SUSTAINABLE GOALS

Energy and environment

businesses contributing to

creation of a sustainable society

FY2026 Medium-Term

Management Plan

Targets

Financial Value

Profit attributable to owners of parent (ratio)

¥140 billion (11.2%)

Reduce by 29 %

58 million tons

3.8 pt or more / 5 pt

¥90 billion (7.2%)

• Net sales ¥1,250 billion

Operating profit (ratio)

• ROE 12 % or more

• ROIC Maintain 10 % or more

Greenhouse gas emissions during

production (compared to FY 2019)

Satisfaction with the company

FY2026 Medium-Term Management Plan (P23)

• Reduction of CO₂ emissions by products

Social Value

Value Creation Process

Through our energy and environment businesses, Fuji Electric, as a leading company in power electronics, provides products and services that contribute to clean energy, the stable supply of energy, and energy saving. By creating both financial and social value, we aim to contribute to the creation of a sustainable society, maintain the trust of our stakeholders, and continuously enhance our corporate value.

Input

(FY2023) *1

Manufacturing capital

- Plant and equipment investment: ¥68.3 billion
- Manufacturing bases: 48

Intellectual capital

- R&D expenditure: ¥36.1 billion
- Industrial property rights*2: 13,268

Human capital

- · Consolidated number of employees: 27,325 (Japan 17,340, overseas 9,985)
- Education and training expenses: Approximately ¥2.5 billion

Social capital

- Product sales areas: 95 countries
- Social contribution expenses*3: Approximately ¥370 million

Natural capital

- Environmental investment: Approximately ¥2.3 billion
- Major materials (ferrous, non-ferrous, plastic): 83 thousand tons
- Energy consumption: 1,001 GWh
- Amount of gases handled: 77 tons • Water intake: 9,854 thousand m³
- Amount of chemical substances
- handled: 1,126 tons

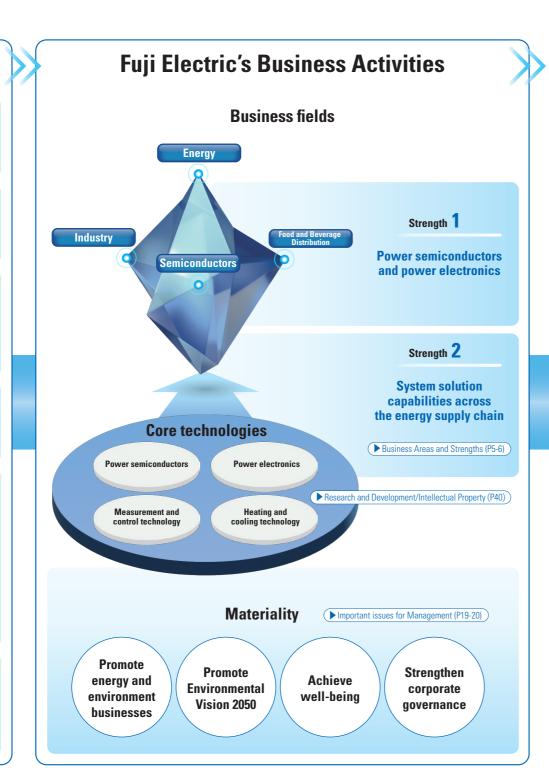
Financial capital

- Equity: ¥602.5 billion
- Net interest-bearing debt: ¥97.4

*1 The figures are on a consolidated basis

*2 Patent rights, utility model rights, design rights, and trademark rights

► Financial and Capital Strategies (P27~28)



*3 Community activities, science and technology promotion, school education promotion, international

*4 Refers to products with quantifiable CO₂ emissions reductions achieved using our products

Output

(Eco-friendly products)*4

Clean energy

power, hydro power, solar power,



Net sales ¥6.4 billion Reduction of CO₂ emissions 15.7 million tons

Stable energy supply

Uninterruptible power supply systems, energy



Net sales ¥15.1 billion Reduction of CO₂ emissions 1.8 million tons

Energy saving

Low-voltage inverters, semiconductors, vending machines, etc.





Net sales ¥292.4 billion Reduction of CO₂ emissions 38.7 million tons

Outcomes

(FY2023)*1

 Profit attributable to owners of parent (ratio)

¥75.4 billion (6.8%)

• R0E

13.5%

Review of FY2023 Medium-Term Managen (P21-22)

Greenhouse gas emissions

• Reduction of CO2 emissions by products

56 million tons

Satisfaction with the company

3.8pt / 5pt

► Human Resources (P56)

Financial Value

Net sales

¥1.103.2 billion

Operating profit (ratio)

¥106.1 billion (9.6%)

• ROIC

11.5%

Social Value

during production (compared to FY 2019)

Reduced by 25%

Environment (P49-50)

Total dividends 19.3 billion

Reinvestment in our human resources and business/shareholder returns

exchanges and education, and other activities

Fuji Electric Report 2024