
FUJITSU
Fujitsu Technology and Service Vision
Dynamic transformation
English edition

Index

Facing the turmoil

Constant, unpredictable change is now the norm. Rising geopolitical tensions are increasing economic uncertainty, restructuring global supply chains and intensifying pressure on energy and resources. At the same time, rapid advances in AI are reshaping business models and employment, starting in the technology sector.

Indeed, in February 2026, the value of global software companies declined by 20–40% in a few weeks[1], as large-scale workforce reductions become increasingly commonplace.

Energy and resource challenges are no longer confined to specific industries; they're now affecting all sectors. As AI adoption accelerates, disruption is spreading beyond the technology sector across the wider economy.

In this environment, conventional business norms, from the stable supply of energy and resources through to powering growth through employees and assets, are breaking down.

The challenge for organizations isn't simply about reacting to specific changes. The real challenge is to achieve end-to-end transformation, from leadership to the front-line, to ensure the organization can operate successfully through periods of ongoing volatility.

In the Fujitsu Technology and Service Vision, we outline the actions needed to drive this transformation. We also explore the changes brought about by technology and how Fujitsu can help to make transformation happen.

1) Short interest increases as software stocks reprice, S&P Global, 2026

Pioneering a better future through technology

The world is facing severe challenges, including geopolitical divisions, the growing impact of climate change and a shrinking workforce. At the same time, rapid technology evolution, particularly around AI, is disrupting industrial structures and rewriting established rules and values.

In these fast changing, unpredictable times, it's challenging for any organization to provide accurate growth forecasts. It's therefore essential to reassure internal and external stakeholders by setting out a clear vision that describes the organization's growth strategy and its ongoing contribution to business and society.

As a global technology leader, Fujitsu has a fundamental responsibility to demonstrate the future that technology can realize. As a key part of this process, the Fujitsu Technology and Service Vision maps out the direction and practical application of technology evolution.

In the Fujitsu Technology and Service Vision 2026, we describe how the adoption of AI-centric technologies is transforming entire organizations. We explore how these organizations are becoming technology-driven, able to respond dynamically to market changes, seize new opportunities and achieve sustainable growth.

In May 2026, we announced our mid-to-long-term management vision, outlining how technology will evolve toward 2035 and how we'll continue to contribute to business and society around the world.

As we develop the cutting-edge technologies that underpin this vision, enabling a world where AI permeates all aspects of people's lives, we're simultaneously transforming ourselves into an AI-driven enterprise. We're also harnessing the insights gained through our recent Customer Zero initiative[1] to help our customers build a successful future despite these turbulent times.

June 2026

1) Putting solutions into practice and testing internally, before rolling them out to customers

Takahito Tokita

Representative Director
CEO
Fujitsu

Change is shaking the foundations of business

The pace of change continues to exceed all expectations. Every year, Fujitsu conducts ongoing in-depth CxO surveys in order to achieve a deeper understanding of the impact of this unprecedented change. Our February 2026 survey[1] reveals that CxOs now regard the intensification of cyber attacks as the most significant threat to business.

External factors posing a threat to business

Sample size: 1,000

1st	Intensification of cyber attacks	Technology
2nd	Geopolitical tensions and conflicts	Politics
3rd	Financial market instability	Economy
4th	Intensification of natural disasters	Environment
5th	Declining labor forces	Well-being

Since February 2026, new developments, including fresh global conflicts, have continued to impact organizational priorities. In this fast-moving environment, traditional business management practices are increasingly incapable of providing an effective response.

Furthermore, as AI continues to evolve, cyber attacks can now be executed at speeds that far exceed the limits of human cognition and decision-making, significantly increasing the risks to corporate and social infrastructures.

To succeed, organizations must continuously reassess how such rapid technology evolution is impacting their current management processes.

1) Fujitsu commissioned Dynata to conduct a survey of 1,000 CxOs across North America, Europe and APAC in February 2026.

AI is changing everything

AI is advancing significantly faster than expected, accelerating automation, operational optimization and transformation across entire industries.

AI applications are now moving beyond automating and streamlining office work to enhancing product/service functionality and improving decision-making. Our survey reveals that the rate of AI adoption in office work already exceeds 40%, with over 90% of organizations planning to apply AI across their office operations in the next three years.

AI is also evolving into Physical AI, capable of understanding and controlling operations in the real world, accelerating the automation of on-site and front-line operations. While the adoption rate of AI and robotics is currently only around 30%, nearly 90% of respondents plan to pursue automation using AI and robotics within the next three years, rapidly accelerating transformation at operational sites.

Advances in Physical AI are now extending the impact of AI from the office environment to physical operations, redefining the nature of work across manufacturing, warehousing, logistics, maintenance and retail. AI is clearly impacting all industries, reshaping the rules of competition and transforming industrial structures. All organizations need to respond to this fundamental shift.

AI is spreading from office work to the front-line, transforming businesses and industries

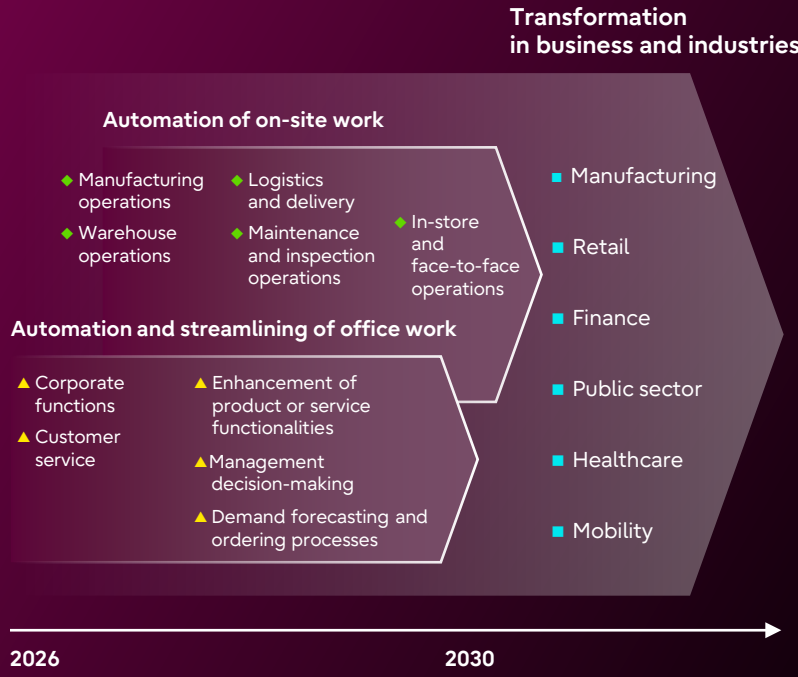


Chart created using the 2026 Fujitsu survey data.

Changing how we work and transforming society

AI is driving a structural shift in the way we work. The World Economic Forum projects that the proportion of work performed primarily by people will decline from 47% in 2025 to 33% by 2030[1]. By then, people-centered work, work carried out in collaboration with technology and work performed by technology alone will each account for roughly one-third of the total workload. As a result, the role of people is expected to shift from being the primary executors of tasks to becoming leaders in value creation, working collaboratively with AI and robots.

Society itself is also expected to undergo profound change. According to our survey, over 70% of business leaders believe that technological innovation will help reduce disparities in employment, healthcare and education, while accelerating our response to complex social challenges.

As technology continues to drive radical transformation, organizations must reconsider both how they create value and how they engage with society.

People's roles in the workplace are changing

	People	Combination	Technology
2025	47%	30%	22%
2030	33%	33%	34%

1) Future of Jobs Report, World Economic Forum, 2025

Technological innovation will significantly transform society

Sample size: 1,000

Innovation will help reduce disparities in employment, healthcare and education.

73%

The accelerated flow of AI and data will speed up responses to complex social challenges.

78%

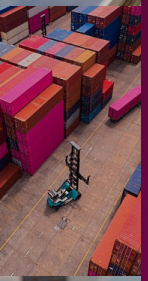
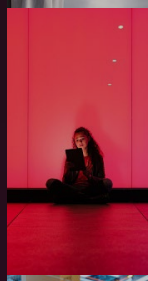




Leadership in an era where change is the norm

While environmental changes are nothing new, the pace, scale and scope of their impact are increasing rapidly. As this level of change becomes the norm, organizations must continuously transform themselves to achieve sustainable growth. They need the ability both to adapt to change and to learn from it.

Leadership teams must now rebuild their organizations around the technologies that are fundamentally reshaping industries and society. Rather than merely being a driver of efficiency, technology must become the core foundation that drives the business forward.

Traditional organizations

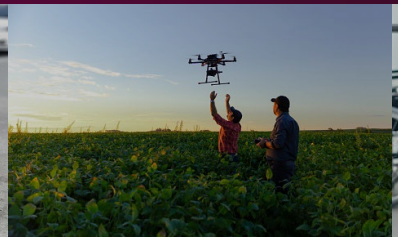
- Business management and execution centered on planning
- Fixed operational processes and rigid rules
- Technology used mainly for efficiency improvement

Future organizations

- Business management and execution centered on adaptation and learning
- Reconfigurable operational processes and rules
- Technology used as the foundation for value creation and decision-making





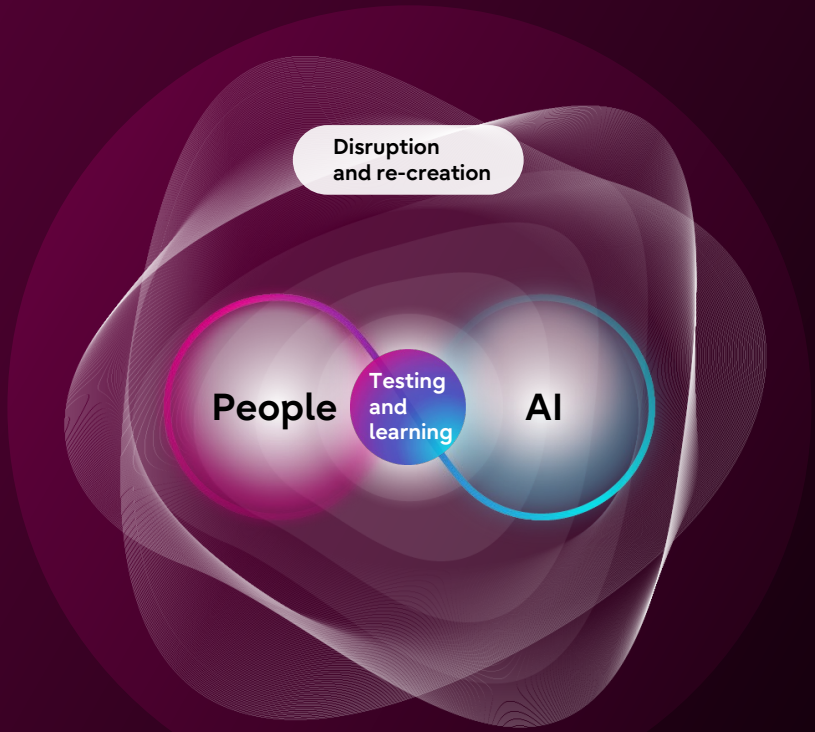



Dynamic transformation

In an era where change is the norm, precision planning has become less critical than speed of learning. To succeed, organizations must be able to run cycles of hypothesis, testing and learning, embracing all outcomes. Just as scientists make discoveries through repeated experimentation, businesses need to renew continuously through a cycle of testing and learning in a rapidly changing environment.

People and AI work together to drive this cycle, dynamically reconfiguring business systems[1] while implementing technology across all areas of the business. By sustaining this cycle, organizations can continuously disrupt and re-create their existing strategies, business models and processes. We call this dynamic transformation.

This transformation cannot be achieved by the power of AI alone. It requires combining multiple drivers of change, balancing their individual roles into a seamless functional entity.



Organizations continue to transform through collaboration between people and AI

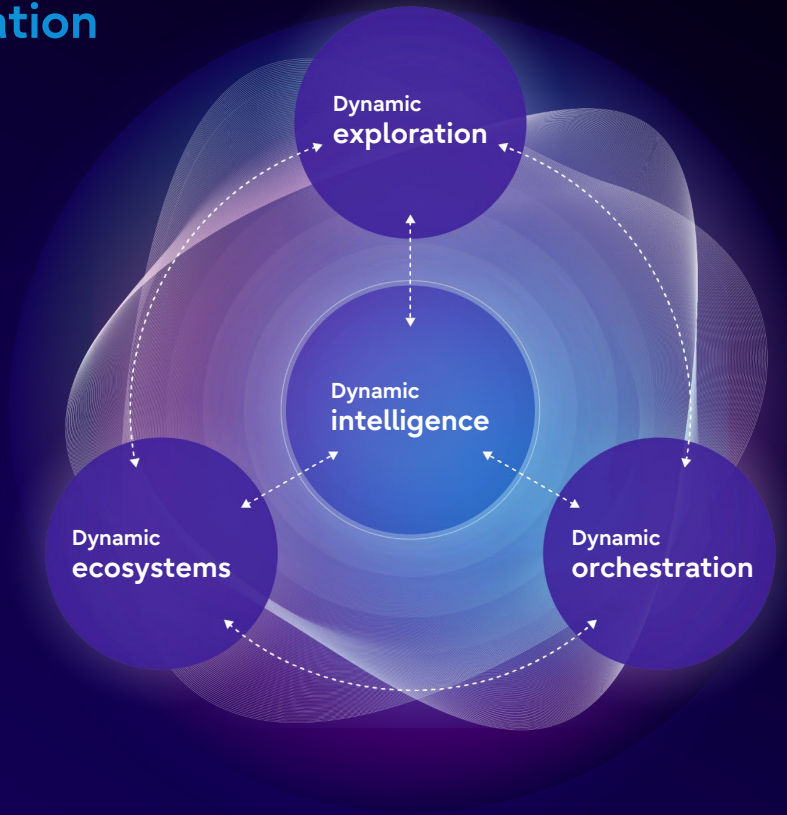
1) Mechanisms and processes that improve efficiency and create competitive advantage across core corporate activities such as Sales, Production and Human Resources.

The four dynamics driving transformation

Emerging technologies underpin the four key dynamics that enable organizations to drive transformation.

- **Dynamic intelligence:** By enabling people and AI to collaborate in rapid cycles of experimentation and learning, organizations can gain new knowledge, creating a foundation for the other three dynamics.
- **Dynamic exploration:** By leveraging rapidly evolving computing power, organizations accelerate exploration of the unknown, fueling innovation.
- **Dynamic orchestration:** By applying physical AI, organizations translate experimentation and learning into real-time front-line operations, dynamically reconfiguring entire business systems.
- **Dynamic ecosystems:** By leveraging security and trust technologies, organizations anticipate risks arising from changes in the external environment and autonomously reorganize their ecosystems.

In the following sections, we'll explore how organizations can achieve successful transformation by leveraging these four dynamics, including the critical deployment of evolving technologies.



Dynamic intelligence

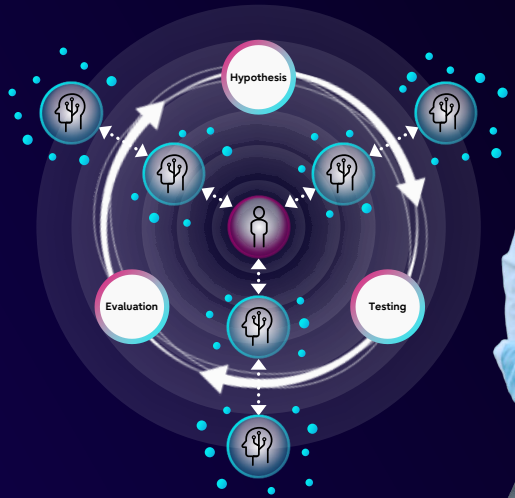
Accelerating knowledge creation through people-AI collaboration

By embedding AI agents into people-based knowledge creation processes, organizations can create levels of speed and scale previously unachievable using people alone.

AI agents autonomously collaborate across systems to generate and test hypotheses rapidly. By using agents to evaluate results and refine hypotheses, people can switch their focus to objective-setting and decision-making. As a result, organizations can generate new knowledge quickly and continuously. Additionally, by scaling AI agents by thousands, or tens of thousands, knowledge creation that was previously limited by the size of the workforce can be dramatically expanded.

Knowledge from people-AI collaboration is shared enterprise-wide via agent interaction, reducing reliance on individuals. Organizations become organically connected, dynamic entities that continuously adapt to changes in their environment.

Accelerating the knowledge creation cycle



Technology trailblazers

Digital employees supporting business operations

At a US financial institution, more than 100 AI agents, or ‘digital employees’, are embedded within the organization. They collaborate to fix approval-process gaps and remediate software vulnerabilities autonomously, reporting to supervisors and seeking approvals as needed.

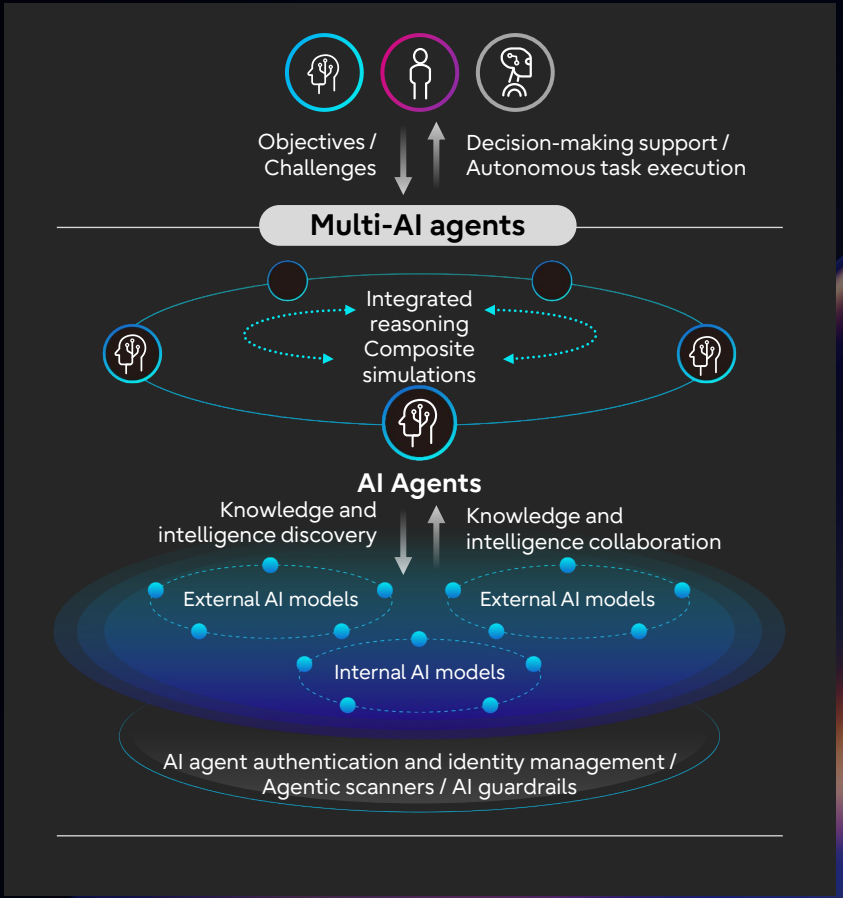
Accelerating knowledge creation with multi-AI agents

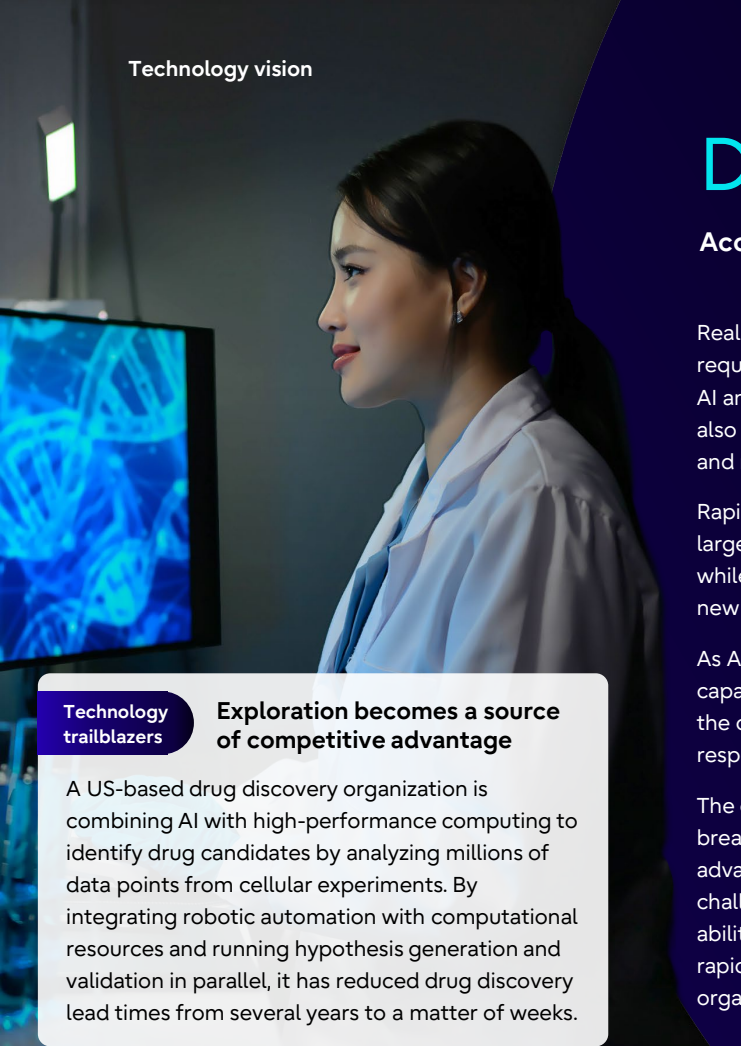
Autonomous, cooperative AI agents help to accelerate both experimentation and learning.

They assess conditions, coordinate with specialist agents, generate options and leverage internal and external models for integrated reasoning and simulation. People evaluate outcomes and make decisions, enabling AI to execute their instructions.

As agents become core to operations, security becomes a critical consideration. Safe autonomy and secure collaboration can be achieved through a combination of strong agent authentication, supported by agentic scanners to detect and remediate vulnerabilities, and guardrails to prevent hallucinations and data leakage.

The insights and experiences gained through this cycle are shared and accumulated across agents, becoming organizational capabilities that incorporate lessons gained from exceptions and tacit knowledge.





Dynamic exploration

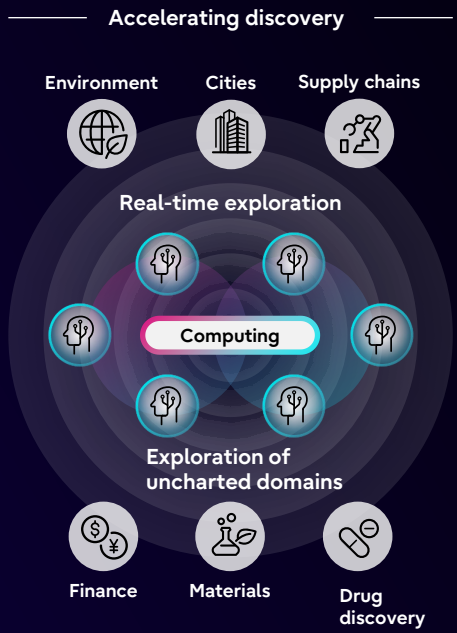
Accelerating discovery through the power of computing

Realizing an AI-driven knowledge creation cycle requires computing capabilities that both generate AI and maximize its potential. Advanced computing also enables organizations to explore new domains and respond to challenges in real-time.

Rapidly increasing computing power enables large-scale, high-precision simulation and analytics, while quantum computing introduces completely new approaches and previously inaccessible options.

As AI matures, more organizations will harness these capabilities. AI will autonomously select and allocate the optimal resources, enabling much faster responses to rapidly evolving requirements.

The convergence of AI and computing will drive breakthroughs, for example in healthcare and advanced materials, and help to address complex challenges across cities and supply chains. The ability to expand known domains and respond rapidly to emerging issues will further boost organizational competitiveness.



Technology trailblazers

Exploration becomes a source of competitive advantage

A US-based drug discovery organization is combining AI with high-performance computing to identify drug candidates by analyzing millions of data points from cellular experiments. By integrating robotic automation with computational resources and running hypothesis generation and validation in parallel, it has reduced drug discovery lead times from several years to a matter of weeks.

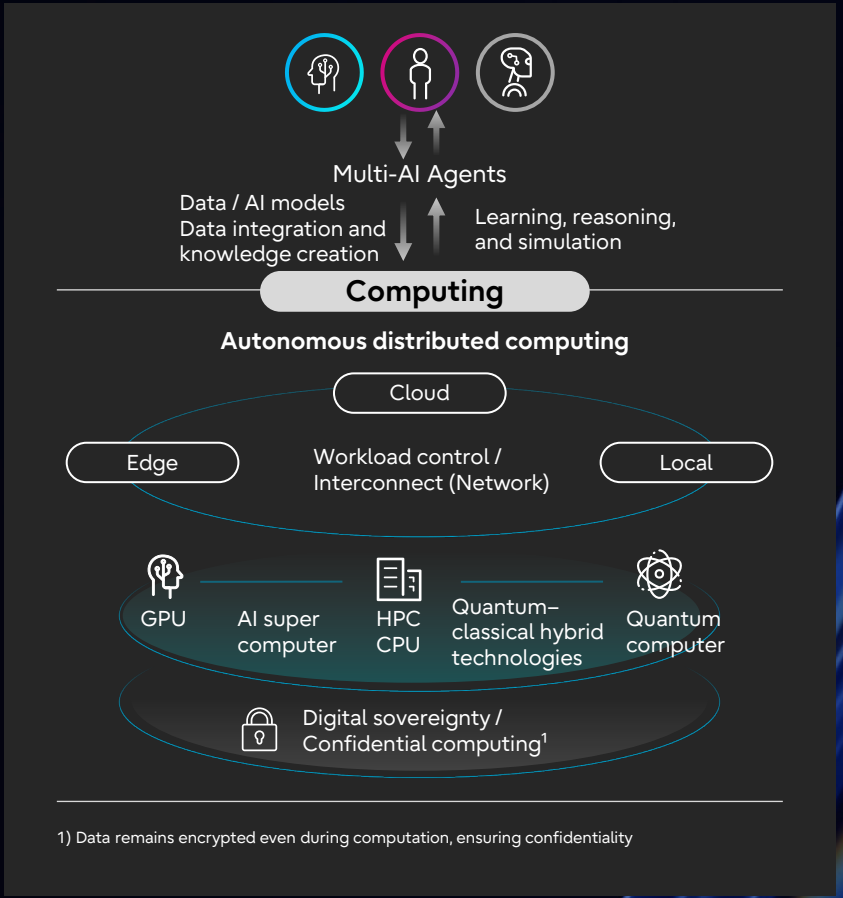
Computing that expands the exploration domain

Access to advanced computing via multi-AI agents expands exploration and drives new discoveries.

Agents autonomously select optimal resources and run reasoning and simulations based on problem scale, complexity, data and models. They intelligently select the appropriate edge, cloud and on-premise environments, connecting with ultra-low latency to meet security and digital sovereignty requirements.

For uncharted domains requiring massive simulations, organizations use GPU-based AI supercomputers and quantum systems to validate vast hypothesis sets quickly. Combined, these capabilities can unlock unprecedented discoveries and new business value.

Next, autonomous distributed computing will integrate and control dispersed resources with high energy efficiency aligned to business needs. Advanced computing will become widely accessible, without the need for deep expertise, enabling organizations to solve previously intractable problems.



Dynamic orchestration

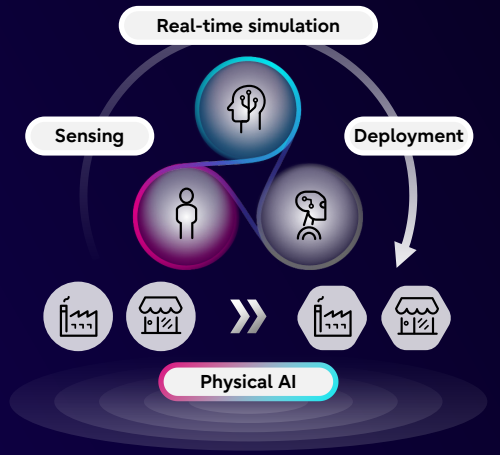
Reconfiguring business systems through the convergence of AI and robotics

Deploying digital-world insights from hypothesis tests and simulations into real operations rapidly creates tangible value across factories, stores and front-lines.

Robotics is now embedded in daily life and business, acting as an active team member. Guided by people-defined goals and rules, robots sense conditions in real-time, run simulations and execute tasks autonomously, while people focus on higher-value, judgment-intensive work.

Knowledge from this cycle is shared among both people and robots, and between robots, and scaled across the organization via AI. This continuously evolving improvement loop fuses the digital and physical worlds to enable situational awareness at the front-line, as well as simulation and deployment to operational sites. People, AI and robots co-orchestrate according to business conditions, dynamically reconfiguring end-to-end processes across digital and physical domains.

Reconfiguration of business systems



Technology trailblazers

Decide digitally, execute physically

A UK retailer uses AI and large-scale simulations to test inventory management, order picking and robotic behavior in a virtual environment. The findings are applied across their logistics operations, including over 3,000 robots. By identifying optimal operational strategies before deploying actual equipment, they improve their operational efficiency and ensure stable performance.

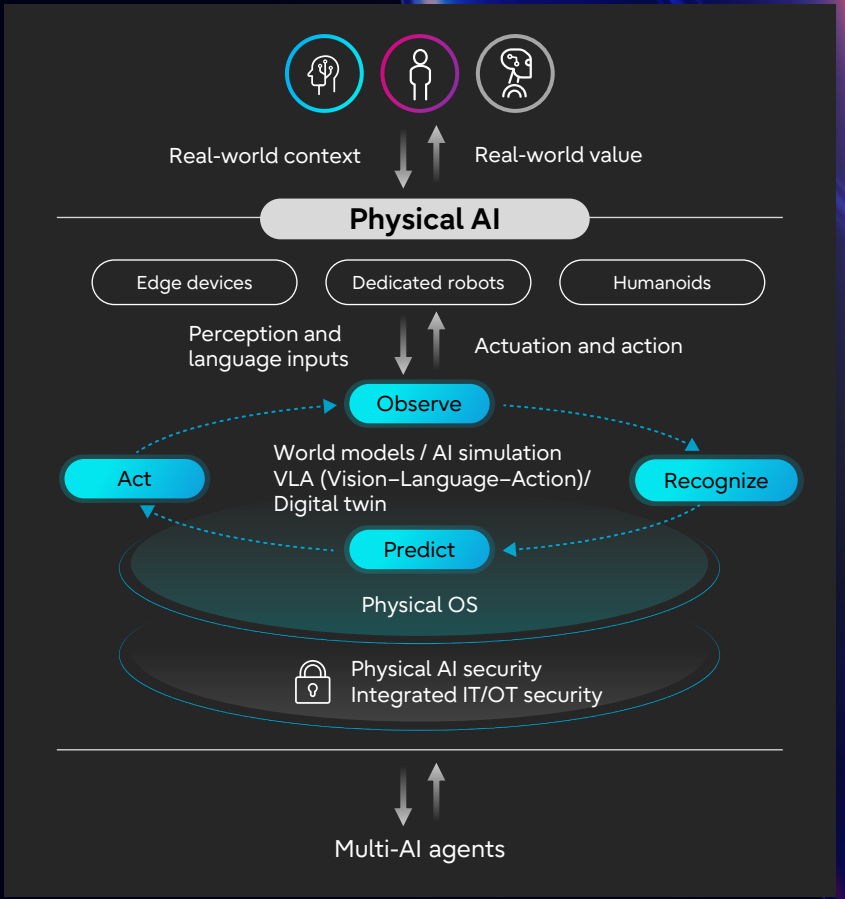
Physical AI: from prediction to action in the physical world

By perceiving the real world and acting autonomously, Physical AI enables the dynamic reconfiguration of business systems.

Like people, Physical AI observes and understands conditions via vision and language. A real-time world model predicts future states, guiding agents to select next actions, executed by robots and edge devices. Meanwhile, continuous feedback enables real-time adaptation. By acting autonomously based on objectives and guidelines set by people, AI and robots enhance the ability of businesses to respond to change.

While autonomous AI and robotics boost resilience, they also introduce new risks, including cyber-induced malfunctions that could threaten operations and critical infrastructure. New security technologies designed to protect Physical AI, and technologies that integrate IT and OT to defend entire systems, will become increasingly important.

In the future, a Physical OS will connect robots and equipment across multiple sites, shifting to a distributed, collaborative model that orchestrates the whole organization. This will enable fully dynamic, end-to-end business system reconfiguration.



Dynamic ecosystems

Predicting risk and autonomously reconfiguring the ecosystem

As the international landscape evolves and cyber attacks become increasingly sophisticated, organizations must continuously reassess their partner ecosystems while building new relationships.

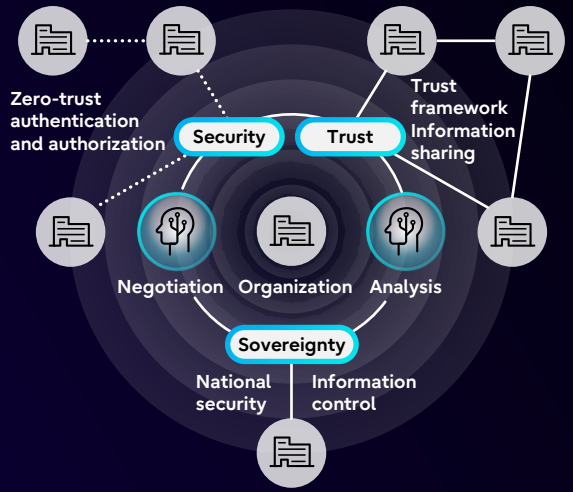
Historically, people negotiated partnerships that shared data, AI and systems at three levels:

- Open sharing based on trust;
- Secured sharing via authentication and other controls;
- Controlled sharing that preserves data and operational sovereignty.

Going forward, AI agents combined with security and trust technologies will predict external risks, continuously reevaluating agreements, sharing levels and helping to form new partnerships.

By autonomously reconfiguring their ecosystems, organizations reduce risk and realize sustainable value creation.

An ecosystem reconfigured by AI



Technology trailblazers

Expanding value through connected organizations

A German automotive OEM has expanded competitiveness beyond its boundaries by connecting OEMs, suppliers, materials and IT providers. They preserve data sovereignty while sharing CO_2, quality and supply-demand data via industry standards. Cross-company decision-making accelerates both risk management and value creation. The strongest organizations will collaborate effectively in this way.

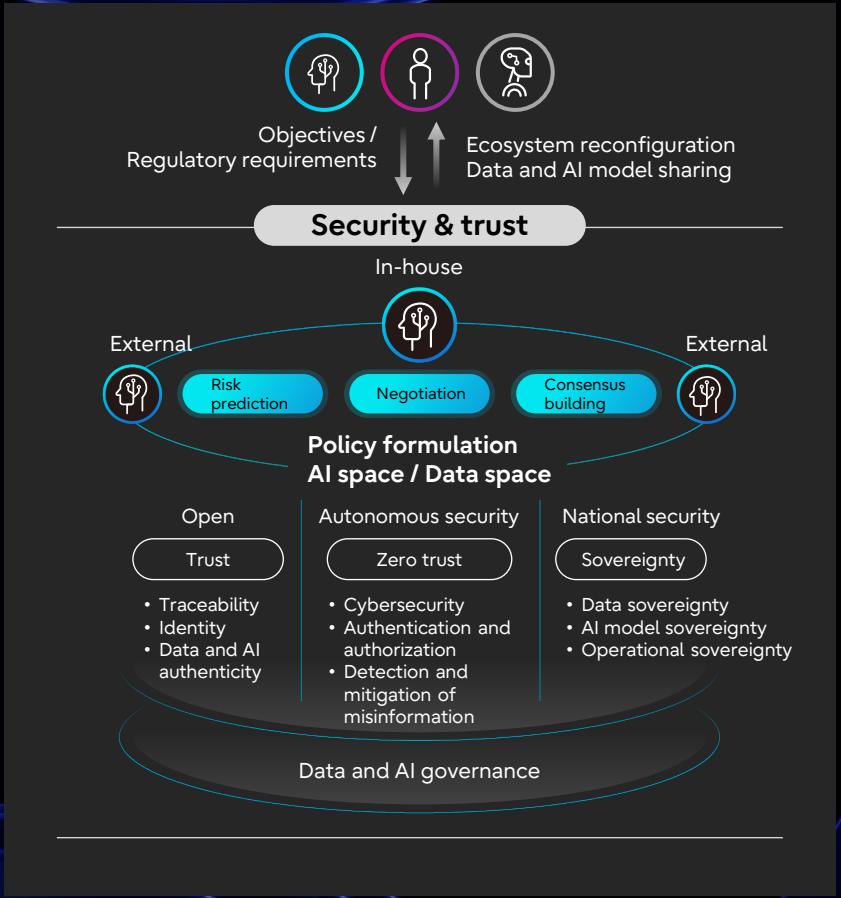
Reconfiguring ecosystems through security and trust

Combining AI agents with security and trust technologies enables continuous ecosystem reconfiguration and a flexible response to environmental changes and risks.

In-house agents predict risks, assess partnerships from multiple perspectives and update collaboration policies as needed. Through autonomous negotiation with other organizations' agents, they mitigate external shocks, identify win-win terms and accelerate consensus.

Collaboration runs on clear policies and governance for data and AI, enforced by security and trust technologies. Traceability and identity enable open AI spaces, while zero-trust controls, including authentication, authorization and cybersecurity, ensure secure negotiations and transactions. Elsewhere, sovereignty solutions protect sensitive domains.

This dynamic, cross-boundary collaboration goes far beyond just managing risk to unlock major new growth potential.



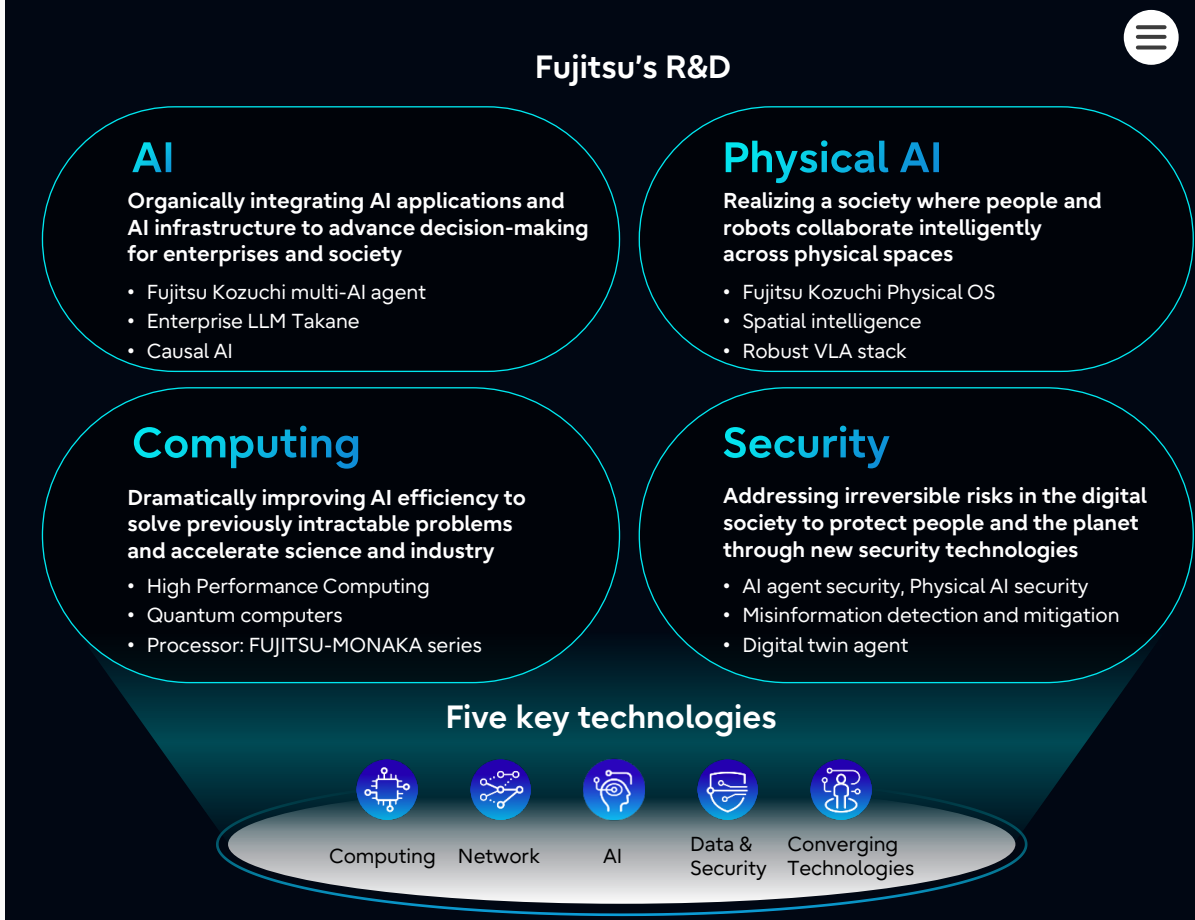
Fujitsu's R&D

We've explored how AI agents, computing, Physical AI, security and trust technologies are reshaping organizations and creating new value.

Technology-driven value creation is at the core of Fujitsu's Management Vision 2035, focusing on driving further growth for our customers.

To deliver on this vision, we've launched a new R&D framework based on five key technologies to translate research outcomes rapidly into societal implementation. Alongside the fusion of AI and computing, we're strengthening our Physical AI, hybrid quantum-classical computing and security technologies to tackle irreversible risks. We're also expanding our activities into new areas, including advanced materials and space data applications.

Fujitsu will continue to contribute to both our own and our customers' transformation, creating new growth opportunities by accelerating world-class research outcomes.



R&D roadmap

Fujitsu will drive technology-led value creation through advanced R&D into AI autonomy, AI-quantum-computing convergence and self-evolving security.

By combining these advances with open technologies, we'll accelerate societal adoption, continuing to drive new value through AI and hybrid computing.

	2026		2035
AI	LLM / Foundation models Domain-specific AI agents	Orchestrating AI through agent collaboration Knowledge-sharing, federated learning and decentralized collaborative learning	Self-organizing mission-critical AI agents
Physical AI	Robotics platform Spatial world models / Affordances	Failure recovery and distributed experience sharing Cooperation among heterogeneous robots	Autonomous coordination among multiple spaces and robots
Quantum	NISQ (Noisy Intermediate-Scale Quantum Computing) Quantum-classical hybrid platform	Early FTQC / FTQC (Fault-Tolerant Quantum Computing) Practical quantum applications	Extending quantum supremacy
Computing	Accelerating and optimizing AI inference with CPUs Confidential computing	AI supercomputing: the convergence of HPC and AI	A leap in AI processing performance through advanced semiconductor technology
Security	Security for agentic and Physical AI Defense against cognitive warfare and information attacks	AI threat hunting Next-generation threat intelligence	Self-evolving security

Accelerating end-to-end AI adoption

Fujitsu Kozuchi AI Platform

AI's value does not lie in standalone technologies, but in their seamless integration into unified systems. As AI requirements vary hugely across industries and organizations, the Fujitsu Kozuchi AI Platform provides cutting-edge AI across the full stack, enabling optimal AI configuration for specific uses.

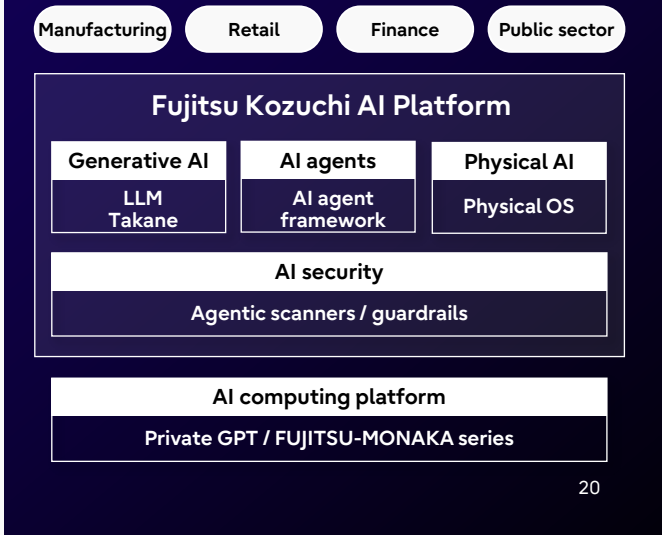
Takane, Fujitsu's enterprise large language model, understands enterprise data, rapidly organizes information and presents options to boost operational efficiency and improve decision-making. Our Multi-AI Agent Framework connects and orchestrates entire business processes, enabling dynamic management decisions. AI Security is embedded in these generative AI and agentic AI technologies to ensure safe, secure AI utilization.

We're currently accelerating the development of the Fujitsu Kozuchi Physical OS, a platform that integrates robots and physical spaces. In April 2026, we established a joint research center in the USA with Carnegie Mellon University in the field of Physical AI.

We also launched our Physical AI Studio in Japan to design and validate human-robot coexistence and collaboration.

Fujitsu provides an AI computing platform for on-premises environments, which supports its Fujitsu Kozuchi AI platform. Furthermore, we'll strengthen our platforms through collaboration with partners such as NVIDIA.

We'll continue to develop a range of AI technologies that address the needs of diverse industries and customers, including sovereign AI and Physical AI, while optimizing combinations of technologies and services tailored to specific requirements. By integrating cutting-edge AI into a management infrastructure that drives everything from hypothesis generation to field deployment, we'll help to strengthen organizational competitiveness and sustainable growth.



Tackling complex industrial and societal challenges

Fujitsu's next-generation hybrid computing

Fujitsu remains a global leader in computing, leveraging world-class capabilities centered on our proprietary processors and quantum technologies.

Scheduled for release in 2027, the FUJITSU-MONAKA processor will deliver high performance and energy efficiency from edge environments to data centers. FugakuNEXT, currently under development with RIKEN and NVIDIA, will be equipped with the next-generation FUJITSU-MONAKA-X, delivering a major leap in performance and energy efficiency through HPC-AI convergence. The FUJITSU-MONAKA series will enable the evolution of diverse workloads in the agentic AI era.

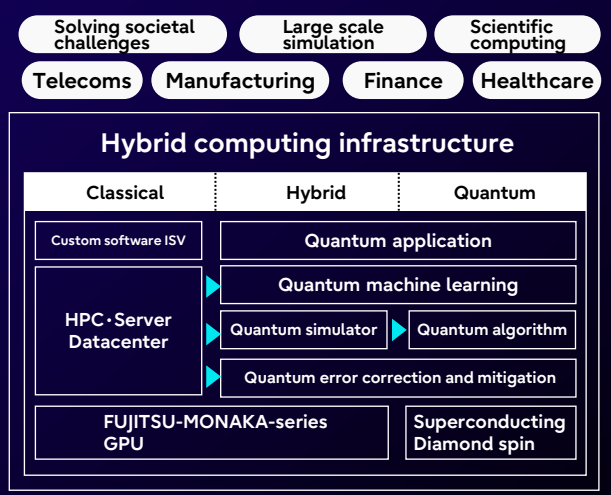
We also plan to release a 1,024-qubit superconducting quantum computer in 2026, with the long-term goal of developing a system with over 10,000 qubits. We continue to explore the potential of new quantum technologies, including diamond spin technology through joint research with Delft University of Technology and Qutech[1].

We're currently collaborating with the University of Osaka on quantum error-correction technology such as the STAR architecture, enabling larger scale computation with a limited number of qubit counts. We're also supporting new applications in materials science, drug discovery and finance through quantum simulators and the quantum algorithm library Fujitsu QARP[2].

Furthermore, Fujitsu plans to open a quantum–HPC hybrid computing center to expand our collaborative research and proof-of-concept initiatives. Through a hybrid quantum-classical environment, we aim to provide computing capabilities that leverage the strengths of both approaches, such as quantum machine learning and AI-driven error correction.

We'll work with our global partners to lead the way in solving increasingly complex industrial and social challenges through the research, development and societal implementation of hybrid computing infrastructure.

1) A quantum technology research institute based at Delft University of Technology in the Netherlands.
2) QARP: Quantum Application Research Package

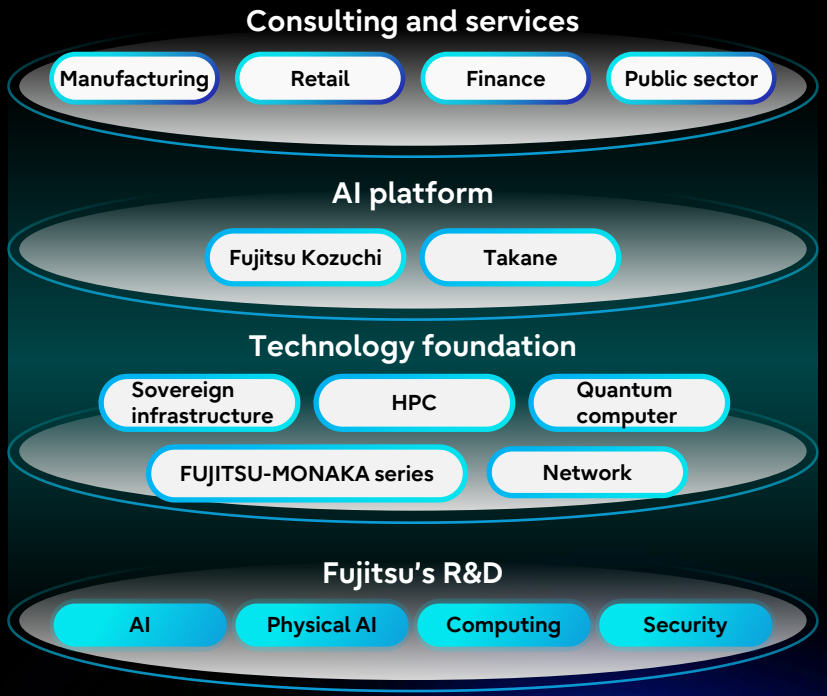


Providing trusted technologies

So far, we've explored the concept of technology-driven organizational transformation. We've also shared how Fujitsu is advancing cutting-edge R&D in AI, computing, Physical AI and security to make this concept a reality.

Technology is clearly becoming a critical priority for all organizations. In the future, organizations will create value by leveraging data and AI, with rapid decision-making becoming a key source of competitive advantage. In this context, organizations that transform themselves into technology companies, capable of mastering and continuously evolving their use of technology, will successfully overcome uncertainty and create new value beyond industry boundaries.

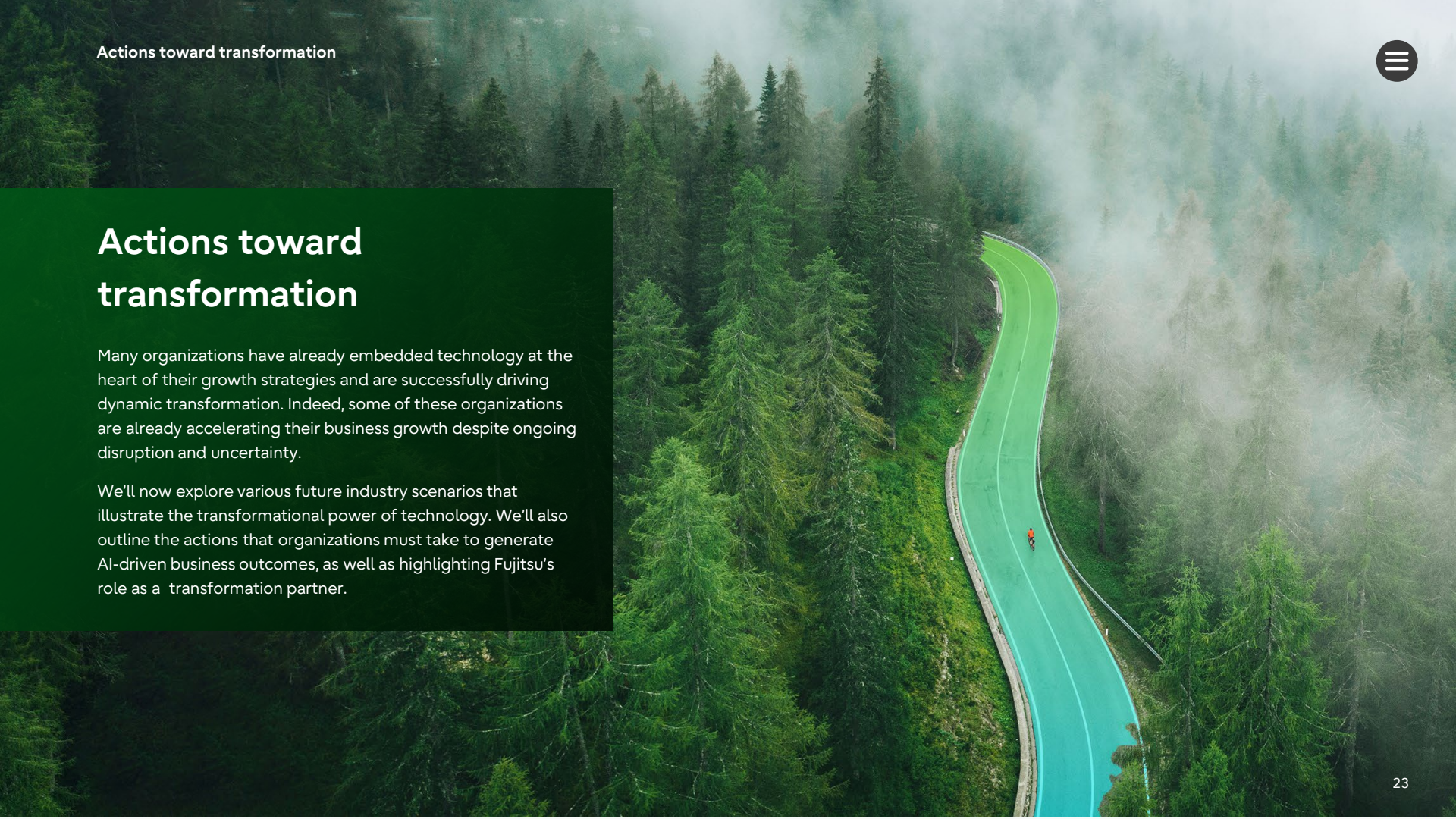
The functions and characteristics of each technology need to be understood and combined optimally to generate value that creates competitive advantage. Fujitsu will enable organizational transformation and growth by providing highly reliable technologies, including sovereign and HPC-based technology foundations and AI platforms, combined with our own consulting and services.



Actions toward transformation

Many organizations have already embedded technology at the heart of their growth strategies and are successfully driving dynamic transformation. Indeed, some of these organizations are already accelerating their business growth despite ongoing disruption and uncertainty.

We'll now explore various future industry scenarios that illustrate the transformational power of technology. We'll also outline the actions that organizations must take to generate AI-driven business outcomes, as well as highlighting Fujitsu's role as a transformation partner.



Industrial transformation enabled by technology: manufacturing and retail

The evolution of technology will not only transform individual organizations but also fundamentally reshape entire industries.

As dynamic transformation accelerates across industries such as manufacturing and retail, long-standing industry norms and competitive rules will be fundamentally redefined.

Manufacturing

In manufacturing, people, AI and robotics will work together seamlessly, with virtual verification results reflected on-site in real-time. Advances in additive manufacturing[1] will enable rapid design changes and reproduction, accelerating the shift to outcome-based economies[2] focused on individual needs, equipment uptime and performance guarantees.

Business models will shift from selling products to delivering value-based services.

75%

> **Our core mission is to transform from a product manufacturing company to a solutions company.[3]**
>
> **Chief Digital Officer, Manufacturing, USA**

1) A manufacturing technology that creates three-dimensional objects by layering materials using 3D printing technology
2) An economic model in which value and compensation are paid not for the product itself, but for the outcomes achieved through its use

Retail

The retail industry will evolve into a social infrastructure that anticipates and optimizes people's lives, built on locally produced-and-consumed, highly automated supply chains. The focus will shift from selling products to circulating assets, as the industry transforms into material banks that store, collect and reallocate products.

AI agents will anticipate individual needs and enable purchases to be made proactively.

86%

> **AI provides predictive forecasting for volume and demand, allowing for better resource management.**
>
> **Senior Vice President, Supply Chain, Transportation and Logistics, China**

3) Quoted from interviews conducted with CxOs, commissioned by Fujitsu and carried out by Business Advantage Group Limited between October and December 2025.

Industrial transformation enabled by technology : finance and public sector

Across the financial and public sectors, dynamic transformation will also reshape business systems and processes, creating more resilient organizations and societies.

As organizations, industries and society undergo profound change, what must organizations do to accelerate their transformation further?

Finance

AI-driven economic activities will become central to the financial industry.

82%

In the financial sector, institutions will evolve into providers of AI- and data-driven financial products and services that will be embedded into services across different industries. At the same time, financial instruments tied to revenues generated by autonomous AI will expand, creating new markets where AI-driven economic activity itself becomes a source of capital.

> **I view AI as a new technological revolution, and I expect AI will continue to create revolutionary change.**
>
> **Chief AI Officer,**
> **Financial services, Canada**

Public sector

AI will support each citizen, allowing public servants to focus on complex cases.

78%

In the public sector, data and AI will enable services tailored for individual citizens. Transparent, accountable governance will be advanced through policies shaped by simulations that combine digital twins built on social data[1] with generative AI.

> **Being "data-driven" is just better decision-making.**
>
> **Chief Human Resources Officer,**
> **Public sector, USA**

1) Open data collected and published by governments and social big data from sources such as social media platforms

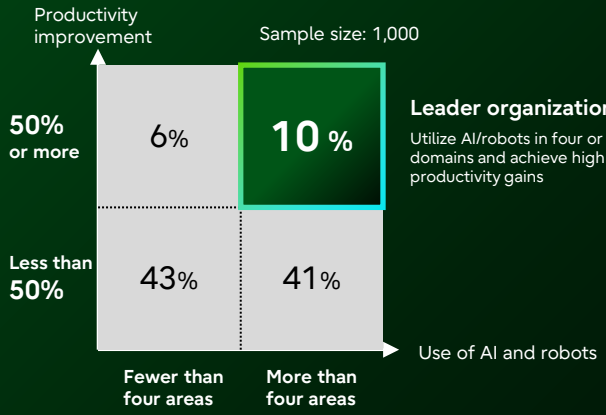
The key to dynamic transformation

As society and industries undergo significant change, organizations are accelerating dynamic transformation, expanding the application of technology while striving to improve productivity. But how many organizations have truly succeeded in turning technology into transformation?

The Fujitsu survey shows that AI and robotics adoption is rising rapidly, with nearly half of organizations already deploying them across multiple business domains[1]. Yet adoption alone doesn't deliver results. Among those organizations, only the top 10%, referred to as leader organizations, are averaging productivity improvements of 50% or more.

So, what sets this top 10% apart from the rest? Let's explore the actions that leader organizations are taking to translate technology into tangible business outcomes.

Profile of leader organizations



Leader organizations:
Utilize AI/robots in four or more domains and achieve high productivity gains

1) 10 domains where the use of AI and robots is expected

- Customer service
- Corporate functions
- Management decision-making
- Demand forecasting and ordering processes
- Product or service enhancement
- Manufacturing operations
- Warehouse operations
- In-store and face-to-face operations
- Logistics and delivery
- Maintenance and inspection operations

Key factors for achieving transformation

Fujitsu's survey has identified common characteristics shared by leader organizations that consistently achieve strong results. These are a strategy that places AI at the core of business, people that maximize the power of AI and a technology infrastructure that accelerates business and generates insights. Leader organizations demonstrate a significantly higher level of maturity than other organizations across all these elements.

Security is another critical enabler for successful transformation. Fujitsu's survey shows that security risks such as data breaches are the greatest challenge to implementing AI. Based on the characteristics of leader organizations across strategy, people, technology and security, as well as highlighting Fujitsu's own practices, we will now outline the concrete actions that organizations need to take.

01 Strategy

Drive business with purpose and AI

02 People

Cultivate a culture that incorporates AI

03 Technology

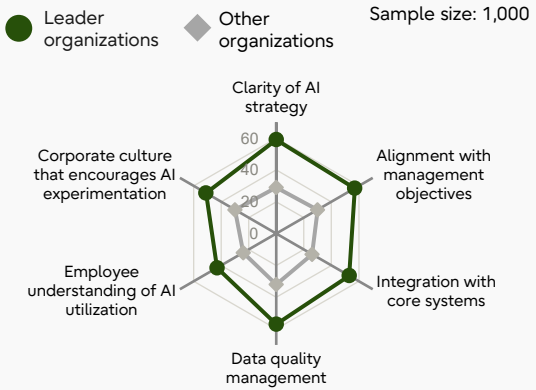
Expand AI utilization through a technology infrastructure

04 Security

Strengthen security using an attacker's perspective

Strategy / People / Technology

Maturity of AI initiatives (agreement rate)



Security

Challenges faced in implementing AI

Sample size: 1,000

1st Concern about the leakage of data and security

2nd A lack of people with the required AI skills

3rd High initial investment and operational costs

4th AI is not yet fully mature

5th Insufficient data preparation

01 Drive business with purpose and AI

As constant change becomes the norm, sustainable growth depends on using technology to adapt to disruption, while aligning those adaptations with long-term goals. Fujitsu's survey shows that leader organizations are balancing progress toward their long-term objectives with strong short-term financial performance.

In May 2026, Fujitsu released our Management Vision 2035.
To realize our purpose, we're driving value creation through two technology-led initiatives:

1. Advancing AI-driven transformation

We'll transform our business model by leveraging AI across all our services, helping our customers' transformation journeys with knowledge gained through our own experience.

2. Delivering trusted technologies

Through reliable technology platforms, we'll contribute to customer growth while supporting safety and trust in society.

By linking responsiveness to change with long-term value creation, and positioning technology as a driver of value rather than just efficiency, organizations can achieve sustainable growth.

Leader organizations balance long-term and short-term value creation

Long-term vision and goals are progressing faster than anticipated

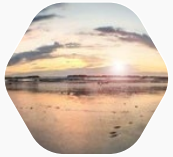
Leaders	Others
47%	18%

Revenue was improved significantly

Leaders	Others
49%	19%

Sample size: 1,000

Fujitsu's initiative: Management Vision 2035



Our purpose

To make the world more sustainable by building trust in society through innovation

Technology-driven value creation

1. Advancing AI-driven transformation

- Transforming business models
- Supporting our customers' transformation

2. Delivering trusted technologies

- Contributing to our customers' growth
- Supporting safety and trust in society

02 Cultivate a culture that incorporates AI

It's essential to cultivate a culture that encourages employees to use AI actively and appropriately. Our survey shows that leader organizations develop a culture supporting AI adoption and ensure their employees understand how to use AI effectively. As a result, they minimize job reductions, enabling people and AI to grow together.

Fujitsu has launched a company-wide AI Practice Initiative to shift from individual-level to organization-wide AI adoption. We've also developed a roadmap to 2030 to integrate AI into our core processes, establish AI-driven management and realize people-AI coexistence. Through this, we're fostering AI talent and embedding AI utilization into our culture. Over 80,000 of our employees already use generative AI, while over 8,000 have joined our internal social networking community to share AI best practices and support.

We're also ensuring the appropriate use of AI. Based on the Fujitsu Group AI Commitment, we've shared new governance structures around AI ethics and guidelines for the use of generative AI across the organization.

The value of AI depends on people. Designing skills development, culture and governance as an integrated framework enables effective, successful AI deployment.

Leader organizations create environments where people and AI grow together

Employee satisfaction has increased significantly.

Leaders	Others
52%	21%

Employees will collaborate with AI and robots and grow together.

Leaders	Others
60%	31%

Sample size：1,000

Fujitsu's initiatives: Evolving the talent portfolio

AI adoption roadmap: towards organization-wide AI adoption and the coexistence of people and AI

FY2025
- Integration with business processes
- Establishing governance
- Pursuing ROI

FY2028
- AI participation in decision-making
- Business model premised on AI

FY2030
- An ecosystem-based value creation model
- A model for the coexistence of people and AI

Company-wide AI implementation initiative

Active users of generative AI

80,000

Internal social media community

8,000

AI ethics governance framework

Fujitsu group AI commitment

Fujitsu guidelines for the use of generative AI

03 Expand AI utilization through a technology infrastructure

Maximizing AI-driven value creation requires both the integration of AI with existing systems and ensuring data quality. Our survey shows that leader organizations are connecting AI to core systems and continuously managing data quality to realize greater returns on their AI investment.

At Fujitsu, AI is being embedded across our business systems and software development to maximize value. AI agents now automate 75% of first-level support on our service desks, while AI is also expanding into our management decision-making and sales support, including the creation of customer proposals.

In software development, we've created a platform to automate processes from requirements definition through testing, which has already cut a system modification task from three person-months to four hours. We plan to deploy this platform initially across our healthcare and public sector software portfolio before we extend it company-wide, accelerating the delivery of systems capable of keeping pace with evolving business needs.

Achieving competitive advantage requires moving beyond standalone AI adoption to an integrated approach spanning data, systems and AI.

Leader organizations are expanding their investments in AI to create value

Significantly increase investment in AI compared to last year (>10% increase)

Leaders	Others
62%	18%

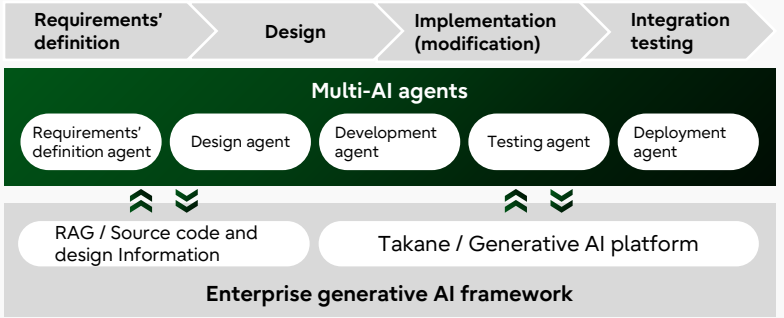
Outcomes of transformation initiatives significantly exceed the plan

Leaders	Others
37%	10%

Sample size: 1,000

Fujitsu's initiative: AI-driven software development

- FY2025: Evaluate through software modification
- From 2026: Apply to all our 67 healthcare and government software packages
- FY2026: Expand application to all system development



04 Strengthen security using an attacker's perspective

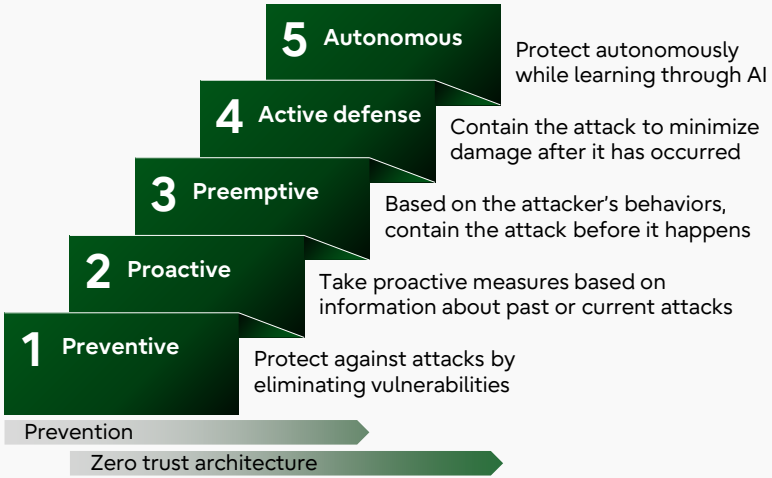
With AI capable of detecting hidden software vulnerabilities, cyber attacks have become too sophisticated for existing countermeasures. As these threats can directly impact an organization's value, security measures based on a zero-trust framework are now essential.

As AI continues to accelerate the speed of attacks, Fujitsu has organized our approach to security into five stages, strengthening security by using an attacker's perspective. To prevent cyber attacks, we now use threat intelligence equivalent to that of attackers to conceal attack vectors visible from the internet, while simulating attacks on our own assets. We're also implementing a zero-trust architecture defense that observes and contains attacker behavior.

We're strengthening our defenses across prevention, detection and containment by leveraging threat intelligence, AI-driven threat detection and remediation measures. Through this layered defense approach, we can embed proactive egress controls against post-intrusion attacks, improving detection speeds to neutralize or minimize damage impact.

AI-based attacks require autonomous defenses that use an AI-based response. Technology advances and evolving attack trends make it imperative to identify and address emerging threats rapidly.

Fujitsu initiative 1: Developing zero trust architecture



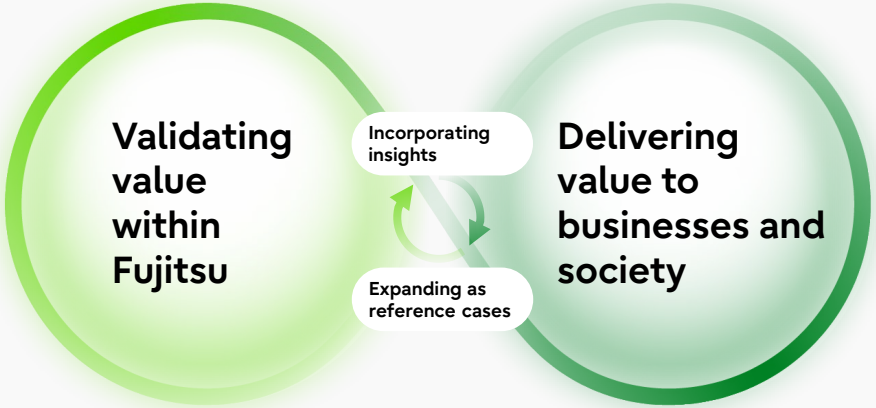
Fujitsu initiative 2: Multi-layered defense approach

Prevent	1. Proactive vulnerability mitigation through threat intelligence 2. Multi-Factor Authentication and web isolation
Detect	1. User and Entity Behavior Analytics (UEBA) 2. Deployment of EDR[1] on all devices and integrated log monitoring
Contain	1. Application outbound communication control 2. Leakage mitigation by data protection

1) Endpoint Detection and Response: Monitor devices and detect and respond to cyberattacks

Leading the AI-driven transformation through practical implementation

- Strategy
- People
- Technology
- Security



- Consulting
- AI services
- AI platform

Fujitsu is advancing AI-driven transformation, implementing the core pillars of strategy, people, technology and security across all corporate activities. By combining insights from our own transformation initiatives with deep industry and operational expertise, Fujitsu aims to help organizations become truly AI-driven.

For businesses and society, Fujitsu will deliver integrated offerings that combine transformation consulting, industry-focused AI services and AI platforms that enhance management decision-making.

Your transformation partner

Fujitsu is the only technology company in the world with in-house AI, CPU and optical networking technology development capability, while also developing advanced systems such as supercomputers and quantum computers.

Built on these trusted technologies, Fujitsu delivers end-to-end consulting, AI services and AI platforms. As a partner in technology-driven transformation, we will continue to help customers accelerate their dynamic transformation.

Manufacturing | Retail | Finance | Public sector

Consulting

Strategy formulation based on deep expertise in industries, business operations, and technology
Addressing security risks

AI services

Resolving advanced, industry-specific challenges by leveraging industry-focused AI agents and data

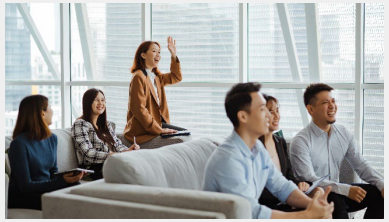
AI platform

Fujitsu Kozuchi AI platform,
Enterprise LLM Takane

Technology foundations

AI, FUJITSU-MONAKA series,
Supercomputers, Quantum computers, Networks

Customer experiences around the world



AI analysis of public comments

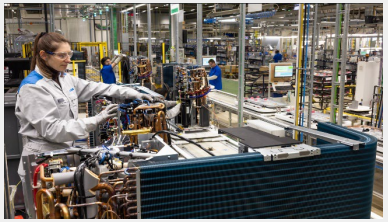
Central government agency (Japan)

The growing volume of public feedback made it difficult for a central government agency to analyze opinions quickly while adhering to relevant regulations. Fujitsu applied our enterprise LLM Takane to automate classification, summarization and regulatory checks. Administrative efficiency and output quality have since improved significantly, demonstrating how trusted AI can support transparent, scalable public decision-making.

AI-based gait analysis

Acer Medical (Taiwan)

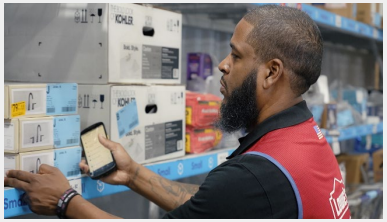
By leveraging Fujitsu's skeleton-recognition AI, Acer Medical enabled accurate gait analysis using standard smartphone and tablet video. By visualizing analysis results, the solution enables physicians to assess the signs associated with neurological conditions commonly seen in older adults. This approach has improved diagnostic objectivity, reduced clinician workload and expanded access to data-driven healthcare evaluation.



Digital innovation in manufacturing

Daikin Europe (Europe)

Daikin Europe needed to modernize a fast-growing IT environment without disruption, while preparing for the impact of AI. With Fujitsu and Microsoft Azure, Daikin modernized IT across 130+ sites in 30 countries, improving stability, enabling hybrid multicloud integration and creating a stronger foundation for AI-driven services. The transition was seamless and disruption-free, enabling focus on strategic priorities and improving cost efficiency and sustainability.



Inventory optimization with AI

Lowe's (USA)

Lowe's Innovation Labs needed to reduce logistics bottlenecks and improve inventory flow across their complex supply networks. Working with Fujitsu, they combined AI and quantum-inspired optimization to model logistics at scale and test operational strategies. The proof of concept achieved a 30% reduction in peak inventory arrivals and a 10% efficiency gain, while improving product availability and delivery reliability.

Looking ahead to 2035

In the Fujitsu Technology and Service Vision, we have clearly demonstrated our commitment to a better future. By leveraging technologies as a core strategy, organizations will be able to create value for both society and the environment, underpinned by the concept of Regeneration we introduced in 2023.

Despite rising uncertainty, our direction remains clear.

Toward 2035, we'll help people expand their capabilities and potential, improve social resilience through global-scale digital twins and enable a prosperous information society rooted in data sovereignty and advanced security. Above all, we'll continue to advance our own transformation, while helping our customers realize dynamic transformation through cutting-edge technology.

Together with our customers and partners, we'll build a safer, more secure and prosperous world through technology.

Regeneration

2023

Creating value for society and the environment through the use of technology

Dynamic transformation

2026

Reconfiguring business dynamically through rapid cycles of testing and learning enabled by people-AI collaboration

A safe, secure and prosperous world

2035

Expanding human capabilities and potential
Simulating activities on a global scale
Ensuring information security

Fujitsu Limited

4-1-1 Kamikodanaka, Nakahara-ku,
Kawasaki-shi 211-8588, Kanagawa, Japan
https://global.fujitsu/en-global

About trademarks

Product names and other proper nouns are trademarks or registered trademarks of their respective companies.

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.

This content has been generated with the assistance of artificial intelligence.

June 2026