

ECOSYSTEM VENDORSPIHERE

Fujitsu Oceania Executive Analyst & Advisor Day 2026: Highlights

Fujitsu's Analyst & Advisor Day 2026 highlighted the progress of the transformation it set in motion in mid-2025. One year on from the Oceania leadership team recalibration and a forward-looking strategy, the company is moving beyond traditional IT services and towards a more sovereign, AI-enabled, industry-focused operating model. From Fujitsu business leaders in Japan and Oceania to partner and customer stories, a consistent narrative emerged: Fujitsu is evolving its global technology portfolio, strengthening its sovereign capabilities, and aligning its operating model to the changing requirements of national resilience in Oceania.

The day showed how Fujitsu has moved from the aspirations communicated in 2025 towards greater operationalisation across the business. In 2026, the focus is on building on that foundation, with sovereignty, trusted capabilities, AI-enabled operating models, and deeper industry engagement shaping Fujitsu's trajectory towards 2035.

Here are the 6 key takeaways:

01. Fujitsu's Approach to Sovereignty, Capability and Trust

Sovereignty and trust were positioned throughout the day as important elements of Fujitsu's future direction, rather than simply as product features or market messaging. Across the sessions, sovereignty emerged as an anchor for [Fujitsu's 2035 portfolio](#) and its relevance to national priorities. This was reinforced by Fujitsu's approach to sovereign infrastructure and its emerging ecosystem, spanning the MONAKA CPU and quantum HPC to secure data, converging technologies, and the Kozuchi enterprise AI factory. Sovereignty was also highlighted as a market differentiator for Fujitsu in Oceania, building on its strengths and experience in the ANZ defence and public sector and distilling the value proposition into three words: **trusted, cleared, sovereign**.

This reflects a deliberate strategy: translating Japanese sovereign capabilities into the Oceania context, positioning Fujitsu as a connector between Japan's advanced technology base and the region's growing demand for sovereign capabilities and trusted technology partners.

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Fujitsu's sovereign posture is one of the stronger differentiating elements of its 2035 strategy. It has moved sovereignty beyond a marketing or compliance narrative into a structured, multi-layered capability spanning sovereign compute, secure data environments, converging technologies, and cleared delivery teams.

Sovereign compute is still in the early stages of maturity and commercialisation, so timelines, local deployment models, and customer readiness will determine its resonance with ANZ customers. Another challenge for Fujitsu, as well as its competitors, will be the talent pipeline, which remains limited for sovereign AI.

02. AI Driven Modernisation as the New Operating Model

A cultural shift is underway as AI becomes a more integral part of how Fujitsu operates and delivers value. Building on a [July announcement](#) (currently launched in Japan only), Fujitsu is positioning itself as an AI orchestration layer on top of legacy IT, combining AI models with its established systems-integration capabilities. By blending its Kozuchi AI Platform and Takane LLM with multiple models and agents, Fujitsu is seeking to reduce reliance on any single AI vendor. The emphasis on [“Modernization Masters”](#), human-in-the-loop review, and proprietary knowledge is intended to support a more scalable approach to modernisation.

AI is therefore being positioned not simply as a technology layer, but as part of the architecture through which organisations will operate and evolve. The Office of AI provides governance, literacy, capability development, and an AI-first mindset, while “Customer Zero” uses internal transformation frameworks and practical experience to develop a model that can be applied across Oceania.

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Fujitsu demonstrates a whole-of-enterprise approach that many incumbents are still developing. The decision to position AI as an orchestration layer over legacy IT reflects an understanding of where customers are and avoids anchoring to a single vendor or monolithic AI stack. The pace of this opportunity will depend in part on customer readiness for AI-native operating models, which remains uneven across Oceania. Deep data transformation and agentic workflows may also challenge organisations that are still building foundational data capabilities.

03. Industry Focus and Embedded Co-Delivery

Another structural shift is Fujitsu's move from vendor to embedded partner through a delivery model built around industry led engagement, embedded co delivery, forward deployed engineering, and continuous value, demonstrated through its customer use cases which demonstrated how Fujitsu intends to sit inside customer workflows, not adjacent to them.

Uvance Wayfinders showed how consulting capability is being developed through a combination of consulting expertise, domain knowledge, and AI-enabled delivery teams. Customer perspectives also highlighted the value of partners with deep business process knowledge alongside technology capability.

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Fujitsu's focus on deeper industry embedding and co-delivery signals a move from a traditional vendor model towards a partner role that sits more closely within business workflows. But this model can bring some execution challenges: embedded co-delivery requires extensive senior, industry-literate talent across its markets. Success for Fujitsu will depend on building local capability, differentiating through IP, and demonstrating that embedded co-delivery reduces complexity rather than adding to it.

04. Converging Technologies are Creating New Business Domains

Fujitsu's 2035 vision is built on the convergence of key technologies — sovereign AI, HPC, quantum, embodied AI, societal digital twins, and advanced materials — across three new business domains: sovereign platforms, physical AI, and intelligent society. These domains and technologies are being positioned as a unified architecture for societal-scale problem solving, spanning defence readiness, ageing populations, climate resilience, geo-economic stability, and advanced industry transformation. The portfolio is being re-engineered around sovereign compute, physical AI, deep simulation layers, and intelligent systems rather than legacy infrastructure. This direction is reinforced by the recent [announcement of the sale](#) of Fujitsu's Australian data centre business, as the company moves away from capital-intensive assets and towards high-value sovereign platforms, modernisation, cyber resilience, and quantum-adjacent services.

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If Fujitsu can turn these converging technologies into repeatable, commercial offerings, they could create meaningful differentiation in the region. The challenge is that many of these domains remain at an early stage of maturity: robotics outside controlled environments has limited near-term applicability; deep simulation layers require data integration beyond what many Oceania organisations can currently support; and quantum-inspired optimisation, while promising, remains niche and dependent on specialised domain partnerships. The strategic direction is clear, but progress will depend on prioritising practical use cases, building industry-specific pathways, and demonstrating tangible value so that convergence becomes a commercial opportunity rather than a long-term aspiration.

05. People Transformation as the Critical Enabler

Across every session, Fujitsu leaders emphasised that technology alone will not deliver the transformation ahead, highlighting AI-infused talent creation as a growth driver for the organisation. The Office of AI is focused on capability uplift, leadership resilience, and building an AI-first culture, while changes to the delivery model require embedded domain leads, insight engineers, adoption leads, and integration engineers. Kizuna culture, built on the concept of bonded purpose and goodness, surfaced repeatedly as a cultural foundation for Fujitsu's approach to transformation. The message was consistent: Fujitsu's future depends on people who can work differently, lead differently, and deliver differently.

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Fujitsu's people-first approach is an element of its transformation narrative that will resonate with customers in Oceania. The organisation is not treating talent as an afterthought to technology, but as a core enabler of its sovereign, AI-native strategy, and the Office of AI provides a strong foundation for governance and capability uplift through its "Fujitsu as Customer Zero" approach to building capabilities across the organisation.

The emphasis on leadership resilience, AI-first culture, and new delivery roles such as domain leads and insight engineers shows Fujitsu understands that operating model change requires workforce change at equal scale. Talent scarcity will be a significant constraint for Fujitsu, particularly in niche areas that have been successful in R&D conditions in Japan — the priority will be translating that capability beyond the walls of the ‘lab’.

06. Quantum & Quantum Inspired Technologies

Quantum and quantum-inspired technologies emerged as one of the clearest and most ambitious future-horizon signals. They were presented not as abstract R&D, but as a potential extension of Fujitsu’s sovereign compute strategy. Fujitsu emphasised that it is one of the few global players investing simultaneously in HPC, quantum computing, and quantum-inspired optimisation, positioning these capabilities as a potential next frontier of national-scale digital infrastructure.

In Australia, the intent is twofold: first, to develop quantum capability in partnership with government and academia; and second, to make quantum simulation available through MONAKA-powered HPC environments, enabling customers to explore optimisation, simulation, and energy-efficiency problems that classical systems may struggle with.

This commitment was evidenced by the announcement of a three-way [Memorandum of Understanding \(MoU\) between Fujitsu, Monash University and CSIRO](#), announced in August 2026. Under the MoU, Australian researchers and students will gain access to Fujitsu’s quantum systems in Japan, supporting practical quantum applications and the development of Australia’s quantum capability and workforce.

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This is one of the more ambitious elements of Fujitsu’s 2035 horizon, with significant long-term potential. The comprehensive approach to quantum is strategically important for Fujitsu because it reframes Fujitsu’s role: not simply as a provider of sovereign AI, but as a builder of sovereign compute ecosystems capable of supporting defence, critical infrastructure, advanced materials, drug discovery, and large-scale optimisation challenges.

The opportunity is significant for Fujitsu, particularly in Australia where quantum inspired methods already show practical value in areas like data centre energy optimisation, compliance demands for critical infrastructure resilience and mining logistics. But at the same time, the gaps are equally real. Quantum hardware remains several years away, customer literacy is uneven, and commercialisation pathways are still forming.

Summary

In a clear departure from its past, Fujitsu is not simply modernising; it is continuing to redefine its strategic identity through to 2035. The company is leaning into a sovereign, AI-powered, industry-embedded future built on Japanese heritage, long-standing Oceania presence, and credibility. The transformation is substantive: Fujitsu is reshaping its portfolio, operating model, and national relevance around trust, sovereignty, and advanced technology, reinforcing its positioning as a trusted partner for Oceania customers.

The direction also brings execution considerations across sovereign compute, converging technologies, and AI-native operating models. The key will be the growth of local talent, customer readiness, and delivery depth, which will influence Fujitsu’s ability to progress its strategy across the region.



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