Driving Uvance's Next Phase of Growth through AI Transformation

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Yoshinami Takahashi

Yoshinami Takahashi joined the Sony Group Corporation in 1987.
While there, he was mainly involved in international business within its Consumer Unit.
He was sent on work assignments to North America and Europe and served as an executive at the company’s locations outside of Japan.

In 2014, he joined Microsoft Japan Co., Ltd. From 2015, as a Executive Managing Officer, he drove marketplace development and partnership collaborations for Cloud computing. Then, from 2020, he drove DX support for enterprise customers as a Senior Managing Executive Director.

In June 2021, he became a Corporate Executive Officer at Fujitsu.
With the aim of revitalizing Japan’s companies and society, he spearheaded the launch of a new business, Uvance.

In April 2024, he became the Corporate Vice President, COO (Solution Services).

Uvance Growth to Date

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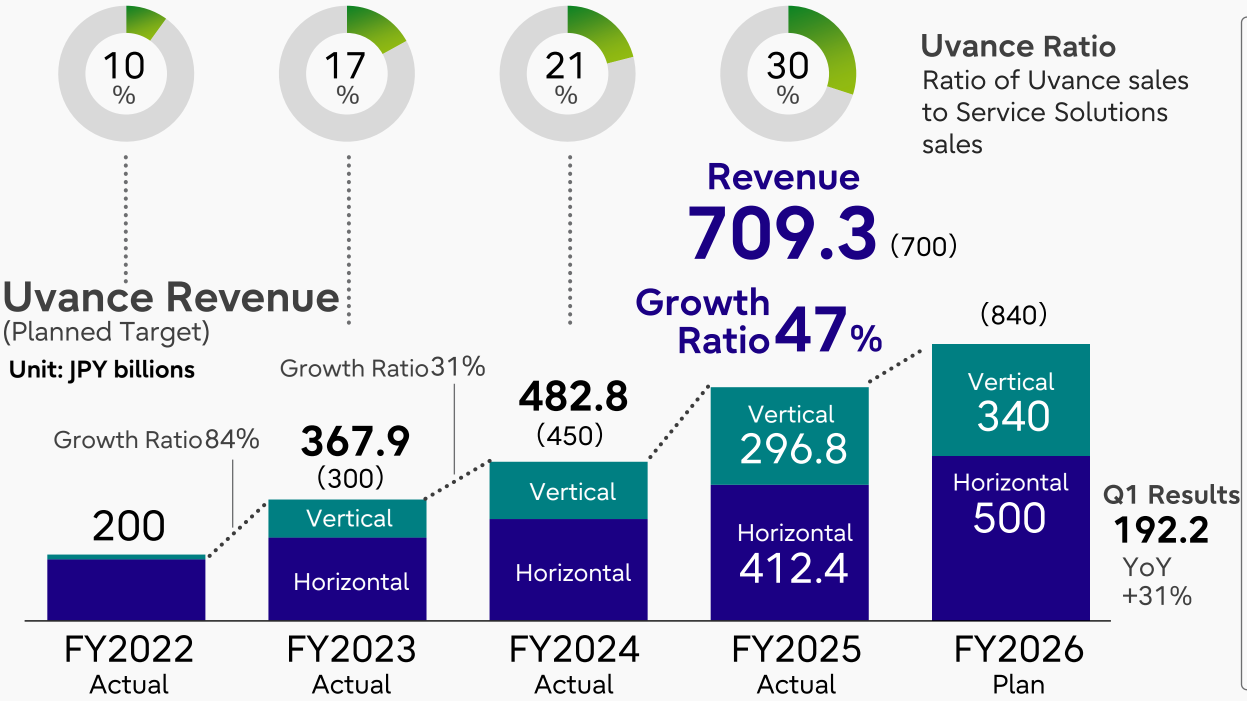
- Established a solid foundational growth business. Uvance now accounts for 30% of Service Solutions revenue.
- Focusing on Data & AI to drive value creation, business transformation, and the next phase of growth.



Data & AI related initiatives

Business challenge-driven implementation capabilities

Securing data scientists and end-to-end capabilities from issue identification through implementation

Palantir BrainPad

In-house AI technology for data sovereignty

Technology that enables the secure use of company-specific data

Kozuchi / Takane

Partnerships with frontier AI companies

Advancing the use of frontier AI tailored to customer needs and business operations

Claude OpenAI Gemini

Three Challenges to Overcome in Driving AX

- While AI adoption is advancing, challenges remain in translating AI into business value and transformation.
- Turning AX into business outcomes **requires an integrated approach to all three challenges**.

- Only a small fraction of PoCs deliver tangible business outcomes
- Difficulty generating business value commensurate with AI costs

- Concerns regarding data sovereignty, IP protection, and security
- Difficulty ensuring accountability, governance, and regulatory compliance
- Limited predictability of usage-based costs

- Difficulty selecting the right AI models
- Growing burden of keeping pace with rapidly evolving AI models

* **AX** (AI Transformation) : Embedding AI at the core of operations, decision-making, and service delivery models to continuously transform businesses and processes through human-AI collaboration.

Uvance Delivery Model for Enabling Customer AX

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AX Challenges

Integrated full stack of technology, consulting, and FDE capabilities for AX

Consulting + FDE

- **Uvance Wayfinders**: Consulting to define business challenges
- **FDE**: Forward Deployed Engineers. Turning AI implementation into business outcomes

Application / Agent

Applications Connecting AI to Business Outcomes / Industry-Specific Agents

- **Continuously enriching context as knowledge asset**
- Routing to the optimal AI environment and optimizing inference
- AI Agent Framework (Token control and safeguards)

AI /Sovereign Platform

- **Proprietary technologies enabling sovereignty**: Sovereign Cloud, Kozuchi / Takane
- **Multi-model AI* options, including frontier AI**: Claude, OpenAI, Gemini

* Fujitsu proprietary AI technologies (e.g., Kozuchi and Takane) and frontier AI models

The Evolution to Uvance for Industry

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- Contextualize frontline tacit knowledge and decision criteria, turning them into scalable outcomes
- Advance our Industry Context-driven AX model

Solving societal challenges across industries

Vertical

Sustainable Manufacturing | Consumer Experience | Trusted Society | Healthy Living

Horizontal

Business Applications

Digital Shifts

Hybrid IT

Industry Context-driven AX, and Solving societal challenges across industries

Manufacturing | Retail | Finance | Public

Consulting + FDE

Application / Agent

AI / Sovereign Platform

*Frontline tacit knowledge and decision criteria

Fujitsu FDEs: Maximizing Customer Value through AX

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- Six years of practical expertise with Palantir, accelerating transformation and improving outcome quality
- Deep customer understanding and multi-AI orchestration turning industry context into business transformation

Fujitsu FDE Value Creation Cycle

Identify Core Challenges through Industry Understanding

Contextualize Tacit Knowledge and Materialize it with the Optimal AI

Feedback into Fujitsu technology

Embed Solutions to Deliver and Sustain Outcomes

Feed Operational Expertise Back into Fujitsu Offerings

Greater Customer Value

Maximizing customer value

Accelerated Transformation × **Scaled Outcomes** × **Maximum Economic Impact**

Case of FDE's global expansion

Transforming Real Estate Appraisal through AI-Expert Collaboration

- Create and scale industry-specific use cases through FDEs.
- The proven implementation knowledge and delivery model can be scaled across use cases and markets, creating global growth opportunities.

FY2030 Projected revenue
FDE-Led business creation
Approx. JPY 150 billion

U.S. real estate services company

FDEs drive customer AX by enabling AI-expert collaboration in real estate appraisal.

Before Appraisal methods and data were fragmented, resulting in inconsistent decision quality and completion times.

After Improved decision quality and trust, Productivity Improvement across End-to-End processes

Time to production **4 Weeks**

Operational efficiency improvement **45%**

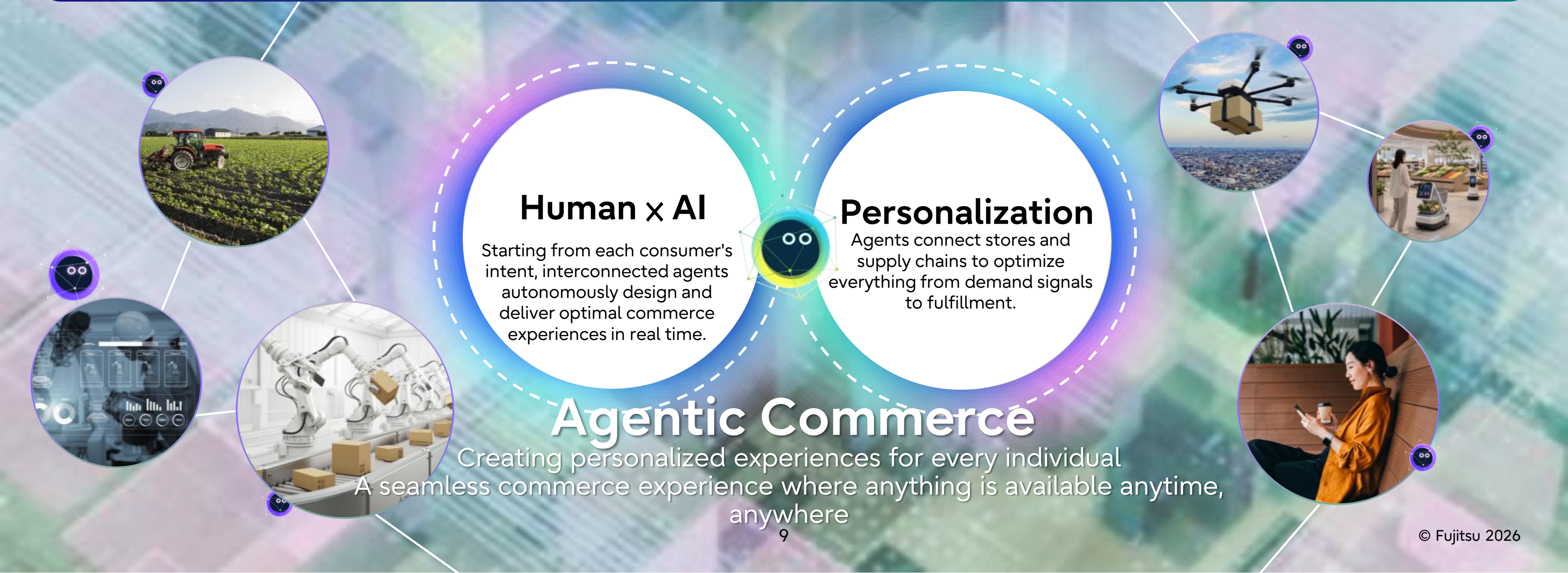
*Estimated by Fujitsu based on data from various research firms

Retail Industry Case

Toward a World of Agentic Commerce

- AI Agents connecting industries to create the future of commerce
- Combining deep industry expertise to deliver new consumer experiences

Agentic Commerce that creates the best experiences for each person's life



Retail Industry Case

Accelerating Retail Transformation with AI

- Embedding store managers' decision-making expertise and operational know-how into AI
- Advancing store operations and enhancing customer satisfaction

FY2030
Retail business target
Approx. JPY 300 billion

Aeon Food Style

AI agents capture store managers' frontline insights and experience, enabling more accurate decision-making.

Human-AI Collaborative Store Operations

FoodStyle from AEON

Before
Decision-making knowledge: Resides with individual store managers
Store operations: Quality varies from store to store

After
Decision-making expertise embedded in AI agents
Store operations: Standardize decision-making

Implementation and demonstration **Approx. 10 days**

*Estimated by Fujitsu based on data from various research firms

Cross-industry business expansion

From Consumer Context to a New Cross-Industry Ecosystem

- Connect medical, purchasing, financial, and behavioral data with AI to create a new service ecosystem centered on consumer context
- Roll out a domestically developed healthcare platform as the first phase, expanding into food, retail, finance, municipalities, and other industries

FY2030 domestic consumer market starting from healthcare data

Approx. JPY 2 trillion

FY25–30 CAGR **25.1%**

Consumer-centered services ecosystem through a business alliance among three companies

Fujitsu	×	SMBC Group	×	SoftBank
• Medical data • AI platform		• Financial services • Customer touchpoints		• User App • Consumer touchpoints

Business scale

60 million users

4,000 medical institutions

Social impact

(Potential to contribute to optimizing medical expenses)

JPY 5 trillion

*Estimated by Fujitsu based on data from various research firms

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Establishing Sovereignty to Ensure Trust in AX

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- With Fujitsu's cloud and AI technologies, ensure five dimensions of sovereignty (data, operations, legal, security, and technology)
- Centering on the Fujitsu MONAKA Server, vertically integrate domestic AI technologies and provide the optimal architecture according to customer requirements

FY2030 Projected domestic revenue

Approx. JPY 500 billion

FY27–30 CAGR **35%+**

Sovereign cloud Cases

Operations and AI Utilization

Zenkyoren

National Mutual Insurance Federation of Agricultural Cooperatives

45,000 users

2027/10 Rollout

BCP / Business Expansion

Telecommunications carrier

Total deal size

Approx. JPY 26 billion

Group governance

Automotive group company

Total deal size

Approx. JPY 5 billion

Made-in-Japan AI CPU Combining High Performance and Power Efficiency

- World-class compute performance and data throughput in a CPU-only architecture. Achieves 2× higher AI inference throughput and superior power efficiency versus competing CPUs
- Reducing both server count and power consumption by half for the same processing workload

Vertically Integrated Sovereign Model

Application / AI Agent
- Applications Connecting AI to Business Outcomes / Industry-Specific Agents

AI Platform

Create business transformation with sovereign AI
- Kozuchi / Takane
- Fujitsu Kozuchi Enterprise AI Factory

Sovereign Platform

Products and technologies ensuring performance and data
- FUJITSU Hybrid IT Service FJ Cloud
- Fujitsu Cloud Service Powered by Oracle Alloy
- Fujitsu MONAKA Server
- FUJITSU-MONAKA

Evolving Cyber Defense from Management Principles

- Redesign cyber defense from a management-led perspective and establish a living cyber defense lifecycle that continuously adapts to change.
- Generate recurring revenue through products and services centered on Customer Zero practical knowledge and high-performance AI.

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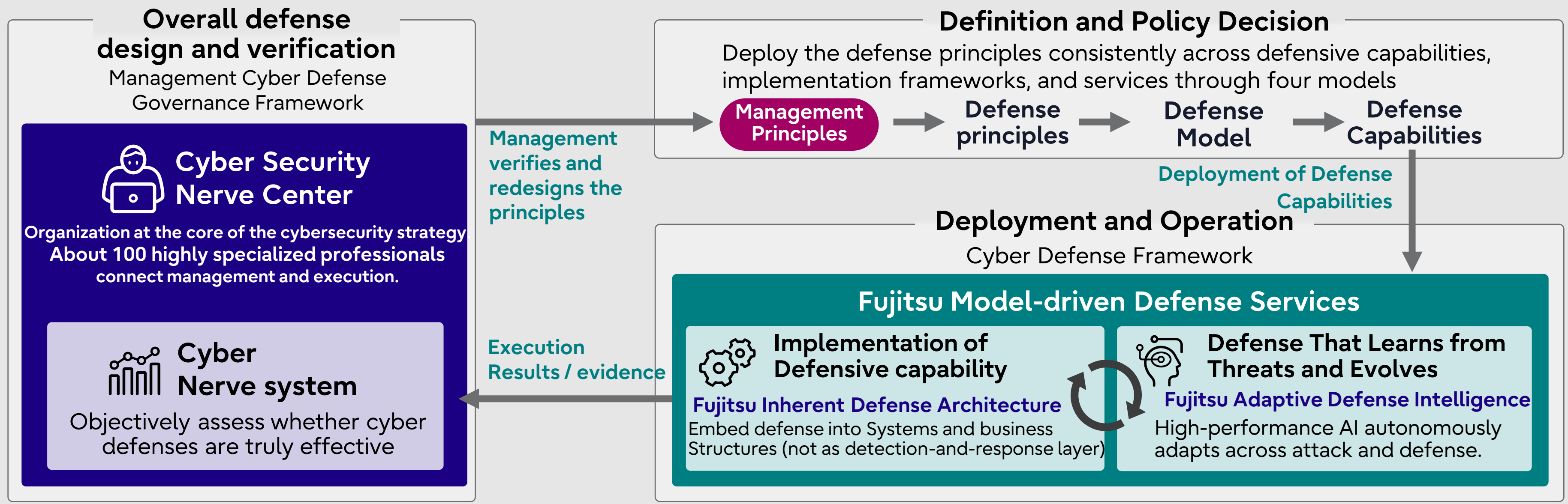
Domestic Security Services

FY2030 market size
Approx. JPY 600 billion

FY2030 projected revenue
Approx. JPY 200 billion
Upstream and Upside expansion

Cyber defense lifecycle connecting management and operations through continuous feedback



*Estimated by Fujitsu based on data from various research firms

The Future of Uvance

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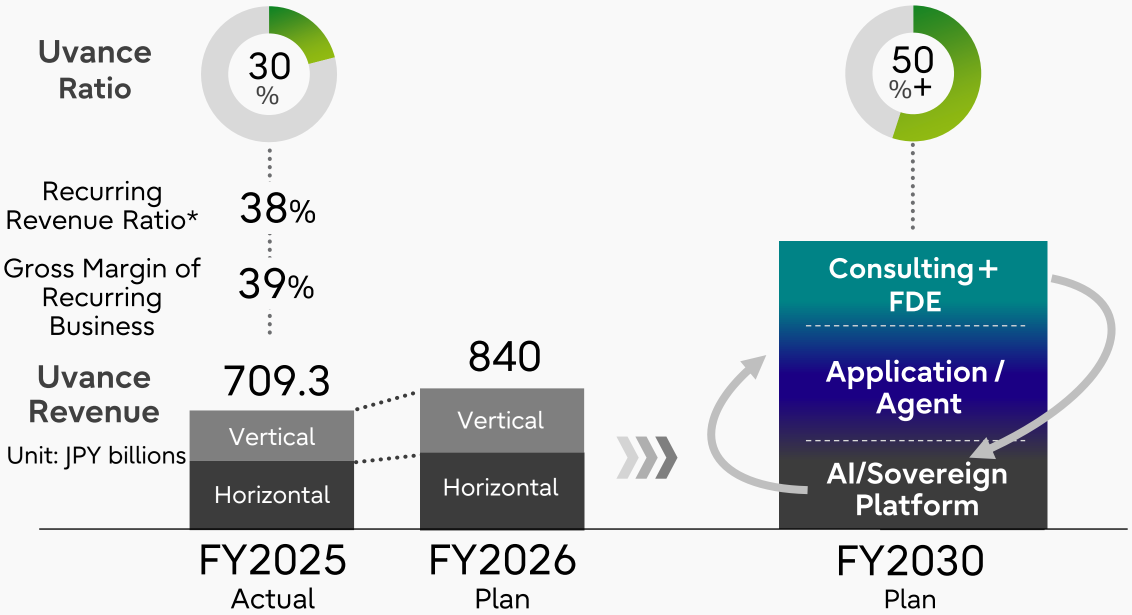
Pursuing Quality of Growth with AX

From Vertical/Horizontal to an AX-centered business structure
that circulates customer value and expertise across three layers

Growth scenario



Vision for FY2030

Uvance Revenue

JPY 1.7 trillion+

FY25–30 CAGR

20%+

Business Model Transformation (Stable Revenue Base)

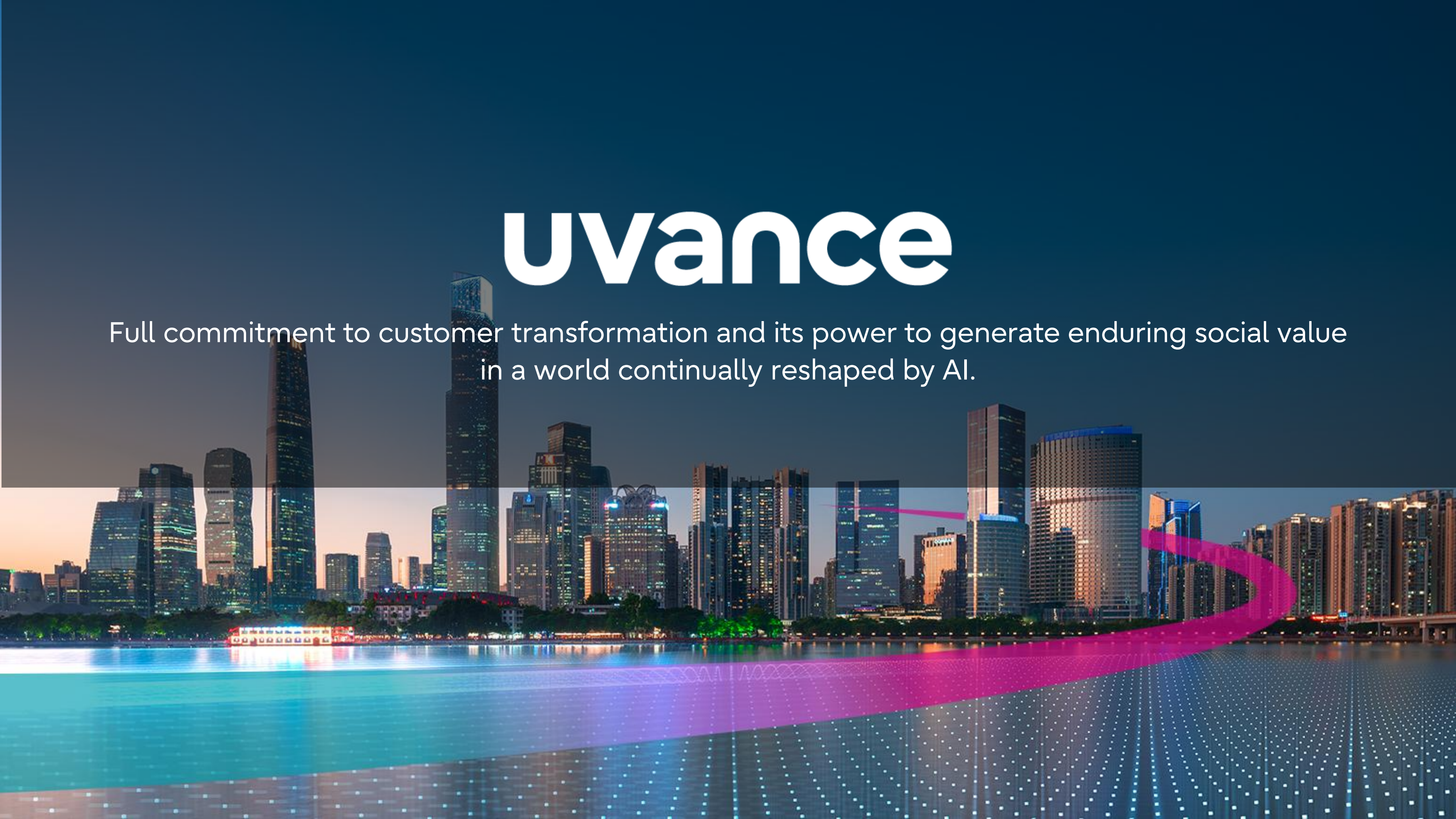
Recurring Revenue Ratio*

70%+

Gross Margin of Recurring Business

55%+

* Includes traditional recurring revenue as well as "Outcome-based" and "Usage-based" professional services delivered through customer co-creation engagements


uvance
Full commitment to customer transformation and its power to generate enduring social value in a world continually reshaped by AI.

Cautionary Statement

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- Fluctuations in exchange rates or interest rates
- Fluctuations in capital markets
- Intensifying price competition
- Changes in market positioning due to competition in R&D
- Changes in the environment for the procurement of parts and components
- Changes in competitive relationships relating to collaborations, alliances and technical provisions
- Risks related to public regulations, public policy and tax matters
- Risks related to product or services defects
- Potential emergence of unprofitable projects
- Risks related to R&D investments, capital expenditures, business acquisitions, business restructuring, etc.
- Risks related to natural disasters and unforeseen events
- Changes in accounting policies