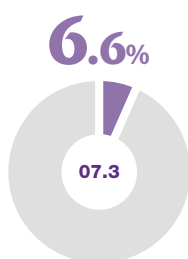
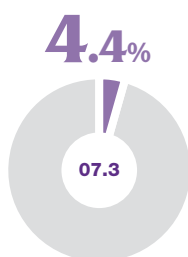


# Others

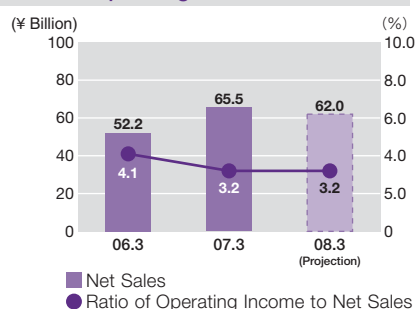
Share of Total Net Sales



Share of Total Operating Income



Net Sales/  
Ratio of Operating Income to Net Sales



## Overview of Fiscal 2006 Operating Results

Companies in this group focus on real estate, insurance agency services, travel services, printing and information-related services, personnel and administration, and temporary staffing, education and training, financial services, and R&D. The group primarily provides these services to Fuji Electric Group companies, while also working to expand sales to external customers.

In fiscal 2006, sales in this group increased 25.5% to ¥65.5 billion, while operating income declined 1.5% to ¥2.1 billion. This was mainly due to the inclusion of a printed circuit board manufacturing and sales company in the scope of consolidation.

### Fuji Life Corp.

(Net sales: ¥10.6 billion; Employees: 135)

Fuji Life's activities include insurance agency services, real estate, travel services, commodity sales, and a food business (operating recreational facilities, etc.) as well as nursing care and childcare businesses through its subsidiary, Fuji Life Carenet.

In the insurance business, the group contributed to managing the risk of Fuji Electric Group companies, its employees and former employees through efforts to aggressively expand comprehensive insurance for corporate property and to expand construction and erection insurance. In real estate, Fuji Life continued its efforts from the previous fiscal year to reduce interest-bearing liabilities. It also strengthened its brokerage business, making use of the Internet. In travel services, sales increased substantially due to a greater number of domestic and overseas business trips taken by employees of Fuji Electric Group companies on the back of business expansion. The nursing care and childcare businesses were impacted by revisions to the nursing care insurance system,

but the company actively took initiatives to use the revision as a business opportunity.

As a result of these factors, although net sales, operating income and ordinary income were all down compared to a year earlier, they each exceeded the targets set for the first year of the mid-term management plan.

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

(Net sales: ¥16.1 billion; Employees: 599)

Fuji Electric Information Service provides IT services and solutions such as the development and operation design of information systems, design, planning and production of print media, and copying and bookbinding. The company has also established an incubation office in Hino City, Tokyo, where it provides support to venture firms and entrepreneurs, mainly in manufacturing fields.

In fiscal 2006, amid ongoing tough business conditions, the company created a new mission-critical IT system for Group companies and managed the data migration to this system, and worked to sell office and network equipment. By establishing sales bases in the Chubu and Yamanashi regions of Japan, the company also concentrated on increasing sales volumes for consumers

Furthermore, the company is concentrating efforts on developing the new business areas in information security and protection of personal information, such as providing support for obtaining ISO certification. In support of this, the company obtained Privacy Mark certification in September 2006 and renewed ISO 27001 ISMS (information security management system) certification.

Although sales were down on the previous year, thanks to the above initiatives the company was able to maintain a level above ¥16.0 billion. Operating income also decreased compared to a year earlier, but was in excess of the amount initially targeted.

## **Fuji Brain Trust Co., Ltd.**

**(Net sales: ¥8.5 billion; Employees: 387)**

Fuji Brain Trust operates a temporary staffing business, provides Group companies with personnel administration and accounting support, operates a payroll calculation service, and plans, implements and operates the Group's education and training operations.

In the temporary staffing business, the company worked to increase the number of temporary employees, succeeding in topping the 1,000 mark. In fiscal 2007, the company plans to aggressively focus on the temporary engineer staffing business. In personnel administration and accounting support, the company worked to improve service provision in terms of both price and quality, while also developing its own personnel development system, working toward early realization of a flexible workforce comprising employees capable of multitasking in different job categories. In the payroll calculation service business, the company worked to respond to increased numbers of employees covered by the service and changes to the pension system. In education and training, the company carried out training in response to the personnel development needs of Group companies, and enhanced the services provided by its Technical Training Center, with the aim of improving technical education.

Moving forward, the company will endeavor to improve services, aiming to improve operational efficiency and quality of service as a total personnel service company that employs, develops and creates quality personnel, and as a partner trusted by all Fuji Electric Group companies.

Fuji Brain Trust posted year-on-year increases in both sales and operating income due to factors including expanding the scope of its operations.

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

**(Net sales: ¥2.5 billion; Employees: 13)**

Fuji Electric Finance and Accounting Support is the primary provider of financial services to Fuji Electric Group companies. In this capacity it provides finance-related services to Group companies with the aim of improving the capital efficiency of the whole Group, including operation of a cash management system (CMS), payment services for accounts payable (including factoring), extension of loans, and management of surplus funds.

In fiscal 2006, the company expanded the collection agency service scheme introduced in the previous year, and provided financial services to improve the capital efficiency of Group companies with the aim of supporting measures to improve the soundness of the Group's financial position.

In factoring operations, the company succeeded in making its service easier to use for customers by switching over almost exclusively to the Internet as a means of communication.

Fund procurement activities were impacted by the lifting of the Bank of Japan's zero interest rate policy, but the company was able to reduce funding costs by selecting competitive interest rates as part of efforts to review the funding structure and allow a flexible response to the interest rate situation. Total assets at the end of fiscal 2006 were ¥26.4 billion up on the previous year at ¥265.2 billion, due to increased demand for capital from Group companies among other factors. Interest-bearing debt increased ¥16.7 billion to ¥167.4 billion.

Due to the transfer of the accounting support service business to Fuji Brain Trust in April 2006, both net sales and the number of employees decreased from the previous year. Operating income, however, posted a year-on-year increase.