

# BOARD & RESILIENCE

From risk oversight to resilience  
The board's role in continuous disruption

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ERM Day 2026 | Finlandia Hall



*Katsushika Hokusai, 1831, The Great Wave off Kanagawa*

Leadership teams and executives are asking a fundamental question:

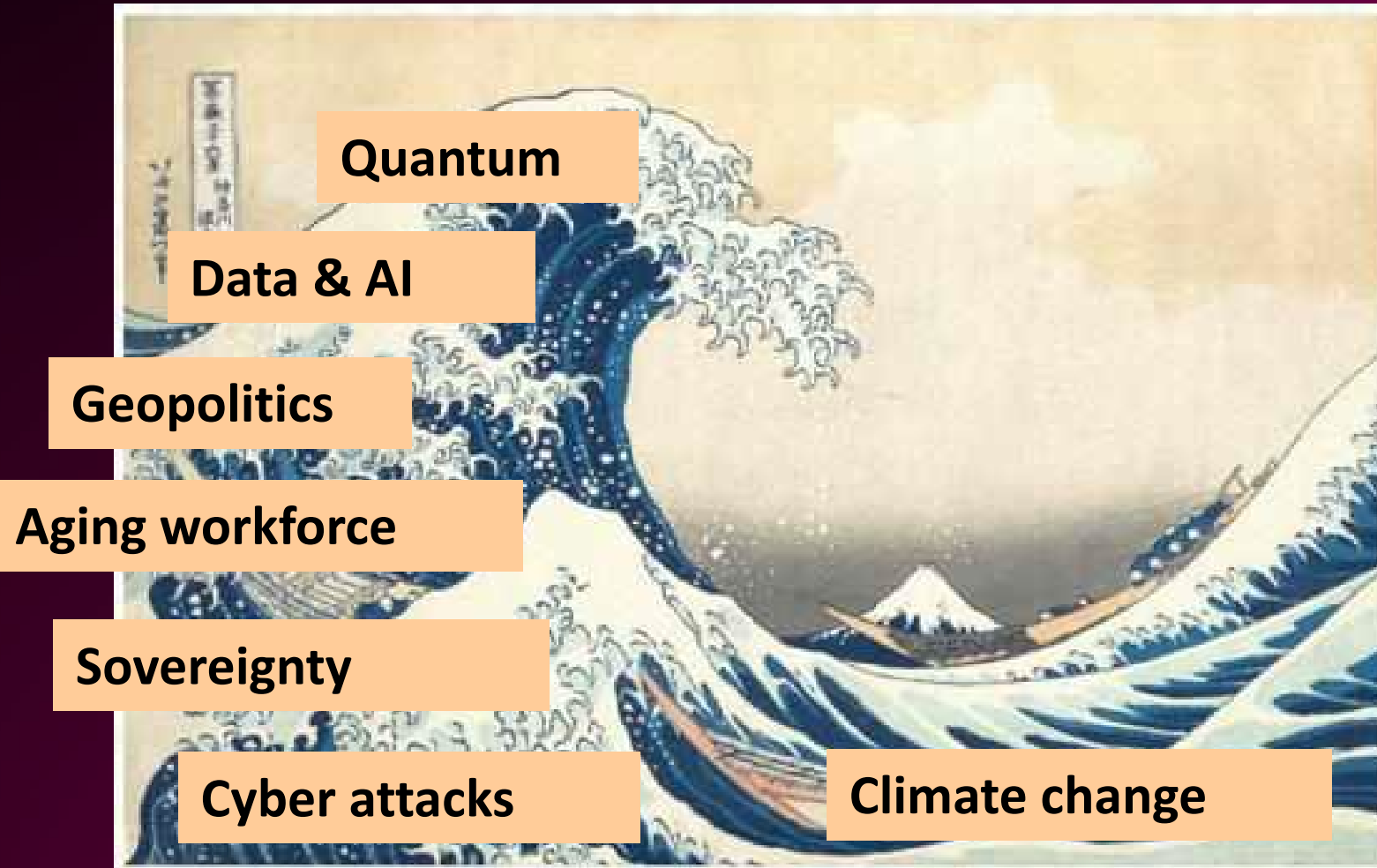
**“How can our organization reduce risks and vulnerabilities to become more resilient?”**

# Our Purpose

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



# Change is shaking the foundations of business and societies



# Deepdive into 4 Questions on Digital Sovereignty, at the intersection of risk, resilience and strategy.

- Where is our critical data and AI, and who controls access to it?
- Which suppliers are we critically dependent on, and who ultimately controls them?
- Could we continue operating if a key provider, cloud service, or technology platform became unavailable tomorrow?
- Do we have a clear, prioritized plan to strengthen our digital sovereignty, resilience, and control?



# Board mindset shift is necessity

Leading research agrees on one shift:

govern for the enterprise's capacity to act when assumptions fail.

## RISK OVERSIGHT

**Are known risks  
controlled?**

controls • compliance • risk registers



## RESILIENCE

**Can we still succeed  
when assumptions fail?**

sense • prepare • adapt • renew

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**The board's job is no longer only to prevent failure  
— it is to build the capacity to anticipate, absorb, adapt and emerge stronger.**

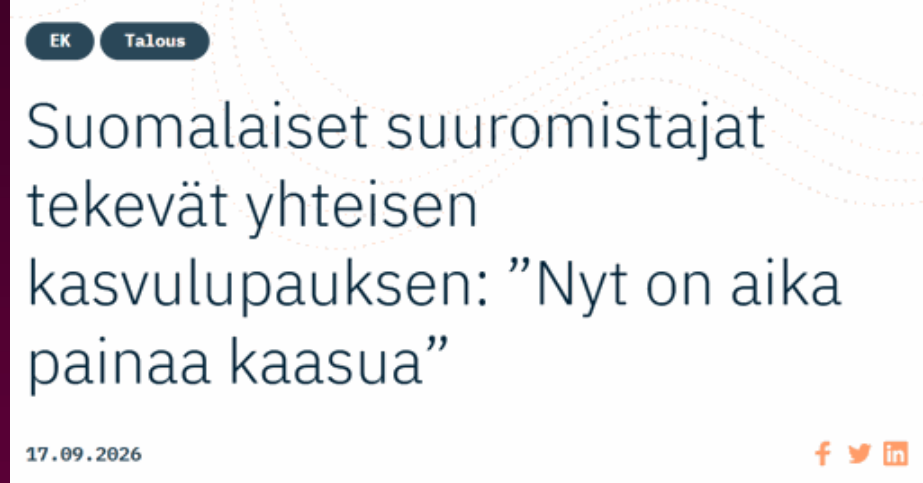
**This requires deeply rooted culture of courage.**



# See the opportunity. Accelerate.

*“Now is the time  
to step on the gas.”*

EK owners' growth pledge • 17 Sep 2026



**+19%**

NEW ORDERS

Q2 2026 • YoY

**+20%**

ORDER BOOKS

30 Jun 2026 • YoY

**+39**

DIGITAL INVESTMENT

intention balance

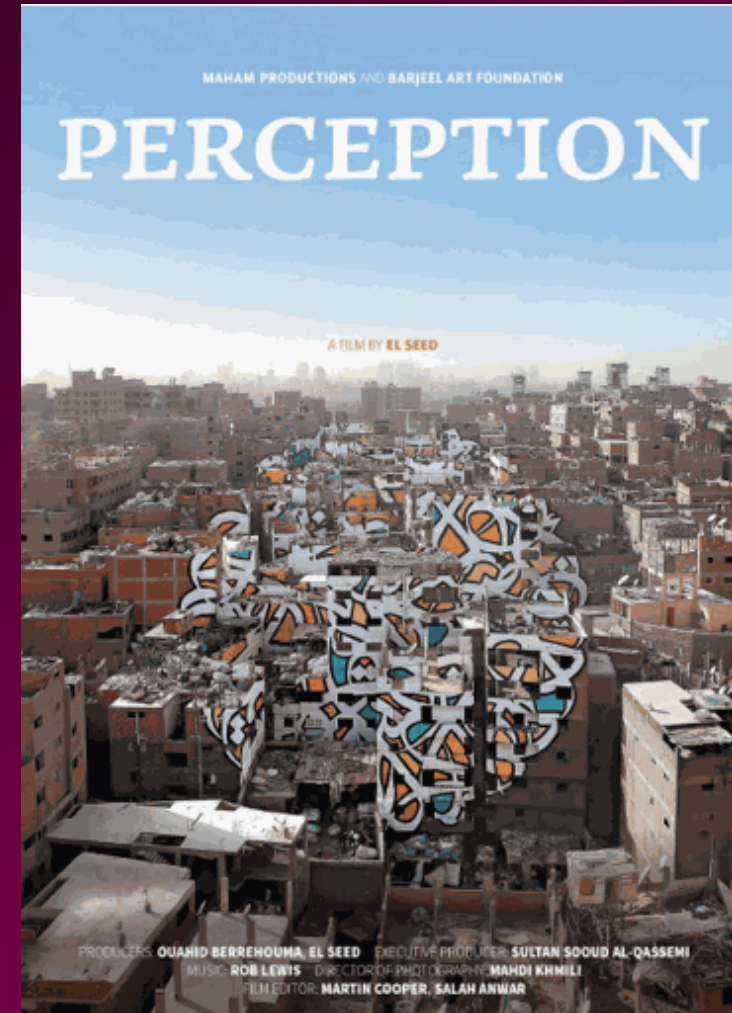
RAISE AMBITION • INVEST • MOVE FASTER • TAKE BOLDER BETS

**Boards should not merely govern the downside.  
They should set the very clear ambition that creates the upside.**

Sources: EK • 17 Sep 2026 | Teknologiateollisuus • Aug–Sep 2026 (n=308)

“Anyone who wants to see the sunlight clearly needs to wipe his eye first.”

- *Saint Athanasius of Alexandria, a Coptic Bishop from the 3rd century*

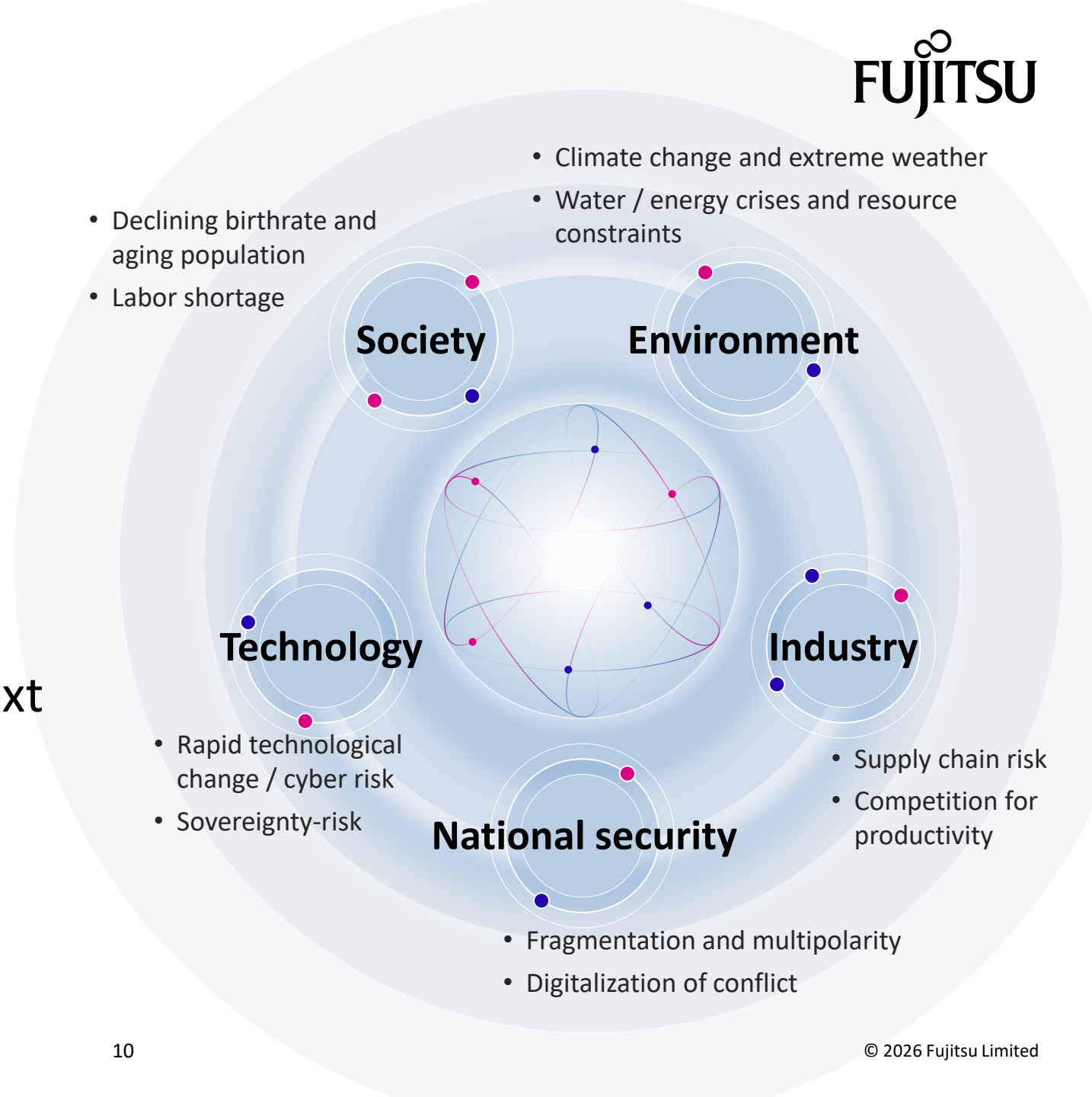


*eL Seed 2016, Perception, Cairo*

## How to seize the opportunity?

### Case Fujitsu:

Delivering solutions through trusted technology to address structural changes society will face over the next decade.



# Case Fujitsu: Strategic positioning of our Management Vision 2035

Drive accelerated, large-scale growth with technology at the core

FY2020 ~ FY2022  
**Medium-term  
Management Plan**

Improved profitability  
Transforming corporate culture

Build

FY2023 ~ FY2025  
**Medium-term  
Management Plan**

Improved productivity  
Business structure transformation

FY2026 ~ FY2035

## Mid-to-long-term Management Vision 2035

Technology-driven value creation

Grow

- Provide trusted technology
- Implement AI-driven business

# Case Fujitsu:

## Changing the leadership operating system



Redesigning management with an AI-first approach across organization, decision-making, and governance to strengthen the foundation for continuous value creation



### Human capital

- Talent portfolio aligned with the business portfolio
- Redefine talent roles and skills on an AI-first basis
- Substantial productivity improvements



### Data & AI

- Data- and AI-based autonomous decision-making
- Business process transformation
- Enhancing management speed and quality



### Trust

- Predictive risk management
- Security foundation for the AI era
- Resilient governance

# No one is resilient alone

Critical services cross companies, industries and national boundaries.

## Advancing our global ecosystem

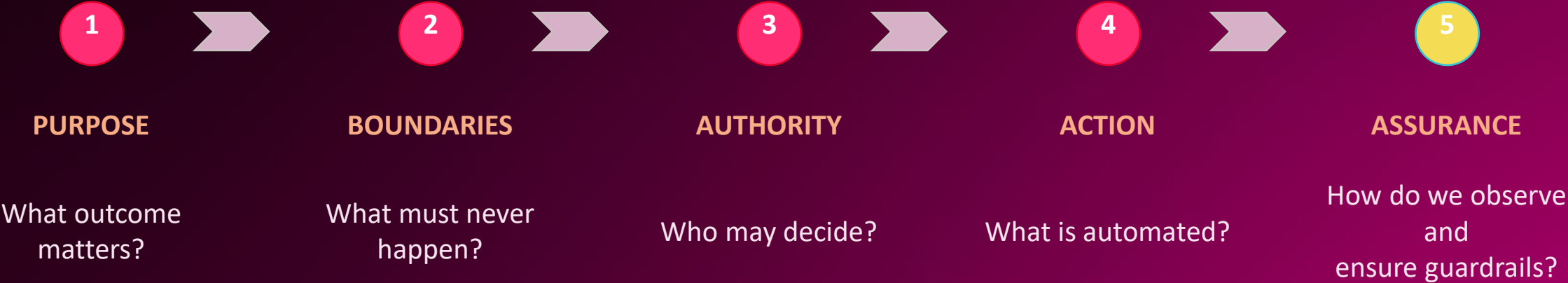
Orchestrating technologies from global partners to deliver optimal value to customers

|                    |  |  |  |
|--------------------|--|--|--|
| Applications       |  |  |  |
| AI Platform        |  |  |  |
|                    |  |  |  |
| Sovereign Platform |  |  |  |
|                    |  |  |  |

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AS AUTONOMY INCREASES

# Speed can shift with the machine. Accountability cannot.



**The leader’s question: where in the chain could accountability become blurred?**

## BOARDROOM DISCUSSION

# Three questions that quickly reveal what matters

1

**What must continue even when everything else is disrupted?**

Define the critical outcome, not only the critical system.

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2

**Where are we dangerously dependent?**

Technology, data, skills, partners and jurisdictions.

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3

**How quickly can we make decisions?**

Test decision rights and ability under ambiguity and time pressure.

**If the answers are unclear, the risk register will not save us.**

# THIS IS NOT ABOUT PEOPLE OR TECHNOLOGY.

It is about how quickly and boldly people, organisations and societies can renew—together with technology.

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**Build the courage to begin—and the trust to continue.**



In technology and  
AI-driven world,  
leadership is a dialogue.

— *Professor Howard Yu, IMD*

# And remember –imperfection builds resilience

## Kintsugi

Japanese wisdom for resilience

### Embrace challenge

Grow through repair.

### Find strength in vulnerability

Become more human—and more resilient.

### Rebuild with intention

Reflect. Learn. Renew.



**ありがとう**

**Thank you!**

**Tack!**

**Kiitos!**

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