Enhancing Corporate Value: Fujitsu's Human Capital Strategy

Hiroki Hiramatsu

Director and Corporate Executive Officer, SEVP, CHRO

Fujitsu Limited

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Director and Corporate Executive Officer, SEVP, CHRO

Hiroki Hiramatsu

1989	Joined Fujitsu Limited
2004	HR Director, Product Business Promotion Unit
2009	HR Director (Organization/HR Mgmt), General Affaires & HR Unit
2015	Head of HR, Sales & Marketing, Business Management Unit
2019	Corporate Executive Officer, Head of General Affaires & HR Unit, Global Corporate
2020	EVP, Corporate Executive Officer, Head of General Affaires & HR Unit
2021	EVP, CHRO
2024.6	Director and Corporate Executive Officer, SEVP, CHRO

Major External Engagements

Council for Realizing New Capitalism – Subcommittee on Integrated Labor Market Reform, Cabinet Secretariat

Japan Electronics and Information Technology Industries Association (JEITA)

Expert Panel on Promotion of ICT in School Education, MEXT

Subcommittee on Graduate Schools, University Culture Division, Central Council for Education, MEXT

Council for Promotion of Digital Human Resource Development, METI・MEXT

Planning Subcommittee, Committee on Promotion of Education and University Reform, Keidanren (Japan Business Federation)

Council for Human Resources and Education Division, Japan Management Association (JMA)

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History of HR Transformation

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Evolution of Business Structure Reforms

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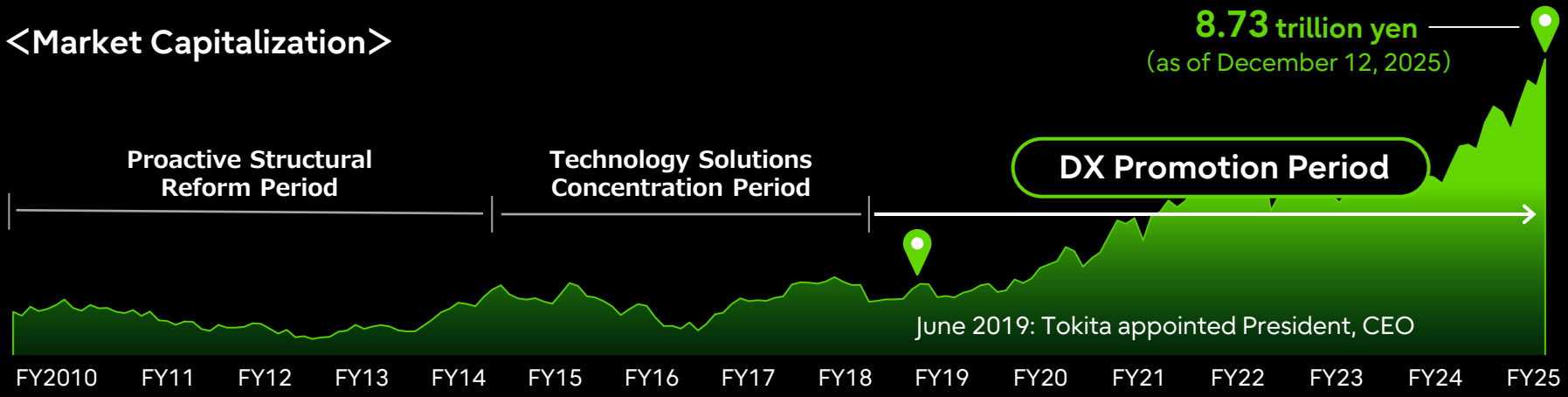
<Market Capitalization>



Aggressive structural reforms (building cloud infrastructure, strengthening SI business)

Restructuring for profitability improvement and growth in vertically integrated businesses (semiconductors, ubiquitous products)

As a service-oriented company, concentrating management resources on core technology solutions.

Spun off Devices and Ubiquitous businesses.

Completed structural reforms to "Change Forms."

2019～2022

Purpose-driven management, company-wide DX (FUJITRA)

"From an IT company to a DX company"
Promoting "Qualitative Change" to evolve into a DX company and improve operating profit.

2023～2025

Business model and business portfolio transformation
Supporting customer modernization
Improving profitability of overseas business

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Top Message: President Tokita's Philosophy on HR Transformation

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“Business will follow. People are the driving force”

First, we must undertake HR transformation. Without it, business portfolio reform would be impossible. From adapting to change, to creative change.

- Takahito Tokita
Representative Director, CEO

Integration with Purpose-driven Management

Purpose

Make the world more sustainable by building trust in society through innovation.

HR Vision

DX company where diverse talents gather to create innovation everywhere in the society

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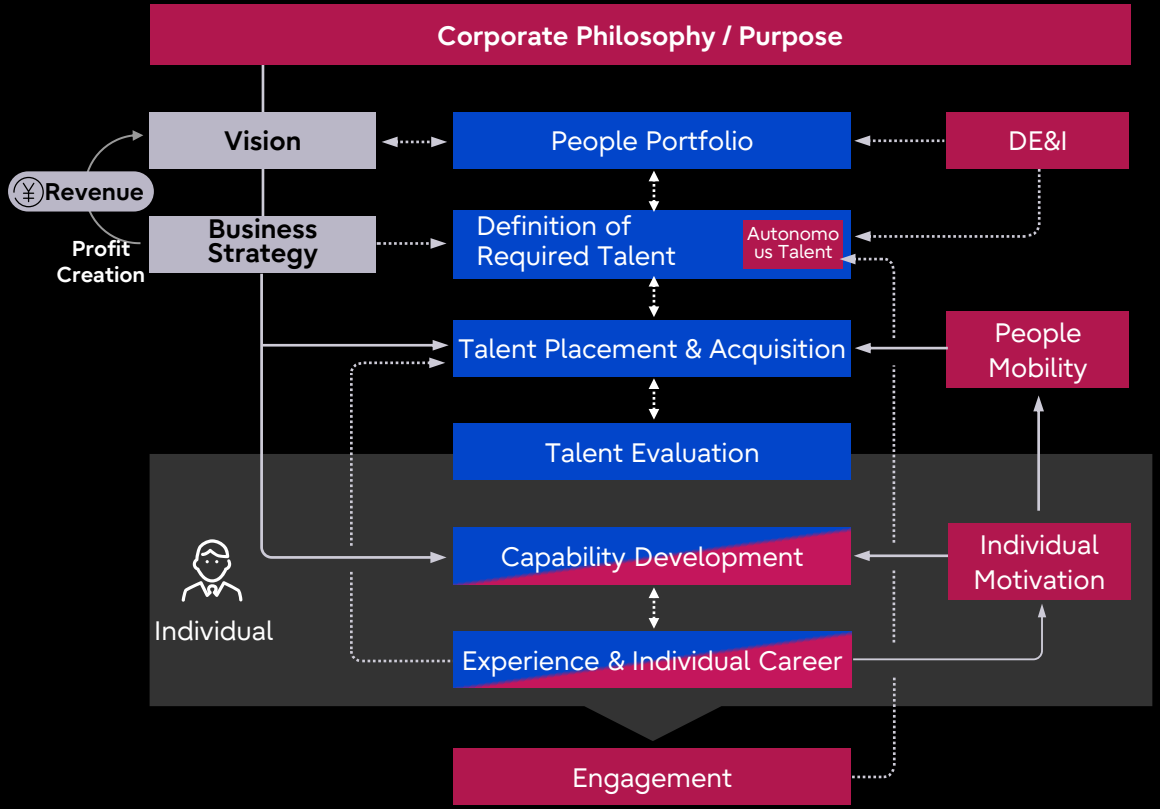
Framework: Human Capital Value Enhancement Model



- Initiatives for Sustainable Impact
- Initiatives for Generating Results
- Management & Business Strategies (Beyond HR Strategy)
- Strong Correlational Linkages
- Correlational Linkages

1nd Roundtable Report

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Full Model Change to Job-Based HR Management

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Design of positions and organization based on business strategy,

Clarification of authority and personnel requirements (Role Profile/ Job Description)

Responsibility-based compensation structure

Policy for highly specialized talents

Review of performance policy

Review of WFP

Post-off, Downgrade

Substantial expansion of job- posting

Review of Development Policy (Introduction of on-demand trainings)

Promotion of 1on1 meetings

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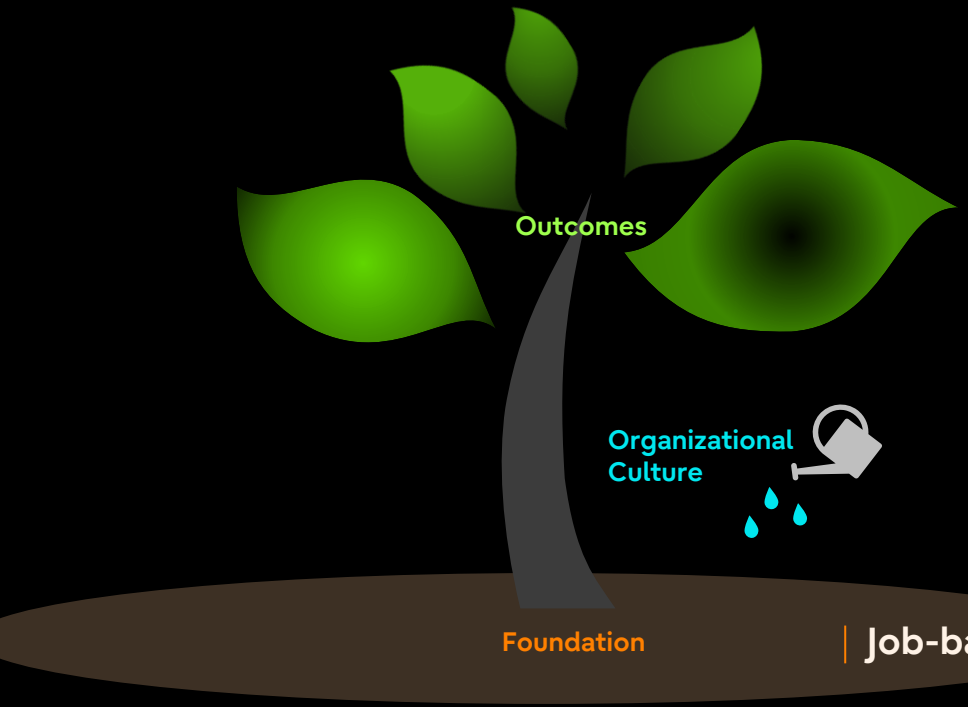
HR Transformation Initiatives and Non-Financial Indicators



GHG Emission Reduction Rate
Productivity Index
NPS
Employee Engagement ··· 4
Ratio of Female Executives
··· 3
Diversity & Inclusion
Career Ownership ··· 2
Job-based HR Management ··· 1

We will introduce Initiatives 1 to 4 today.

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1 . Job-based HR Management

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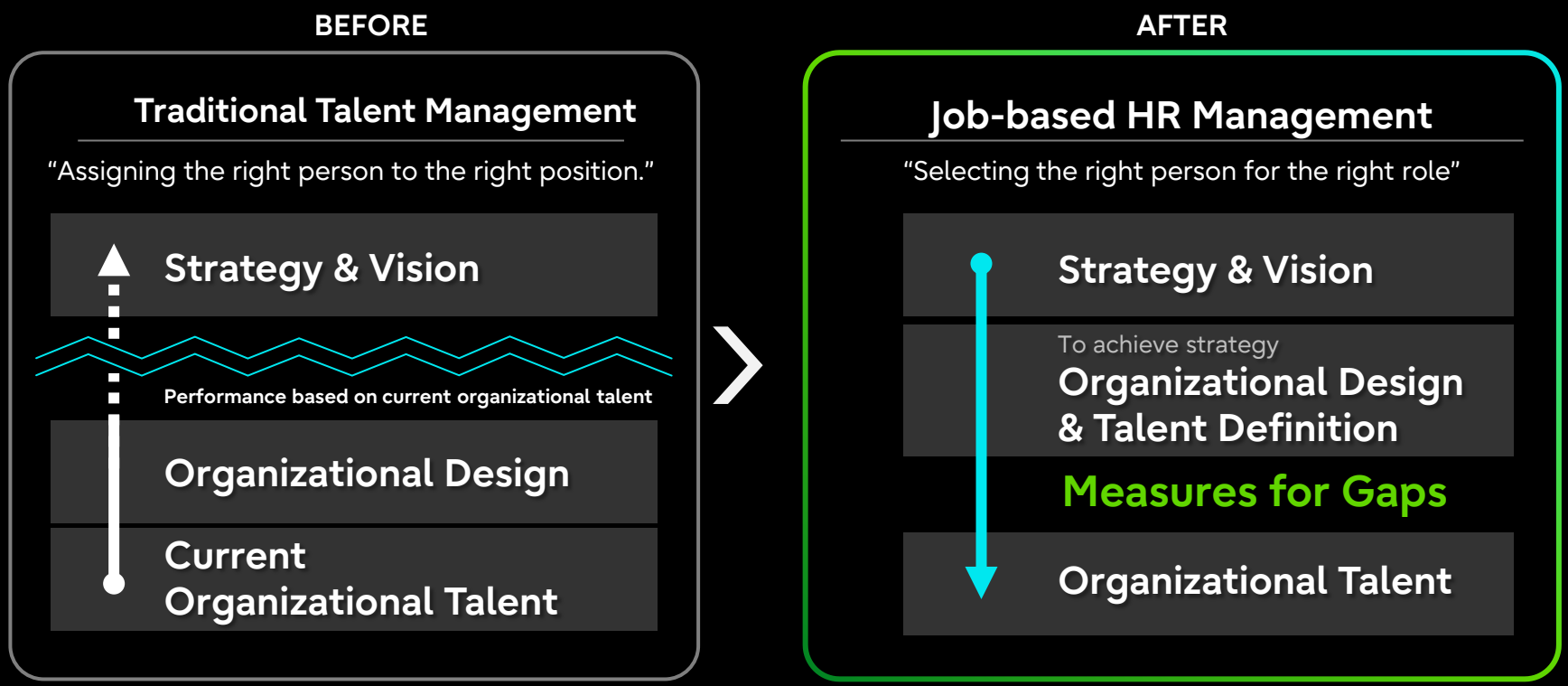

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1. Job-based HR Management

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BEFORE

Organization-driven Placement

Organization plans and executes reassignments / rotations / promotions based on business needs and individual development.

AFTER

Significant Expansion of Posting System

Individuals autonomously define their desired career plans and pursue reassignments or executive promotions through the posting system.

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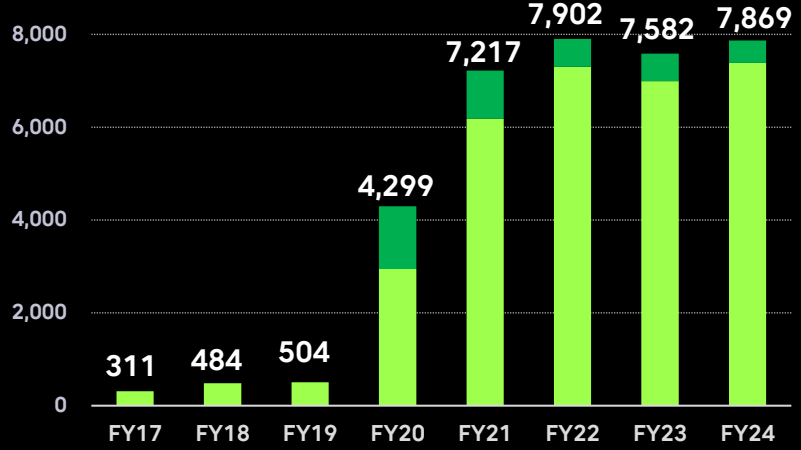

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1. Job-based HR Management

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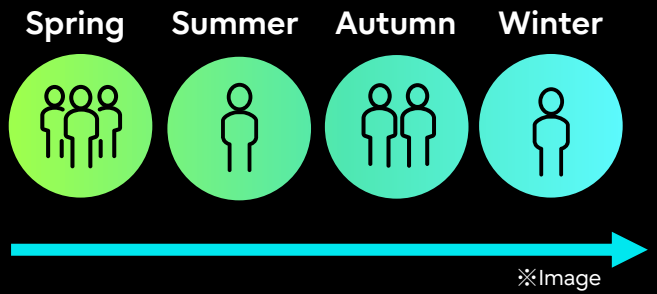
BEFORE

Conventional graduate recruitment

Spring

AFTER

Flexible year-round recruitment for diverse talent



※Image

- Not limited by new graduate vs. mid-career distinctions, no fixed recruitment numbers.
- Expanding "Job-based HR Management" approach starting with new graduate recruitment for FY2026 (joining April 2026).

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2. Career Ownership

Employees proactively consider better ways of living and working,
and build their careers independently, rather than relying solely on the company.

BEFORE

Company-led career development

- Employees passive about their careers
- Primarily hierarchical training

AFTER

Company provides career opportunities

- Employees challenge themselves in their careers
- Training tailored to individual career aspirations

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2. Career Ownership

Understanding and Permeation

Career Cafe
Reflecting on one's own career

Career Counseling
Consultation with experts

Career Ownership Assessment
Insights into current situation and actions

Learning Opportunities

Fujitsu Learning EXperience
Diverse learning options

ex Practice
Acquiring essential mindsets for DX professionals

Reskilling & Upskilling
Learning to adapt to business changes

Challenge Opportunities

Expanded Posting System
Taking on new roles

Job Challe!!
Opportunity to experience different tasks outside of current department for a fixed period

Assign Me
Opportunity to leverage skills and experience across organizations and tasks without formal transfer

Fostering an Autonomous Work Culture and Organization

Work Life Shift
Work style options

1-on-1 Meetings
Communication for growth support

Management Transformation
Management that elicits understanding from each employee and encourages proactive challenges

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2. Career Ownership

Understanding & Penetration

Career Cafe

An interactive, participation-based workshop designed to broaden perspectives through conversations with a broad range of individuals, offering hints and opportunities to autonomously consider and act on one's career.

2021-2024
Cumulative Participants

25,638 employees

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2. Career Ownership

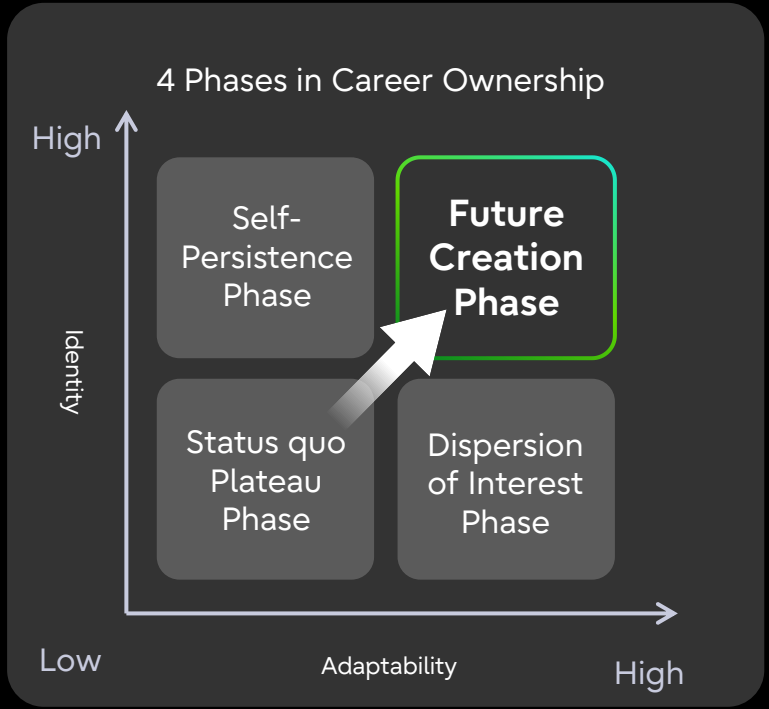
Understanding and Penetration

Career Ownership Assessment

An application supervised by Professor Kennosuke Tanaka of Hosei University

By answering 16 questions, it diagnoses your "current" career ownership status and provides tips for action.

A cumulative total of **36,979** users from FY2022 to FY2024



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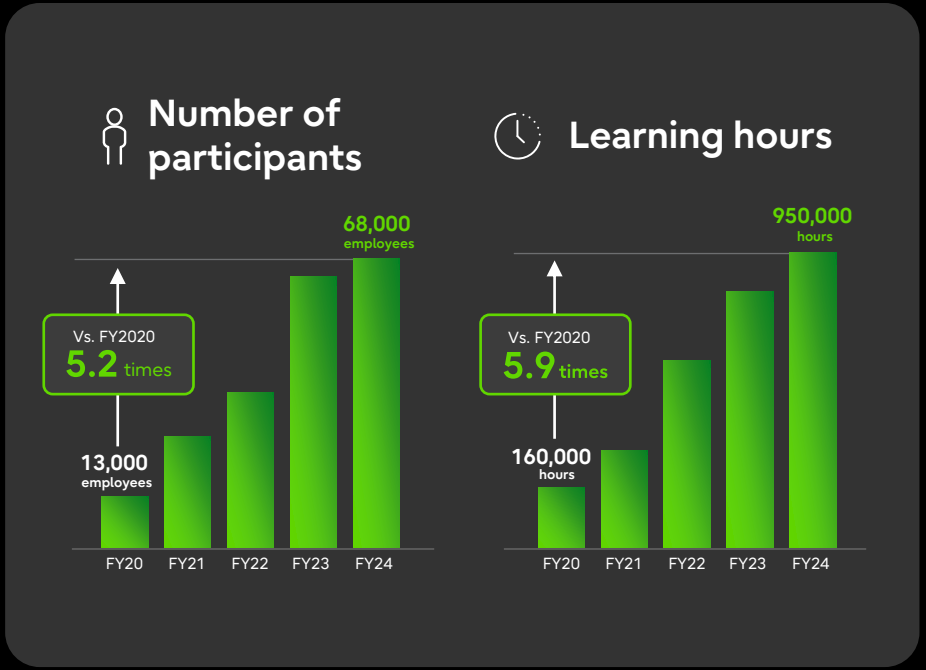
2. Career Ownership

Learning Opportunities

Fujitsu Learning Experience (FLX)

On-demand educational platform where each employee sets goals and learns autonomously, according to their career aspirations and strengths.



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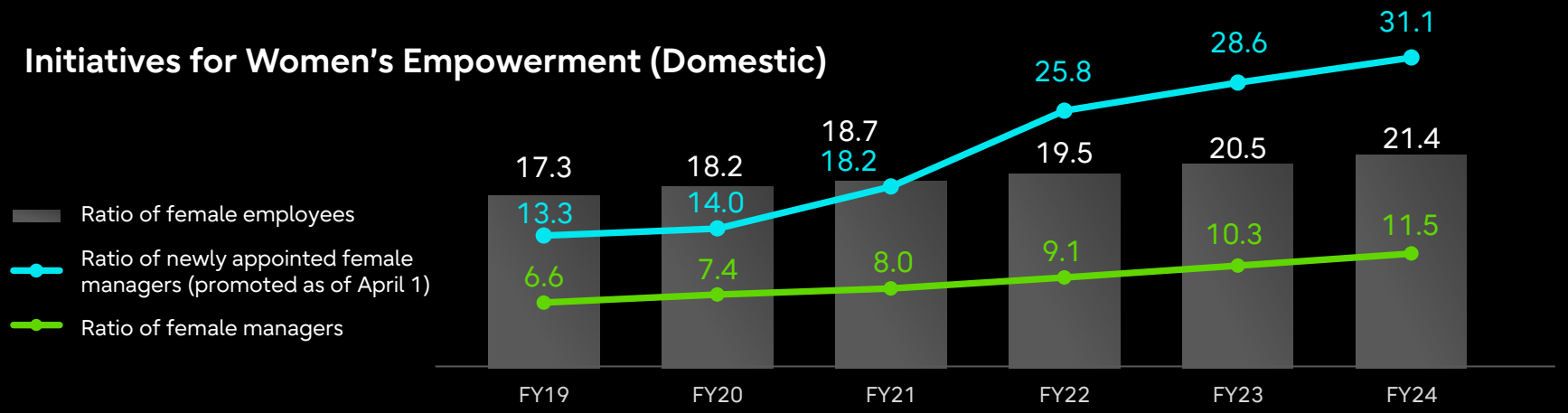
3. Diversity & Inclusion

Initiatives for Women's Empowerment (Domestic)



- Set as organizational targets (BSC)
- Set as publicly disclosed KPIs (GRB)
- Non-financial management indicators
- Open-call career workshops for female employees (1,000 participants/year scale)
- Female organizational leader development programs at each Business Group
- Work Life Shift
- Work Life Shift.2.0

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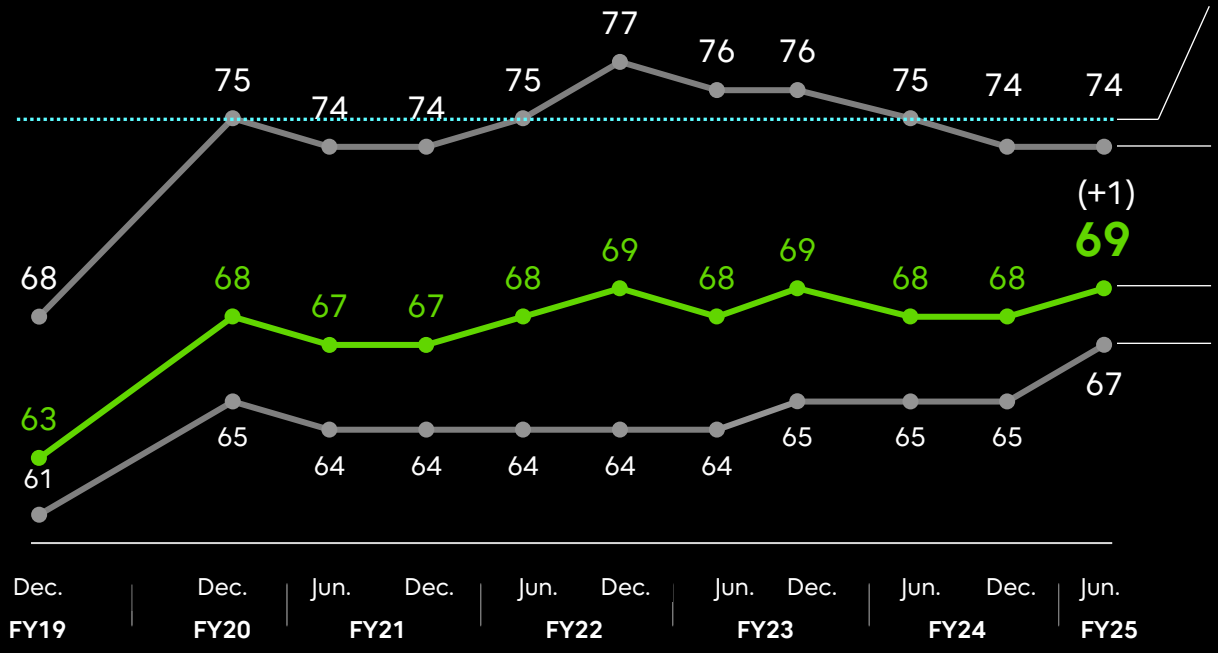
4. Employee Engagement

Engagement Score* Trend



Engagement Score: Calculated based on the eSat (Fulfillment) and Recommend (Recommendation) scores from the engagement survey.

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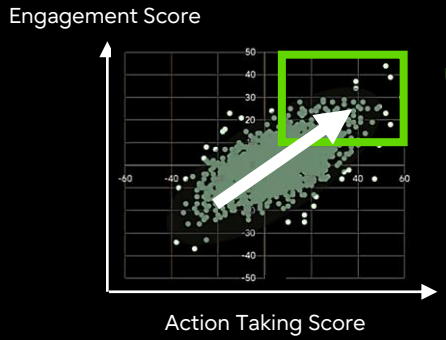
4. Employee Engagement

Globally unifying to a survey platform excellent at promoting Action Taking.

Microsoft Viva Glint

The survey results visualize each manager's "strengths" and "areas for improvement."
It presents the most suitable recommended actions for each manager, supporting improved management.

As the Action Taking Score* improves, so does the Engagement Score.



Utilization of Glint's action registration
Approximately 90%

*Action Taking Score: A score derived from responses to the engagement survey question, "I believe meaningful actions will be taken as a result of this survey."

Results of Initiative

	FY2019		FY2025
Engagement Score	63	+6 →	69
Employee Turnover	2.72%	-0.17 →	2.55% (FY2024)

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People Portfolio
Linked with Business Strategy

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Human Capital Management

From the “ITO Report for Human Capital Management 2.0" published in May 2022.

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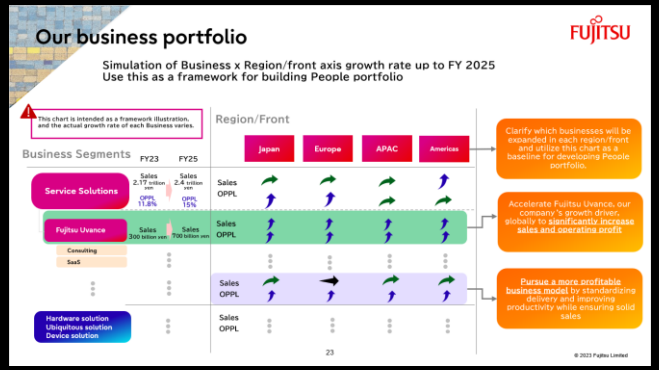
Steps from Business Portfolio to People Portfolio Formulation

1



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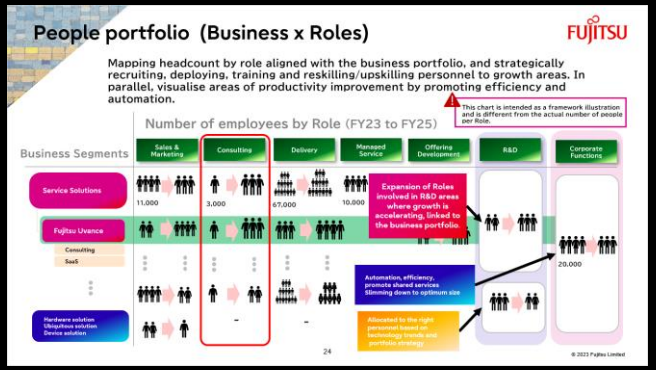

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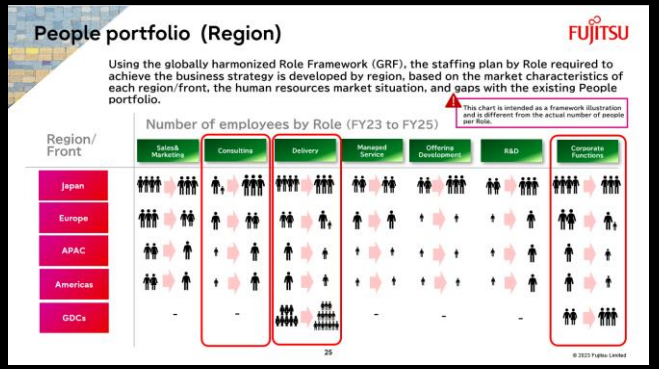

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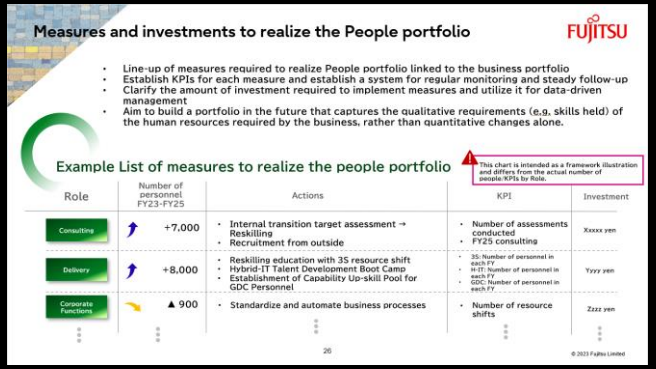

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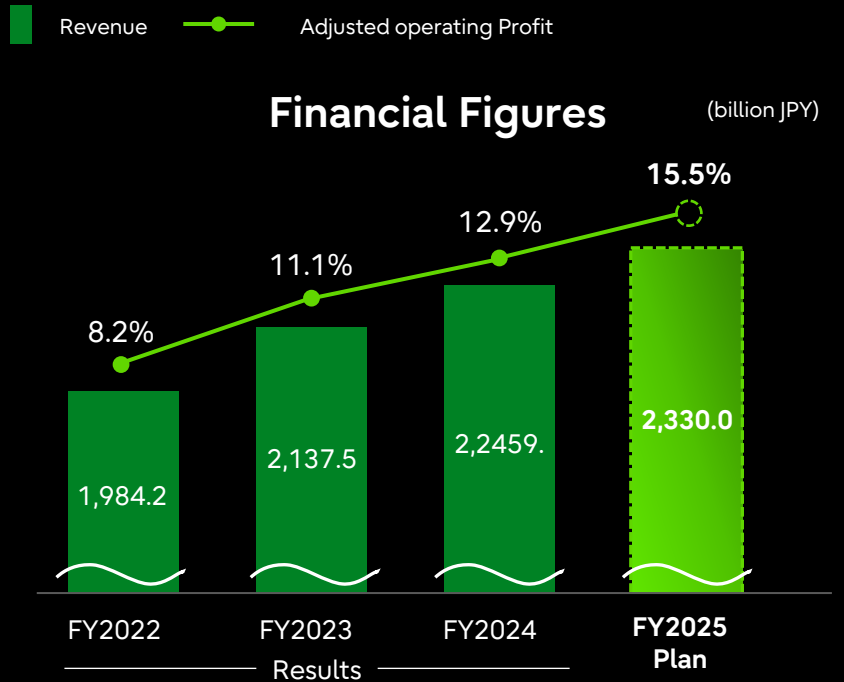
People Portfolio Linked with Business Strategy

Financial figures and headcount for Service Solutions



Changes in Headcount

	FY2019	FY2024
Number of employees	129 thousand	106 thousand
Service Solution ratio	68.0%	74.5%
Operating profit per person	1.74 M¥	3.60 M¥

※Only full-time employee

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Alignment of Business Portfolio Growth and People Portfolio

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Optimal talent allocation through posting, reskilling, etc., supports the improvement of operating profit margin.

Investment in People Portfolio Reform

Annual Salary Increase

FY2023

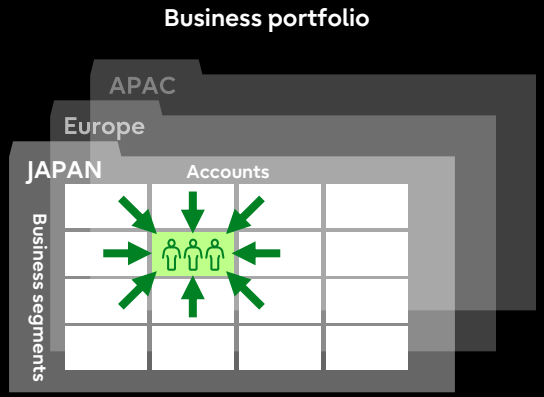
Approximately 7% average increase for all employees (up to 24%)

Optimal Talent Allocation and Productivity Improvement

FY2024

Approx. JPY 40 billion investment in posting/reskilling/external career changes

Concentration of Talent in Growth Businesses



Impact on Financial Indicators

Uvance Revenue	+31%
Modernization Revenue	+70%
Consolidated Revenue	+Approximately 5%
Operating Profit	+Approximately 22%

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Uvance: Growth Engine

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FY24 Results

JPY 482.8 billion

YoY growth +31%

Composition：Horizontal 64%、Vertical 36%

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FY25 Forecast

JPY 700.0 billion

YoY growth +45%

Composition：Horizontal 60%、Vertical 40%

Linkage with HR Strategy

Job-based x Compensation

15%

Over two years (2023-2024), Japan's compensation levels will be cumulatively raised by approximately 15% to acquire and retain core Uvance talent within specialist roles aligned with market rates.

Placement and Mobility

Through internal posting and strategic personnel allocation, talent will be shifted to strategic jobs within each Vertical/Horizontal.

Skill Investment

Reskilling and Upskilling (Cumulative)		1,000 employees
Number of Certifications Held (Total)	SAP	3,268
	ServiceNow	2,856
	Salesforce	4,746

Invested in 3S (SAP/ServiceNow/Salesforce) and Industry Solution domains, deploying skills to Uvance.

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Modernization:
Transforming Existing Assets into Growth Engines

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FY24 Results

JPY 296.9 billion

YoY growth +70%

Strong demand for core system modernization

»

FY25 Forecast

JPY 330.0 billion

Expected +15% growth YoY

“serving as an "entry point to Uvance + profitability improvement driver”

Linkage with HR Strategy

Talent Allocation

Integrating 15 engineering companies both domestically and internationally, reorganizing approximately 30,000 engineers into a talent pool for "modernization + standardized delivery."

Job Specialization

500 employees

Modernization specialists "Modernization Meisters" to expand from ~100 in FY24 to 500 by FY26

AI Utilization

20~50%

In the mid-to-long term, reducing effort by 20-50% across the entire process through generative AI-powered code conversion, automated testing, etc., shifting focus to high-value-added areas that only humans can perform.

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Consulting (Uvance Wayfinders)

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FY24 Achievements

- Established business structure simultaneously in four regions: Japan, US, Europe, and Australia
- Expanded consulting talent through internal reskilling

FY25 Initiatives

Expand consulting capabilities company-wide, not limited to consultants, to create practices of End-to-End transformation support from consulting.

Linkage with HR Strategy

Evaluation and Compensation Design

Elaborated on globally common evaluation systems and defined job/grade/compensation ranges based on role criteria, creating a structure that facilitates career transitions for consultants from other firms.

Internal Training

1,666 employees

Since 2024, 1,666 employees have undergone training to date.

Newly recruited highly specialized consulting talents have also begun to refresh and roll out training programs for acquiring internal consulting skills company-wide.

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AI Business (Data & AI / Kozuchi)

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FY24 Achievements

Amidst Uvance's growth (+31%), the Data & AI domain was a core theme, with AI-driven projects and services contributing to revenue growth in both Vertical and Horizontal sectors.

FY25 Initiatives

- **Uvance 2.0 is "Data & AI centric"**
- **Driving AI Business growth by expanding the share of AI- and data-driven solutions and enhancing company-wide productivity.**

Linkage with HR Strategy

Company-wide AI Utilization

Active Users

69,000
People per month

Total Usage

Approximately
380,000
times per day

Company-wide deployment of proprietary AI platforms like "Kozuchi" to create an environment where all employees utilize AI and data tools, making everyone an "AI user."

Specialized Talent

Defined specialized jobs such as Data Scientists, MLOps ("Machine Learning (ML)" and "Operations"), and AI Architects, and accelerated external acquisition of AI and data talent, including the acquisition of BrainPad.

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Towards Data-Driven HR

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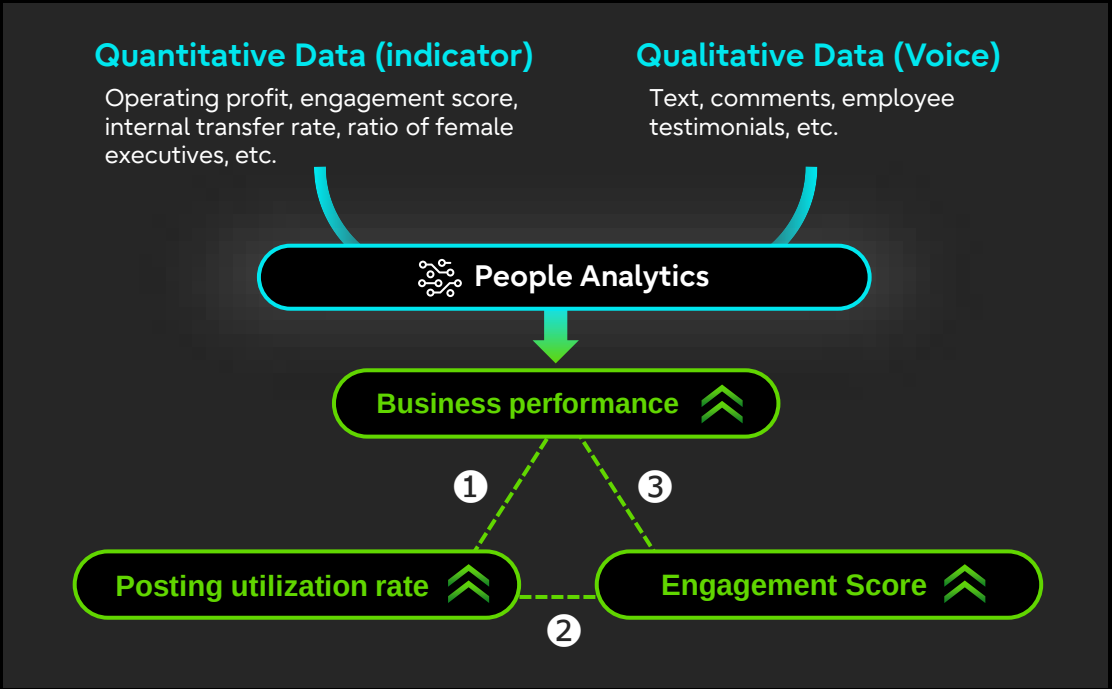
Data-Driven HR: Correlation Analysis Demonstration



❶ Correlation between Posting Utilization and Business Performance

Categories	Indicator	Fujitsu Limited (Overall)				Sales/SE c
		Revenuegrowth rate	Operating income growth rate	Revenue per employee growth rate	Operating income per employee growth rate	Revenue growth rate
DE&I	Female Manager Ratio[%]					
	Female Representation [%]					
Individual Career/Values	Degree of Career Growth Support[point]					
Talent Mobility	Posting/Mid-career Hiring Rate(Employe initiated)[%]	↗				↗
	Number of Post-off Personnel[persons]					
	Assignment Rate(Company-initiated)[%	↘				↘
	Organizational People Flow(Company-initiated, Employee-initiated)					
	Number of Retirees[persons]					

Results show that increasing the posting utilization and mid-career hiring rates improves company-wide and sales organization revenue.

❷ Correlation between Posting Utilization and Engagement

Survey for employees who transferred through posting:

Number of employees who felt they leveraged their strengths	50 % up
Number of people who felt they grew	80 % up

❸ Verification in progress

Through 4-5 years of accumulated data since initial investment, continuous hypothesis testing is conducted. Organizations with active posting clearly link to improved engagement and business performance.

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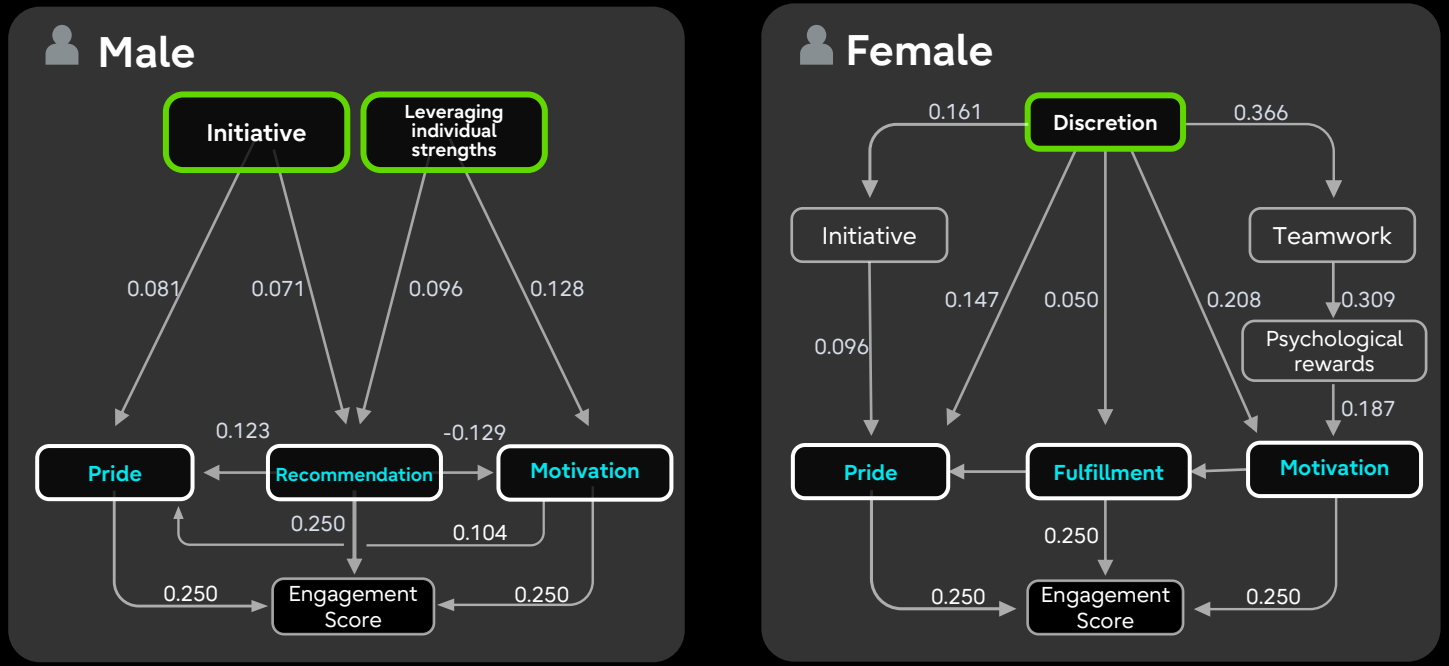
Example of HR Data Analysis – Engagement Score Causal Analysis



Starting point items **Blue text** Items directly influencing the engagement score

Powered by **Fujitsu Intelligence PaaS**

※In the diagram, arrows indicate the direction of causality, and the magnitude of the numbers shows the strength of the causal relationship.

2nd Roundtable Report

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Direction and Measures for the Next Mid-Term Vision

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Aiming to create value through AI coexistence, human-centric organizational transformation, and data-driven HR.

Human-Centered Workstyles and Organizational Transformation in the AI Era

Realizing human-centered decision-making and autonomous team management through coexistence and collaboration with AI. Redefining the concept of management.

Deepening Optimal Talent Allocation at a Global Level

Accelerating world-scale value creation through agile team formation and diverse values.

Solving Societal Issues and Contributing to Industry through Data-Driven HR

Leading the resolution of talent challenges across society and the development of industry through advanced data utilization and scientific insights.

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Keys to Human Capital Management Practice

Clarify Gaps

Define ideal state and identify gaps with current reality.

×

People Mobility

Individuals exercise career ownership and pursue challenges autonomously.

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Thank you

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