

We are drawing on the sound corporate judgment we have cultivated over many years to carry out our social responsibilities.

Naoyuki Akikusa, Chairman

Recognizing our critical mission to uphold the foundations of our society

Since its founding in 1935, the Fujitsu Group has provided customers with reliable, high-performance products and services based on leading-edge technology in the IT and communications fields. At the same time, we have sought to contribute to the growth of our customers in a wide range of civil, industrial, and commercial fields, and to the development of the societies in which we operate. I think it is safe to say that information and communication technologies have already become as indispensable to modern life as electric power or transportation.

In order to fulfill our vital mission, naturally we must continually strive to improve the quality of our products and services. I recognize, however, that it is equally critical for us to raise the level of trust which people place in our management.

Since its inception, the Fujitsu Group has actively pursued business opportunities that have a positive impact on society. For instance, our first president set the policy that "from the outside, our factories shouldn't look too much like factories." Based on his policy, from early on we have striven to carry out our manufacturing activity in harmony with local communities and our physical surroundings. We have since carried on and expanded this thinking — in our efforts to

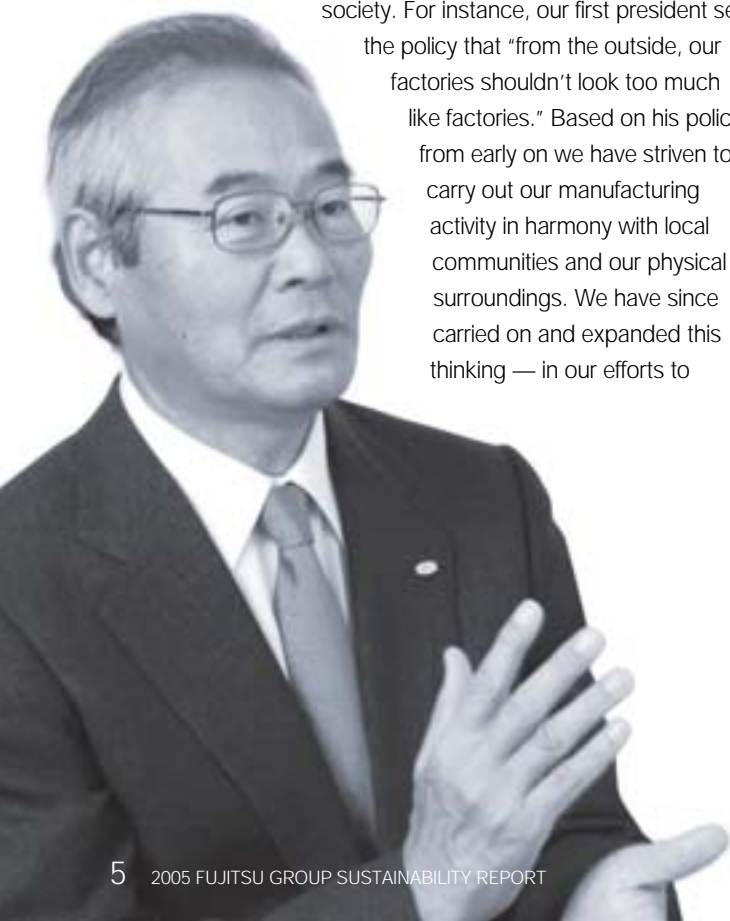
prevent global warming, in our zero-emission initiatives, in our promotion of responsible chemical management and natural disaster countermeasures, and in our "Green Factories" initiatives, which promote ongoing interaction between our business locations and the surrounding communities.

Infusing our shared principles, The FUJITSU Way, as the bedrock of our business throughout the entire Group

The technology areas, businesses, and geographical regions in which we are active have all expanded dramatically. Today, some 150,000 Fujitsu Group employees are working to grow our business worldwide. In various regional markets involving diverse cultures and business environments, we became aware of the need for a clearly defined set of shared management principles, so that each and every employee could be empowered to carry out creative and sound business activities while exercising good judgment and self-discipline. From this awareness, in 2002 we sought to consolidate the "sound corporate judgment" we have cultivated over nearly 70 years in business, and to articulate this in a set of core principles and standards of conduct for every group employee. We established this as "*The FUJITSU Way*," which serves as the driving force behind our management approach to corporate social responsibility.

By putting *The FUJITSU Way* into practice, we are aiming to grow as a corporation. At the same time, it guides us in maintaining strict ethical and legal standards, in striving to ensure product quality improvements and assure safety, in seeking to protect the global environment, and in working to respect and protect human rights. Our active disclosure of the nature and results of these activities signifies our commitment to fulfill our duties to all our stakeholders, from our customers and employees to our shareholders and investors, our business partners, as well as the regional and international communities of which we are a part.

Naoyuki Akikusa



We are putting The FUJITSU Way into practice in order to be a trusted partner to our customers and to society.

Hiroaki Kurokawa, President

Turning Dreams into Reality

Information technology is changing the face of business, of society, and of individual lives. New technologies continue to emerge that make possible what was previously impossible. In this context of change, the Fujitsu Group has set out as its mission creating new value to realize the dreams of our customers, as well as the dreams of our company and our employees. I believe that this is the continuing significance of the Fujitsu Group, and the method by which we can best contribute to society.

To carry out this mission, we will focus on continual innovation in our creation of new products, aiming for substantial improvements in quality, cost, and delivery (QCD), as well as streamlined costs not only in manufacturing but in design, development, procurement, and all our work processes. These efforts will generate profits, which we will use to strengthen the competitiveness of both our products and our personnel, and to boost sales efforts. In turn, we will take the returns generated by these actions and reinvest them in cutting-edge development and new businesses. It is my goal for us to build this kind of virtuous cycle in our business.

Becoming a Trusted Partner to Our Customers

IT is becoming increasingly essential to our customers' businesses. So in choosing a business partner like Fujitsu, which constructs IT systems and provides services, customers are looking for a company that can continuously make proposals and provide support across the full IT system life cycle.

The complexity of IT systems is growing. We face the enormous challenge of meeting demands for greater efficiency, lower operating burdens, and guaranteed reliability. In addressing this challenge, we must look beyond the former limitations of linking together various components into a single system. What is needed is the ability to build and manage seamlessly integrated systems using reliable products.

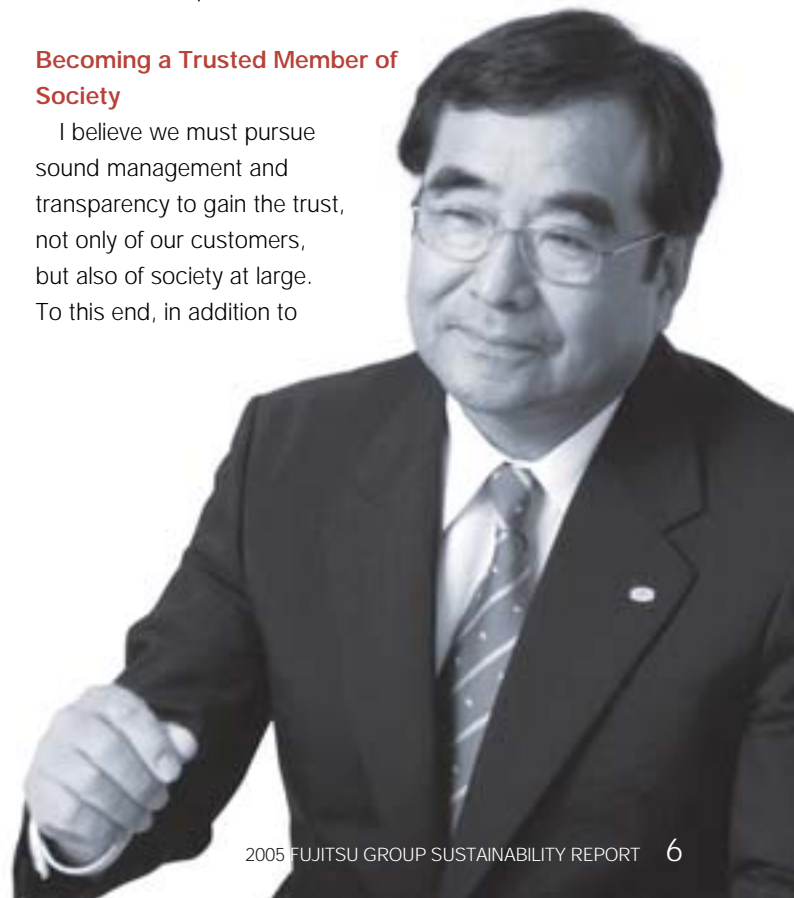
In this environment, the business direction of the Fujitsu Group is to continually provide comprehensive solutions combining high-quality products and services that draw on our reliable, advanced technology. We will follow this policy in responding to the demands of our customers and the challenges that lie before us.

Additionally, we are aiming to foster IT-empowered innovation in the field. In ubiquitous networking environments, we foresee that IT will not merely be a staple of conventional back-office management systems, but will expand into a wide range of front-line operations where the actual movement of people and goods takes place. Our customers, for example, have a variety of front-line operations, including development, manufacturing, distribution and sales. By using IT to dramatically increase efficiency at such sites, we can offer customers a new source of competitiveness.

Through such efforts we aim to contribute to the growth and flourishing of our customers' businesses, and to serve as their trusted partner.

Becoming a Trusted Member of Society

I believe we must pursue sound management and transparency to gain the trust, not only of our customers, but also of society at large. To this end, in addition to



Messages from Management

improving our financial condition, I believe it is indispensable for us to continue practicing a PDCA (Plan, Do, Check, Act) management cycle in all our corporate activities and processes, from corporate governance and compliance to risk management, information security, and environmental initiatives.

I also believe it is important for us to make available even more information concerning our business and corporate initiatives. So we are taking steps to provide more information for shareholders and investors and to enhance our corporate website.

In addition, I consider it to be a major responsibility of the Fujitsu Group to introduce universal design and strive for the usability of all our products, so that all people might be able to enjoy the benefits of information technology.

At the same time, as a good corporate citizen, I think it is important for the Fujitsu Group to pursue initiatives that benefit society. We are aiming to further bolster our relationships with local communities, carrying out a variety of activities that contribute to the societies in which we operate.

Finally, more than anything else, I believe the enthusiastic efforts of our employees are the key to ensuring truly sound management and transparency. The

organization cannot grow unless each of its employees develops his or her abilities and grows. It is a major duty of management to respect the rights of each individual and provide a healthy work environment so that each employee can develop and become a professional in his or her field.

Putting The FUJITSU Way into Practice

The Fujitsu Group is pursuing management which centers on enabling the growth of our customers and employees. Our guide in this pursuit is *The FUJITSU Way*. I believe putting *The FUJITSU Way* into practice at every level of the Group is the most effective way for us as a corporation to fulfill our responsibilities to society. In fiscal 2004, we established The FUJITSU Way Promotion Council to implement this thinking organizationally throughout the entire Fujitsu Group. The revision of this year's Fujitsu Group Sustainability Report represents another facet of *The FUJITSU Way* in action.

As every employee puts *The FUJITSU Way* into practice in his or her own work, this will allow the Fujitsu Group to contribute to the sustainable growth of society as well as to grow ourselves. This, I believe, is at the heart of our desire to fulfill our responsibilities to all of our stakeholders.



We are building a risk management cycle to empower every organizational unit of the Group to autonomously carry out sound business practices.

Masamichi Ogura, Corporate Executive Vice President

Three Perspectives: Risk, Conduct, Environment

Aiming to be a trusted member of society, in fiscal 2004 we sought to lay a strong foundation for implementing *The FUJITSU Way* at every level of the Group. In July 2004, we established The FUJITSU Way Promotion Council. Reporting to that group is the newly formed Compliance Committee. Together, these organizations form the nexus of *The FUJITSU Way* implementation efforts.

In this way, alongside the existing Risk Management Committee and Environmental Committee, we have the organizational structure needed to support *The FUJITSU Way* going forward. With this system as our foundation, the Fujitsu Group will carry out business in a socially responsible manner and reinforce Group governance.

Building a Risk Management Cycle Framework

Currently, we are building a risk management cycle framework that will enable each Fujitsu business group and its respective subsidiaries to maintain sound business practices in an autonomous way. This is part of our drive to establish a PDCA cycle that enables us to become aware of risks inherent in our business activities, to analyze risk factors and effects from stakeholders' perspectives, to carry out assessment and prevention measures, to clarify response measures and systems, and to regularly review all risks. Especially with regard to inherent risks, I think it is incumbent upon us to adequately explain such risks in order to fulfill our social responsibilities.

Continuing to Lay a Strong Foundation for Carrying Out Our Social Responsibilities

Against the background of these Group-wide efforts, each division has been keenly aware of *The FUJITSU Way* in carrying out its social responsibilities. For instance, to ensure strict compliance with our code of conduct, we introduced a help line to handle employee queries and internal reporting. Based on the 4th Stage of the Fujitsu Group Environmental Protection Program, we obtained

comprehensive ISO certification covering all our domestic Group companies, and took other steps to bolster our environmental management system. Nevertheless, because we have not yet met all our goals in terms of product recycling and in certain other areas, it will be critical for us to continue improving our performance in these areas.

Responding to the series of major natural disasters last year, we put the resources of our entire Group behind efforts to restore damaged customer systems as quickly as possible. At the same time, along with our wishes for the swift recovery of all the victims, we contributed to various relief efforts through employee donations and corporate donations from the Fujitsu Group.

We will continue our efforts to build a solid foundation for carrying out our responsibilities to society as well as to our stakeholders.

Masamichi Ogura

