look at population issues in more detail.

External factors with the greatest impact on business in the next three years

1	**Inflation, interest rate and exchange rate fluctuations**	Politics and economics
2	**Rapid evolution of AI**	Technology
3	**Poverty, inequality, access to education and healthcare**	Well-being
4	**Population problems (population decline, aging and labor shortages)**	Politics and economics Well-being
5	Energy problems (clean energy, supply security)	Environment
6	Climate change (global warming, forest fires and floods)	Environment
7	Human rights issues (dignity, race, ethnicity, gender and minorities)	Well-being
8	Geopolitical tensions and conflicts	Politics and economics

Sample size: 800

Demographic shifts

While there are many different demographic predictions, the Institute for Health Metrics and Evaluation (IHME) at the University of Washington shocked the world by suggesting that the global population will peak at 9.7 billion in 2064, a much lower number than was previously forecast.[1] The United Nations also predicts a population decline beginning in the mid-2060s, continuing to 2100.[2] One reason is the decline of the fertility rate. In 2025, fertility is expected to fall below the replacement level of 2.1 in all regions except the Middle East and Africa.[2] Population decline has already begun, particularly in developed countries.

Population decline can result not only in labor shortages, but also in increased social security costs due to aging populations, reduced public services due to reduced tax revenues and urban decline, creating a wide range of impacts.

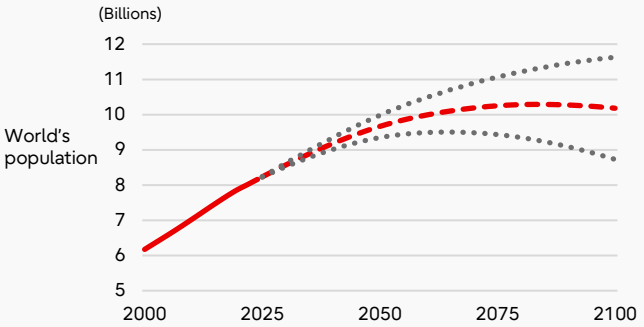
Business strategies need to reflect population decline over the medium to long term. A dramatic increase in productivity will be essential to maintain sustainable growth in a society with a declining population.

AI and other related technologies clearly have the potential to improve productivity significantly. Let's now explore how AI is already shaping future business strategies.

1) Institute for Health Metrics and Evaluation. Used with permission. All rights reserved.

2) World Population Prospects 2024, United Nations. Figures created by Fujitsu based on UN data.

Population to peak in this century, then decline[2]



United Nations projection of world population with a 95% probability (showing intermediate projection with upward and downward variance)

Fertility falls below 2.1 in most regions[2]

Total fertility rate (forecast)

	2025	2050	2100
World	2.24	**2.10**	**1.84**
Americas	**1.71**	**1.66**	**1.64**
Asia Pacific	**1.77**	**1.74**	**1.70**
Europe	**1.42**	**1.50**	**1.58**
Middle East and Africa	3.71	2.69	**1.99**

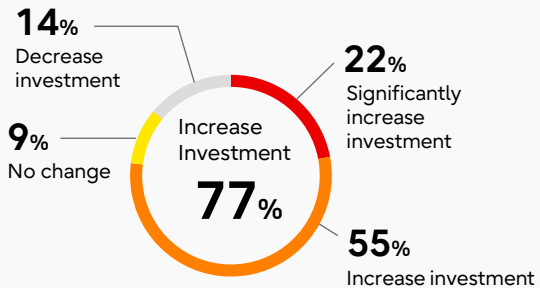
AI is already producing tangible results

Generative AI is driving productivity improvements

Many organizations are already pursuing strategic AI initiatives. About 80% of organizations surveyed plan to increase their AI investments this year, while almost all organizations have completed trial or company-wide introductions of generative AI initiatives.

Our survey also confirms that the use of AI is already boosting productivity. More than 60% of organizations that use AI say it has increased employee productivity by more than 10%. AI is clearly producing tangible results.

AI investment plans for 2025



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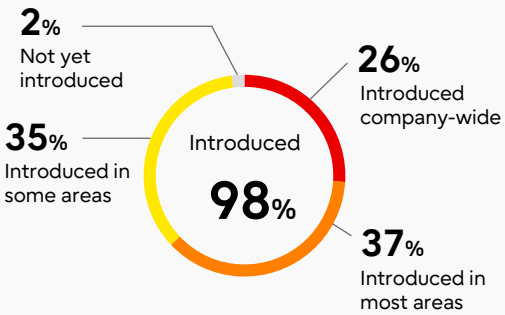
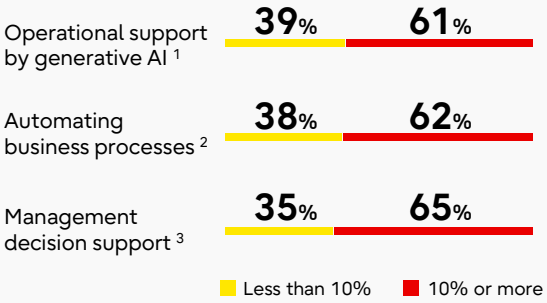
Status of generative AI introduction



AI-based productivity improvements



Sample size: 1) 297 2) 255 3) 245
Number of respondents who currently use AI in their respective operations

Challenges in AI utilization

As full-scale adoption progresses, the biggest challenge is the shortage of skilled resources

As organizations increase their focus on AI utilization, new challenges are emerging.

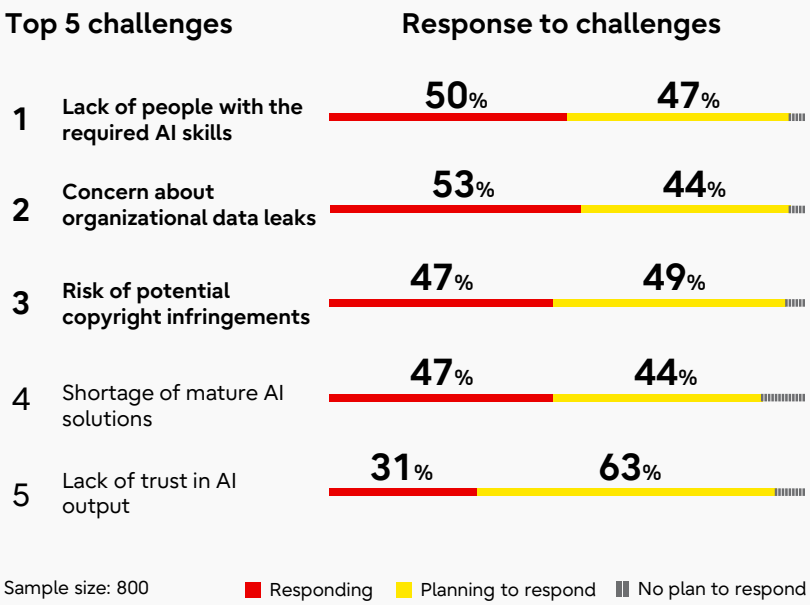
In our survey, the lack of people with the required AI skills was cited as the biggest challenge to AI adoption. For many organizations, this shortage of AI talent creates a mismatch between the skills that employees have and the skills that organizations need. As the importance of reskilling for AI utilization increases, strengthening AI education across society will become essential.

There are also negative aspects to AI. As we discuss in Module 2, security issues such as organizational data leakages and copyright infringement, as well as the increase in energy consumption created by AI, are inevitable.

Organizations are rapidly responding to these challenges. Indeed, most of those aware of these issues are already considering or implementing measures to address them.

> The biggest challenge to AI adoption is not the technology, it's people. Many are not comfortable with black-box decision-making, and there's a lack of skill sets in AI literacy.
>
> SVP, Wholesale and Retail, UK

Response to AI adoption challenges



A future where people and AI collaborate

The organizational impact of AI goes beyond improving productivity. Indeed, AI will transform organizations completely. According to our survey, 81% of business leaders expect that by 2030, more than 50% of their business processes will be integrated with AI, while 79% expect that AI will permeate all their operations, transforming them into AI-driven organizations.

AI is also transforming the way we work. 79% of business leaders expect that by 2030, their entire workforce will be assisted by AI. At the same time, 82% of business leaders believe that AI will be the key to alleviating labor shortages.

There are two approaches to AI deployment. One is to automate business processes, increasing efficiency by using AI to replace people-based roles across the organization. The other is to proactively deploy AI to empower people, enabling them to work more freely and creatively.

Creating effective collaboration between people and AI is one of the most important challenges for business leaders. They need to introduce AI strategically, transforming their organizations to become AI-driven, enabling people and AI to collaborate and grow together.

Next, let's explore how we can use AI to achieve our goal of creating a more sustainable business and society.

Predictions for 2030

Business driven by AI

81%

More than 50% of business processes will integrate AI

79%

AI permeates all operations, creating AI-driven organizations

Collaboration of people and AI

79%

Nearly every employee will be assisted by AI to perform their tasks

82%

The use of AI will ease labor shortages

> AI won't eliminate jobs at once, but it will redefine them. The future workforce blends human expertise with AI-driven augmentation.

Chief Data Officer, Wholesale and Retail, UK

Turning toward net positive

Enriching the environment and well-being alongside sustainable business growth

Given the unprecedented turbulence of recent times, there is an understandable temptation for some organizations to focus on self-sufficiency for their survival. However, to grow sustainably, organizations need to maintain a long-term perspective, despite these short-term pressures.

According to Fujitsu's survey, 83% of business leaders say they will shift their businesses to pursue environmental and well-being value in addition to economic growth. Additionally, 80% of respondents said they would shift from just sustainability to wider efforts to enrich both the environment and society.

So, what sort of goals are organizations setting? While 37% of organizations set net zero[1] as their ultimate sustainability goal, 17% are reaching for the more aggressive target of net positive[2].

These organizations already regard addressing environmental and well-being challenges as a major business opportunity, actively pursuing net positivity to create new value.

So, how can organizations enrich the environment and well-being alongside driving sustainable business growth?

Shifting towards net positive business

Will shift from a business focused solely on economic growth to one that also pursues environmental and well-being value **83%**

Will shift beyond just sustainability to activities that enrich the environment and society **80%**

1) Net zero: Striking a balance between greenhouse gas emission levels and uptake levels for an actual emissions level of zero.
2) Net positive: A company's positive impact on the environment and society is greater than its negative impact on the environment and society.

50% of organizations already utilize ecosystems

Many organizations are working to address social challenges as a part of their business strategy, including addressing climate change, contributing to sustainable economic development and improving well-being.

There is a growing movement to address these environmental, economic and well-being issues through ecosystems rather than as individual organizations. In our survey, 81% of business leaders said they will shift from delivering value as an individual organization to an ecosystem-based business model.

According to our survey results, about 50% of organizations are already utilizing an ecosystem. Of these, 16% are engaged in an ecosystem created with cross-industry partners. While many organizations recognize the benefits of using ecosystems, there is still significant growth potential for cross-industry collaboration.

What value and outcomes are being generated by organizations utilizing ecosystems?

Initiatives for value creation for the environment, economy and well-being

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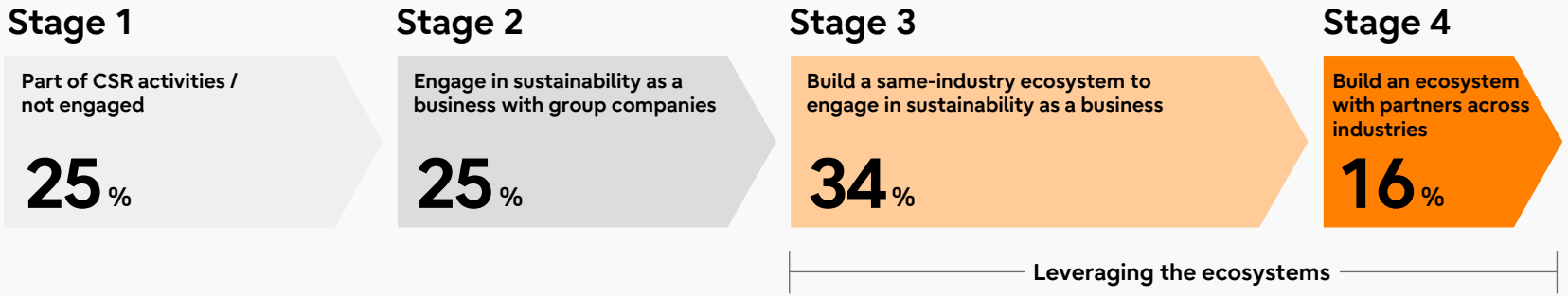
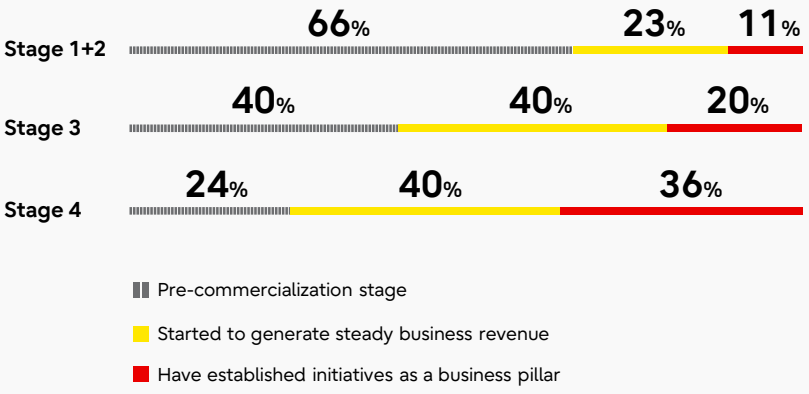


Collaboration with diverse players improves business outcomes

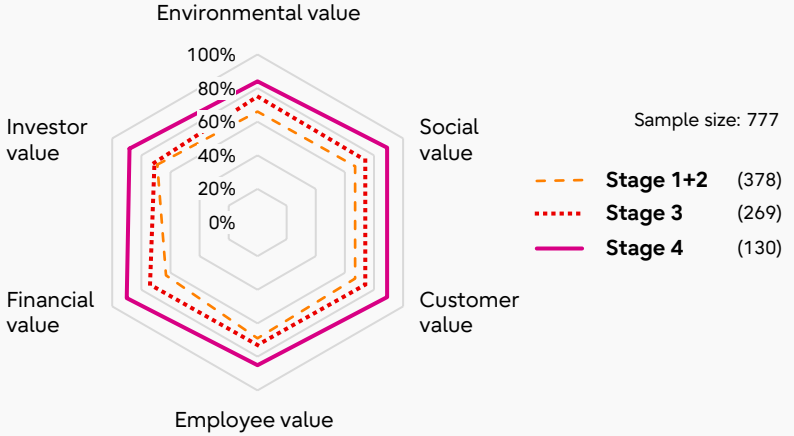
More than 60% of organizations that utilize ecosystems (stages 3 and 4 on previous page) have transformed their environmental, economic and well-being initiatives into revenue-generating businesses. Furthermore, 36% of organizations working with partners in different industries (stage 4) have already grown these initiatives into a pillar of their business.

They also create greater value for multiple stakeholders, including customers, employees, investors and wider society. By utilizing ecosystems, they're driving business growth and generating new environmental and well-being value.

36% of organizations working in cross-industry ecosystems (stage 4) have established sustainability initiatives as a business pillar



Organizations working in cross-industry ecosystems (stage 4) provide greater stakeholder value



Growing use of cross-industry ecosystems

Many organizations are now pursuing ecosystems as a key element of their future business strategy, actively moving to collaborate with various players. Cross-industry ecosystem initiatives to create environmental, economic and well-being value are underway around the world.

Environment

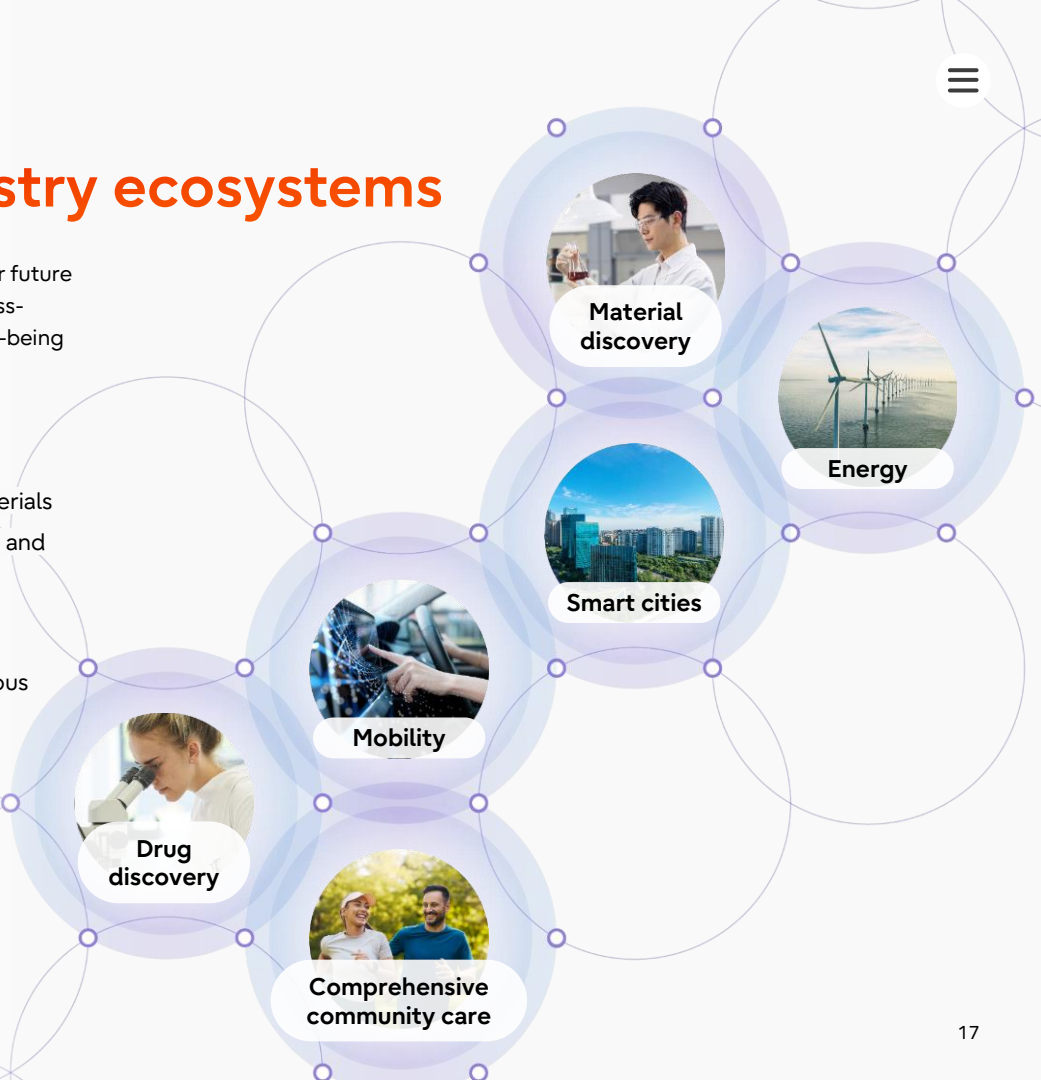
Material discovery	Joint development of highly energy-efficient materials
Energy	Promoting use of renewable energy such as wind and hydroelectric power

Economy

Mobility	Improving transport efficiency through autonomous driving and joint delivery/transport services
Smart cities	Improving civic services by sharing data

Well-being

Drug discovery	Joint development of new drugs using AI and simulation
Comprehensive community care	Providing personalized medical and health promotion services



Combining two trends to shape the future of business

As AI implementation accelerates, the future of business will be increasingly shaped by people-AI collaboration. At the same time, we've seen the emergence of pioneering organizations that see responding to social challenges as a business opportunity, building cross-industry ecosystems to produce tangible results.

The combination of these two major trends is key to future business strategies.

AI and ecosystems have the power to solve complex and interconnected social challenges.

AI can discover new connections and patterns based on data, unlock human potential and create new value. These value-creation initiatives can be scaled by working with ecosystems of diverse players, helping to dramatically accelerate the response to complex social issues.

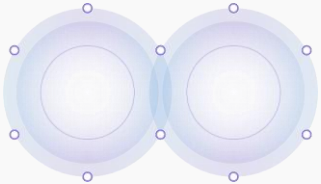
Businesses of the future will create new value through the collaboration of people and AI, spreading this value across society through cross-industry ecosystems.

Creating value with people-AI collaboration

People AI

×

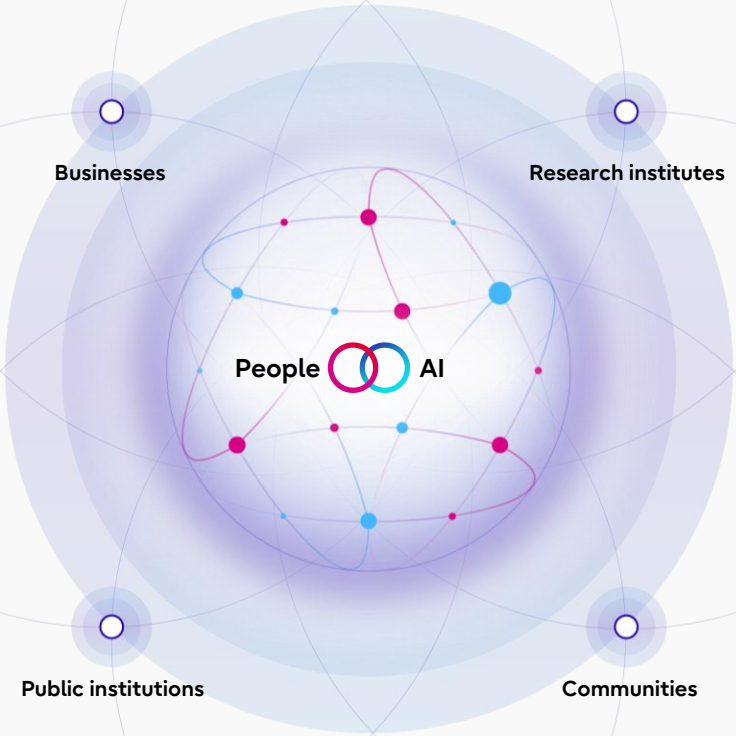
Scaling value creation with ecosystems



New ecosystems centered around people and AI

New value-creation ecosystems, with people and AI at the center, can generate value and realize net positivity through collaboration with cross-industry partners. These ‘regenerative ecosystems’ can help us to address even our most complex social challenges.

In Module 2, we share our technology vision, exploring how AI-centered technologies will create value and transform business, society and people’s lives through new ecosystems.



A regenerative ecosystem

Technology vision

2

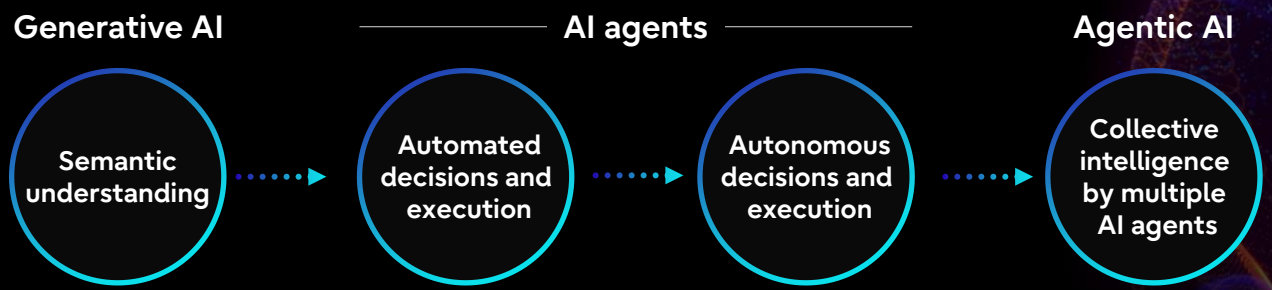
Shaping the world with people and technology

AI, like computers and the Internet, will continue to evolve as a democratized general-purpose technology, permeating a vast range of industries, working practices, lifestyles and social infrastructures.

The impact of AI will go beyond merely improving efficiency and convenience. It has the potential to become the foundation for environmental restoration, improving well-being and enabling sustainable economic growth.

Against this backdrop, Module 2 introduces our future vision, explaining how AI evolution will create value by accelerating collaboration between people and AI, combined with the cutting-edge Fujitsu technologies that will make this possible.

AI evolves to AI agents coexisting with people



AI is rapidly evolving, with unprecedented breakthroughs now a regular occurrence. Generative AI understands semantics, making it possible for people and AI to communicate naturally. But this is just the beginning. The real AI revolution begins now. The key is evolution to AI Agents and ultimately to Agentic AI that can act autonomously to achieve their goals.

AI agents automatically determine and execute actions, in accordance with pre-set rules, based on collected and analyzed information. In the future, AI agents with the ability to learn from real-world situations, referred to as embodiment, will evolve to autonomously judge situations and take optimal actions.

Furthermore, multiple AI agents will form Agentic AI systems that work together, combining their intelligence to tackle more complex challenges. We believe that AI will become an entity that coexists with people, creating new value through goals shared between people and AI.

At the same time, the evolution of AI also entails serious risks to people's freedom and dignity. We need to develop and utilize AI based on the principle of human-centricity. At the same time, we must retain a high level of ethical awareness to ensure AI is focused on the right objectives. We need to redefine people's roles while assessing the ongoing human impact of evolving AI.

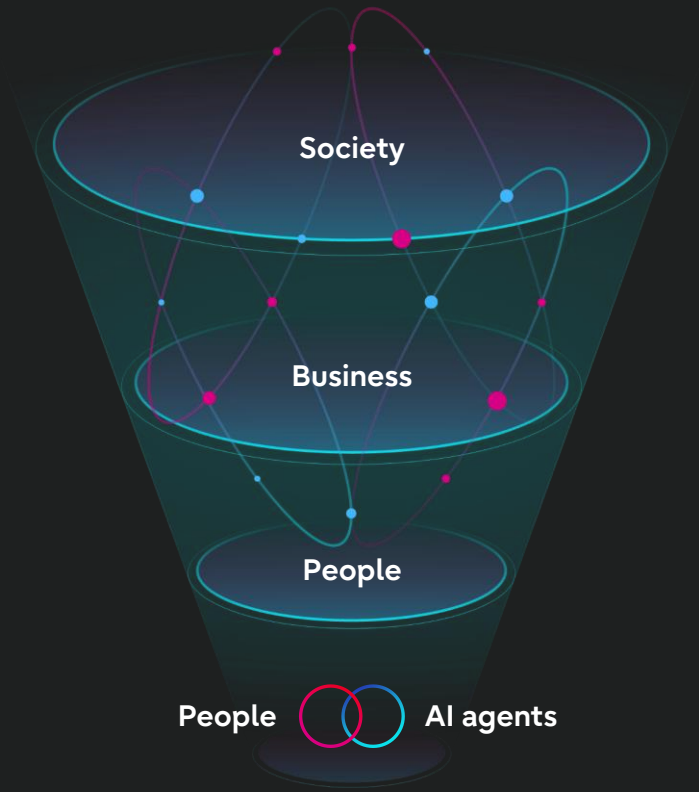
People and AI agents driving transformation

In the future, evolving AI agents will become widely deployed across business and society, fundamentally changing people's workstyles, business and society.

AI agents will create networks that connect people with a diverse range of data, knowledge and intelligence, changing the way we work. This network of people and AI agents will be integrated into every area of business, transforming business strategies and processes.

Furthermore, we'll create ecosystems in which people, businesses and society can connect through multi-AI agents to accelerate our response to social challenges. AI agents embedded in sensors and robots will act as a seamless gateway between the physical and digital worlds. By understanding the physical world situation in real time in the digital world, we can take swift and accurate measures to address social challenges.

Across all areas, networks of people and AI agents will create new value at an unprecedented speed and scale.



Future of people, business and society

We will now describe the future created by networks of people and AI agents across people, business and society, including our advanced research and development initiatives.

01 People
Unlocking human potential

Collaboration with AI agents to maximize people's creativity and productivity.

02 Business
Redesigning business

AI agents will deliver diverse intelligence across organizational barriers, driving innovation.

03 Society
Contributing to net positive

Multi-AI agents will connect various organizations to create value for the environment and society.

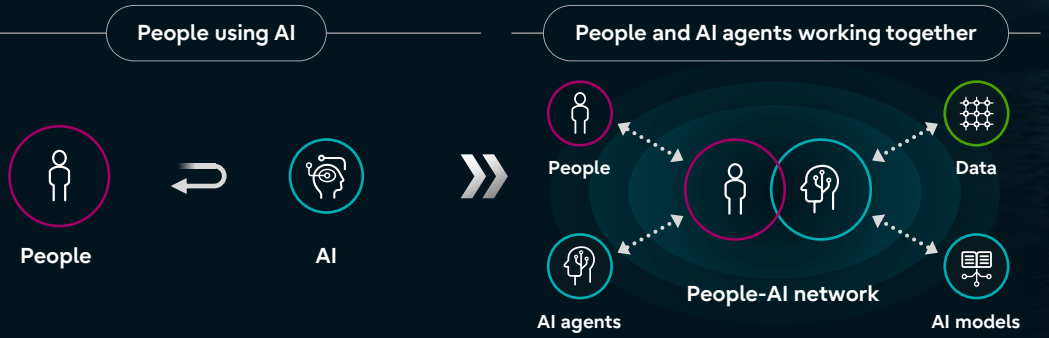
01 | Unlocking human potential

AI agents maximize individual creativity and productivity

AI agents will act as partners, acting autonomously to maximize people's abilities and creativity, within clear goals and guidelines set by people. This will free people up from routine tasks, dramatically increasing productivity and giving people more time to take on more creative challenges.

In addition, AI agents will form networks that connect people with diverse knowledge, various data, AI models that use data to create solutions and other AI agents. By using these networks, people and AI will work together to develop ideas beyond the capability of any individual.

Supported by this network of people and AI, people will be able to unleash their individual potential for innovation and creativity.



Creating materials with an AI agent

Lee
Team leader of a new material development project at BioMaterials

Based on the purpose of 'enriching the global environment and people's lives through the power of materials', BioMaterials develops materials for clothing. Lee recently embarked on a new project in the Research and Development team. Under the theme of carbon-neutral biomass material[1], he wanted to develop new materials with superior durability and heat resistance compared to synthetic fibers.

Lee told his AI agent Nova: 'we want to reduce the environmental impact of the new material while achieving superior quality over petroleum-based equivalents'. Nova understood the goal and, while investigating patents related to biodegradable[2] materials, identified challenges in developing new materials, successful examples in other fields and possible new manufacturing methods.

Based on Nova's suggestions, Lee discussed ideas for how to synthesize the new material with Nova and his team, deciding to evaluate three different methods. Based on this, Nova examined its own evaluation indicators and created a matrix to estimate the cost impact of enhancing environmental performance, durability and heat resistance. Using this matrix, Lee and Nova could evaluate new material candidates and manufacturing methods.

Lee and Nova clearly enhanced each other throughout the project. Lee significantly reduced the time needed for research and cost estimates, enabling more focus on creative work. Nova, on the other hand, demonstrated a deeper understanding of Lee's intentions, evolving into a more autonomous partner.

1) Biomass materials: Materials made from renewable organic resources such as plants.
2) Biodegradability: The character of substance to break down through the interaction with micro- or other organisms.

AI, growing with people

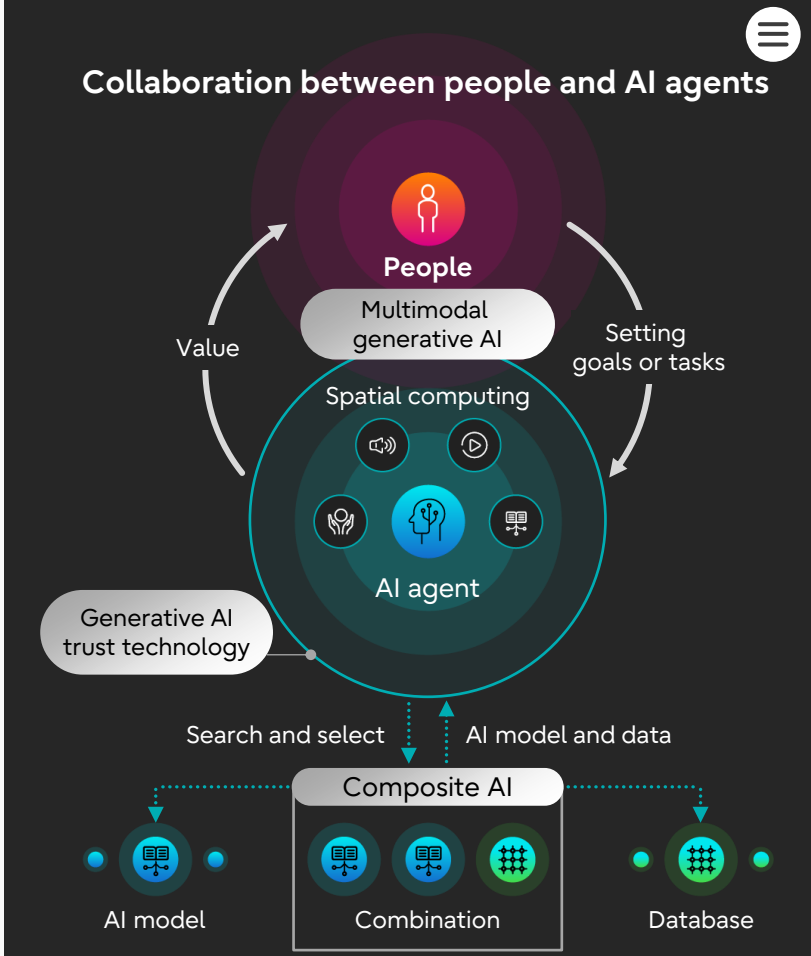
By adding three key elements to today's generative AI, AI will evolve into autonomous AI agents that enable people and AI to collaborate, working together as intellectual partners to unlock human potential.

The first is multimodal generative AI technology that estimates people's emotions and sensations, enabling natural communication. Combined with AI embodiment and spatial computing that interact with the surrounding environment through sensors, this technology allows AI agents to understand people's goals and intentions, responding to challenges through cooperation with people.

The second is Composite AI technology. This selects and combines the most appropriate AI models and databases to meet specific goals defined by people. By using previously inaccessible specialized AI models and data, this stimulates human creativity, encouraging new ideas.

Finally, trust technologies can detect both disinformation and AI-generated hallucination. This ensures a safe environment in which to use the internal and external AI models and data provided by AI agents.

As these technologies converge, AI will evolve into more advanced AI agents. AI agents will grow with people intelligently, both by following their instructions and by acting autonomously.



Accelerate business application of AI

The proactive use of continuously-evolving AI will drive competitive advantage. Fujitsu is developing cutting-edge AI technologies and creating the environment to apply these technologies to business.

Rapid development underway

Fujitsu is already delivering AI agents that can summarize the contents of meetings, as well as support manufacturing and logistics processes. We're also developing AI agents that can solve more complex issues and evolve through the cycle of planning, execution and improvement.

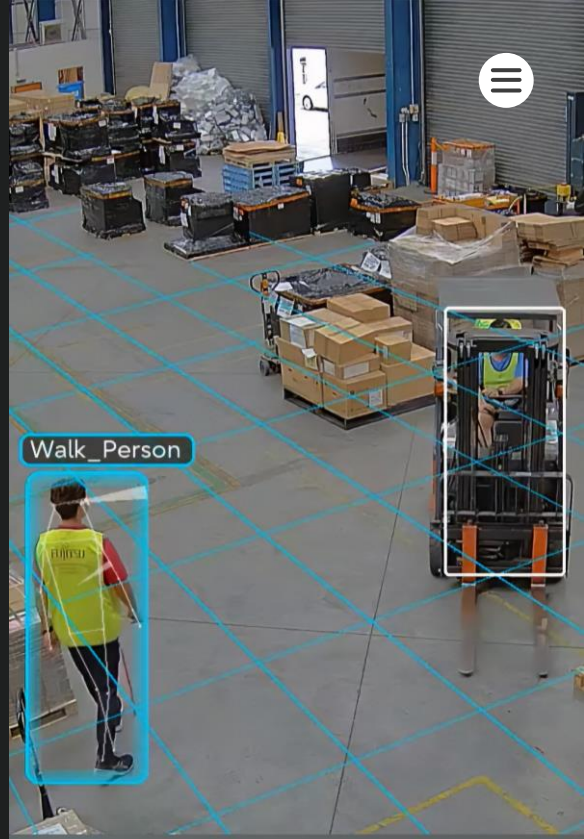
Fujitsu and Cohere are jointly developing Takane, a large language model for use in secure, private environments. We're enhancing functionality by incorporating company-specific data and reducing computing resources and power consumption.

Leading AI trust technology

To apply AI to areas such as complex decision-making, we need to improve both reliability and expertise. Fujitsu is leading the development of AI trust technologies, including AI quality, security and ethics. To realize reliable, interactive generative AI, we're developing AI security technologies capable of halting plausible errors and responding to adversarial attacks that may deceive AI, helping to accelerate AI implementation in specialized areas such as legal affairs.

Accelerating AI implementation with Fujitsu Kozuchi

Fujitsu is accelerating the expansion of AI applications by providing a simple, ready-to-use environment for rapidly evolving AI technologies. For example, we're developing Composite AI technology, which combines multiple AIs to address complex challenges. We're delivering these cutting-edge AI technologies in the R&D stage as Fujitsu Kozuchi, feeding back real-world experience into the development process. By introducing AI to support a wide range of tasks, we're helping organizations to improve productivity and achieve business growth.



Video analytics AI agent

Combining image recognition, composite AI and generative AI to autonomously report hazardous work and propose workplace improvements.

02 | Redesigning business

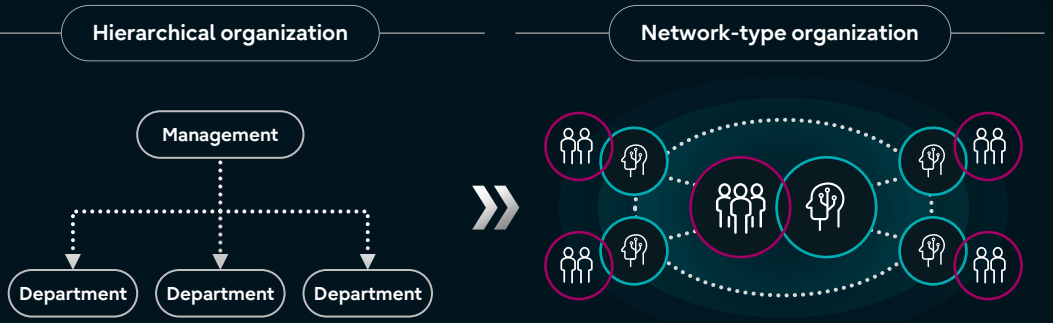
Intelligence shared across organizational barriers accelerates innovation

AI agents will dramatically transform business processes and organizations. Departments within an organization will comprise people and AI agents, while organizations will shift from hierarchical structures to network structures in which departments can work together flexibly.

Each department will enhance its expertise by working with AI agents. By using AI models that perform sophisticated simulations, people will formulate strategies and create new businesses.

By using multi-AI agents and collaborating with other departments to verify new strategies and business ideas, new approaches, products and services can be created quickly.

Redesigning into a network-type organization where people and AI agents work together will accelerate strategy formulation and the introduction of new products and services in response to rapidly changing business conditions.



Collating knowledge across organizations

Sarah
Project leader for product planning for clothing materials at BioMaterials

BioMaterials generates new ideas and makes quick decisions through a network-based organization linked through multi-AI agents. Sarah, who leads the product planning team, used the new material developed by Lee to launch a new commercialization project.

After listening to Sarah's thoughts on new opportunities beyond the existing clothing market, her team and the AI agent Liz used multi-AI agents to ask various departments to propose ideas for new market development. From there, Liz identified the market potential of the new material for manufacturing, medical and other professionals who require durability and recyclability, based on requests for durability raised by manufacturing colleagues and requests for material recycling[1] from the quality assurance team.

Liz and AI agents in the quality and legal departments worked together to quickly determine how to achieve the quality standards and regulations required in manufacturing and healthcare. In addition, an AI agent in the purchasing department provided a list of commercial clothing manufacturers as potential customers. Based on this list, Sarah's project members, with the help of the sales department, began a field study on clothing for professionals made from biomass materials. Liz is working hard to bring together the results of this multi-team collaboration and drive the project with Sarah's team.

Together with AI agents, Sarah can gather intelligence from across the organization to launch new business initiatives at an amazing speed.

1) Material recycling: A recycling method in which collected products are processed to make them easier to use and reused as raw materials for new products.

AI computing driving business

The convergence of AI and computing will accelerate innovation through flexible collaboration within organizations and drive business transformation.

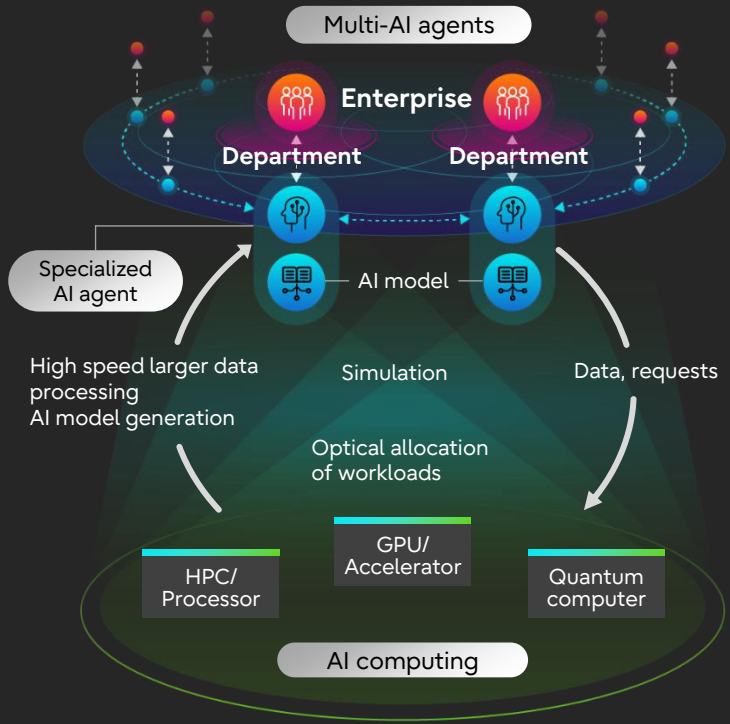
AI agents will evolve into specialized AI agents that incorporate specialized AI models with knowledge of specific analysis as well as business processes unique to each department, such as research and development, finance and human resources.

Furthermore, multi-AI agent technology enables various specialized AI agents to autonomously collaborate. Through this network, AI agents that conduct scientific analysis, such as structural analysis, and AI agents that search for the best combination among multiple combinations, can work together to create new ideas and enable speedy validation.

To deploy and work with multiple AI agents, AI computing is required to support distributed, real-time, high-speed data processing. This provides optimal computing resources, simulations and AI models for specific workloads.

Specialized AI and optimized computing for specific workloads will enable agile decision-making, accelerate innovation and help organizations evolve into AI-driven organizations.

Multi-AI agents transform business



AI and computing driving for innovation

Deploying AI and computing across all business areas will increase agility and innovation. Fujitsu is accelerating the development and integration of AI and computing technologies.

Developing AI agents to address complex challenges

Fujitsu already provides AI agents to improve the efficiency of manufacturing and logistics operations. We're also developing specialized AI agents for various tasks and creating multi-AI agent technology that enables organizations to address complex business issues. For example, we're researching technologies that enable AI agents to learn from each other and divide tasks dynamically.

Optimizing AI computing resources

We're developing technology to allocate optimal computing resources for various workloads, including AI and simulations. These include the AI computing broker, which improves GPU and CPU utilization efficiency. This technology addresses the problems of GPU shortages and power consumption, helping to accelerate the deployment of AI.

Realizing the potential of AI computing

Fujitsu is combining AI and computing to enable advanced simulation. For example, we're simulating the reaction mechanism of materials composed of more than 100,000 atoms and researching genomics AI capable of analyzing more than 9 billion gene mutations.

Quantum computing will also evolve AI technology through quantum machine learning. We're developing quantum computing technologies, from quantum devices to applications, working with world-leading research institutes and organizations. For example, Fujitsu and the University of Osaka have announced the STAR architecture, a new quantum computing method that will accelerate the practical application of quantum computers. By integrating AI and computing, we'll help to drive innovation in many fields, including new materials development, drug discovery and power infrastructure optimization.

Quantum computing

Introduced the world-leading 256-qubit quantum computer developed at the RIKEN RQC-FUJITSU Collaboration Center.

03 | Contributing to net positive

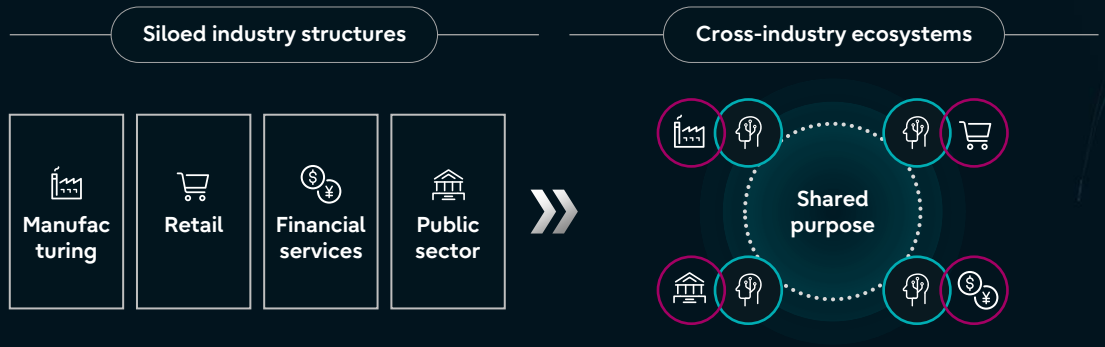
Multi-AI agents form ecosystems across industries

In the future, AI agents will autonomously execute a wide range of transactions previously done by businesses and consumers, transforming the mechanisms for creating value for the environment and society.

This evolution of AI agents will accelerate the shift from traditional vertical industrial structures to cross-industry ecosystems in which organizations work together to create social value based on a shared purpose.

In this ecosystem formed by multi-AI agents, data held by each organization and specialized AI models such as environmental and social simulations are shared to help solve complex societal challenges such as environmental issues, labor shortages and maintenance of social infrastructure.

This ecosystem will drive growth for the participating organizations and create net positive value for society. This is our vision for regenerative ecosystems.



Value creation through ecosystems

BioMaterials is growing an ecosystem to build a recycling-oriented business model centered on fiber materials. The ecosystem includes manufacturers and distributors such as corn and grain producers that support biomass material, logistics companies and clothing manufacturers as well as cross-industry players such as businesses and research institutes in the healthcare and energy sectors.

In this ecosystem, data and AI models of each business are shared safely and securely. All players are collaborating via multi-AI agents, enabling them to simulate not only environmental indicators such as soil health and CO_2 absorption but also the entire life cycle, from raw material production to product utilization and recycling. This simulation enables the early examination of the environmental impact of policy options and their financial impact for participating companies. The results are used to quickly build consensus in the ecosystem and to realize a recycling-oriented ecosystem from grain production to recycling.

Furthermore, the AI models for environmental impact simulation are open to the public and are already being used jointly by various businesses and researchers to reduce environmental impact. By sharing AI models, each organization no longer needs to repeat model learning individually, thereby reducing power consumption and CO_2 emissions while implementing more accurate environmental measures. Expanding activities through this ecosystem will contribute to realizing net positive beyond sustainability.

Technologies enabling ecosystems

How can diverse stakeholders from different industries collaborate and deliver outcomes in a cross-industry ecosystem? We believe that the key to this is multi-stakeholder trust, AI security and rapid consensus building.

The evolution of digital trust ensures trust in the ecosystem. Technology to prove digital identity ensures the authenticity of ecosystem players, while technology to ensure data authenticity enables secure data sharing through data spaces[1].

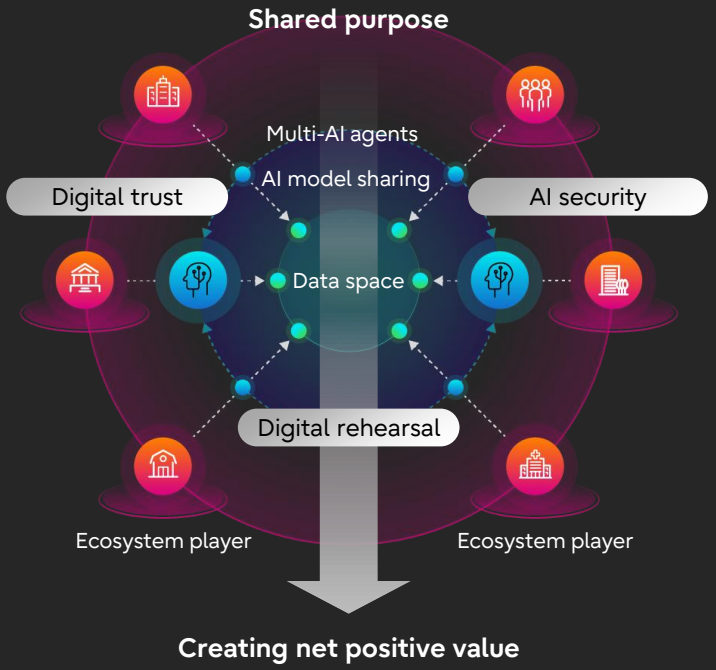
In addition, technology to safely use AI (Security for AI) and technology to protect corporate systems and ecosystems from increasingly sophisticated cyber attacks (Security by AI) support the safe and secure use of AI and the sharing of AI models across ecosystems.

In this secure environment, ecosystem players can confidently share AI models that contribute to the realization of a shared purpose. Multi-AI agents combine AI models and pre-validate the effects and risks of measures and services. Digital rehearsals of such measures can be used to help envisage possible futures, facilitating consensus building among diverse stakeholders.

Digital trust and digital rehearsal technologies contribute to the creation of net positive value through cross-industry ecosystems.

1) Data space: concepts and mechanisms for decentralized and secure data sharing between businesses while preserving data sovereignty.

Addressing societal challenges with ecosystems



Supporting ecosystems with technology

In addition to strengthening trust technologies, Fujitsu is developing converging technologies that combine digital technologies with humanities and social sciences to address complex social challenges.

Strengthening digital trust foundation

Fujitsu is promoting two initiatives to build trust foundations in the data space. One is the IDYX Trust Interconnect, a trust technology that links different corporate authentication protocols. We've recently used this technology to connect to Catena-X, the European automotive industry's data space. Another is data trust technology. Fujitsu, in collaboration with Fraunhofer ISST, a German research institute, has proposed a new framework to ensure data reliability, helping to strengthen the trust foundation of ecosystems.

Creating measures with converging technologies

We're also developing digital rehearsal technology that reproduces complex systems such as supply chains, cities, mobility and oceans on digital twins in real time, using AI to forecast the effects of possible measures.

One such initiative is Policy Twin technology, which maximizes the effectiveness of policies by using past policies and data to generate new policy candidates that can address multiple target indicators simultaneously.

Accelerating global collaboration

As a member of the World Business Council for Sustainable Development, Fujitsu is accelerating verification efforts to accelerate the shift to electric vehicles (EVs) on a global scale. In India, which is undergoing rapid economic development, air pollution and CO_2 emissions are becoming a major social problem. Fujitsu has tested the optimal placement of EV stations in New Delhi and Mumbai, revealing the potential to reduce fuel costs by 13% and charging time by 70%. Fujitsu continues to develop not only digital twins for mobility but also a Social Digital Twin to address general challenges facing society.

Digital rehearsal

Identifying optimal measures while considering other factors, such as convenience and CO_2 emissions in people movement

The negative aspects of technology

We've seen how technology can bring positive value to business and society. At the same time, the negative impacts of technology are growing at a rate that can't be ignored.

According to Fujitsu's survey, 68% of business leaders believe that disinformation and bias created by AI will accelerate the division of society. In addition, cyber attacks using generative AI and cybercrimes such as unauthorized use of personal information are becoming serious problems. According to the IMF, there are more than 10,000 cases of cybercrime annually, while the amount of losses per company is increasing every year, with the largest loss estimated at $2.5 billion. [1]

The rapid expansion of electricity demand due to the spread of generative AI also has a negative impact on the environment and a major knock-on effect on business in the form of skyrocketing energy prices. According to our survey, 69% of business leaders believe that increased electricity consumption due to the spread of AI will impact extensively on climate change, while the growing use of generative AI is projected to increase technology power consumption by up to 2.3 times in 2026 compared to 2022.[2] This is equivalent to the entire annual electricity consumption in Japan.

How should we respond to the negative aspects of technology? We'll now share how Fujitsu technologies can contribute to economic growth while also assuring security and maintaining the environment.

Losses from AI disinformation and cyber attacks rise year after year

68%

Disinformation generated by AI will further accelerate the division of society.

$2.5 billion

Maximum losses per company due to cyber attacks (2021)

AI power consumption has significant impact on climate change

69%

Increased electricity consumption due to the spread of AI will have a major impact on climate change.

2.3 times

Energy consumption caused by technology in 2026 compared to 2022

1) Global Financial Stability Report, IMF, April 2024 2) Electricity 2024, IEA, January 2024

Toward AI that everyone can use safely

Advances in security technology are essential to ensure AI can be used safely. Fujitsu is developing security technologies that protect businesses from cyber attacks and disinformation while creating value from AI.

Multi-AI agents countering cyber attacks

Fujitsu is developing security-specific AI agents to respond to cyber attacks, which are expected to become increasingly sophisticated. In particular, we're working to strengthen multi-AI agent security technology, in which multiple AI agents with skills and knowledge related to attacks and defenses work together to support counter-measures against vulnerabilities and new threats. Through these developments, Fujitsu supports security personnel and contributes to the secure use of technology.

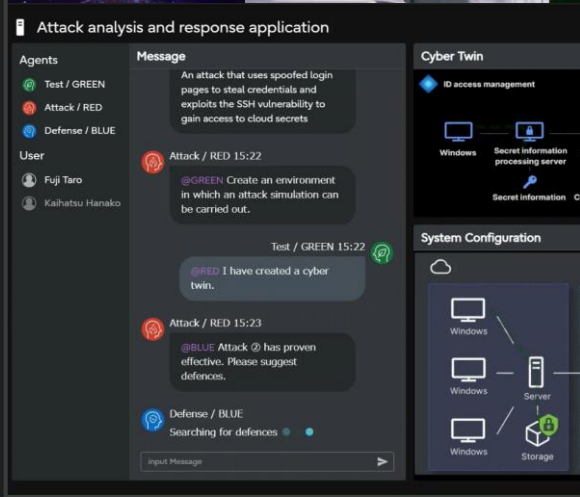
Countermeasures against disinformation through partnership

Disinformation on the Internet has become increasingly damaging, for example in politics and business. We're therefore developing a platform to combat disinformation as part of the K program, an industry-academia collaboration.

This technology collects information on the Internet and comprehensively analyzes it for consistency and inconsistency to determine its authenticity. This will eliminate the negative impact of disinformation on society and contribute to the realization of a highly reliable digital society.

Addressing ethical challenges

To provide trusted AI, Fujitsu is solving problems through technology and implementing AI ethics practices inside and outside Fujitsu. Under the Fujitsu Group AI Commitment to society, we're reducing AI risks by introducing AI ethics education and promoting AI governance. In addition to widely disclosing various documents such as the Generative AI Use Guidelines, we're proactively shaping the ethical AI landscape through our participation in global norms initiatives and collaboration with educational and research institutions.



Multi-AI agent security

Multiple AI agents work together to help address vulnerabilities and emerging threats.

Core technologies contributing to environmental value creation

Core technologies in the future need to contribute both to environmental value creation and business growth. Fujitsu is developing high performance, low-power networks and computing.

Creating new value with networks and AI integration

To minimize environmental impact, Fujitsu is developing network technologies that use AI to optimize network resources and automate operations to solve the problems of complexities and high-power consumption of radio access networks (RAN). To improve user experience and accelerate new business, Fujitsu is collaborating with Softbank to develop software for AI-RAN, a new architecture that integrates AI and RAN.

In addition, we're contributing to realize next-generation networks that will link distributed AI in real time as AI advances. We're also developing all-photonics networks that create ultra-high-speed, low latency connections between distributed data centers and distributed computing technologies that disaggregate and combine ICT resources.

High performance and low power consumption computing

We're promoting strategic collaborations to create value and reduce power consumption through AI. For example, we're collaborating with Supermicro to develop an AI computing platform powered by the FUJITSU-MONAKA power-saving processor. Together with Supermicro's water-cooling solution, we're developing a high-performance, low-power AI infrastructure.

We've also begun a strategic collaboration with AMD to realize a sustainable computing infrastructure that will accelerate the openness of AI. We'll bring together Fujitsu's CPU technology and AMD's GPU technology to realize large-scale AI workload processing and promote TCO reduction in the data center.

Fujitsu's key technology areas

Fujitsu is focusing research and development on five key technology areas to realize the future we've described, created by people and technology. As we advance AI, we'll drive innovation by integrating AI with the other four technologies.

In addition, we're now pioneering research into spatial robotics, which recognizes and controls an entire space, and the utilization of space data.

Fujitsu 5 Key Technologies

Computing

Advancing AI with quantum and computing technology to realize innovation

- AI computing resource optimization
- FUJITSU-MONAKA
- Quantum computing

Data & Security

Realizing digital trust to mitigate risk for society and enterprises brought by AI

- Multi-AI agent security technology
- Anti-disinformation platform
- AI security, AI ethics and AI governance

AI

Realizing a net positive society by transforming workstyles and business with cutting-edge AI technology

- Fujitsu Kozuchi
- Takane generative AI for enterprise
- Domain-specific AI agents
- Composite AI

Network

Optimally controlling network operation with AI and realizing distributed AI through advanced networks

- AI-RAN
- All photonics networks
- Disaggregated computing

Converging Technologies

Solving diverse social issues with digital twins and AI, fusing AI with humanities and social sciences

- Social Digital Twin, Ocean Digital Twin
- Digital rehearsal
- Policy Twin

Creating a future with cutting-edge technologies

Fujitsu has launched the following three open innovation initiatives to strengthen our research and development capability.

1 | Fujitsu Research Portal[1]

This portal site enables businesses, startups and academia to rapidly experience Fujitsu's latest technologies. The portal provides free access to APIs and web applications for various technical components, including generative AI and trust technologies.

2 | Fujitsu Small Research Laboratory

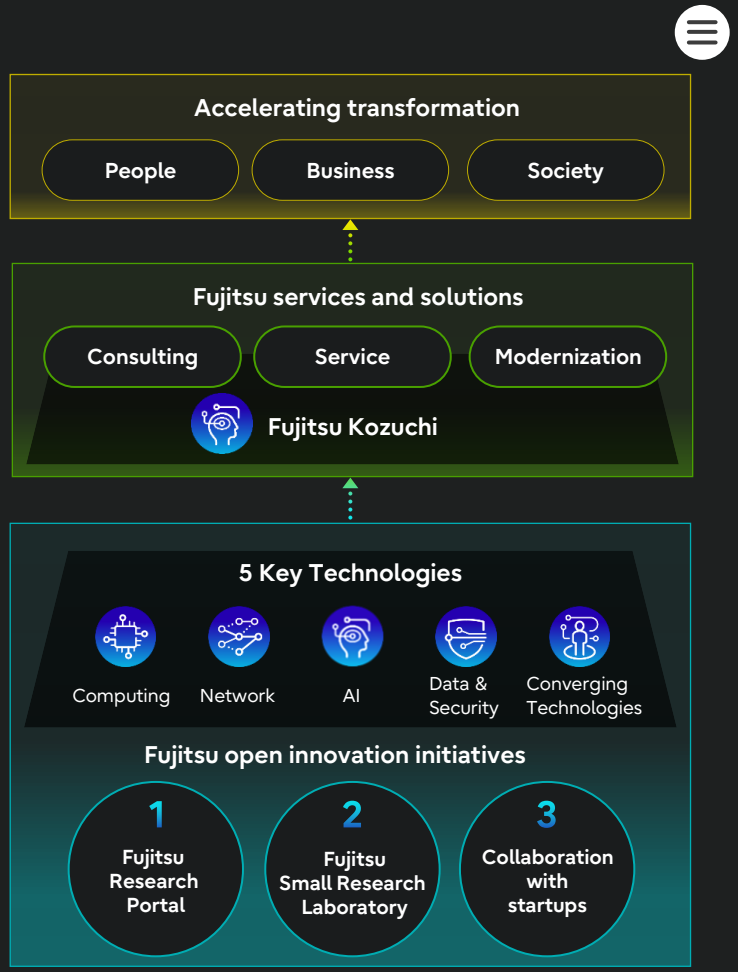
Fujitsu established the Fujitsu Small Research Laboratory to encourage industry-academia collaboration. We're working with 17 universities globally to address social issues and discover new research themes through interdisciplinary collaboration. We're working with the University of Osaka to accelerate the practical application of quantum computers, and Yokohama National University to simulate the world's first typhoon-induced tornado.

3 | Collaboration with startups

Fujitsu is collaborating with many startups by providing technologies such as machine learning automation and ultrasonic AI analysis.

Through these initiatives, Fujitsu will accelerate R&D, incorporating the results of these activities into service solutions such as Fujitsu Kozuchi to contribute to our customers' business transformation.

1) For Fujitsu Research Portal, please refer to page 65.



Transforming business and society with technology

Vivek Mahajan, Corporate Vice President, CTO, Fujitsu

Technology has enormous potential as a driving force to change the world for the better. In particular, the evolution of AI technology has been remarkable. However, we believe this evolution has only just begun.

In order to maximize its exciting potential, we need to steadily advance the social implementation of AI. To this end, we need computing and network technologies that realize environment-friendly AI, reliable AI based on ethical considerations and safe AI supported by the latest security technologies. The key consideration is to ensure that technology improves the environment and people's lives.

The active use of open innovation, in addition to our in-house research and development, enables us to create services and solutions that can transform business and society on a global scale.

In order to solve customer challenges in a fast-changing business environment, we need to provide the latest technology quickly, while continuously enhancing it based on feedback.

Fujitsu Kozuchi is an out-of-the-box AI solution that embodies this approach. As awareness of Fujitsu Kozuchi spreads, we're seeing a growing number of customer use cases demonstrating how it can successfully drive practical business outcomes.

As CTO, I'll continue to oversee Fujitsu's technology strategy, focusing on the research and development of five key technologies with AI at their core. Through this work, we'll pioneer innovative technologies that no other company can offer, creating and delivering exciting new solutions for your business.

Actions for change

3

Road to the future

So far, we've envisioned a future where people and technology centered on AI will create value for the environment, economy and well-being.

What do we need to do to make this vision a reality?

Transformation across four areas

As discussed in Module 2, creating value for society while achieving sustainable business growth requires transformation across people, business, society and technology. Fujitsu believes that the use of AI and collaboration with cross-industry partners will be crucial to driving this transformation.

In Module 3, we introduce specific examples of how Fujitsu technology can enable transformation and accelerate cross-industry initiatives in these four areas.

01 People

How do we create value through people-AI collaboration?

02 Business

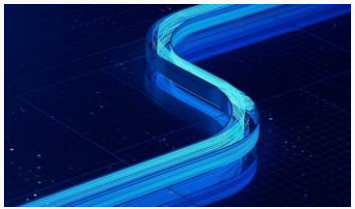
How do we realize the transformation to AI-driven organizations?

03 Society

How do we balance creating value for both business and society?

04 Technology

How do we create IT infrastructures that enable business transformation?



01 | Enhancing productivity through people-AI collaboration

End-to-end support from planning to implementation and utilization of AI

Advances in AI will free people from routine tasks, allowing them to focus on more creative, higher value activities. To improve operational efficiency and employee satisfaction, organizations need to actively promote the use of AI by setting objectives, preparing data, introducing AI and embarking on full-scale use and continuous learning.

Fujitsu provides optimal technologies and services based on extensive experience and knowledge at each stage in the journey, ensuring end-to-end business processes are optimized successfully.

Our approach to AI implementation enables organizations to increase competitiveness and create new value. We select the most suitable AI technology for specific applications, providing the data conversion and expansion essential for successful AI utilization, while creating a secure AI environment.

As we enter the era of AI agents and multi-AI agents, Fujitsu will enable business growth and improved well-being through the continuous innovation of AI technologies and services.

AI introduction process using Fujitsu technologies and services

Process	Target setting	Data preparation	Introduction	AI utilization and continuous learning
Fujitsu technologies & services	**Small and large language model** ・Selecting the optimal approach	**Data expansion** ・Converting data into AI-friendly format		**AI agents** ・Selecting the right AI ・Creating a secure environment

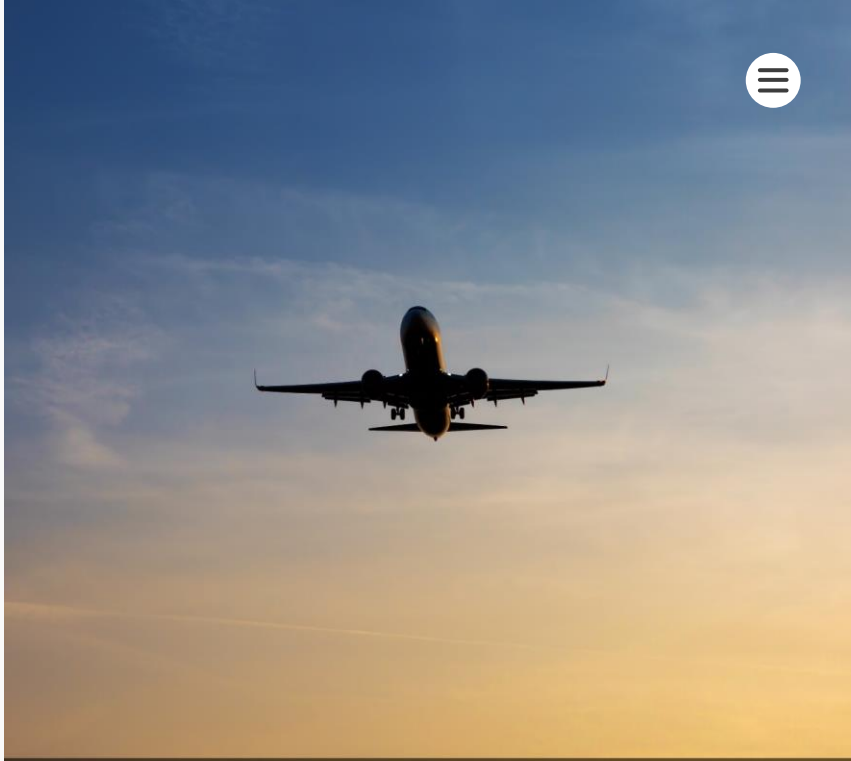
Improved efficiency of cabin attendant reporting

Japan Airlines (JAL) wanted to improve the efficiency of the process used by flight attendants to generate operational reports for airport ground staff. In the previous system, handover reports were created by using a template with open-ended fields.

Fujitsu and Headwaters, a digital transformation specialist operating across a wide range of industries including manufacturing, retail and finance, have developed a business-specific, on-device, generative AI solution utilizing Microsoft's Phi. Phi is a small-scale language model (SLM) that can work offline, including in on-flight communication environments, enabling flight attendants to input information on a tablet to generate reports automatically.

Fujitsu has used expertise gained through developing the Fujitsu Kozuchi AI service to fine-tune the model specifically for flight attendants. Meanwhile, Headwaters has developed a device capable of stable operations even in offline environments, optimized for tablet devices. Testing by JAL confirmed that the system reduced correction rates and the time needed to generate reports.

In the future, Fujitsu and Headwaters will utilize the business-specific SLM as a generative AI for Fujitsu Kozuchi, aiming to offer it in on-device, edge and on-premise versions that operate in an offline environment. The two companies will support JAL's further business transformation by using AI to improve customer service through problem solving.



Japan Airlines Co., Ltd.

https://www.jal.com

Japan Airlines is a Japanese airline that provides high quality air travel, with safety as the top priority. By combining meticulous service with an extensive network of routes connecting Japan and overseas, JAL ensures safe, comfortable flight experiences for its customers.

AI enabling forklift drivers to operate safely

Wherever forklifts are used, in factories and warehouses for example, their operators are required to drive safely. While many organizations already use drive recorders to evaluate safe driving, the time required to check videos and evaluate consistent safety practices has remained an issue.

Toyota Material Handling Japan (TMHJ) and Fujitsu have combined TMHJ's logistics expertise with the Fujitsu Kozuchi AI service to develop Driving Video AI Analysis, which evaluates safe driving by using AI to analyze forklift and operator movements.

Driving Video AI Analysis uses AI that has learned how forklifts turn and move, and the required safety processes to be followed by operators. This enables it to analyze drive recorder images and automatically detect unsafe operations, such as sudden turns. This significantly speeds up the video checking process, displaying the safe driving performance of each operator as a report card to increase overall safety awareness.

Driving Video AI Analysis is provided as a part of TMHJ's FORKLORE service, which is being expanded to create safer, more comfortable logistics sites. Fujitsu is also helping to realize safe and secure working environments by improving the analysis and visualization of accumulated image data.

Toyota Material Handling Japan

https://www.toyota-industries.com/

Toyota Material Handling Japan, a division of Toyota Industries Corporation, provides industrial vehicles and logistics systems.
By deploying the Toyota Production System, they help organizations to improve logistics efficiency and optimization, as well as to develop environmentally-friendly products and services.

02 | Enhancing decision-making with AI

Transform into an AI-driven organizations with Decision Intelligence

In an uncertain business environment, organizations need to make fast, accurate management decisions. Decision Intelligence is the key to overcoming this challenge, consolidating data scattered across an organization and using AI to enhance decision-making. Decision Intelligence then models possible decisions, enabling AI agents to learn through continuous learning loops and ultimately aligning decision-making processes across the organization to ensure consistency.

Fujitsu Data Intelligence PaaS (DI PaaS) is a powerful tool for introducing Decision Intelligence. By combining advanced technologies, including AI, with a rich set of business templates in a single operating environment, organizations can quickly derive insights from data to solve complex customer challenges.

Fujitsu is helping organizations transform into AI-driven organizations, enabling Decision Intelligence through a dynamic combination of consulting services and DI PaaS.

The three elements of Decision Intelligence

1	**Modelling decisions**	Formalizing the decision-making process to ensure structure, documentation and reproducibility
2	**Optimizing decisions through feedback**	Using continuous learning loops to improve future decisions
3	**Orchestrating decision-making across the organization**	Proactively managing decision workflows, integrating them across enterprise-wide systems

DI PaaS - deriving insights from data

The screen shown in this promotional material is for demonstration purposes only, and all data presented is notional.
These screens may not fully reflect the features and capabilities of the final product.

Powered by Palantir Foundry

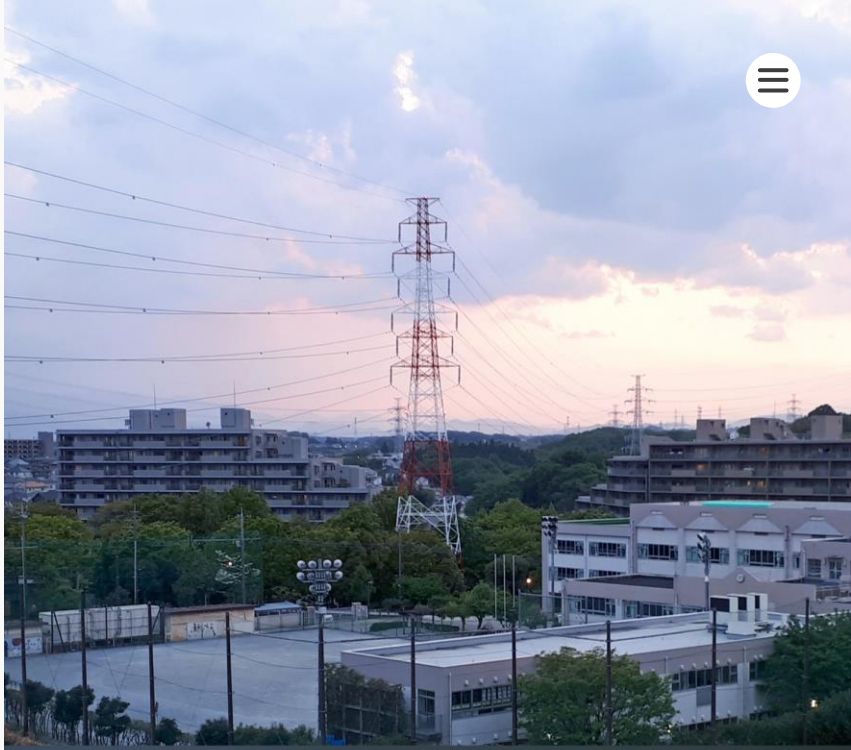
Creating a safe and secure society

Power transmission and distribution companies face significant challenges as they seek to ensure a safe, secure society. These include ensuring a stable electricity supply both during normal times and in emergencies, promoting the use of renewable energy, maintaining transmission and distribution facilities and reducing operating costs.

Using Fujitsu Data Intelligence PaaS, Kansai Transmission and Distribution (KTD) extracted power usage data from smart meters every 30 minutes, linking this with maintenance information to visualize and detect the risks of equipment failure on a dashboard. By analyzing the collected, accumulated and visualized data, they're also able to continuously improve the precision of error detection.

In addition, KTD and Fujitsu verified the effectiveness of the remote ampere control function on next-generation smart meters. Fujitsu Data Intelligence PaaS was used to create a prototype application that visualized the effect of power consumption reduction using data collected from approximately 100,000 smart meters. They were able to accurately estimate the impact of reduced power consumption, including identifying when they would need cooperative energy conservation measures and the specific reduction required.

Further advances in data-driven management and business transformation will be achieved by introducing digital twins to represent the data connections between KTD facilities and power consumption data, enabling them to exploit data from more advanced, diverse perspectives.



Kansai Transmission and Distribution

https://www.kansai-td.co.jp/english/

Kansai Transmission and Distribution is a power transmission and distribution company that supplies electricity to approximately 13 million households, mainly in the Kansai region of Japan. They support local economic activities and livelihoods through the maintenance and operation of electric power networks.

03 | Solving social challenges with ecosystems

Addressing social challenges with Fujitsu Uvance

Through Fujitsu Uvance, our business model to address social challenges, we're enabling data collaboration and co-creation with diverse, cross-industry partners. For example, we're demonstrating collaborative logistics using Fujitsu Unified Logistics to promote responsible supply chains and working with Paradigm Health to accelerate clinical trials.

To respond to social challenges, we need to exploit data from different industries. In recent years, the use of data spaces, which allow data to be shared and linked safely and efficiently, has increased.

Fujitsu's advanced trust technology is already helping to realize cross-industry data linkage. For example, we're leading projects to calculate product carbon footprints in accordance with global standards and estimate the effects of CO_2 reduction measures.

We'll continue to work with our partners to create new business models through ecosystems, helping to drive business growth and realize a more sustainable society.

Accelerating the response to cross-industry social challenges with partners

Digitizing clinical trials

Using Paradigm's clinical trial platform and Fujitsu's data infrastructure to improve the efficiency of clinical trial planning

Realizing the physical Internet

Standardizing logistics and commercial distribution data and helping to realize the physical Internet

Data standardization and collaboration

Participating in Catena-X, Europe's leading data space, and leading the trial to connect with Japan's Ouranos Ecosystem

Industry data linkage → **Cross-industry data linkage** →

Improving cross-industry logistics efficiency

The logistics industry is taking steps to address various challenges, from labor shortages to reducing environmental impact. For example, the concept of shared transportation and distribution is attracting significant attention as a way of creating more sustainable supply chains. However, differences between various systems, standards and business practices present a major challenge.

In May 2024, the Yamato Group established a new company, Sustainable Shared Transport (SST), to improve logistics efficiency across industry boundaries. SST started to operate an open platform for shared transport, based on a data sharing system developed with Fujitsu.

This platform enables information matching between shippers and logistics companies, improving loading rates and reducing the burden on drivers. By facilitating data linkage between various industries and companies, this is helping organizations to collaborate for greater logistics efficiency, while Fujitsu's blockchain technology and cybersecurity expertise ensures secure, trusted data linkage.

Going forward, SST and Fujitsu aim to realize a sustainable supply chain by combining the Yamato Group's customer base and partnerships with logistics companies, SST's knowledge of transportation and delivery and Fujitsu's expertise in system design and build.

Sustainable Shared Transport

https://sst-green.co.jp/

Under the umbrella of Yamato Holdings, Sustainable Shared Transport provides an open platform for joint transport and delivery, as well as building sustainable regional logistics networks and providing transport and delivery services centered on standard pallets.

Collaboration between people and AI drives the future

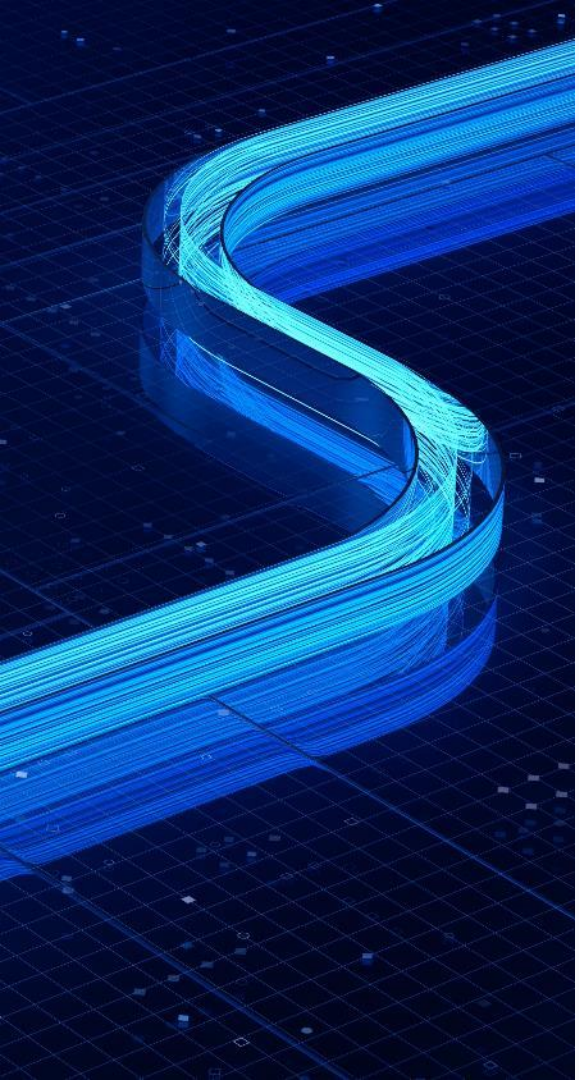
Yoshinami Takahashi, Corporate Vice President, COO (Solution Services), Fujitsu

Since we announced in February 2024 that ‘AI will be our buddy’, Fujitsu Uvance has been leveraging the power of data and AI to advance offerings that enable people and AI to work together.

We aim for a future where AI supports people’s decision-making, creating new value together. For example, Fujitsu Kozuchi AI services centered on Fujitsu’s AI agents, and Takane, a large language model, are already playing an active role as virtual partners in our customers’ everyday decision-making. In addition to these in-house technologies, we actively utilize advanced technologies from our global partners. And, by combining the expertise of consultants with experience in both technology and industry, we’ve created a number of transformational cases in which we’ve integrated and visualized vast amounts of internal and external data, identifying the essence of complex customer issues to create solutions.

The key to accelerating these efforts is to build ecosystems that transcend industry boundaries. By combining knowledge from diverse fields such as logistics, healthcare and manufacturing with digital technology, we can continue to create new value that impacts society as a whole. This includes digitizing clinical trial processes to eliminate drug loss and improving cross-industry logistics efficiency through joint transport and distribution platforms.

Going forward, we’ll continue to work with our customers to combine the power of people with technologies such as data and AI to achieve both business and social impact. We’ll nurture businesses that can shape the future and create a better society.



04 | IT platforms enhancing corporate competitiveness

Building the foundation for transformation

So far, we've described how organizations are trying to transform and how Fujitsu can support them on their transformation journey. IT systems provide the foundation for this transformation.

However, current technology infrastructures still present significant challenges, from complex and aging systems through to the lack of skilled resources to maintain and manage them.

Indeed, there are many barriers to successful transformation, including existing black box systems, the initial investment required and the risk of failure.

Based on a wealth of knowledge and experience cultivated over many years, Fujitsu provides solutions to overcome these IT infrastructure challenges and enable successful business transformation.

IT infrastructure challenges

- Complex, aging current systems
- Lack of skilled resource to maintain current systems
- Black boxes within current systems
- Initial investment for migration
- Risk of system failures

Proactive modernization

End-to-end support, from clarifying corporate objectives to systems implementation

Fujitsu enables IT infrastructure transformation through our extensive system design and build experience, supported by specialized engineers and comprehensive services spanning consulting to technology implementation. Our consulting services help organizations formulate a grand design for their 'To Be', while our Asset Analysis Services provide complete visibility into current black box operations and assets.

In addition, by providing support tools such as automatic language conversion and code generation using generative AI, we overcome legacy system challenges, modernizing them to cloud-based and modern on-premises environments. Together with our customers, Fujitsu designs 'To Be', analyzes and modernizes current systems to enable transformation and realize 3X[1].

1)Digital Transformation (DX), Sustainability Transformation (SX), Green Transformation (GX)

Fujitsu modernization services

Policy planning - building the grand design → **Business analysis and asset visualization** → **Modernization** (Requirements definition/design/build/development/test) → **Realization of net positivity**

Uvance Wayfinders

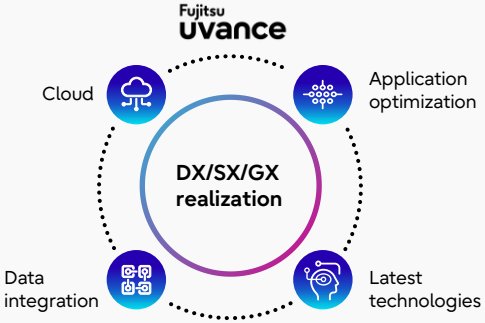
Use of generative AI

Modernization consulting services

Asset analysis services
- Software map
- Working assets/asset characteristics analysis
- System correlation analysis etc

Automatic language conversion tool
- Rewrite service
- Rehost service
- Rebuild service

Support tools
- Design document reverse
- Code autogeneration
- Test automation etc



AI-driven supply and demand forecasting

Marui Sangyo, an organization focused on the development, manufacture and sales of construction materials, was operating mainframe-based legacy IT systems. This made it hard to predict demand and to respond quickly to changes in the business environment and organization, causing shortages and excess inventory. They therefore chose Fujitsu as their DX partner to address these challenges and implement modernization.

Firstly, we worked together to create an AI-based supply-demand planning system to optimize production planning. Next, we helped to improve operational efficiency by visualizing and standardizing a series of operational flows. Finally, we co-created a system synchronized with real operational processes to create an environment that can respond flexibly to changes.

Ryosuke Yoshimura, Executive Vice President, commented on the results of modernization: "Based on AI predictions, we make optimal production plans, procure and produce only the required amount of components, and deliver them quickly. The development of a series of operational flows has improved the efficiency of our overall operations and also led to an increase in customer satisfaction. In the future, we will strive to create new value by providing not only hardware but also software support such as structural calculation."

Marui Sangyo

https://www.marui-sangyo.jp

Marui Sangyo, founded in 1958, is headquartered in Hiroshima Prefecture in Japan. A manufacturer and trading company with a long history, Marui Sangyo manufactures and sells building materials, building equipment and electrical equipment.

Modernization to accelerate DX

Megumi Shimazu, Corporate Vice President, COO (Service Delivery), Fujitsu

As the evolution of digital technologies accelerates, IT systems must be constantly updated to remain competitive. Legacy systems increase security risks, inflate operational costs, and impede the adoption of modern technologies. We must overcome these challenges and unlock the full potential of business with modernization.

Fujitsu's strength is the wealth of knowledge and experience we've accumulated over many years. In addition to the largest customer base in Japan, we have engineers with expertise in everything from legacy systems to cutting-edge technologies. The Modernization Knowledge Center, established in 2022, holds knowledge acquired through more than 1,200 projects, enabling high-quality, reliable system migration.

We're also actively promoting the use of generative AI in systems development. The Fujitsu Asset Analysis and Visualization Service, which uses Large Language Models (LLM) to analyze IT system assets and generate system design information to formulate optimal modernization plans, was launched in February 2025.

Another key strength is our ability to provide end-to-end solutions from consulting and system build to the realization of DX/SX/GX. By combining proven services and tools, such as modernization consulting, asset analysis services, automatic language translation tools and services utilizing generative AI, we're helping our customers to accelerate and optimize their modernization journey.

Creating the future together

So far, we've described the transformation required across people, business, society and technology to realize net positivity, and how we can help to make it happen.

Finally, we explain how Fujitsu's consulting services can accelerate business transformation and how we're strengthening our own management foundations to create a better future.

Uvance Wayfinders

Consulting to support business and technology transformation

Fujitsu is continuously developing new technologies and reinventing our business models to address the most urgent business and societal challenges. Our consulting organization, Uvance Wayfinders, is continuing Fujitsu's established pioneering legacy, helping customers to formulate strategies and concepts that realize a net positive society and address complex challenges across people, business and society.

Uvance Wayfinders has established a new consulting model by combining cross-industry knowledge and experience gained from global business development with cutting-edge technologies, particularly AI. We're helping our customers to leverage technology to dramatically increase productivity and deliver positive outcomes for people, business and society.

Formulation of strategies and concepts

- Setting the transformation agenda with our customers
- Formulating initiatives to solve social issues and achieve economic efficiency

Business consulting

uvance Wayfinders

Technology consulting

- **Driving AI-driven business transformation**
- **Developing new business models based on technology**

Transformation implementation

uvance Wayfinders

- **Creating cross-industry ecosystems**
- **Leading transformation by utilizing technology and experience**

Fujitsu uvance

- Transforming business with data and AI to significantly boost productivity

Modernization

- Reinventing the technology foundation to drive transformation

Outcomes

Business transformation solving social issues

- Establishment of resilient supply chains
- Realization of a circular economy
- Development of business operating infrastructures consistent with strategy

Uvance Wayfinders leading the transformation

Shunsuke Onishi, Corporate Vice President, CRO, Fujitsu

Bold changes are required to create businesses that improve sustainability while delivering economic rationality, including new cross-industry collaborations that redefine established industry structures. To ensure we can help our customers transform successfully, we're strengthening Uvance Wayfinders by bringing together Fujitsu's technology and expertise to solve cross-industry challenges.

Technology has enormous power to transform existing businesses and industries. We'll strengthen Fujitsu's technology consulting services to support our customers' business transformation by using cutting-edge technologies, particularly AI, working closely with our research laboratories.

This year, we're launching a new high-level approach to accelerate cross-industry innovation. Under new leadership, we'll provide new value to our customers by combining the cross-industry knowledge we've gained through Fujitsu Uvance with deep insights into manufacturing, distribution and other industries.

We're also continuing to evolve and transform Fujitsu centered on Fujitsu Uvance. We position Uvance Wayfinders as a leading force in driving transformation for our customers and Fujitsu. We want to work together to explore how technology can help to shape and drive transformation across organizations.

Becoming a transformation partner

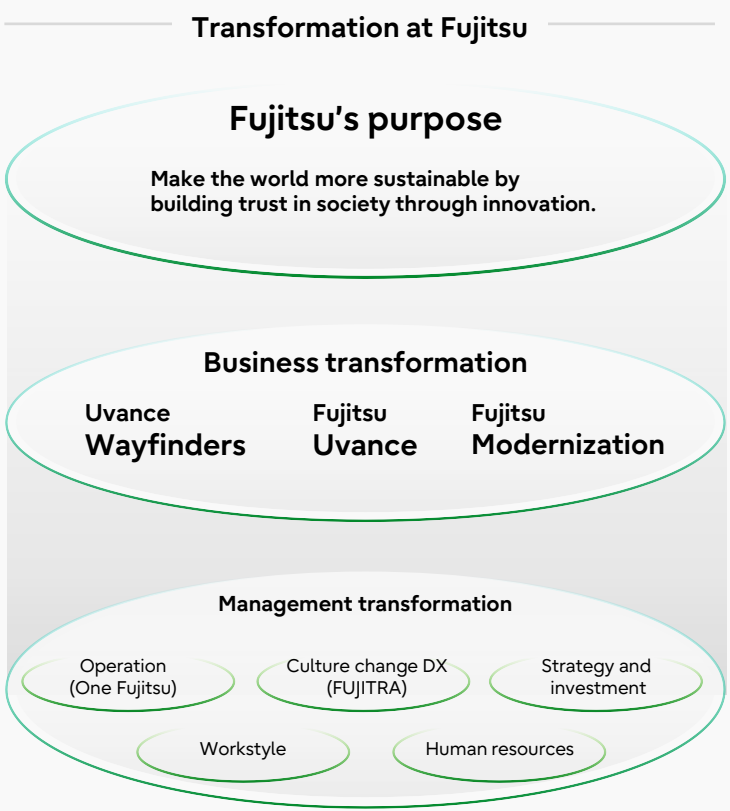
Fujitsu's transformation to realize our purpose

As your transformation partner, Fujitsu is continuing to embrace the challenge of transformation within our own organization.

Our purpose is to make the world more sustainable by building trust in society through innovation. To realize our purpose, we're transforming our three core businesses as well as our underlying management foundations.

In particular, we're focusing our efforts on operational transformation and human resources enhancement. In October 2024, we introduced OneFujitsu, a management platform that integrates over 4,000 systems in Japan and overseas. We're also working on a company-wide DX project called Fujitsu Transformation (FUJITRA) to spearhead an internal culture change and transform our workstyle and human resources practices.

We're sharing the experience and knowledge we're gaining as we strive to achieve our purpose with our customers, accelerating business transformation together.



AI-driven management enhancing corporate value

Takeshi Isobe, Representative Director, Corporate Vice President, CFO, Fujitsu

All organizations need to continuously improve their corporate value, even in an unpredictable and complex business environment. To achieve this, they need to evolve and change themselves. As CFO, I've introduced a management approach that creates value by optimally allocating management resources, enhancing the competitiveness of existing businesses and investing in businesses that address social challenges.

So what's the key to creating this virtuous cycle? I'm pretty sure it's data and AI. In 2024, Fujitsu began operating a global-standard data infrastructure to understand our business environment in real time. We're now implementing data-driven management in which we see what's happening in Sales and R&D in real time, helping us make prompt, optimal management decisions.

We're also working to apply AI to all areas of our business, including customer service, development and quality assurance. We're using AI to predict orders and sales based on results and trends in our revenue and new business pipeline. In addition, in 2025, we introduced AI agents to management meetings to provide the real-time data necessary to support decision-making and identify key discussion points.

Fujitsu will continue to implement management transformation using data and AI to increase sustainable corporate value. By sharing the knowledge and experience we've gained with our customers and accelerating data-driven management together, we aim to realize a sustainable society in accordance with our purpose.

Be on the road to change

In FT&SV 2025, we've envisioned a future in which we'll create new value through the collaboration of people and AI, scaling this value through cross-industry ecosystems to drive sustainable business growth and enrich both the environment and society.

As a transformation partner, Fujitsu will continue to help organizations achieve successful corporate transformation in all areas, from technology to consulting, services and modernization.

By working together, we'll create new businesses that drive net positive value.

Addressing societal challenges with customers around the world

Achieving sustainable business growth

Reitan Convenience Sweden (RCS)

RCS is a leading retailer, operating more than 400 convenience stores in Sweden. RCS and Fujitsu worked together to improve customer experience and reduce waste by introducing a new store management system, utilizing real-time data. We'll continue to work together to drive both sustainability and customer experience improvements across the RCS estate.

Protecting the future of energy

The Australian Energy Market Operator (AEMO)

AEMO, which operates energy systems across Australia, is committed to introducing renewable energy, providing a stable supply of energy and upgrading aging systems. Working with Fujitsu, AEMO introduced ServiceNow as an integrated platform to accelerate new services, enhance self-service capability and centralize risk management.

Environmental improvement of public facilities

Barsbüttel Township, Germany

The Barsbüttel township in Germany is using Fujitsu's IoT solution to improve the energy efficiency and environmental performance of public facilities. Data such as temperature and CO_2 concentration is monitored to detect abnormalities such as excessive CO_2 concentration and high temperatures, enabling countermeasures that improve indoor environments.

Promoting DX in the social security system

Government of Canada

The Government of Canada is promoting a 10 year DX program to refresh the aging social security system. Fujitsu is providing comprehensive support including planning, system integration, human resource management and security measures. We're helping to build a sustainable social security system by improving operational efficiency and public services.

References

Fujitsu Integrated Report

Providing a comprehensive, concise overview of Fujitsu Group's business activities and value creation initiatives for all Fujitsu stakeholders.

https://global.fujitsu/en-global/about/integrated-report

Customer stories

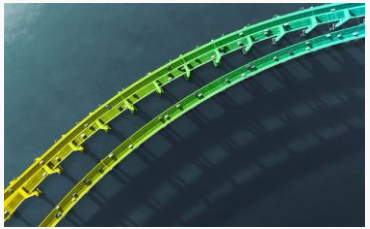
Providing examples of how Fujitsu has helped our customers to achieve new business outcomes.

https://global.fujitsu/en-global/customer-stories

Fujitsu Research Portal

Providing free of charge API and Web applications for testing Fujitsu's advanced technologies across multiple usage scenarios.

https://en-portal.research.global.fujitsu.com/



Net Positive Index

Evaluating organizational net positivity through a 17-question questionnaire. Helping you monitor your progress to net positive and compare relative performance within your industry or region.

https://impact.economist.com/en/projects/advancing-net-positive/assessment-tool

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Future Forecasts, Forecasts and Plans

This booklet contains forward-looking statements as well as past and present facts about the Fujitsu group. These statements are based on information available at the time of writing and contain uncertainties. Therefore, the results of future business activities and events that may occur in the future may differ from those described in this booklet, but the Fujitsu group assumes no responsibility for such events. We ask our readers to be aware of the above.

June 2025