

Trust in AI: the starting point for transformation

Co-creating a Sustainable Future



In the high-stakes world of Formula 1, where a mere 0.01 second can mean the difference between victory and heartbreak, success is never solely about engine specifications or body design. It's built on an unwavering trust in the machine and the team — a trust forged only when race strategy, aerodynamic design, seamless coordination with the pit crew, and the driver's split-second judgment are all organically connected. If even one of these elements falters or becomes unbalanced, falling behind quickly becomes inevitable.

Many companies are seeking to adopt AI as an engine of transformation. However, if AI is deployed without a design philosophy that addresses the need to catch up with technological innovation, adapt to market changes, and optimize its use for the business as a whole, it will lead to a technological patchwork that will hinder success in the harsh race of the business world. Moreover, conventional standards of added value based on - assessing high performance may no longer even qualify a company to enter the race.

What creates a decisive difference in victory is authentic trust, which cannot be built overnight. For over 90 years, Fujitsu has continuously strived to create authentic trust across many areas supporting social infrastructure, where even momentary stoppages or failures are unacceptable. As we reflect on this long history and look ahead to the future, we are convinced that trust is the key to unleashing AI's potential and accelerating organization-wide transformation.

That's why "Trust in AI" is not merely a single technology or an abstraction. It defines the conditions under which people, organizations, and societies can confidently rely on AI and continue to entrust it with critical decisions and operations. Fujitsu has framed these conditions into five elements: Explainability, Security & Ethics, Sovereignty, Sustainability, and Connectedness. These are not optional features; they reinforce one another and only when they work together does trust develop and transformation become possible.

This article is an invitation to spur growth, re-examining why Trust in AI is a key ingredient in transformation. Let us chart a path to discover how these five elements create a positive cycle of transformation and growth.

Trust in AI drives transformation that opens up the future of the agentic AI.

1 | Why trust has become essential in the evolution of AI

The evolution of AI brings immense benefits to society and business, yet every company still has to grapple with some fundamental questions such as: How can black-box decision processes be deciphered? How can biases stemming from specific data be eliminated? How can the threats of cybersecurity attacks and loss of control be confronted? Addressing these issues head-on has become an increasingly crucial task for organizations.

We are in a transitional period in which AI has permeated society, but the criteria for evaluating it are shifting dramatically, from a focus on high performance to an emphasis on trustworthiness. Innovation and efficiency alone are no longer sufficient to capture AI's true value. Rather, introducing AI that lacks trustworthiness can directly lead to serious management risks such as reputational damage and business disruption.

For AI to contribute to sustainable growth in society and business, an unwavering foundation of trust has become indispensable. As a pioneer in Japan's information and communication technology industry, Fujitsu celebrated its 90th anniversary in 2025. In that time, we have continuously supported social infrastructure. Even as our business has evolved from a computer manufacturer to an IT company and then to a DX company, one constant pursuit has remained at the core: trust.

Our philosophy of Human Centricity, which posits that AI is not a substitute for human beings but a partner that augments human capabilities, and our purpose, to "Make the world more sustainable by building trust in society through innovation," are not mere slogans for the era of AI agents. They are the essence of Fujitsu's history and a testament to our commitment to implementing Trust in AI in society together with our customers.

2 | The five core elements of Trust in AI

Fujitsu's Trust in AI is a comprehensive set of five core elements detailed below. These are the structural foundations required for real corporate transformation, and if even one is missing, AI's true value will remain elusive.

In this section, we will introduce the business value that each of the five elements creates, along with Fujitsu's technologies and initiatives that support them.

1. Explainability: Charting a path to shared understanding

When a company asks AI how it reached a certain conclusion about an important decision, the answer must be unambiguous. Otherwise, they cannot accept the AI's decisions or take responsibility for them. Therefore, being explainable is a prerequisite for transforming AI from something people simply trust into something they can confidently rely on and entrust with real decisions.

Fujitsu is pursuing technologies that make AI's decision-making processes transparent. For example, our Knowledge Graph, which systematically relates vast amounts of knowledge, visualizes AI's thought process (i.e. logical reasoning and basis for output) as a knowledge map. Furthermore, [RAG technology](#), built around this Knowledge Graph, dramatically enhances the accuracy of the data that serves as AI's knowledge repository, allowing it to find accurate evidence from vast internal regulations and past expertise.

[Causal AI](#) clarifies the "why" behind events. Is the true cause of declining sales performance market fluctuations or a misstep in promotion? It objectively identifies causes and effects, not just correlations, ensuring reproducibility in business and allowing businesses to confidently take the next strategic action.



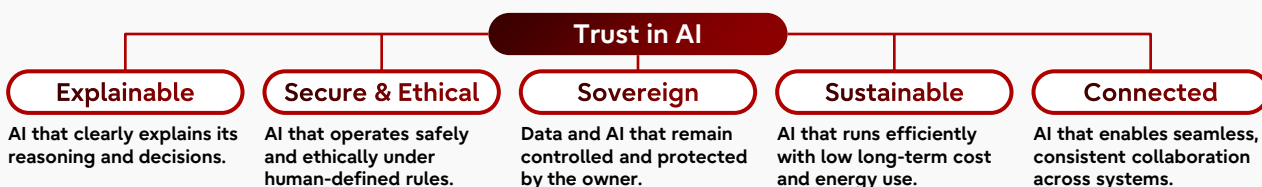
2. Security & Ethics: Enabling collaboration with people and a fairer society

Against the backdrop of AI proliferation, demand is strong for preparedness against vulnerabilities, cyber threats, and ethical risks. Being secure and ethical is a crucial prerequisite for companies to earn trust from society and achieve sustainable growth.

In 2019, Fujitsu formulated the Fujitsu Group AI Commitment. By embracing “Ethics-by-Design”, we integrate ethics from the design stage. This approach includes measures such as establishing a committee composed of external experts. We are also a founding member of AI4People, Europe's largest AI ethics organization, and we continue to participate in international forums such as the OECD and AISI, actively engaging in rulemaking. In Japan, we also continue to contribute to domestic rulemaking by participating in discussions on revising the Ministry of Internal Affairs and Communications and the Ministry of Economy, Trade and Industry's AI Guidelines for Business, and by serving as an expert committee member in discussions during the formulation of Japan's AI legislation.

We are also engaged in technological development to address cyber threats unique to the AI era. [Multi-AI agent security technology](#) enables AI to discover vulnerabilities through repeated attacks and defenses, and to derive countermeasures. This enables proactive security measures, even without specialized security expertise.

The five core elements of Trust in AI



3. Sovereignty: Ensuring autonomy of data and AI

The importance of data and AI sovereignty has become greater than ever. In modern management, it is essential that data is appropriately managed and that AI systems themselves function autonomously without undue external influence.

Fujitsu defines sovereignty from three perspectives: Security, Flexibility, and Domain specificity (along industry and business lines). The only way for an organization to place AI at the core of their business and unleash its true value is to act on these areas and guarantee the right to control their own data and AI.

[Takane](#), an enterprise-grade large language model (LLM) co-developed with Canadian AI startup Cohere, is characterized by its use in secure private environments. [The multi-AI agent framework](#) tailors AI agents for specific domains and autonomously improves workflow quality in secure environments. It also optimizes collaboration among agents while they grow in a specific domain, while managing interactions between agents securely and with a high degree of relevancy. [Secure inter-agent gateway technology](#) enables AI agents from different companies to collaborate without leaking confidential information. Leveraging this and related technologies, we aim to forge “AI spaces,” collaborative environments where multiple agents can coordinate, learn, and connect through data.

4. Sustainability: Sustainable operations and a flexible foundation

As AI evolves and adoption rates rise, the energy consumption and costs required for computation are increasing exponentially. This is a management challenge that no company can afford to ignore, from both sustainability and financial discipline standpoints. For AI to become trustworthy over time, it must remain sustainable to operate as adoption scales.

[FUJITSU-MONAKA*](#), a next-generation CPU scheduled for commercialization in 2027, significantly improves power efficiency for AI processing. We are also working to achieve both energy savings and high efficiency through [strategic collaborations](#).

We are also developing an [AI compression technology for LLMs](#) that will enable large AI models to run efficiently with fewer resources, dramatically reducing the enormous computational resources that would normally be required. Furthermore, by combining high-performance computing technologies cultivated through years of supercomputer development with quantum computing technologies that will deliver the breakthroughs of tomorrow, we are taking a multi-faceted approach to AI sustainability.

* This is based on results obtained from a project subsidized by the New Energy and Industrial Technology Development Organization (NEDO).



5. Connectedness: Unlocking new value through networks and collaboration

Harnessing the true power of AI isn't possible if utilization is confined to specific departments or business processes. True transformation emerges from the collaboration of data and AI across organizational and industrial boundaries. However, it is also true that connecting different systems and data securely and without constraints presents difficulties.

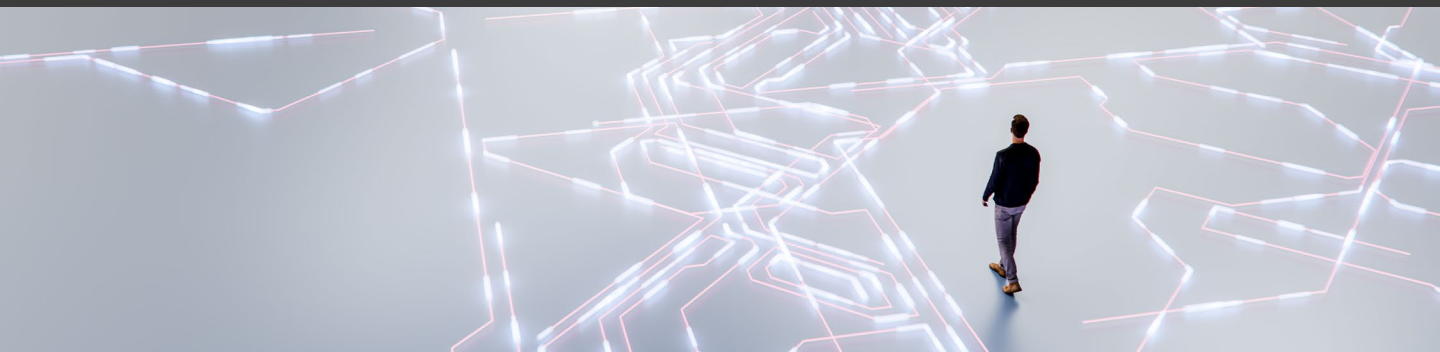
For that reason, Connectedness is not merely about technical interfaces. It is an innovation catalyst that breaks down organizational silos and enables cross-industry collaboration. For example, AI enabled RAN, which integrates AI and radio access networks (RAN), aims to create new services through real-time data analysis. Key AI technologies such as [Fujitsu Kozuchi](#) and Takane are designed with high connectivity at their core. Connecting knowledge across organizational and corporate boundaries and expanding the framework of new business value—that is the advantage of the transformation brought about by connectivity.

The combination of these five elements creates trust in AI

Now that we have introduced the five elements individually, it's important to note that the most important thing is that these are not disparate functions; unwavering trust is only born when they function as a single, integrated system. Accuracy is meaningless without safety, and safety still leaves risks if sovereignty is absent. These structural requirements form the foundation that supports the positive cycle of industrial transformation and growth presented in the next section.

3 | How Trust in AI unlocks discontinuous growth

Trust in AI is not a tool to merely streamline existing operations. It is the starting point for a transformation that rewrites the human-AI collaboration model. In other words, the “business OS” itself. We will illustrate how a new OS changes industrial structures and shifts the roles of humans and AI, using three areas as examples: manufacturing, finance, and healthcare.



Manufacturing From Productivity to Value Creation

The essence of this transformation lies in accelerating the knowledge creation cycle, from optimizing production lines to technical expertise and supply chains.

- **High-precision predictive maintenance and sustainable production**

AI detects early signs of failure from operational data, minimizing the risk of unplanned equipment downtime. Based on diagnostic evidence from AI, engineers can understand the causes of failures more deeply and quickly. This allows them to focus on more creative problem-solving, such as optimizing repair plans, formulating measures to prevent recurrence, and providing feedback for equipment design.

- **Transferring expertise and securing technical sovereignty**

AI formalizes the tacit knowledge of experienced engineers, promoting stabilization of quality control. Crucially, this knowledge is securely protected in a sovereign environment, safeguarding it as a source of competitive advantage for the company. The human role shifts to leading continuous technological innovation, such as teaching codified techniques to younger employees based on AI insights, and formulating and testing hypotheses for further improvements.

- **Optimizing supply chains and strengthening resilience**

Explainable AI visualizes the "why" behind demand forecasting and risk management, analyzes vast amounts of data, and presents optimal alternatives. Based on AI's proposals, humans can make final decisions by incorporating unstructured information such as global conditions and relationships with partner companies.

Financial services

Balancing strict governance with hyper-personalization

The essence of this transformation is to deliver deeply personalized customer services while maintaining strict governance, even in an environment demanding rigorous regulation and ethics.

- **Reliable fraud detection with data sovereignty**

AI detects fraudulent patterns from vast transaction data in real time and issues alerts along with supporting evidence. Humans shift to tasks requiring high expertise, such as analyzing particularly malicious schemes and devising new security measures. Customer data is always managed in a closed environment, protecting data sovereignty.

- **Faster and fairer loan screening**

AI supports objective and explainable loan screening, eliminating traditional biases and enabling fair and rapid assessments. Humans are freed from judgments based on consistent criteria, gaining time to evaluate qualitative factors such as entrepreneurs' passion and business potential, while referencing AI's screening results. This adds human feelings to AI's judgments, increasing opportunities to nurture new business initiatives.

Healthcare and pharmaceuticals

Explosive speed in personalized medicine and drug discovery

The essence of this transformation is to accelerate the transition from healthcare that tends to rely on empirical rules to a data-driven approach.

- **Improving diagnostic support and accelerating personalized medicine**

AI performs integrated analysis of medical images and patient data to support early detection of disease and improve diagnostic accuracy. Physicians use AI's suggestions akin to a second opinion from a specialist, integrating their own experience and information gained from patient interactions to design and deliver optimal treatment plans tailored to each individual.

- **Greatly accelerating drug discovery and improving cost efficiency**

AI efficiently searches for promising candidates from vast data, dramatically shortening the drug discovery process. Humans can focus on more creative and intellectual exploration and validation, such as elucidating the mechanisms of action of candidate substances identified by AI or formulating hypotheses for new drug targets.

These are just a few examples of the transformation and growth that Trust in AI can bring. In an era of increasing uncertainty, clinging to past successes or settling for partial AI adoption can lead to missed growth opportunities and serious strategic risks for companies. By optimizing connections and integrating the five elements suited to individual challenges, AI goes beyond simply being usable to being reliable, making it a true engine of transformation.

4 | Conclusion

Trust in AI is more than a mere collection of cutting-edge technologies. Looking ahead to the age of AI agents, it is an unwavering foundation that guides society and business toward sustainable growth, and it is the very driving force of transformation.

Explainable. Secure & Ethical. Sovereign. Sustainable. Connected.

This is not a list of technological attributes that exist independently. All five elements are inseparable structural requirements that create the value of trust only when they organically link and interact with each other. If even one element is missing, the balance of Trust in AI will be disrupted, and true transformation cannot occur.

Fujitsu's mission is to deeply explore these five elements, develop cutting-edge technologies, integrate them seamlessly, and implement them across society and our customers' businesses. Furthermore, we are committed to fully supporting and seeing through the transformation of business processes and organizations to maximize that value. This is a responsibility that Fujitsu is uniquely positioned to undertake, grounded in our long-standing pursuit of trust.

Precisely because the success or failure of businesses is heavily influenced by AI in this era, now is the time to take a step forward. Let us make Trust in AI the starting point for transformation and, together with Fujitsu, co-create new value and a more sustainable society.

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