

Efforts in the Economic Sphere

Aiming to be a “strong company” for our customers, employees and shareholders

[General overview of fiscal 2003 and administrative policies for fiscal 2004]

We strove to establish a firm basis for “customer-orientation,” “adherence to delivery date and quality” and “speediness” among all employees up to the executive level to make Fujitsu an “energetic and healthy company” in fiscal 2003.

To achieve these aims, we concentrated on the immediate administrative tasks of improving profitability, restoring financial soundness and conducting continuous reform of our operating structure, and were largely successful in achieving our initial fiscal-year profit targets as a result.

In fiscal 2004, we are pursuing four goals to become a “strong company” that can secure steady, profitable growth, demonstrate leadership in products and technology and cultivate excellence in human resources and management:

1. Strengthen our existing businesses
2. Create and cultivate new businesses
3. Reform our organization and approach
4. Reform our management systems

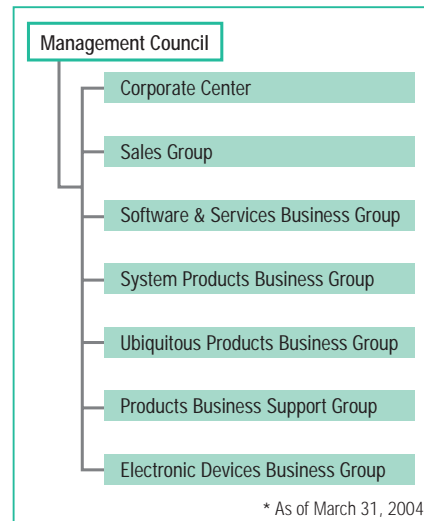
Organization

Business group system benefiting from integrated strengths

Intent on pursuing “organic management” drawing on our integrated strengths, we have introduced a business group system emphasizing mobility and mutual collaboration among the various groups. We pursue further synergy while ensuring flexible resources allocation within the individual business groups. We also reorganized the conventional Platform Business Group and Independent Business into new three groups in fiscal 2003 in order to enhance the competitiveness of our product businesses to respond to future market needs, accelerating our business speed and reinforcing our manufacturing measures (quality improvement/compliance with development completion schedule, etc.). “Platform” was changed to “Products” in the name.

In fiscal 2004, we are striving to renovate the Fujitsu Group’s overall structure, including

realization of an organization closer to customers.



The FUJITSU brand

Symbol mark



Corporate message

THE POSSIBILITIES ARE INFINITE

We have established a department exclusively to conduct activities for brand reinforcement, including a “global brand project,” to ensure proper recognition of our brand throughout the global marketplace and reinforce the competitive strength of our corporate group.

This expresses in compressed form the “goals FUJITSU is pursuing” as a “promise” in concert with all its stakeholders. It communicates the idea that “FUJITSU mobilizes all its available resources in pursuit of ‘infinite possibilities’ with customers worldwide, and offers optimal products and solutions as a leading company in the ubiquitous networking society.”

Results

We achieved the profit targets set at the beginning of the fiscal year.

Fiscal 2003 profit targets (consolidated)

- Sales: 4,800,000 million yen
- Operating profit: 150,000 million yen
- Current net profit: 30,000 million yen

Primary financial data

(Unit: 100 million yen)

	Fiscal 1998	Fiscal 1999	Fiscal 2000	Fiscal 2001	Fiscal 2002	Fiscal 2003
Sales (consolidated)	52,429	52,551	54,844	50,069	46,175	47,668
Sales (unconsolidated)	31,911	32,512	33,822	30,344	26,950	27,885
Operating profit (loss) (consolidated)	1,322	1,499	2,440	(744)	1,004	1,503
Operating profit (loss) (unconsolidated)	398	538	1,002	(546)	218	329
Current net profit (loss) (consolidated)	(136)	427	85	(3,825)	(1,220)	497
Current net profit (loss) (unconsolidated)	(215)	136	466	(2,651)	(1,750)	170

(Unit: 100 million yen)

	Fiscal 1998	Fiscal 1999	Fiscal 2000	Fiscal 2001	Fiscal 2002	Fiscal 2003
Research and development expenditures (consolidated)	3,950	4,010	4,034	3,498	2,857	2,509
Research and development expenditures (unconsolidated)	3,294	3,390	3,287	2,837	2,255	1,974
Capital investment (consolidated)	2,888	3,257	4,380	3,069	1,476	1,597
Capital investment (unconsolidated)	1,005	1,157	1,364	754	510	700

(Unit: 100 million yen)

	Fiscal 1998	Fiscal 1999	Fiscal 2000	Fiscal 2001	Fiscal 2002	Fiscal 2003
Total assets (consolidated)	50,256	50,197	52,000	45,958	42,253	38,655
Total assets (unconsolidated)	35,513	33,804	34,439	31,785	29,262	30,229
Shareholders' equity (consolidated)	10,786	11,765	12,143	8,537	7,023	8,271
Shareholders' equity (unconsolidated)	10,707	11,600	12,242	9,596	7,711	9,346

* The scope of consolidated financial data is based on financial accounting standards and thus differs from the collation scope of Fujitsu Group environmental accounting (pages 23-24).

* For detailed financial data, please refer to our annual report and other materials at the following ULR:

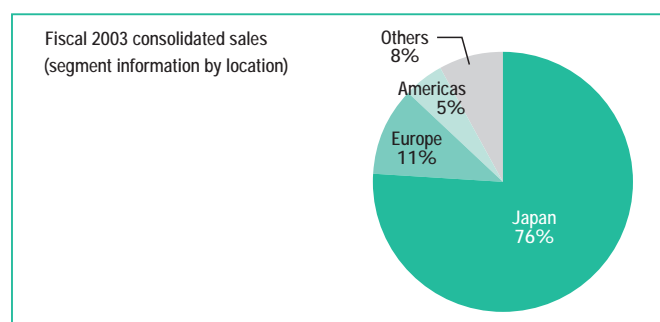
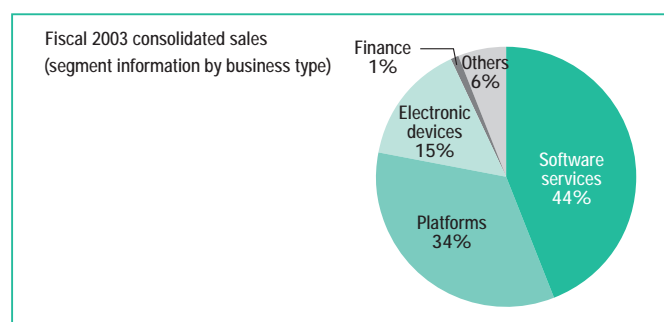
<http://www.fujitsu.com/about/ir/annualrep/>

Segment information by business type (sales to external customers) (Unit: 100 million yen)

	Consolidated sales
Software services	20,942
Platforms	16,081
Electronic devices	7,343
Finance	503
Others	2,797
Total	47,668

Segment information by location (sales to external customers) (Unit: 100 million yen)

	Consolidated sales
Japan	36,056
Europe	5,445
Americas	2,544
Others	3,621
Total	47,668



Environmental accounting (summary) Reference

Transitions in costs/benefits (Unit: 100 million yen)

		Fiscal 2001	Fiscal 2002	Fiscal 2003
Fujitsu	Costs	77	79	79
	Benefits	123	88	103
Affiliated companies	Costs	110	110	111
	Benefits	120	122	136
Total	Costs	187	189	190
	Benefits	243	210	239

Breakdown of benefits (Unit: 100 million yen)

	Fiscal 2001	Fiscal 2002	Fiscal 2003
Actual benefits	78	91	108
Estimated benefits	165	119	131
Total	243	210	239

Transitions in number of employees

Transitions in number of employees

(Unit: Persons)

	Fiscal 1998	Fiscal 1999	Fiscal 2000	Fiscal 2001	Fiscal 2002	Fiscal 2003
Employees (consolidated)	188,139	188,053	187,399	170,111	157,044	156,169
Employees (unconsolidated)	44,191	43,627	42,010	40,483	34,690	34,836

