

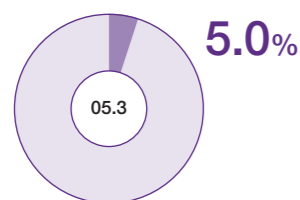
## Others

### Fiscal 2004 Operating Environment and Business Results

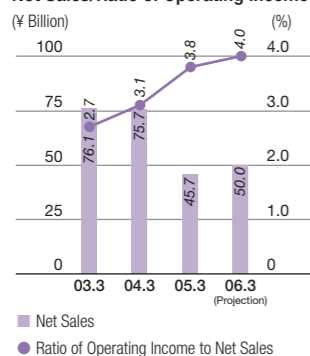
Activities in this group are centered on real estate, insurance agency services, travel services, financial services, printing and information-related services and research and development. Although the Others Group provides these services primarily to the Fuji Electric Group companies, it is also working to expand sales to external customers.

Sales and operating income in this group both fell substantially as Fuji Logistics became an equity-method affiliate. Sales in the group declined 39.6% to ¥45.7 billion (US\$427 million), while operating income dropped 25.4% to ¥1.7 billion (US\$16 million).

Share of Total Net Sales



Net Sales/Ratio of Operating Income to Net Sales



Notes:

1. Projected results for fiscal 2005 (ending March 31, 2006) are based on the Company's forecasts of April 27, 2005.
2. Net sales figures include intersegment sales.
3. Please refer to the contents page for the Company's cautionary statement with respect to forward-looking statements.

### Main Businesses

> Real estate operations, insurance agency services, travel agency services, financial services, printing and information services, research and development

### Fuji Life Corp.

(Net sales: ¥10.2 billion; Employees: 146)

Fuji Life's activities include insurance agency operations as well as real estate leasing, sales and brokerage services. It also offers domestic and overseas business and other travel services, and foreign exchange, provides office planning services and sells office equipment, gifts and other products. Other businesses are food (for lounges, lodges and other facilities) and nursing cares services.

Following the Fuji Electric Group's adoption of a holding company system in October 2003, Fuji Life concentrated on providing high-quality services as a specialist in lifestyle-related services. In the insurance business, the company made concerted efforts to provide superior quality insurance services to Fuji Electric Group companies and employees, developing insurance proposals by re-viewing insurance profiles and automobile group insurance. In the real estate business, Fuji Life sold seven housing sites in Ichihara City, Chiba Prefecture and six sites in Suzuka City, Mie Prefecture at a time when government published land prices have been declining for 14 years in a row. In travel agency services, Fuji Life posted record-high sales and customer numbers, as it worked to provide reliable travel services. These included services such as arranging domestic and overseas travel for Fuji Electric Group companies, settlement services and planning personal and group travel packages.

In nursing care, the subsidiary responsible for operating the company's nursing homes, Fuji Life Carenet, opened a hybrid facility in Hino City, Tokyo in September 2004. This site offers both nursing care for the elderly and childcare services, attracting many users for these services to date. The business is steadily establishing itself as part of the Group's efforts to support local communities.

Despite the above initiatives, net sales and operating income both fell year on year due to a decline in major projects in the real estate business.



In September 2004, Fuji Life Carenet opened a hybrid nursing care facility in Hino City, Tokyo that comprises a nursing care facility (*Fuji Life Toyodaen*), a childcare center (*Pinocchio Kindergarten*) and a daycare center for the elderly (*Tama Anshin-kan*).

### Fuji Electric Finance and Accounting Support Co., Ltd.

(Net sales: ¥3.3 billion; Employees: 125)

This company is the primary provider of financial services to Fuji Electric Group companies. In this capacity, it has introduced a cash management system (CMS) for the Group. Other activities include payment services for accounts payable for Group companies, the extension of loans to Group companies and the management of surplus funds. The company also handles finance and accounting tasks for Group companies and works to raise the efficiency with which funds are used throughout the Group.

Following the Fuji Electric Group's adoption of a holding company system in October 2003, transactions with the Group's core operating companies have increased throughout the year. As a result, operating revenue, mainly interest received on loans, rose 12.5% to ¥3.3 billion. However, total assets outstanding as of March 31, 2005 declined by ¥12.3 billion, compared to the previous fiscal year-end, to ¥263.9 billion. The balance of interest-bearing debt declined by ¥19.2 billion to ¥182.5 billion.

In fiscal 2004, the company implemented a range of initiatives. In fund management, it promoted the centralization of Group company funds, introducing a fund pooling system for enhancing the efficiency of funds. This complemented a new scheme for the automatic payment of utility and other charges to improve the efficiency of financing and accounting tasks. By offering these services to Group firms, payment services were consolidated at the company.

The company uses a variety of methods to raise funds to reduce funding costs at Group firms. In addition to receiving a portion of the funds procured by Fuji Electric Holdings, the company also borrows from banks, issues commercial paper (CP) and sells asset-backed securities.

To realize the goal of the Group's Medium-term Management Plan of reducing consolidated interest-bearing debt to less than ¥300 billion by the end of March 2006, the company, as the primary provider of financial services, is working to improve the Group's cash flow and the efficiency with which funds are used by the Group.

### Fuji Electric Information Service Co., Ltd.

(Net sales: ¥15.8 billion; Employees: 639)

Fuji Electric Information Service supplies IT solutions and services, including the development and operation of information systems. It also offers visual solutions, drawing on design technology to create a range of content such as catalogs and provide a wide range of services and solutions for offices such as copying, binding and printing. The company also provides a variety of useful services such as consulting, mainly in manufacturing fields, to venture firms and entrepreneurs through its incubation office opened in Hino City, Tokyo.

In fiscal 2004, the operating environment remained challenging. During the year, Fuji Electric Information Service delivered a number of new orders. These included the production of educational texts for local public facilities for the elderly, the development of logistics information and production control systems and the sale of nursing care and other products. The company also concentrated efforts on increasing the volume of sales to general customers, establishing the Keiyo Office (in the Keiyo area of Tokyo) as a base for marketing to external customers.

Despite these efforts, net sales were lower than the previous year due mainly to heightened price competition. Operating income was higher as the company successfully pared back operating expenses, mainly through reduction of procurement costs.

In addition to providing high-quality services, the company will concentrate on increasing sales to external customers.