

equity (ROE) as a key indicator of management performance. Although the 3.5% ROE we recorded in fiscal 1999 was an improvement over the previous year, it remains too low. By rigorously focusing our resources, we will devote maximum effort to achieving our goal of 10% ROE in the 2000 fiscal year.

● **Striving for even greater growth**

For some time, we have used the slogans “What Mankind Can Dream, Technology Can Achieve” and “Reliability and Creativity” to express Fujitsu's efforts to give shape to the innovative ideas that flow from our R&D activities and actively promote business transformation. In June 1999, to enable us to better keep pace with the IT market, we replaced our four former operating divisions with a new organizational structure that vests detailed management authority in newly created business units. At the same time, we established a new management council with responsibility for planning the Group's overall business strategy.

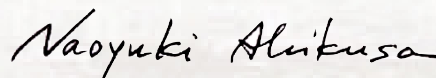
Finally, we would like to emphasize that protecting the natural environment is also an important management

priority at Fujitsu, and our efforts include making products that are environmentally friendly and providing environmental management services.

Through the kind of efforts and activities described above, as well as in the pages that follow, Fujitsu is working to continuously reinvent itself. Our goal is to be recognized as a company that anticipates the changes of the 21st century and is trusted by customers around the world. In this endeavor we will do our best to earn the continued support of our shareholders.



Tadashi Sekizawa
Chairman



Naoyuki Akikusa
President and CEO