

**NOTICE OF CONVOCAION OF  
THE 150th ORDINARY GENERAL MEETING OF SHAREHOLDERS**

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## To Our Shareholders

We would like to express our gratitude to all of our shareholders for their continued support.

As we present this notice of convocation of the 150th Ordinary General Meeting of Shareholders (for fiscal 2025) of the Company, I would like to take this opportunity to extend my greetings.

Under our three-year Medium-Term Management Plan, “To be enthusiastic, ambitious and sensitive 2026,” which we began in fiscal 2024, we have gone back to our management roots by placing our management slogan at the center of the plan, and all the employees are working together for “improvement of corporate value through management emphasizing profit.” We are pursuing management, with the enthusiasm to contribute to society by creating new technologies and products, with the ambition to set high goals, and with the high sensitivity to appreciate and care for our customers, colleagues, and families.

In fiscal 2025, the middle year of the plan, the outlook remained uncertain due to heightened geopolitical risks and the rise of protectionism. However, customers’ capital investments grew due to increased energy demand driven by the promotion of green transformation (GX) and the expanding use of generative AI and digital technologies.

In this environment, in fiscal 2025 net sales increased 104.2 billion yen year on year to 1,227.6 billion yen, operating profit increased 19.0 billion yen year on year to 136.6 billion yen, operating profit ratio was 11.1%, and profit attributable to owners of parent increased 5.8 billion yen year on year to 98.0 billion yen. All of these consolidated results are new record highs.

Our basic policy is to provide stable and continuous returns to our shareholders, and we target a dividend payout ratio of 30% under our current Medium-Term Management Plan. For fiscal 2025, in view of the establishment of a strong financial base through business performance and management emphasizing profit, as well as future investment plans, etc., we have decided to pay a year-end dividend of 109 yen per share. Together with the interim dividend, this will bring the total dividend per share for the fiscal year ended March 31, 2026 to 200 yen, an increase of 40 yen (an increase by 25%) compared to the previous fiscal year, resulting in a dividend payout ratio of 30.1%, exceeding our 30% target. For fiscal 2026, we will implement share buybacks in addition to dividends to further enhance shareholder returns.

Fiscal 2026 will be a year to formulate our next medium-term management plan. We aim to continue as a Group that achieves sustainable growth through a virtuous cycle of growth in which we expand our business and profits in the energy and environment fields and invest the generated cash into new technologies and human capital while also providing shareholder returns. To achieve this, based on our employee-first approach, we work as a team to drive our business activities forward prioritizing the safety and health of our employees and their families, and will further grow as a Group trusted and needed by society and our customers.

We would like to ask for the continued confidence and support of our shareholders.

June 2026

Michihiro Kitazawa  
Representative Director  
Chairman of the Board and  
Chief Executive Officer

FUJI ELECTRIC CO., LTD.  
Securities Code: 6504  
1-1 Tanabe Shinden, Kawasaki-ku, Kawasaki  
(Head Office)  
Gate City Ohsaki, East Tower  
11-2, Osaki 1-chome, Shinagawa-ku, Tokyo

June 8, 2026  
(Provision of the information to be provided  
electronically commences on June 2, 2026)

**NOTICE OF CONVOCAION OF  
THE 150th ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders,

The 150th Ordinary General Meeting of Shareholders of FUJI ELECTRIC CO., LTD. shall be held as outlined below.

In convocation of this General Meeting of Shareholders, the Company takes electronic provision measures to provide electronically information that is the content of reference materials for the General Meeting of Shareholders, etc. (matters to which the electronic provision measures apply), and posts such matters on the following Company's website.

Company's website

<https://www.fujielectric.co.jp/about/ir/stock/meeting/index17.html> (in Japanese)

In addition to the above website, the same information is posted on the website of Tokyo Stock Exchange, Inc. (TSE).

TSE website

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

Please access the above website and enter "Fuji Electric" in "Issue name (company name)" field, or "6504" in "Code" field, and then click "Search" button. Subsequently, click "Basic information" and then "Documents for public inspection/PR information," which will allow you to access "Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting" section under "Filed information available for public inspection."

**Please exercise your voting rights by no later than 6:00 p.m., Tuesday, June 23, 2026 (JST) after reviewing the attached reference materials and following the "Guidelines for the Exercise of Voting Rights" given below.**

Sincerely,  
Michihiro Kitazawa  
Representative Director  
Chairman of the Board and  
Chief Executive Officer

## Details of Meeting

**1. Date:** 10:00 a.m., Wednesday, June 24, 2026 (JST) (Reception opens at 9:00 a.m. (JST))

**2. Place:** Galaxy Room, 2nd Basement, Westin Hotel Tokyo  
4-1 Mita 1-chome, Meguro-ku, Tokyo  
(within Yebisu Garden Place)

### 3. Meeting Agenda

#### Items to be reported:

Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements for the 150th term (from April 1, 2025 to March 31, 2026), as well as the results of the audit of Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board

#### Items to be resolved:

**Item 1: Election of Ten (10) Directors**

**Item 2: Election of One (1) Audit & Supervisory Board Member**

### 4. Other Matters Shareholders Are Asked to Know with respect to this Convocation

- (1) The agenda item unmarked on a ballot form will be counted as “approved.”
  - (2) If voting rights are duplicated through the use of postal and via the Internet, etc., any vote that reaches the Company later will be regarded as the valid vote. In the event that multiple votes reach the Company on the same day, the vote exercised via the Internet, etc. shall take precedence.
  - (3) If voting rights are exercised multiple times via the Internet, etc., the last vote will be regarded as the valid vote.
- Please be advised that the Company’s Directors, Audit & Supervisory Board Members, and persons in charge are encouraged to be in light attire (the so-called Cool Biz) on the day of the Ordinary General Meeting of Shareholders.
  - Of the matters to which the electronic provision measures apply, the “Explanatory Notes for Consolidated Financial Statements” in the Consolidated Financial Statements and the “Explanatory Notes for Non-consolidated Financial Statements” in the Non-consolidated Financial Statements are posted on the Company’s website as well as on the TSE website mentioned in this notice, pursuant to the provisions of laws and regulations and the Articles of Incorporation of Company, and thus are omitted from the documents provided to the shareholders who have made a request for document delivery.
  - In the case that any revisions are made to the matters to which the electronic provision measures apply, a notice of the revisions and the details of revisions showing before and after changes will be posted on both of the aforementioned websites.

## **Guidelines for the Exercise of Voting Rights**

You may exercise your voting rights at the Ordinary General Meeting of Shareholders by one of the following methods.

### **If you are not attending the meeting:**

**1. Exercising voting rights by postal mail (in writing)**

Please indicate your approval or disapproval on the ballot form and send it back to us. (No postage is needed.)

\*All unmarked agenda items will be counted as “approved.”

Exercise deadline: **Received by no later than 6:00 p.m., Tuesday, June 23, 2026 (JST)**

**2. Exercising voting rights via the Internet, etc.**

Please access the Company’s designated website to exercise your voting rights online, and enter your vote of approval or disapproval by following on-screen guidance.

**Please refer to the following page for instructions concerning the exercise of voting rights via the Internet, etc.**

[Cautions regarding exercising voting rights via the Internet, etc.]

- If voting rights are exercised multiple times, the last vote will be regarded as the valid vote.
- If voting rights are duplicated through the use of postal and via the Internet, etc., any vote that reaches the Company later will be regarded as the valid vote. In the event that multiple votes reach the Company on the same day, the vote exercised via the Internet, etc. shall take precedence.

Exercise deadline: **Input by no later than 6:00 p.m., Tuesday, June 23, 2026 (JST)**

### **If you are attending the meeting:**

Please present the ballot form to the receptionist. (A personal seal will not be required.)

\*You may exercise your voting rights by a proxy who is also a shareholder. In this case, the proxy should submit the following three documents to the reception on the day of the meeting: the proxy authorization form, your ballot form, and the proxy’s ballot form.

Date of the Ordinary General Meeting of Shareholders:

**10:00 a.m., Wednesday, June 24, 2026 (JST)** (Reception opens at 9:00 a.m. (JST))

## **Instructions Concerning the Exercise of Voting Rights via the Internet, etc.\***

\*Institutional investors can exercise their voting rights via the electronic voting platform for institutional investors operated by Investor Communications Japan Inc. (ICJ).

### **By scanning the QR code (“Smart Exercise”)**

You can log-in to the website for exercise of voting rights without entering the voting rights exercise code and password.

1. Please scan the QR code printed on the ballot form at the bottom right.

\*QR code is a registered trademark of DENSO WAVE INCORPORATED.

2. Then please follow on-screen guidance and enter your vote of approval or disapproval.

#### **The exercise of voting right by “Smart Exercise” is available only once.**

In case if you want to change your vote after exercising your voting right, please access the website for exercise of voting rights and log-in by entering the “voting rights exercise code” and “password” indicated in the ballot form, to exercise your voting right again.

\*You will be transferred to the website for exercise of voting rights by scanning the QR code again.

### **By entering the voting rights exercise code and password**

Website for exercise of voting rights: <https://www.web54.net>

1. Please access the website for exercise of voting rights.

Click the “Next” button.

2. Please enter the “voting rights exercise code” indicated in the ballot form.

Enter the “voting rights exercise code.”

Click “Log in.”

3. Please enter the “password” indicated in the ballot form.

Enter the “password.”

Enter the new password that you will actually use.

Click “Register.”

4. Then please follow on-screen guidance and enter your vote of approval or disapproval.

If you have any questions on how to exercise your voting rights via the Internet using a personal computer or a smartphone, please contact the department below.

Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Web Support (dedicated line)

**Toll-free number: 0120-652-031 (from within Japan only)**  
**(9:00 a.m. to 9:00 p.m., (JST))**

## Reference Materials for the General Meeting of Shareholders

### Item 1: Election of Ten (10) Directors

#### Reasons for Proposal

The terms of office of all of ten members of the Board of Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders. We, therefore, propose the election of the following ten members of the Board of Directors (four of them are Outside Directors) due to the following reasons.

In light of the Company's business characteristics, the Company has defined the insight and experience necessary for the Board of Directors of the Company as the seven areas of "Business management," "Finance and accounting," "Global business," "Environmental and Society," "R&D, technology, manufacturing, and DX," "Corporate Governance, legal matters, and risks," and "Marketing and industry."

Six candidates for Standing Directors (No. 1-6) have been decided on the basis of the skills and experience necessary for the execution of the Company's management policies.

Four candidates for Outside Directors (No. 7-10) have been selected based on a comprehensive evaluation of the candidate's insight and experience, including management experience in other companies and expertise and international experience in the energy and environmental fields related to the Company's business, to determine their ability to conduct multifaceted management decisions, as well as of their understanding with regard to Fuji Electric's management and their independence from the Company. This approach has been adopted to facilitate the reinforcement of Fuji Electric's management supervisory functions and ensure the validity and appropriateness of important management decisions.

For the areas expected to Director candidates by the Company, please refer to the next pages.


As mentioned above, we would ask you to approve the election of these ten Directors in order to execute highly transparent management in a prompt manner with the aim of future business growth.

The election of Director candidates was made after the "Nomination and Remuneration Committee," a discretionary committee whose membership is made up of a majority of Outside Directors who are Independent Officers and whose chairman is an Outside Director who is an Independent Officer, deliberated and reported its findings.


**Current positions and direct duties of Director candidates in the Company and areas expected to them by the Company**

| No. | Name   | Current positions and direct duties in the Company                                 |   | Areas expected to Director candidates by the Company |                        |                 |                         |  |  |                        |
|-----|--|--|---|--|------------------------|-----------------|-------------------------|--|--|------------------------|
|     |  |  |   | Business management                                  | Finance and accounting | Global business | Environment and Society | R&D, technology, manufacturing, and DX | Corporate Governance, legal matters, and risks | Marketing and industry |
| 1   | Michihiro Kitazawa (Male)<br>(Reappointment) | Representative Director<br>Chairman of the Board and CEO (Chief Executive Officer) | Nomination and Remuneration Committee member  | ●  | ●                      | ●               | ●                       | ●                                      | ●  | ●                      |
| 2   | Shiro Kondo (Male)<br>(Reappointment)        | Representative Director<br>President and COO (Chief Operating Officer)             | President Executive Officer<br>Nomination and Remuneration Committee member                   | ●  | ●                      | ●               | ●                       | ●                                      | ●  | ●                      |
| 3   | Toru Hosen (Male)<br>(Reappointment)         | Director   | Senior Managing Executive Officer<br>Corporate General Manager, Semiconductors Business Group |  |                        |                 | ●                       | ●                                      |  | ●                      |
| 4   | Hiroshi Tetsutani (Male)<br>(Reappointment)  | Director   | Managing Executive Officer<br>Corporate General Manager, Industry Business Group              |  |                        |                 | ●                       | ●                                      |  | ●                      |
| 5   | Masashi Kawano (Male)<br>(Reappointment)     | Director   | Senior Managing Executive Officer<br>Corporate General Manager, Energy Business Group         |  |                        |                 | ●                       | ●                                      |  | ●                      |

| No. | Name  | Current positions and direct duties in the Company   | Areas expected to Director candidates by the Company |                        |                 |                         |  |  |                        |
|-----|---|--|--|------------------------|-----------------|-------------------------|--|--|------------------------|
|     |   |  | Business management                                  | Finance and accounting | Global business | Environment and Society | R&D, technology, manufacturing, and DX | Corporate Governance, legal matters, and risks | Marketing and industry |
| 6   | Yoshitada Miyoshi (Male)<br>(Reappointment)   | Director<br>Senior Managing Executive Officer<br>Corporate General Manager,<br>Corporate Management Planning<br>Headquarters General Manager,<br>Export Control Office<br>In charge of compliance management |  | ●                      |                 | ●                       |  | ●  |                        |
| 7   | Toshihito Tamba (Male)<br>(Reappointment)<br>(Outside Director)<br>(Independent Officer)    | Outside Director<br>Nomination and Remuneration Committee chairman   | ●  | ●                      | ●               |                         |  | ●  |                        |
| 8   | Yukari Tominaga (Female)<br>(Reappointment)<br>(Outside Director)<br>(Independent Officer)  | Outside Director<br>Nomination and Remuneration Committee member   | ●  |                        |                 |                         | ●                                      | ●  |                        |
| 9   | Yukihiro Tachifuji (Male)<br>(Reappointment)<br>(Outside Director)<br>(Independent Officer) | Outside Director<br>Nomination and Remuneration Committee member   | ●  |                        | ●               | ●                       | ●                                      | ●  |                        |
| 10  | Tomonari Yashiro (Male)<br>(Reappointment)<br>(Outside Director)<br>(Independent Officer)   | Outside Director<br>Nomination and Remuneration Committee member   |  |                        | ●               | ●                       |  | ●  |                        |

| No.   | Name, date of birth, and reappointment or new appointment   | Brief personal record, positions and direct duties in the Company   |   |
|---|---|---|---|
| 1   |  <p data-bbox="337 636 526 720">Michihiro Kitazawa<br/>(Feb. 10, 1952)<br/>(Reappointment)</p> | <p data-bbox="570 226 1219 768"> Apr. 1974: Joined the Company<br/> Apr. 1998: President and Director, U.S. FUJI ELECTRIC INC.<br/> Jun. 2001: President and Representative Director, Fuji Electric Imaging Device Co., Ltd.<br/> Oct. 2003: Director, Fuji Electric Device Technology Co., Ltd.<br/> Jun. 2004: Managing Director, Fuji Electric Device Technology Co., Ltd.<br/> Jun. 2006: Senior Managing Director, Fuji Electric Device Technology Co., Ltd.<br/> Apr. 2008: Senior Executive Officer of the Company<br/> Jun. 2008: Representative Director, Vice President and Director of the Company<br/> Apr. 2010: Representative Director, President and Director of the Company<br/> Apr. 2011: President of the Company<br/> Apr. 2022: <b>Representative Director, Chairman of the Board and Chief Executive Officer of the Company (up to the present)</b> </p> <p data-bbox="570 779 894 804"><b>[Direct duties in the Company]</b></p> <p data-bbox="570 814 1073 858">Chief Executive Officer<br/>Nomination and Remuneration Committee member</p> | <p data-bbox="1252 306 1377 401">Ownership of the Company's shares<br/>54,510</p> <p data-bbox="1268 457 1360 506">Tenure<br/>18 years</p> <p data-bbox="1252 558 1365 695">Number of attendance at the Board of Directors meetings<br/>11/13</p> |
| <p data-bbox="237 873 789 898"><b>Reasons for nomination as a candidate for Director</b></p> <p data-bbox="237 905 1341 989">Mr. Michihiro Kitazawa was elected Director in 2008, and his tenure of office is 18 years. He was appointed as President of the Company in April 2010, and has been leading the management of the Company ever since. In addition, he has been Chairman of the Board and Chief Executive Officer since April 2022.</p> <p data-bbox="237 995 1365 1110">We would ask shareholders to reelect him as Director, to perform the duties of a person to oversee the formulation of medium- to long-term business strategies and management plans. This is based on his experience of working abroad for many years and in the semiconductors business, where outstanding progress of technological innovation is seen, and his insight into business management.</p> <p data-bbox="237 1117 1357 1169">If his reelection is approved at this General Meeting, the Company will continue his appointment as Chairman of the Board and Chief Executive Officer.</p> |   |   |   |

| No.  | Name, date of birth, and reappointment or new appointment  | Brief personal record, positions and direct duties in the Company  |  |
|--|--|--|--|
| 2  |  <p data-bbox="345 919 516 1003">Shiro Kondo<br/>(Oct. 4, 1960)<br/>(Reappointment)</p> | <p data-bbox="570 226 911 254">Apr. 1984: Joined the Company</p> <p data-bbox="570 262 1219 331">Apr. 2005: General Manager, Information and Communications Controls Department, Fuji Electric Advanced Technology Co., Ltd.</p> <p data-bbox="570 340 1219 415">Apr. 2007: General Manager, Information and Communications Controls Development Center, Fuji Electric Advanced Technology Co., Ltd.</p> <p data-bbox="570 424 1187 472">Jul. 2007: Director, Fuji Electric Advanced Technology Co., Ltd.</p> <p data-bbox="570 480 1219 556">Jul. 2008: General Manager, Technology Strategy Office, Technology and Business Strategy Headquarters of the Company</p> <p data-bbox="570 564 1187 613">Sep. 2010: Deputy General Manager (Director), Fuji Electric Holdings (Shanghai) Co., Ltd.</p> <p data-bbox="570 621 1203 669">Jun. 2012: General Manager (Chairman), Fuji Electric (China) Co., Ltd.</p> <p data-bbox="570 678 1214 753">Apr. 2013: General Manager, Instrumentation and Control Systems Division, Industrial Infrastructure Business Group of the Company</p> <p data-bbox="570 762 1162 837">Jul. 2014: General Manager, Industrial Plant Division, Industrial Infrastructure Business Group of the Company</p> <p data-bbox="570 846 1187 921">Apr. 2015: General Manager, Industrial and Instrumentation Equipment Division, Industrial Infrastructure Business Group of the Company</p> <p data-bbox="570 930 1175 978">Apr. 2016: Deputy Corporate General Manager, Corporate R&amp;D Headquarters of the Company</p> <p data-bbox="570 987 1151 1073">Apr. 2017: Executive Officer of the Company<br/>Corporate General Manager, Corporate R&amp;D Headquarters of the Company</p> <p data-bbox="570 1081 1143 1108">Apr. 2020: Managing Executive Officer of the Company</p> <p data-bbox="570 1117 948 1144">Jun. 2021: Director of the Company</p> <p data-bbox="570 1152 1182 1228">Apr. 2022: <b>Representative Director, President and Chief Operating Officer of the Company (up to the present)</b><br/>President of the Company</p> <p data-bbox="570 1266 1214 1314">Apr. 2026: <b>President Executive Officer of the Company (up to the present)</b></p> <p data-bbox="570 1331 894 1358"><b>[Direct duties in the Company]</b></p> <p data-bbox="570 1367 802 1394">Chief Operating Officer</p> <p data-bbox="570 1402 1078 1430">Nomination and Remuneration Committee member</p> | <p data-bbox="1252 583 1370 674">Ownership of the Company's shares<br/>22,315</p> <p data-bbox="1273 737 1349 785">Tenure<br/>5 years</p> <p data-bbox="1256 846 1365 978">Number of attendance at the Board of Directors meetings<br/>13/13</p> |
| <p data-bbox="237 1440 789 1467"><b>Reasons for nomination as a candidate for Director</b></p> <p data-bbox="237 1472 1312 1524">Mr. Shiro Kondo was elected Director in 2021, and his tenure of office is five years. In addition, he has been President and Chief Operating Officer since April 2022.</p> <p data-bbox="237 1528 1360 1644">We would ask shareholders to reelect him as Director, to perform the duties of a person responsible for business strategies and business execution based on management plans. This is based on his experience as a person responsible for business divisions, overseas bases and R&amp;D operations and his insight into business management.</p> <p data-bbox="237 1648 1370 1701">If his reelection is approved at this General Meeting, the Company will continue his appointment as President and Chief Operating Officer.</p> |  |  |  |

| No. | Name, date of birth, and reappointment or new appointment  | Brief personal record, positions and direct duties in the Company  |   |
|-----|--|--|---|
| 3   |  <p data-bbox="347 963 513 1050">Toru Hosen<br/>(Jun. 25, 1960)<br/>(Reappointment)</p> | <p data-bbox="570 224 911 252">Apr. 1983: Joined the Company</p> <p data-bbox="570 260 1224 308">Oct. 2003: Deputy General Manager, Matsumoto Office, Fuji Hitachi Power Semiconductor Co., Ltd.</p> <p data-bbox="570 317 1211 415">Feb. 2006 General Manager, Product Technology Center, Information and Power Supply Business Division, Semiconductor Devices Headquarters, Fuji Electric Device Technology Co., Ltd.</p> <p data-bbox="570 424 1211 522">Sep. 2007: Deputy General Manager, Information and Power Supply Business Division, Semiconductor Devices Headquarters, Fuji Electric Device Technology Co., Ltd.</p> <p data-bbox="570 531 1211 627">Apr. 2008: Senior Manager, Product Planning Department, Sales Coordination Division, Semiconductor Development and Sales Headquarters, Fuji Electric Device Technology Co., Ltd.</p> <p data-bbox="570 636 1187 709">Jul. 2008: Senior Manager, Discrete and IC Department, Semiconductors Business Coordination Division, Fuji Electric Device Technology Co., Ltd.</p> <p data-bbox="570 718 1211 816">Jan. 2009: Deputy General Manager, Business Strategy Coordination Division, Semiconductor Devices Headquarters, Fuji Electric Device Technology Co., Ltd.</p> <p data-bbox="570 825 1162 898">Oct. 2009: Deputy General Manager, Semiconductor Coordination Division, Semiconductor Devices Headquarters, Fuji Electric Systems Co., Ltd.</p> <p data-bbox="570 907 1211 980">Apr. 2011: General Manager, Power Semiconductor Business Division, Electronic Devices Business Group of the Company</p> <p data-bbox="570 989 1219 1037">Apr. 2013: General Manager, Business Coordination Division, Electronic Devices Business Group of the Company</p> <p data-bbox="570 1045 1175 1144">Apr. 2017: Executive Officer of the Company<br/>Deputy Corporate General Manager, Electronic Devices Business Group of the Company</p> <p data-bbox="570 1152 1183 1201">Apr. 2018: Corporate General Manager, Electronic Devices Business Group of the Company</p> <p data-bbox="570 1209 1143 1236">Apr. 2019: Managing Executive Officer of the Company</p> <p data-bbox="570 1245 1187 1318">Apr. 2021: <b>Corporate General Manager, Semiconductors Business Group of the Company (up to the present)</b></p> <p data-bbox="570 1327 1211 1354">Apr. 2022: Senior Managing Executive Officer of the Company</p> <p data-bbox="570 1362 1170 1390">Jun. 2022: <b>Director of the Company (up to the present)</b></p> <p data-bbox="570 1398 1143 1451">Apr. 2026: <b>Senior Managing Executive Officer of the Company (up to the present)</b></p> <p data-bbox="570 1459 894 1486"><b>[Direct duties in the Company]</b></p> <p data-bbox="570 1495 1192 1522">Corporate General Manager, Semiconductors Business Group</p> | <p data-bbox="1247 632 1369 730">Ownership of the Company's shares<br/>11,103</p> <p data-bbox="1268 781 1349 833">Tenure<br/>4 years</p> <p data-bbox="1252 888 1365 1031">Number of attendance at the Board of Directors meetings<br/>13/13</p> |


**Reasons for nomination as a candidate for Director**

Mr. Toru Hosen was elected Director in 2022, and his tenure of office is four years.


We would ask shareholders to reelect him as Director, to perform his duties as the person responsible for the Semiconductors Business Group. This is based on his experience holding important positions in the semiconductors business, which the Company has placed as a growth field, and his insight into business management.

| No.   | Name, date of birth, and reappointment or new appointment  | Brief personal record, positions and direct duties in the Company   |  |
|---|--|---|--|
| 4   |  <p data-bbox="345 842 514 926">Hiroshi Tetsutani<br/>(Nov. 18, 1963)<br/>(Reappointment)</p> | <p data-bbox="570 226 911 254">Apr. 1986: Joined the Company</p> <p data-bbox="570 262 1203 359">Jul. 2008: Senior Manager, Drive Equipment Technology Department, Drive Coordination Division, Drive Business Headquarters, Fuji Electric Systems Co., Ltd.</p> <p data-bbox="570 367 1149 443">Apr. 2009: General Manager, Complex Product Solution Coordination Division, Drive Business Headquarters, Fuji Electric Systems Co., Ltd.</p> <p data-bbox="570 451 1159 548">Apr. 2010: General Manager, Conveyance System Coordination Division, Transportation Solution Business Division, Environment Solution Headquarters, Fuji Electric Systems Co., Ltd.</p> <p data-bbox="570 556 1154 632">Apr. 2011: Senior Manager, Drive Planning Coordination Department, Drive Business Division, Power Electronics Business Group of the Company</p> <p data-bbox="570 640 1203 695">Oct. 2013: General Manager, Drive Business Division, Power Electronics Business Group of the Company</p> <p data-bbox="570 703 1138 774">Apr. 2017: Deputy Corporate General Manager, Power Electronics Systems Business Group of the Company</p> <p data-bbox="570 783 1182 854">General Manager, Factory Automation Business Division, Power Electronics Systems Business Group of the Company</p> <p data-bbox="570 863 1036 890">Apr. 2019: Executive Officer of the Company</p> <p data-bbox="570 898 1195 953">Corporate General Manager, Power Electronics System Industry Business Group of the Company</p> <p data-bbox="570 961 1143 989">Apr. 2021: Managing Executive Officer of the Company</p> <p data-bbox="570 997 1175 1045">Sep. 2021: Corporate General Manager, Power Electronics Industry Business Group of the Company</p> <p data-bbox="570 1054 1167 1081">Jun. 2022: <b>Director of the Company (up to the present)</b></p> <p data-bbox="570 1089 1206 1138">Oct. 2023: <b>Corporate General Manager, Industry Business Group of the Company (up to the present)</b></p> <p data-bbox="570 1146 1214 1197">Apr. 2026: <b>Managing Executive Officer of the Company (up to the present)</b></p> <p data-bbox="570 1205 894 1232"><b>[Direct duties in the Company]</b></p> <p data-bbox="570 1241 1105 1268">Corporate General Manager, Industry Business Group</p> | <p data-bbox="1252 506 1369 602">Ownership of the Company's shares<br/>10,213</p> <p data-bbox="1268 657 1349 707">Tenure<br/>4 years</p> <p data-bbox="1252 762 1365 905">Number of attendance at the Board of Directors meetings<br/>13/13</p> |
| <p data-bbox="237 1283 789 1310"><b>Reasons for nomination as a candidate for Director</b></p> <p data-bbox="237 1312 1154 1339">Mr. Hiroshi Tetsutani was elected as a Director in 2022 and his tenure of office is four years.</p> <p data-bbox="237 1341 1373 1430">We would ask shareholders to reelect him as Director, to perform the duties as the person responsible for the Industry Business Group. This is based on his experience holding important positions in the industry business, which the Company has placed as a growth field, and his insight into business management.</p> |  |   |  |

| No.   | Name, date of birth, and reappointment or new appointment   | Brief personal record, positions and direct duties in the Company   |  |
|---|---|---|--|
| 5   |  <p data-bbox="342 884 513 961">Masashi Kawano<br/>(Sep. 14, 1961)<br/>(Reappointment)</p> | <p data-bbox="570 237 911 260">Apr. 1986: Joined the Company</p> <p data-bbox="570 275 1219 344">Apr. 2009: Senior Manager, Development Department I, Power Electronics Development Center, Corporate R&amp;D Headquarters, Fuji Electric Systems Co., Ltd.</p> <p data-bbox="570 359 1211 428">Jun. 2010: General Manager, Power Electronics Technology Center, Corporate R&amp;D Headquarters, Fuji Electric Systems Co., Ltd.</p> <p data-bbox="699 443 1219 512">Senior Manager, Development Department I, Power Electronics Technology Center, Corporate R&amp;D Headquarters, Fuji Electric Systems Co., Ltd.</p> <p data-bbox="570 527 1195 617">Apr. 2011: General Manager, Power Electronics Technology Development Center, Product Technology Laboratory, Corporate R&amp;D Headquarters, Fuji Electric Systems Co., Ltd.</p> <p data-bbox="570 632 1203 701">Apr. 2013: General Manager, Kobe Factory, Production Division, Power Electronics Business Group of the Company</p> <p data-bbox="570 716 1187 764">Jul. 2015: General Manager, Power Supply Division, Power Electronics Business Group of the Company</p> <p data-bbox="570 779 1203 827">Apr. 2017: Deputy Corporate General Manager, Production &amp; Procurement Group of the Company</p> <p data-bbox="699 842 1179 911">General Manager, MONOTSUKURI Strategy Center, Production &amp; Procurement Group of the Company</p> <p data-bbox="570 926 1032 949">Apr. 2019: Executive Officer of the Company</p> <p data-bbox="699 963 1122 1012">Corporate General Manager, Production &amp; Procurement Group of the Company</p> <p data-bbox="570 1026 1179 1075">Apr. 2020: Corporate General Manager, Power Electronics System Energy Business Group of the Company</p> <p data-bbox="570 1089 1138 1113">Apr. 2021: Managing Executive Officer of the Company</p> <p data-bbox="570 1127 1179 1176">Sep. 2021: Corporate General Manager, Power Electronics Energy Business Group of the Company</p> <p data-bbox="570 1190 1195 1239">Oct. 2023: <b>Corporate General Manager, Energy Business Group of the Company (up to the present)</b></p> <p data-bbox="570 1253 1162 1276">Jun. 2024: <b>Director of the Company (up to the present)</b></p> <p data-bbox="570 1291 1211 1314">Apr. 2025: Senior Managing Executive Officer of the Company</p> <p data-bbox="570 1329 1138 1377">Apr. 2026: <b>Senior Managing Executive Officer of the Company (up to the present)</b></p> <p data-bbox="570 1392 894 1415"><b>[Direct duties in the Company]</b></p> <p data-bbox="570 1430 1097 1453">Corporate General Manager, Energy Business Group</p> | <p data-bbox="1252 579 1373 680">Ownership of the Company's shares<br/>10,313</p> <p data-bbox="1268 726 1349 785">Tenure<br/>2 years</p> <p data-bbox="1252 831 1365 974">Number of attendance at the Board of Directors meetings<br/>13/13</p> |
| <p data-bbox="233 1413 786 1436"><b>Reasons for nomination as a candidate for Director</b></p> <p data-bbox="233 1442 1317 1558">Mr. Masashi Kawano was elected as a Director in 2024 and his tenure of office is two years. We would ask shareholders to reelect him as Director, to perform the duties as the person responsible for the Energy Business Group. This is based on his experience holding important positions in the energy business, which the Company has placed as a growth field, and his insight into business management.</p> |   |   |  |

| No.   | Name, date of birth, and reappointment or new appointment  | Brief personal record, positions and direct duties in the Company   |   |
|---|--|---|---|
| 6   |  <p data-bbox="337 688 521 772">Yoshitada Miyoshi<br/>(Dec. 25, 1957)<br/>(Reappointment)</p> | <p data-bbox="570 226 911 254">Apr. 1981: Joined the Company</p> <p data-bbox="570 260 1138 310">Sep. 2002: General Manager, 80th Anniversary Project Promotion Office of the Company</p> <p data-bbox="570 317 1179 367">Apr. 2007: General Manager, Marketing Planning Office (in charge of PR and Advertising) of the Company</p> <p data-bbox="570 373 1214 453">Jan. 2009: General Manager, General Affairs Department, Mie Factory, MONOTSUKURI Headquarters, Fuji Electric Retail Systems Co., Ltd.</p> <p data-bbox="570 459 1219 539">Aug. 2010: General Manager, Secretary Office, Human Resources Office, Corporate Management Planning Headquarters of the Company</p> <p data-bbox="570 546 1130 596">Feb. 2011: General Manager, President's Office of the Company</p> <p data-bbox="570 602 1036 653">Apr. 2020: Executive Officer of the Company<br/>In charge of SDGs Promotion<br/>In charge of Public and Investor Relations</p> <p data-bbox="570 659 1143 686">Apr. 2022: Managing Executive Officer of the Company</p> <p data-bbox="570 693 1214 720">Apr. 2025: Senior Managing Executive Officer of the Company</p> <p data-bbox="699 726 1162 848"><b>Corporate General Manager, Corporate Management Planning Headquarters of the Company (up to the present)</b></p> <p data-bbox="570 854 1170 882">Jun. 2025: <b>Director of the Company (up to the present)</b></p> <p data-bbox="570 888 1143 938">Apr. 2026: <b>Senior Managing Executive Officer of the Company (up to the present)</b></p> <p data-bbox="570 945 894 972"><b>[Direct duties in the Company]</b></p> <p data-bbox="570 978 1192 1029">Corporate General Manager, Corporate Management Planning Headquarters</p> <p data-bbox="570 1035 964 1062">General Manager, Export Control Office</p> <p data-bbox="570 1068 943 1083">In charge of compliance management</p> | <p data-bbox="1252 415 1370 510">Ownership of the Company's shares<br/>15,013</p> <p data-bbox="1276 562 1346 613">Tenure<br/>1 year</p> <p data-bbox="1252 665 1365 806">Number of attendance at the Board of Directors meetings<br/>10/10</p> |
| <p data-bbox="233 1096 786 1123"><b>Reasons for nomination as a candidate for Director</b></p> <p data-bbox="233 1129 1373 1289">Mr. Yoshitada Miyoshi was elected as a Director in 2025 and his tenure of office is one year. We would ask shareholders to reelect him as Director, to perform the duties of Corporate General Manager of the Corporate Management Planning Headquarters to oversee the entire administrative operations. This is based on his many years of experience as a person responsible for the administrative department of the Company's manufacturing site, the general manager of the President's office, and a person responsible for public and investor relations and SDGs promotion.</p> |  |   |   |

Note: Since he has newly assumed office as Director at the conclusion of the 149th Ordinary General Meeting of Shareholders held on June 25, 2025, the number of attendance and the number of the Board of Directors meetings are counted after such assumption.

| No.   | Name, date of birth, and reappointment or new appointment   | Brief personal record and positions in the Company  |  |
|---|---|---|--|
| 7   |  <p>Toshihito Tamba<br/>(Mar. 13, 1950)<br/>(Reappointment)<br/>(Outside Director)<br/>(Independent Officer)</p> | <p>Apr. 1972: Joined ITOCHU Corporation</p> <p>Jun. 2001: Executive Officer, Chief Operating Officer, Forest Products &amp; General Merchandise Division, ITOCHU Corporation</p> <p>Jun. 2003: Managing Representative Director, President, Chemicals, Forest Products &amp; General Merchandise Company, ITOCHU Corporation</p> <p>Apr. 2005: Senior Managing Representative Director, Chief Corporate Planning Officer, ITOCHU Corporation</p> <p>Oct. 2006: Senior Managing Representative Director, Chief Administration Officer, ITOCHU Corporation</p> <p>Apr. 2008: Representative Executive Vice President, Executive Advisory Officer, Chief Operating Officer, Overseas Operations, ITOCHU Corporation</p> <p>Apr. 2010: Representative Director, Executive Vice President, Executive Advisory Officer, ITOCHU Corporation</p> <p>Jun. 2011: Advisor, Century Tokyo Leasing Corporation (now Tokyo Century Corporation)<br/>Chairman &amp; Co-CEO, Representative Director, Century Tokyo Leasing Corporation</p> <p>Jun. 2016: <b>Outside Director of the Company (up to the present)</b></p> <p>Apr. 2020: Director, Tokyo Century Corporation</p> <p>Jun. 2022: Executive Adviser, Tokyo Century Corporation</p> <p><b>[Direct duties in the Company]</b><br/>Nomination and Remuneration Committee chairman</p> | <p>Ownership of the Company's shares<br/>2,600</p> <p>Tenure<br/>10 years</p> <p>Number of attendance at the Board of Directors meetings<br/>13/13</p> |
| <p><b>Reasons for nomination as a candidate for Outside Director and overview of expected roles</b></p> <p>Mr. Toshihito Tamba was elected Outside Director in 2016, and his tenure of office is 10 years. He provides valuable opinions and recommendations with regard to the overall management of the Company based on his extensive experience and considerable insight as a management executive of a listed company. In addition, he actively offers opinions on selection of candidates for officers and determination on remuneration, etc. for officers of the Company as the chairman of the Nomination and Remuneration Committee.</p> <p>As stated above, we would ask shareholders to reelect him as Outside Director because he has played appropriate roles in supervising business execution as an Outside Director of the Company. We expect him to continuously play the above roles.</p> <p>Mr. Tamba previously served as Executive Adviser at Tokyo Century Corporation. The Company conducts transactions with the aforementioned company. In fiscal 2025, transactions with Tokyo Century Corporation amounted to approximately 0.9 billion yen, and the amount makes up less than 1% of the total net sales of either the Company or the aforementioned company.</p> |   |   |  |

| No. | Name, date of birth, and reappointment or new appointment  | Brief personal record and positions in the Company   |  |
|-----|--|--|--|
| 8   |  <p data-bbox="318 947 534 1087">Yukari Tominaga<br/>(Apr. 19, 1958)<br/>(Reappointment)<br/>(Outside Director)<br/>(Independent Officer)</p> | <p data-bbox="565 226 1219 275">Apr. 1981: Joined Hitachi Computer, Consultant Ltd. (now Hitachi Solutions, Ltd)</p> <p data-bbox="565 285 1219 380">Oct. 2010: General Manager, Application Systems Department, Industrial and Retail Solutions Systems Business Department No. 1, Industrial and Retail Solutions Systems Business Group of Hitachi Solutions, Ltd.</p> <p data-bbox="565 390 1219 485">Apr. 2011: Executive Officer, Deputy General Manager, Retail Solutions Business Division, Industrial and Retail Solutions Systems Business Group of Hitachi Solutions, Ltd.</p> <p data-bbox="565 495 1219 590">Apr. 2012: Executive Officer, General Manager, Retail Solutions Business Division, Industrial and Retail Solutions Systems Business Group of Hitachi Solutions, Ltd.</p> <p data-bbox="565 600 1219 674">Apr. 2013: Executive Officer, General Manager, Financial Systems Business Division, Financial Systems Business Group of Hitachi Solutions, Ltd.</p> <p data-bbox="565 684 1219 758">Apr. 2014: Vice President and Executive Officer, Chief Officer, Financial Systems Business Group of Hitachi Solutions, Ltd.</p> <p data-bbox="565 768 1219 842">Apr. 2015: Vice President and Executive Officer, Chief Officer, Social Innovation Promotion Group of Hitachi Solutions, Ltd.<br/>Deputy Chief Officer, Sales Operations of Hitachi Solutions, Ltd.</p> <p data-bbox="565 852 1219 905">Oct. 2015: Vice President and Executive Officer, In charge of Social Innovation System Business of Hitachi Solutions, Ltd.</p> <p data-bbox="565 915 1219 968">Oct. 2016: Vice President and Executive Officer, Chief Officer, Quality Assurance Group of Hitachi Solutions, Ltd.</p> <p data-bbox="565 978 1219 1031">Apr. 2019: Assistant to the President, Chief Diversity Officer (CDO) of Hitachi Solutions, Ltd.</p> <p data-bbox="565 1041 1219 1073">Apr. 2020: Fellow of Hitachi Solutions, Ltd.</p> <p data-bbox="565 1083 1219 1115">Jun. 2020: <b>External Director, MORINAGA MILK INDUSTRY CO., LTD. (up to the present)</b></p> <p data-bbox="565 1125 1219 1157">Jun. 2021: Outside Director, Yashima &amp; Co., Ltd.</p> <p data-bbox="565 1167 1219 1199">Jul. 2021: Senior Advisor, SB Technology Corp.</p> <p data-bbox="565 1209 1219 1262">Jun. 2022: External Member of the Board, SB Technology Corp.</p> <p data-bbox="565 1272 1219 1325"><b>Outside Director of the Company (up to the present)</b></p> <p data-bbox="565 1335 1219 1367"><b>[Direct duties in the Company]</b></p> <p data-bbox="565 1377 1219 1409">Nomination and Remuneration Committee member</p> <p data-bbox="565 1419 1219 1451"><b>[Significant concurrent positions]</b></p> <p data-bbox="565 1461 1219 1493">External Director, MORINAGA MILK INDUSTRY CO., LTD.</p> | <p data-bbox="1247 642 1377 737">Ownership of the Company's shares<br/>600</p> <p data-bbox="1247 789 1377 842">Tenure<br/>4 years</p> <p data-bbox="1247 894 1377 1031">Number of attendance at the Board of Directors meetings<br/>13/13</p> |

**Reasons for nomination as a candidate for Outside Director and overview of expected roles**

Ms. Yukari Tominaga was elected Outside Director in 2022, and her tenure of office is four years.


She provides valuable opinions and recommendations with regard to the overall management of the Company based on her broad insight and experience in corporate management, accumulated through having held important positions in various business fields deeply related to the Company's business activities at a business company as well as serving as an Outside Director of listed companies.

In addition, she actively offers opinions on selection of candidates for officers and determination on remuneration, etc. for officers of the Company as a member of the Nomination and Remuneration Committee.

As stated above, we would ask shareholders to reelect her as Outside Director because she has played appropriate roles in supervising business execution as an Outside Director of the Company. We expect her to continuously play the above roles.

Ms. Tominaga previously served as Chief Diversity Officer at Hitachi Solutions, Ltd. The Company conducts transactions with the aforementioned company. In fiscal 2025, transactions with Hitachi Solutions, Ltd. amounted to approximately 5 million yen, and the amount makes up less than 1% of the total net sales of either the Company or the aforementioned company.

| No.   | Name, date of birth, and reappointment or new appointment  | Brief personal record and positions in the Company  |   |
|---|--|---|---|
| 9   |  <p data-bbox="318 716 532 856">Yukihiro Tachifuji<br/>(Oct. 12, 1960)<br/>(Reappointment)<br/>(Outside Director)<br/>(Independent Officer)</p> | <p data-bbox="565 226 1214 919"> Apr. 1985: Joined Mitsubishi Paper Mills Limited<br/> Apr. 1999: Manager, New Products Development Section of Mitsubishi HiTec Paper Bielefeld GmbH<br/> Jun. 2013: Executive Officer, Mitsubishi Paper Mills Limited<br/> Head, Takasago Mill of Mitsubishi Paper Mills Limited<br/> Deputy General Manager, Paper Division of Mitsubishi Paper Mills Limited<br/> Deputy General Manager, Imaging Division of Mitsubishi Paper Mills Limited<br/> Deputy General Manager, Specialty Materials Division of Mitsubishi Paper Mills Limited<br/> Jan. 2016: Senior Executive Officer, Mitsubishi Paper Mills Limited<br/> Jan. 2018: Managing Executive Officer, Mitsubishi Paper Mills Limited<br/> Jun. 2019: President &amp; CEO, Mitsubishi Paper Mills Limited<br/> Apr. 2022: Director and Advisor, Mitsubishi Paper Mills Limited<br/> Jun. 2022: Advisor, Mitsubishi Paper Mills Limited<br/> Jun. 2023: <b>Outside Director of the Company (up to the present)</b><br/> Mar. 2025: <b>Outside Director, artience Co., Ltd. (up to the present)</b> </p> <p data-bbox="565 930 1073 993"> <b>[Direct duties in the Company]</b><br/> Nomination and Remuneration Committee member </p> <p data-bbox="565 1010 922 1073"> <b>[Significant concurrent positions]</b><br/> Outside Director, artience Co., Ltd. </p> | <p data-bbox="1247 369 1377 464">Ownership of the Company's shares<br/>600</p> <p data-bbox="1247 527 1377 579">Tenure<br/>3 years</p> <p data-bbox="1247 632 1377 768">Number of attendance at the Board of Directors meetings<br/>13/13</p> |
| <p data-bbox="237 1094 1219 1119"><b>Reasons for nomination as a candidate for Outside Director and overview of expected roles</b></p> <p data-bbox="237 1125 1357 1348"> Mr. Yukihiro Tachifuji was elected Outside Director in 2023, and his tenure of office is three years. He provides valuable opinions and recommendations with regard to the overall management of the Company based on his extensive experience and considerable insight as a management executive of a listed company. In addition, he actively offers opinions on selection of candidates for officers and determination on remuneration, etc. for officers of the Company as a member of the Nomination and Remuneration Committee. As stated above, we would ask shareholders to reelect him as Outside Director because he has played appropriate roles in supervising business execution as an Outside Director of the Company. We expect him to continuously play the above roles. </p> |  |   |   |

| No.   | Name, date of birth, and reappointment or new appointment   | Brief personal record and positions in the Company   |   |
|---|---|--|---|
| 10  |  <p data-bbox="337 751 532 890">Tomonari Yashiro<br/>(Jul. 2, 1957)<br/>(Reappointment)<br/>(Outside Director)<br/>(Independent Officer)</p> | <p data-bbox="570 226 1216 275">Apr. 1985: Researcher, Building Research Institute, Ministry of Construction</p> <p data-bbox="570 285 1216 333">Apr. 1991: Associate Professor, Department of Architecture, Musashi Institute of Technology</p> <p data-bbox="570 344 1216 392">Oct. 1994: Visiting Research Fellow, University of Reading (UK)</p> <p data-bbox="570 403 1216 474">Apr. 1998: Associate Professor, Department of Civil Engineering, Graduate School of Engineering, The University of Tokyo</p> <p data-bbox="570 485 1216 533">Oct. 1999: Associate Professor, Institute of Industrial Science, The University of Tokyo</p> <p data-bbox="570 543 1216 592">Apr. 2001: Professor, Institute of Industrial Science, The University of Tokyo</p> <p data-bbox="570 602 1216 651">Apr. 2009: Director General, Institute of Industrial Science, The University of Tokyo</p> <p data-bbox="570 661 1216 684">Apr. 2013: Executive Vice President, The University of Tokyo</p> <p data-bbox="570 695 1216 743">Dec. 2018: Chairman, Design-Led X Pedagogical Research Initiative, The University of Tokyo</p> <p data-bbox="570 753 1216 777">Mar. 2023: Retired The University of Tokyo</p> <p data-bbox="570 787 1216 869">Apr. 2023: Professor, Kochi University of Technology<br/>Specially-appointed Professor, Tokyo City University</p> <p data-bbox="570 879 1216 928">Jun. 2023: <b>Outside Director of the Company (up to the present)</b></p> <p data-bbox="570 938 1216 987">Jan. 2024: <b>President, Tokyo City University (up to the present)</b></p> <p data-bbox="570 997 1216 1020"><b>[Direct duties in the Company]</b></p> <p data-bbox="570 1031 1216 1054">Nomination and Remuneration Committee member</p> <p data-bbox="570 1064 1216 1087"><b>[Significant concurrent positions]</b></p> <p data-bbox="570 1098 1216 1121">President, Tokyo City University</p> | <p data-bbox="1252 457 1369 548">Ownership of the Company's shares<br/>300</p> <p data-bbox="1271 579 1349 630">Tenure<br/>3 years</p> <p data-bbox="1252 688 1369 827">Number of attendance at the Board of Directors meetings<br/>13/13</p> |
| <p data-bbox="240 1161 1219 1184"><b>Reasons for nomination as a candidate for Outside Director and overview of expected roles</b></p> <p data-bbox="240 1192 1349 1304">Mr. Tomonari Yashiro was elected Outside Director in 2023 and his tenure of office is three years. He has not engaged in business management, but he has extensive experience and considerable insight as an expert in sustainable architecture and innovation management. Based on this knowledge, he provides valuable opinions and recommendations with regard to the overall management of the Company.</p> <p data-bbox="240 1312 1349 1365">In addition, he actively offers opinions on selection of candidates for officers and determination on remuneration, etc. for officers of the Company as a member of the Nomination and Remuneration Committee.</p> <p data-bbox="240 1373 1349 1455">As stated above, we would ask shareholders to reelect him as Outside Director because he has played appropriate roles in supervising business execution as an Outside Director of the Company. We expect him to continuously play the above roles.</p> <p data-bbox="240 1493 1349 1633">Mr. Yashiro previously served as Executive Vice President at University of Tokyo which is managed by National University Corporation, The University of Tokyo. The Company conducts transactions with the aforementioned company. In fiscal 2025, transactions with National University Corporation, the University of Tokyo amounted to approximately 59 million yen, and the amount makes up less than 1% of the total net sales of the Company and the total ordinary profit of the aforementioned company.</p> |   |  |   |

### **Matters Concerning Candidates for Directors**

#### *Special interests*

- There are no special interests between each candidate and the Company.

#### *Matters concerning candidates for Outside Directors*

- Mr. Toshihito Tamba, Ms. Yukari Tominaga, Mr. Yukihiko Tachifuji, and Mr. Tomonari Yashiro are candidates for Outside Directors.
- Each of the candidates for Outside Directors does not intend to receive large payments or transfers of assets in other forms from the Company or specified related businesses of the Company except for Directors' remuneration, and has not received such payments within the past two years.
- Each of the candidates for Outside Directors is not a spouse, a family member within the third degree of kinship, or a member having similar relationship thereof of operators or non-executive officers of the Company or specified related businesses of the Company.

#### *Details of limited liability agreement between the candidates for Outside Directors and the Company*

In accordance with laws and regulations and the Articles of Incorporation of the Company, the Company has concluded limited liability agreements with Mr. Toshihito Tamba, Ms. Yukari Tominaga, Mr. Yukihiko Tachifuji, and Mr. Tomonari Yashiro as follows. If this proposal is approved, their agreements with the Company shall continue in effect.

- In the event that any of them bears liability with regard to the Company, the maximum amount of this person's liability to the Company will be the amount of six million yen or the minimum amount for damages stipulated in the Companies Act, whichever is the higher, so long as this person has carried out their duties in good faith and in absence of gross negligence.
- After entering into the agreement, they will continue to fulfill their duties with care and carry out their duties as Outside Director with due diligence.

#### *Overview of the directors and officers liability insurance policy, under which the candidates for Directors are insured*

The Company has concluded a directors and officers liability insurance policy with an insurance company, under which if claim for damages is made against the insured when such damage is caused by actions (including inactions) taken when performing duties as a corporate officer, the amount of indemnification, court costs, etc. shall be reimbursed by said insurance. All Directors (including Outside Directors) are insured, and for all who are insured under this insurance, the insurance premium shall be fully borne by the Company.

If each candidate is elected and assumes the office as Director, the Company plans to include every such Director as an insured in the insurance policy. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.

### **Independence of the Outside Director Candidate**

#### *Matters stipulated by the Ordinance for Enforcement of the Companies Act*

- Mr. Toshihito Tamba, Ms. Yukari Tominaga, Mr. Yukihiko Tachifuji, and Mr. Tomonari Yashiro have not been operators or non-executive officers of the Company or its subsidiaries in the past.
- Mr. Toshihito Tamba, Ms. Yukari Tominaga, Mr. Yukihiko Tachifuji, and Mr. Tomonari Yashiro are not operators or non-executive officers of specified related businesses of the Company as defined by the Ordinance for Enforcement of the Companies Act and have not been operators or non-executive officers of specified related businesses of the Company within the past 10 years.

#### *Matters stipulated by the Securities Listing Regulations of the Financial Instruments Exchanges*

- The Company has reported Mr. Toshihito Tamba, Ms. Yukari Tominaga, Mr. Yukihiko Tachifuji, and Mr. Tomonari Yashiro as independent officers as stipulated in the Securities Listing Regulations of the Financial Instruments Exchanges, etc. If this proposal is approved, the Company will continue to report them as such.

## Item 2: Election of One (1) Audit & Supervisory Board Member

### Reasons for Proposal

The term of office of one Standing Audit & Supervisory Board Member, Mr. Jun Ohashi will expire at the conclusion of this Ordinary General Meeting of Shareholders. We, therefore, propose the election of the following one Audit & Supervisory Board Member due to the following reasons.

The candidate for Standing Audit & Supervisory Board Member has been decided on the basis of familiarity with the overall operations of Fuji Electric and the expert knowledge and experience, etc. required for Audit & Supervisory Board Members.

The nomination of an Audit & Supervisory Board Member candidate was made after the “Nomination and Remuneration Committee,” a discretionary committee whose membership is made up of a majority of Outside Directors who are Independent Officers and whose chair is an Outside Director who is an Independent Officer, deliberated and reported its findings.

We have obtained the consent of the Audit & Supervisory Board to submit this agenda.

| Name, date of birth, and reappointment or new appointment   | Brief personal record and positions in the Company   |   |
|---|--|---|
|  <p data-bbox="305 1241 474 1325">Jun Ohashi<br/>(Aug. 14, 1961)<br/>(Reappointment)</p>  | Apr. 1985: Joined the Company  |   |
|   | Apr. 2005: Senior Manager, General Affairs Department, Saitama Factory, Manufacturing Headquarters, Fuji Electric Retail Systems Co., Ltd. | Ownership of the Company's shares<br>1,500                            |
|   | Jul. 2007: Senior Manager, Accounting Department, Corporate Administration Division, FFC Limited   | Tenure<br>2 years   |
|   | Jun. 2008: Finance & Accounting Department, Corporate Management Planning Headquarters, Fuji Electric Systems Co., Ltd.                    |   |
|   | Apr. 2010: Senior Manager, Finance & Accounting Department, Administration Headquarters, Fuji Electric Systems Co., Ltd.                   | Number of attendance at the Board of Directors meetings<br>13/13      |
|   | Apr. 2011: Senior Manager, Administration Dept., Corporate Planning Office of the Company  |   |
|   | Apr. 2012: Senior Manager, Planning Dept., Corporate Planning Office, Corporate Management Planning Headquarters of the Company            | Number of attendance at the Audit & Supervisory Board meetings<br>9/9 |
|   | Apr. 2013: Senior Manager, Business Planning Department, Industrial Infrastructure Business Group of the Company                           |   |
|   | Apr. 2017: General Manager, Internal Audit Office of the Company   |   |
|   | Apr. 2024: Senior Chief Expert of General Manager, Internal Audit Office of the Company  |   |
| Jun. 2024: <b>Standing Audit &amp; Supervisory Board Member of the Company (up to the present)</b>  |  |   |
| <p data-bbox="277 1528 1122 1556"><b>Reasons for nomination as a candidate for Audit &amp; Supervisory Board Member</b></p> <p data-bbox="277 1560 1339 1612">Since being newly elected as Audit &amp; Supervisory Board Member in 2024, Mr. Jun Ohashi has served as a Standing Audit &amp; Supervisory Board Member, and his tenure of office is two years.</p> <p data-bbox="277 1617 1300 1644">We would ask shareholders to reelect him to perform the duties of Audit &amp; Supervisory Board Member.</p> <p data-bbox="277 1648 1328 1732">This is based on his knowledge about business execution at Fuji Electric acquired through his experience as a person responsible for the Company's audit and corporate planning divisions, and the finance and accounting divisions of subsidiaries, and his insight into business management.</p> <p data-bbox="277 1736 1328 1789">If his reelection is approved at this Ordinary General Meeting of Shareholders, the Company will continue his appointment as Standing Audit &amp; Supervisory Board Member.</p> <p data-bbox="277 1824 456 1852"><b>Special interests</b></p> <p data-bbox="277 1856 997 1883">There are no special interests between the candidate and the Company.</p> |  |   |

*Overview of the directors and officers liability insurance policy, under which the candidate for Audit & Supervisory Board Members is insured*

The Company has concluded a directors and officers liability insurance policy with an insurance company, under which if claim for damages is made against the insured when such damage is caused by actions (including inactions) taken when performing duties as a corporate officer, the amount of indemnification, court costs, etc. shall be reimbursed by said insurance. All Audit & Supervisory Board Members (including Outside Audit & Supervisory Board Members) are insured, and for all who are insured under this insurance, the insurance premium shall be fully borne by the Company.

If the candidate is elected and assumes the office as Audit & Supervisory Board Member, the Company plans to include such Audit & Supervisory Board Member as an insured in the insurance policy. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.

*(Reference) Independence Criteria for Outside Directors and Outside Audit & Supervisory Board Members*

The Company judges the applicable candidate to be fully independent from the Company when he/she does not fall under any of the conditions listed below in addition to criteria of independence stipulated by domestic financial instruments exchanges including the Tokyo Stock Exchange.

(1) Major shareholder

A major shareholder of the Company (who owns 10% or more of the voting rights) or its executor of business.

(2) Major business partner

A business partner (including attorneys-at-law, certified public accountants, tax accountants and other consultants, as well as law firms, audit firms, tax firms and other consulting firms) or a person executing its business whose transactions with the Company exceed 2% of the annual consolidated net sales of the Company or the other entity in the past three fiscal years.

(3) Major lender, etc.

A financial institution, other major creditor, or a person executing the business of these institutions that are indispensable for the Company's funding and on which the Company depends to the extent that it is irreplaceable.

(4) Accounting auditor

A certified public accountant who belongs to an auditing firm that serves as the accounting auditor of the Company or employee, etc. of such auditing firm.

(5) Donee

A person executing the business of an organization who receives a donation exceeding 10 million yen per year that is greater than 2% of its annual income from the Company for the past three fiscal years.

## [Reference] Policy on Cross-shareholding

The Company holds listed shares as a matter of policy in order to maintain and strengthen relations with its investee companies. As a basic policy, we will reduce our cross-shareholdings; even if certain rationality is recognized, we will reduce them while paying attention to the impact on management and business.

Under the basic policy, we reduced the number of listed stocks we held from 102 as of March 31, 2019 to 6 by March 31, 2025.

As of March 31, 2026, the number of listed stocks we held increased by 2 from the end of the previous fiscal year to 8. This is due to the initial public offering of unlisted stocks held and the sale of a portion of shares in affiliates, which resulted in a reclassification to stocks other than unlisted stocks. In fiscal 2025, we reduced the number of shares held for certain brands.

The Board of Directors will periodically evaluate the rationality of shareholding from the following perspectives and disclose the evaluation details

- - Necessity of maintaining and strengthening relationships with the investee companies
- - Comparison of capital cost and return

The voting rights that come with cross-shareholding are exercised after considering all relevant factors, including whether the proposed action will help the issuing company to establish an appropriate corporate governance framework and to increase its medium- to long-term corporate value, and what impact the action will have on Fuji Electric. We also have dialogue regarding the details of the proposal, among others, with the issuing company as necessary.

Number of cross-shareholding issues and carrying value on the balance sheet

| Category        |   | As of March 31, 2025 | As of March 31, 2026 | Changes |
|-----------------|---|----------------------|----------------------|---------|
| Listed stocks   | Number of issues                                      | 6                    | 8                    | 2       |
|                 | Carrying value on the balance sheet (Millions of yen) | 83,581               | 95,117               | 11,536  |
| Unlisted stocks | Number of issues                                      | 72                   | 71                   | -1      |
|                 | Carrying value on the balance sheet (Millions of yen) | 4,277                | 4,373                | 95      |
| Total           | Number of issues                                      | 78                   | 79                   | 1       |
|                 | Carrying value on the balance sheet (Millions of yen) | 87,859               | 99,489               | 11,631  |

\*As of March 31, 2026, in addition to the above, there were 114 million yen of deemed cross-shareholdings, bringing the total amount of cross-shareholdings (including deemed cross-shareholdings) to 99,603 million yen. This represents 11.8% of consolidated net assets as of March 31, 2026.

The amount of deemed cross-shareholdings is calculated by multiplying the market value of shares as of March 31, 2026 by the number of shares held.

(Note) As used in this Reference Materials for the General Meeting of Shareholders, the expression “Fuji Electric” refers to the company group comprising the Company, its subsidiaries, and affiliates, and the expression “Standing Directors” refers to executive directors as prescribed in Article 2, Item 15 of the Companies Act.

## Business Report (April 1, 2025–March 31, 2026)

### [Business Overview]

#### Overview

Under FY2026 Medium-Term Management Plan “To be enthusiastic, ambitious and sensitive 2026,” the three-year medium-term management plan slated to conclude with the fiscal year ending March 31, 2027, Fuji Electric is enacting the basic policy of further improvement of corporate value through management emphasizing profit. Based on this policy, the Company will work toward the improvement of profitability, the promotion of growth strategies, and the strengthening of management foundations to achieve profitable business growth and reinforce its management constitution. Furthermore, the Company reorganized its reportable segments in conjunction with the launch of the plan in order to better accommodate the plan’s growth strategies. This reorganization entailed transferring the equipment construction business to the Energy segment to strengthen system operations and reassigning the ED&C components business to the Industry segment to facilitate the generation of synergies with the FA components business.

In the fiscal year ended March 31, 2026, the outlook for the global economy remained opaque due to the impacts of the trade policies of the United States. At the same time, the prices of copper, silver, and other raw materials surged due to a tight supply-demand balance and an influx of investment. However, capital investment in the power, manufacturing, and data center sectors remained firm due to green transformation (GX) investments aimed at decarbonization and rising energy demand accompanying the spread of generative AI and digital technologies.

In this environment, Fuji Electric moved forward with initiatives to expand its reliable supply systems for renewable energy and electricity in response to the growing energy demand while also bolstering its plant and system operations to cater to energy saving and electrification needs. In addition, enhancements to earnings power were pursued through digital technology-powered productivity improvements at production sites and efforts were made to build more resilient supply chains. The Company also continued augmenting production capacity of transformers, switchgears, controlgears, and power panels at domestic factories to respond to robust demand and began reinforcing production systems for catering to growing overseas data center demand. Furthermore, a plan was enacted for conducting capital investment in relation to SiC power semiconductors in order to accommodate future market growth.

Due to these factors, increases were driven by the net sales of the energy management business and the power supply and facility systems business in the Energy segment and of the IT solutions business in the Industry segment, resulting in consolidated net sales in the fiscal year ended March 31, 2026 rising 104.2 billion yen, or 9%, year on year, to a new record high of 1,227.6 billion yen.

Profit was impacted by the increases to personnel expenses that accompanied efforts to enhance human capital as well as higher raw material prices, lower demand for automotive semiconductors, and the rebound from the special demand trend seen for automatic change dispensers that stemmed from the issuance of newly designed paper currency in Japan that impacted the Food and Beverage Distribution segment. Conversely, overall profit was buoyed by the benefits of growth in plant and system demand centered on the Energy segment. As a result, operating profit rose 19.0 billion yen year on year, to 136.6 billion yen. In addition, ordinary profit increased 20.6 billion yen, to 139.3 billion yen, due to the higher operating profit. Profit attributable to owners of parent also rose, increasing 5.8 billion yen, to 98.0 billion yen, due to the recording of gain on sale of investment securities under extraordinary income. The figures for all three of these profit items represented new record highs.

Consolidated results of operations for the fiscal year ended March 31, 2026 were as follows.

**The situation of consolidated results and assets for the fiscal year ended March 31, 2026**

| Classification                          | 150th term<br>Fiscal 2025 | Increase/Decrease        |
|---|---------------------------|--------------------------|
| Net sales                               | 1,227.6 billion yen       | Up 104.2 billion yen YoY |
| Operating profit                        | 136.6 billion yen         | Up 19.0 billion yen YoY  |
| Ordinary profit                         | 139.3 billion yen         | Up 20.6 billion yen YoY  |
| Profit attributable to owners of parent | 98.0 billion yen          | Up 5.8 billion yen YoY   |
| Basic earnings per share                | 665.18 yen                | Up 22.49 yen YoY         |
| Total assets                            | 1,406.7 billion yen       | Up 94.5 billion yen YoY  |

Information regarding the financial statements and financial forecast:

[Fuji Electric Global IR Briefing](#) [Search](#)

## Business Segment Overview

(billions of yen)

| Business segment                          | Classification          | 149th term<br>Fiscal 2024 | 150th term<br>Fiscal 2025 | Change |
|---|-------------------------|---------------------------|---------------------------|--------|
|   |                         |                           |                           |        |
| <b>Energy</b>                             | Net sales               | 354.3                     | 394.2                     | 111%   |
|   | Operating profit        | 36.3                      | 59.5                      | 164%   |
| <b>Industry</b>                           | Net sales               | 400.0                     | 467.2                     | 117%   |
|   | Operating profit        | 34.0                      | 44.4                      | 131%   |
| <b>Semiconductors</b>                     | Net sales               | 236.8                     | 237.4                     | 100%   |
|   | Operating profit        | 37.1                      | 23.5                      | 63%    |
| <b>Food and Beverage<br/>Distribution</b> | Net sales               | 111.5                     | 108.0                     | 97%    |
|   | Operating profit        | 13.9                      | 13.1                      | 94%    |
| <b>Others</b>                             | Net sales               | 56.1                      | 58.4                      | 104%   |
|   | Operating profit        | 3.8                       | 3.9                       | 103%   |
| <b>Eliminate/Corporate</b>                | Net sales               | -35.4                     | -37.5                     | -      |
|   | Operating profit (loss) | -7.3                      | -7.8                      | -      |
| <b>Total</b>                              | Net sales               | 1,123.4                   | 1,227.6                   | 109%   |
|   | Operating profit        | 117.6                     | 136.6                     | 116%   |

Note: Effective April 1, 2025, a reorganization was undertaken resulting in changes to the businesses included within the Energy and Industry reportable segments. Year-on-year comparisons use figures that have been restated to reflect these changes.

## Results by Business Segment

### [Energy]

Net sales increased 11% year on year, to 394.2 billion yen, and operating profit increased 23.2 billion yen year on year, to 59.5 billion yen.

In the Energy segment, net sales and operating profit were up year on year primarily due to higher demand in the energy management business and the power supply and facility systems business.

- In the power generation business, net sales were up year on year as a result of the benefits of an increase in large-scale hydropower generation facility projects. Operating results were also up due to the combined benefits of the higher net sales, the absence of the rise in expenses associated with thermal power and geothermal power projects recorded in the previous fiscal year, and differences in profitability between projects.
- In the energy management business, net sales and operating results were up year on year as a result of increases in storage battery system orders and in large-scale orders for substation equipment for power and industrial applications and power supply equipment for industrial applications.
- In the power supply and facility systems business, net sales and operating results were up year on year due to growth in demand from data centers.
- In the equipment construction business, net sales and operating results were up year on year due to an increase in large-scale orders, differences in profitability between projects, and the benefits of cost reduction activities.

### TOPICS

Expanding production capacity to meet demand for data centers in Japan and overseas

To meet growing data center demand domestically we have invested in expanding our production capacity for transformers in our Chiba Factory, switchgears in our Kawasaki Factory, and uninterrupted power supplies, control gears, power panels, in our Kobe and Tsukuba Factories. Overseas, we will start up a new production facility in Malaysia, in addition to our core Singapore facility. We will strengthen our supply system for skid systems and other products which help shorten customer construction times.

## **[Industry]**

Net sales increased 17% year on year, to 467.2 billion yen, and operating profit increased 10.4 billion yen year on year, to 44.4 billion yen.

In the Industry segment, net sales and operating profit were up year on year due to an increase in large-scale orders in the IT solutions business.

- In the FA components business, net sales and operating results were up year on year primarily due to growth in demand for measuring instruments.
- In the automation systems business, net sales and operating results were up year on year due to increased demand from the steel industry.
- In the social solutions business, net sales and operating results were up year on year due to increases in demand for transportation systems.
- In the ED&C components business, net sales were up year on year because of a modest recovery in demand from finished machinery manufacturers. Operating results were also up year on year, despite the impacts of higher material prices, due to the benefits of higher demand and product selling price revisions.
- In the IT solutions business, net sales and operating results were up year on year following growth in large-scale orders from the academic sector.

## TOPICS

### Promoting decarbonization through thermal energy utilization technologies

We have developed an ejector cooler that uses hot wastewater to create cooling water for data centers and semiconductor factories, and a steam generation heat pump that uses hot wastewater to create high-temperature steam for heating foods and beverages and for use in sterilization.

We contribute to GX and decarbonization in production sites.

## **[Semiconductors]**

Net sales remained almost flat year on year, at 237.4 billion yen, and operating profit decreased 13.6 billion yen year on year, to 23.5 billion yen.

- In the Semiconductors segment, net sales of industrial semiconductors were up year on year as a result of higher demand in China and beneficial foreign exchange influences. Meanwhile, net sales of automotive semiconductors were down due to reductions in demand for power semiconductors for electrified vehicles and the impacts of the selling price revisions instituted in the previous fiscal year. Despite the growth in net sales of industrial semiconductors, operating results were down year on year due to the impacts of higher raw material prices, price competition for industrial semiconductors seen centered on the Chinese market, and the lower sales of automotive and the selling price revisions instituted in the previous fiscal year for these semiconductors.

## TOPICS

### SiC power semiconductor sales growth

Fuji Electric Tsugaru Semiconductor increased its SiC front-end manufacturing capacity 2.5 times (compared to the previous year) and doubled its sales of SiC power semiconductors (compared to the previous year).

### Rolling out new module products to increase sales

We began shipping samples of 8th-generation IGBT modules for the industrial sector. We also began mass production of compact RC-IGBT modules for the automotive sector. Furthermore, we are developing SiC modules with some of the lowest loss in the industry, contributing to achieve both efficiency and compactness for automotive inverters.

### **[Food and Beverage Distribution]**

Net sales decreased 3% year on year, to 108.0 billion yen, and operating profit decreased 0.8 billion yen year on year, to 13.1 billion yen.

- In the vending machine business, net sales and operating results were down year on year following declines in domestic vending machine demand.
- In the store distribution business, net sales were up year on year while operating results were relatively unchanged from the previous fiscal year. This outcome was a result of the increase in demand for store fixtures seen accompanying a rise in convenience store renovations offsetting the impacts of the rebound from the special demand trend seen for automatic change dispensers that stemmed from the issuance of newly designed paper currency in Japan and contributed to performance in the previous fiscal year.

### TOPICS

#### Launches of products for new businesses

We have met the social needs such as consumers' diversifying beverage preferences, labor savings, through our red tea machines for convenience stores, coffee machines for restaurants, and locker-type vending machines.

**[Others]**

Net sales increased 4% year on year, to 58.4 billion yen, and operating profit increased 0.1 billion yen year on year, to 3.9 billion yen.

## Research and Development Activities

In fiscal 2025, R&D expenditures increased 1.1 billion yen year on year, to a total of 38.9 billion yen. This was attributed to the development of next-generation product and mass production technologies for semiconductors, development of global products for the Industry and Energy segments, development of products that conform to environmental regulations, development of common platform technologies, and development of advanced technologies in anticipation of future demand, utilizing core technologies in such areas as power semiconductors, power electronics, measurement and control, and heating and cooling.

The following provides an overview of R&D activities.

In the Energy segment, we developed a medium-capacity storage battery PCS, PVI1400CJ-3/650B (650kVA), for use in factories, commercial facilities, and other sites, which are introducing electricity storage systems in line with the increased use of renewable energy. This product meets various customer needs such as quieter operation, reliable operation in cold areas, autonomous operation functions.

In preparation for the future arrival of hydrogen society, we are developing pure hydrogen fuel cell systems for factories and facilities that use solid polymer fuel cell modules for automobiles. To commercialize these products, we are performing verification testing at customer sites using hydrogen generated as a by-product in chemical plants and hydrogen generated by reforming methanol.

In the Industry segment, we developed the FRENIC4600FM7 (10kV/1,350kVA, 6.6kV/890kVA) high-voltage inverter for fans, pumps, compressors, and other devices. Using our compact IGBT module, this product achieved the smallest installation footprints in the industry. It also ensures high reliability and reduces maintenance frequency through the use of long-life components.

We are also developing a permanent magnet synchronous motor (600V/400 to 2,600kW) and drive system (690V/2,300kW) for ship propulsion, intended for use in small electric propulsion ships (approx. 400 total tons, etc.).

The motor adopted a water-cooling system and achieved one of the smallest sizes in the industry by optimizing the magnet arrangement. The drive device is more compact by adopting water cooling.

In the Semiconductors segment, we are developing modules for the industrial sector equipped with the latest 8th-generation IGBT chips. They reduce loss by 15% or more compared with 7th-generation modules, achieving one of the industry's lowest levels of loss. This will make it possible to improve the power density of power electronics equipment, such as drive devices, by 10% or more.

For the automotive sector, we are developing new modules equipped with 3rd-generation SiC-MOSFET chips. In addition to significantly reducing generated losses, this module achieves a thinner package and lower inductance, doubling the power density compared to conventional RC-IGBT modules (M682) for automotive, helping make automotive inverters more efficient, more compact, and more lightweight.

In the Food and Beverage Distribution segment, we developed a new beverage vending machine for the Indian market, where demand for beverages is rising along with the country's economic growth. Not only does it support cashless payment and have delivery functions for

large products, but it is also the first vending machine to be certified by the Bureau of Indian Standards (BIS).

In advance of the tightening of regulations from 2029 onward based on the Act on Rational Use and Proper Management of Fluorocarbons (Fluorocarbons Emission Control Act), we developed a showcase with remote refrigerating equipment that uses a new coolant with extremely low global warming potential (a GWP of less than 1). By optimizing heat exchange and coolant flow volume control for the new coolant, we significantly reduced the amount of power consumption compared to showcases that use conventional coolants.

## Capital Investment

In fiscal 2025, Group-wide capital investment decreased 28.5 billion yen year on year, to a total of 56.7 billion yen. This included investment in expansion of semiconductor production capacity (for Si and SiC semiconductors), new product production equipment investment, investment in production increases and rationalization in production sites in Japan and overseas, and more.

Key investments were as follows:

In the Energy segment, we relocated production equipment from our Chiba Factory to our Kawasaki Factory and made additional investment to increase our production capacity for switchgears in order to meet growing demand for substation equipment driven by the rise in construction of data centers and semiconductor factories and the need to replace equipment installed during Japan's period of rapid economic growth. At our Kobe Factory, we began construction work to expand the production building in order to increase the factory's production capacity for switchboards and power supply systems.

In the Industry segment, we made investment to improve the capacity of load testing equipment in response to high voltage motor efficiency regulations (IEC's\*<sup>1</sup> application scope has been expanded to 2,000 kW). We invested in expanding our production capacity for second-generation smart meters that are capable of measuring power volume and voltage with a high level of granularity. We also invested in a smart meter production line in India, a new market for us.

At our Fukiage Factory, we made investments in automating the assembly process and parts processing process for the new magnetic switch (SC-NEXT).

\*1: IEC 60034: International standard for rotating electrical machines

In the Semiconductors segment, toward the mass production of SiC chips that contribute to higher efficiency and downsizing of power electronics equipment, we are investing in expanding the production capacity of 6-inch SiC chips. We also invested in the development of mass production technologies for 8-inch SiC chips to improve cost competitiveness.

## Financing

In fiscal 2025, we repaid loans payable using free cash flow.

As a result, the balance of corporate bonds and borrowings at the end of the fiscal year decreased by 3.9 billion yen year on year to 66.9 billion yen.

## Initiatives to improve our corporate value

To contribute to society through our energy and environmental businesses and to reinforce our operating foundations with the aim of achieving sustainable growth, we are promoting global-scale activities to address key ESG (environment, society, and governance) challenges based on the Fuji Electric Code of Conduct.

### Environment

Our Environmental Vision 2050 aims to realize a decarbonized society, a recycling-oriented society, and a society that is in harmony with nature. Led by this policy, we engage in various environmental activities globally.

#### Environmental Vision 2050

|  |  |
|--|--|
| We aim to contribute to the achievement of a decarbonized society, a recycling-oriented society, and a society that is in harmony with nature by expanding the use of Fuji Electric's innovative clean energy technologies and energy-saving products. |  |
| Achieve a Decarbonized Society   | Target carbon neutrality across the supply chain   |
| Achieve a Recycling-Oriented Society   | Promote green supply chains to reduce the environmental impact to zero across throughout the entire life cycle |
| Achieve a Society in Harmony with Nature   | Aim for zero impact on the ecosystem through corporate activities that contribute to biodiversity              |

#### Fiscal 2030 Goals

|  |
|--|
| [Decarbonized Society] We aim to achieve the following goals in order to limit the temperature increase to 1.5°C above pre-industrial levels.  |
| <ul style="list-style-type: none"> <li>Greenhouse gas emissions throughout the supply chain:<br/>Reduction of over 46% (compared to FY2019)</li> <li>Greenhouse gas emissions through production:<br/>Reduction of over 46% (compared to FY2019)</li> <li>Contribution to CO<sub>2</sub> reduction in a society through our products:<br/>Over 59 million tons/year</li> </ul> |
| [Recycling and Harmony with Nature] We will promote a circular economy while complying with environmental regulations around the world.  |
| <ul style="list-style-type: none"> <li>Transitioning to environmentally friendly products that comply with ecological design regulations</li> <li>Final waste disposal rate (including plastic waste): Less than 0.5%</li> </ul>   |

- Promotion of Environmental Vision 2050**  
 To realize a decarbonized society, in fiscal 2025, new solar power generation equipment at three domestic sites (Kobe, Saitama, and Ishikawa) started up. Moreover, we expanded long-term renewable energy supply contracts primarily at our semiconductor factories to ensure long-term stable supply. We also proceeded to replace to energy-saving equipment and reduced greenhouse gas emissions during production by 40% compared to fiscal 2019. The amount of CO<sub>2</sub> reduction contribution to society through our products reached 59 million tons.

In promoting a circular economy, we started estimating carbon footprints (CFP: greenhouse gas emissions over the life cycle) to minimize environmental impact throughout the entire product life cycle.

- Disclosure of information in line with TNFD (Taskforce on Nature-related Financial Disclosures) Recommendations

In addition to disclosing information in line with the conventional TCFD (Task Force on Climate-related Financial Disclosures) Recommendations, in fiscal 2025 we conducted analysis of our dependencies and impacts on natural capital in accordance with the process recommended by the TNFD (the LEAP approach). We assessed the risks and opportunities of our own production and disclosed the results in which we identified water resource-related risks, business opportunities related to the promotion of a circular economy, and others.

**ENVIRONMENTAL TOPICS**

Selection as an “A List (climate change)” company by CDP for the seventh consecutive year

For the seventh consecutive year, we were selected as an “A List” company, the top rating of CDP\*, as one of the most excellent companies at climate change initiatives and information disclosure.

\* CDP is an international environmental NGO that investigates, evaluates and discloses companies’ environmental measures.

Using power generated from 100% renewable energy in our inverter production line

At the low-voltage inverter production line in Suzuka Factory, we obtained third-party certification regarding the use of 100% renewable energy-derived electricity.

We will continue to work to reduce greenhouse gas emissions throughout our supply chain.

## Society

One of the values in the Fuji Electric Code of Conduct is to “respect and value all people.” Respect for human rights as well as health and safety are the foundation of all of our activities, and we aim to realize a virtuous cycle of “employees’ well-being” and “sustainable corporate growth.” We are actively working on “investment in people,” such as promoting the active participation of diverse human resources and human resource development.

For our business partners, our basic policy is mutual prosperity. To build a supply chain that supports a sustainable society, we conduct assessments based on the Fuji Electric CSR Procurement Guidelines, as well as CSR on-site surveys, with the aim of sharing issues to be addressed and improving cooperation.

- Measures for respecting human rights

Based on the United Nations Guiding Principles on Business and Human Rights, we follow a policy of “never involved in or complicit in human rights violations.” Led by this policy, we carry out human rights due diligence measures at our business sites and consolidated subsidiaries in Japan and overseas. We also conduct human rights e-learning for our employees.

- Encouraging the advancement of diverse human resources

In promoting the active participation of female employees, we are intensively providing level-specific career support to increase the number of female managers. We have set up a new mentorship system for the next generation of female executive candidates and enhance the support for their career advancement.

To encourage the active participation of senior employees, we have established the mandatory retirement age at 65 and a system that enables employees to continue working after their mandatory retirement age until the age of 75. We are creating an environment in which everyone can work actively and energetically, regardless of their age. We are increasing our employment of disabled people and expanding the scope of duties.

- Developing human resources

As one of our efforts to support employees' career development, we established career training tailored to different age groups. In developing future management executives, we implement human resource development programs such as OJT and selective training based on personnel development plans. At our overseas bases, to develop local human resources, we send employees to Japan for training and to appoint them to management positions.

- Creating satisfying workplaces

We are revising our salary system for improving job satisfaction. Our goal is to create a fair salary system centered on the scope of each individual's role. In workstyle reforms, to increase our employees' awareness to improve productivity, we pay incentives to employees who work in ways that make valuable use of their time. To facilitate employees' work-life balance, we are promoting even more flexible workstyles for employees with special needs, such as childcare or nursing care, by expanding the eligibility requirements for utilizing working systems. We conduct an employee awareness survey every year and analyze results and see how the results have changed over time. We utilize the survey to determine the level of employees' understanding about our management policies and the degree of employees' satisfaction, to have employees review their own divisions, and to improve our organizational management.

|                                   | Fiscal 2024<br>Result | Fiscal 2025<br>Result | Fiscal 2026<br>Target |
|-----------------------------------|-----------------------|-----------------------|-----------------------|
| Satisfaction with Fuji Electric*1 | 3.8 points            | 3.8 points            | 3.8 points or above   |
| Well-being index*2                | 3.6 points            | 3.6 points            | 3.6 points or above   |

\*1 Average score for typical questions indicative of overall satisfaction with Fuji Electric

\*2 Average score for questions on job satisfaction, work-life balance, psychological and physical health, and experiencing joy in one's work

(The questions use a five-point scale, from 1 to 5, with higher numbers indicating more positive responses.)

## Governance

The Company has created and is operating a healthy, efficient, transparent, and effective governance framework and a compliance system that ensures thorough compliance with laws, regulations, and social norms, and also conducts thorough risk management. (For more information regarding our corporate governance system, please see page 57.)

In addition, the Company appropriately responds to "Japan's Corporate Governance Code" stipulated by Tokyo Stock Exchange.

- Improving the effectiveness of governance

The Company works on enhancing the effectiveness of the Board of Directors by striving to improve issues which were identified through a third party survey and interviews with Directors. To contribute to sustainable growth and improvement of corporate value, the Board of Directors engages in more active deliberations regarding medium- and long-term management issues, and also shares initiatives and challenges related to ESG, etc. Based on these efforts, the Company will promote constructive dialog with shareholders and investors.

- Strengthen capability to cope with risks

Based on the “Fuji Electric Risk Management Rules,” we are working to prevent risks from materializing and to minimize their impact by thoroughly and appropriately managing and countering various risks.

In order to strengthen our business continuity capabilities, we use the BCP system, which can quickly grasp the potential impact of incidents, such as large-scale natural disasters and accidents, on the safety and production operations of our business partners, and are expanding the multi-sourcing of our material procurement.

We have formulated policies and regulations related to information security. We provide regular training to our employees to improve their information security knowledge and skills. To respond to increasingly diversified and sophisticated cyber-security threats, we are incorporating the expertise of third-party specialists to strengthen our security response structures, our monitoring of signs of new cyber-attacks and for preventing information leakage, and our information system defense and attack monitoring functions.

- Reducing cross-shareholding

We are working to reduce our cross-shareholdings from the perspective of capital efficiency. In fiscal 2025, we reduced the number of shares held for certain brands of our investment securities. As of the end of fiscal 2025, we held 8 listed stocks.

## Challenges to Be Addressed

Fiscal 2026 is the final year of our three-year Medium-Term Management Plan which began in fiscal 2024. Led by the fundamental policy of “further improvement of corporate value through management emphasizing profit,” we have set the following main management targets: operating profit ratio of more than 11%, ratio of profit attributable to owners of parent to net sales of more than 7%, ROE of 12% or more, and ROIC of 10% or more.

In fiscal 2026, we will aim to achieve all of these targets and reach new record highs for both net sales and operating profit. As for shareholder returns, we will enhance them by acquiring treasury shares in addition to paying dividends.

Furthermore, we will promote “the strengthening of our management foundations” to achieve sustainable growth. The Group companies, both in Japan and overseas, will work together to address key ESG (Environment, Society, and Governance) challenges.

We will also start formulating our next medium-term management plan, which will begin in fiscal 2027. We intend to allocate the cash generated from business activities to active investments for acquiring new technologies and resources, as well as investments in human capital and shareholder returns, aiming to be a sustainably growing company that realizes a “virtuous cycle of growth.”

## Management plan for fiscal 2026

The global situation is extremely chaotic due to rising geopolitical risks and destabilization of the international order. Consequent disruptions in supply chains and soaring energy and raw material prices are further increasing economic uncertainty.

Under these circumstances, power demand is increasing with the expanding use of digital technologies such as generative AI, and investments in green transformation (GX) toward decarbonization are accelerating. For the power industry, manufacturing industry, data centers, and others, capital investment in energy decarbonization and stable supply, as well as for energy and electricity savings, remains steady.

### [Basic policy]

#### 1. Management emphasizing profit

We will strengthen coordination between our four business segments centered on power electronics, addressing energy demand, green transformation (GX) investment, and digitalization needs. Based on our competitive “strong components,” for which we are striving to achieve greater differentiation, we will further enhance our profitability by expanding our high value-added plant systems business.

We will pursue improvements to our operational efficiency and competitive advantage through operational reforms that leverage generative AI and other digital technologies.

#### 2. Reinforcing our management foundations to achieve sustainable growth

To support ongoing increases in corporate value, we will deepen our initiatives directed at key ESG challenges (materialities).

- Based on our “employee-first approach,” we will shift to a salary system based on individual employees’ roles and provide support for employees’ career development. Through this, we will promote the well-being (holistic work and company satisfaction) of our diverse human resources and the sustained growth of the Group.
- On the environment front, in addition to the Fiscal 2030 Goals set out in our Environmental Vision, we have also set new Fiscal 2035 Goals and will promote our addressing of a circular economy.
- To strengthen our governance system, we will ensure thorough legal and regulatory compliance worldwide and enhance our information security. We will also make

continuous efforts to improve our ability to deal with and respond to issues of economic security, geopolitical risk, and disaster risk.

### **[Management plan]**

For fiscal 2026, we are targeting net sales of 1,275.0 billion yen, operating profit of 142.5 billion yen, and profit attributable to owners of parent of 105.0 billion yen. The specific initiatives for each segment are as below.

### **[Energy]**

We will steadily capture demand from the growing energy market and GX/DX demand and accelerate our growth. We will strive to increase orders for renewable energy systems, electricity storage systems, and energy management systems, as well as for uninterrupted power supplies, substation equipment, and switchboards for data centers and semiconductor factories for which demand is rapidly growing.

To satisfy vigorous demand, we will expand our production capacities in Japan and overseas by actively investing.

### **[Industry]**

In the FA components business, we will expand sales through new products while optimizing our production and commercial distribution in order to enhance our profitability. In the automation systems business, we will expand business through our total solutions, which are centered on drive control systems and instrumentation and control systems, as well as by promoting energy savings and electrification using our electricity and thermal energy management technologies.

### **[Semiconductors]**

We will increase sales of industrial semiconductors, primarily focusing on renewable energy and factory automation, by accelerating our development of new customers.

As for automotive semiconductors, we will increase sales of SiC products and promote design wins for global customers.

To further strengthen competitiveness, we will accelerate our development of 8th-generation IGBTs and 8-inch SiC devices.

### **[Food and Beverage Distribution]**

In the vending machine business, we will enhance customer value by introducing machines with dynamic pricing functions that use digital technologies, and rolling out services that improve operation efficiency. We will also expand our business into new areas through our locker-type vending machines that feature our core technologies.

In the store distribution business, we will supply high value-added products that are eco-friendly and contribute to energy and labor savings. Furthermore, we will develop new markets with our coffee machines for restaurants.

## **[Dividends of Surplus]**

### **Policies Relating to Decisions on the Dividend of Surplus, etc.**

We intend to return profit gained through business activities to shareholders. At the same time—while maintaining and strengthening our management foundation—we intend to appropriate profit for consolidated shareholders' equity in order to secure internal reserves for research and development, capital investment, human resources development, and other investments reflecting a medium- to long-term viewpoint.

We will determine the amount of dividends to be paid from retained earnings in light of the above medium- to long-term business cycle; our policy of paying stable and continuous dividends; and comprehensive consideration of the business results of the relevant fiscal year, research and development and capital investment plans for future growth, and business conditions.

We regard the acquisition of treasury shares as a flexible mechanism to supplement dividends when warranted by the cash flow position.

Moreover, the capital strategies as prescribed by Article 459, Paragraph 1 of the Companies Act, shall be conducted with a view to strengthening consolidated shareholders' equity.

Also the matters prescribed by Article 459, Paragraph 1 of the Companies Act will be decided by resolution of the Board of Directors, or the Ordinary General Meeting of Shareholders.

### **Year-End Dividend for Fiscal Year Ended March 31, 2026**

Based on the policies relating to decisions on the dividend of surplus, etc. described in the above, the Company resolved to pay a year-end dividend of 109 yen per share at the meeting of the Board of Directors held on May 25, 2026, with due consideration given to the consolidated operating results for the current and next period, future investment plans, and other factors.

The annual dividend for the fiscal 2025 amounted to 200 yen per share including the amount of interim dividend.

## [Consolidated Financial Results and Trends in Assets]

| Classification  | 147th term<br>Fiscal 2022 | 148th term<br>Fiscal 2023 | 149th term<br>Fiscal 2024 | 150th term<br>Fiscal 2025 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|
| Net sales (billion yen)                               | 1,009.4                   | 1,103.2                   | 1,123.4                   | 1,227.6                   |
| Operating profit (billion yen)                        | 88.9                      | 106.1                     | 117.6                     | 136.6                     |
| Ordinary profit (billion yen)                         | 87.8                      | 107.8                     | 118.8                     | 139.3                     |
| Profit attributable to owners of parent (billion yen) | 61.3                      | 75.4                      | 92.2                      | 98.0                      |
| Basic earnings per share (yen)                        | 429.50                    | 527.57                    | 642.69                    | 665.18                    |
| Total assets (billion yen)                            | 1,181.6                   | 1,271.2                   | 1,312.2                   | 1,406.7                   |
| Annual dividend per share (yen)                       | 115.0                     | 135.0                     | 160.0                     | 200.0                     |

## [Remuneration for Directors and Audit & Supervisory Board Members]

### Policy on the Determination of Remuneration for Directors and Audit & Supervisory Board Members

#### 1. Details of the policy

In accordance with the Board of Directors' resolutions, the Company set the policy on determination of remuneration for the Company's Directors and Audit & Supervisory Board Members as described below.

In paying remuneration etc. to Directors and Audit & Supervisory Board Members of the Company, the Company considers its duty to respond to the mandate of the shareholders, acquire and maintain excellent personnel and provide incentive for improvement in earnings performance, and it has in place a remuneration system with set remuneration levels.

While considering changes in the business environment and data objectively compiled by third parties, the Company continuously examines the suitability of the remuneration system and the remuneration levels and whether there is a need to make changes.

#### (1) Standing Directors

Since Standing Directors are charged with a duty to improve consolidated results for each fiscal year and realize medium- to long-term improvement in corporate value, their remuneration is structured and managed as follows.

##### (i) Base remuneration

Base remuneration shall be paid as a monthly financial sum determined in advance, applicable to that senior management rank, and at certain time of the month.

##### (ii) Performance-related remuneration

###### i. Annual bonuses

Bonuses are decided by taking into full consideration consolidated results (net sales, operating profit, profit, dividends, etc.), based on the consolidated ratio of operating profit to net sales for the previous fiscal year, which is set as a key target in the medium-term management plan.

Bonuses shall be paid only in instances in which dividends are paid to shareholders from retained earnings, and at a certain time of the year. The total amount of bonuses shall be within one percent of the consolidated profit for the fiscal year prior to the date of payment in order to make the linkage with the consolidated results for each fiscal year more transparent.

###### ii. Share-based remuneration

Share-based remuneration is decided by taking into full consideration consolidated results (net sales, operating profit, profit, dividends, etc.), based on the consolidated ratio of profit to net sales for the previous fiscal year in order to make the linkage with share value more transparent.

The Company's shares commensurate with the remuneration amount mentioned above shall be delivered only in instances in which dividends are paid to shareholders from retained earnings, and at a certain time of the year. The total number of shares to be delivered per fiscal year shall be limited to 42,000 shares.

In the results for the fiscal year ended March 31, 2026, the consolidated ratio of operating profit to net sales was 11.1%, and the consolidated ratio of profit to net sales was 8.0%. The ratio of annual bonuses and the ratio of share-based remuneration to remuneration were approximately 40.1% and 25.2%, respectively.

#### (2) Standing Audit & Supervisory Board Members

Remuneration for Standing Audit & Supervisory Board Members shall be paid, at certain time of the month, as base remuneration as a monthly financial sum determined in advance, applicable to their senior management rank, since Standing Audit & Supervisory Board

Members are charged with the duty of auditing the execution of duties across the entire Fuji Electric.

- (3) **Outside Directors and Outside Audit & Supervisory Board Members**  
Remuneration for Outside Directors and Outside Audit & Supervisory Board Members shall be paid, at certain time of the month, as base remuneration as a monthly financial sum determined in advance, applicable to their senior management rank, since Outside Directors and Outside Audit & Supervisory Board Members are charged with the duty of supervising or auditing the execution of duties across the entire Fuji Electric.

The Board of Directors has resolved to delegate the decision on amount of remuneration for each Director to Representative Director, Chairman of the Board and CEO Michihiro Kitazawa. The scope of his authority is to reflect evaluations of the performance in direct duties by each Director in line with the resolution passed in the Board of Directors, which is based on report by the Nomination and Remuneration Committee. To ensure this authority be exercised appropriately, the Nomination and Remuneration Committee has decided on a range within which performance-related remuneration shall be determined based on individual evaluation and the delegated authority shall be exercised within said range.

## **2. Method for determining the policy**

The Company has established the Nomination and Remuneration Committee to discuss policies and standards relating to remuneration of Directors and Audit & Supervisory Board Members and details of remuneration of Directors and Audit & Supervisory Board Members. Consisting of a majority of Outside Directors and chaired by an Outside Director, the Nomination and Remuneration Committee considers changes in the business environment and data objectively compiled by third parties and discusses the suitability of policies and standards relating to remuneration and the remuneration levels before reporting to the Board of Directors. Thereby, the Board of Directors resolves on policy on the determination respecting details of said report.

## **3. Reasons for which the Board of Directors judges details of remuneration of Directors and Audit & Supervisory Board Members are in line with the policy for fiscal 2025**

Regarding determination of remuneration for Directors and Audit & Supervisory Board members, the Nomination and Remuneration Committee makes consideration from various perspectives in matters such as whether is it in line with the policy on the determination and the Board of Directors respects the Committee's report and judges it in line with the policy on the determination.

## Total Amount, etc. of Remuneration Paid to Directors and Audit & Supervisory Board Members for Fiscal 2025

| Classification                    | Total Remuneration (million yen) | Remuneration by Type (million yen) |                                  |                          | Number of Recipients |
|-----------------------------------|----------------------------------|------------------------------------|----------------------------------|--------------------------|----------------------|
|                                   |                                  | Base Remuneration                  | Performance-related Remuneration |                          |                      |
|                                   |                                  |                                    | Annual Bonuses                   | Share-based Remuneration |                      |
| Directors                         | 1,088                            | 382                                | 433                              | 273                      | 11                   |
| (Outside)                         | (50)                             | (50)                               | (-)                              | (-)                      | (4)                  |
| Audit & Supervisory Board Members | 92                               | 92                                 | -                                | -                        | 5                    |
| (Outside)                         | (29)                             | (29)                               | (-)                              | (-)                      | (3)                  |
| Total                             | 1,180                            | 475                                | 433                              | 273                      | 16                   |
| (Outside)                         | (79)                             | (79)                               | (-)                              | (-)                      | (7)                  |

(Notes) 1. The amounts of remuneration for Directors were resolved as follows at the 131st Ordinary General Meeting of Shareholders held on June 26, 2007, at the 137th Ordinary General Meeting of Shareholders held on June 25, 2013, at the 146th Ordinary General Meeting of Shareholders held on June 28, 2022 and at the 148th Ordinary General Meeting of Shareholders held on June 25, 2024.

(1) Directors (excluding Outside Directors)

Total of (i) fixed remuneration, (ii) performance-related remuneration (annual bonuses) and (iii) performance-related remuneration (share-based remuneration) as below.

(i) within 450 million yen per year

(ii) within one percent of the consolidated profit for the fiscal year prior to the date of payment

(iii) within 42,000 shares per year

(2) Outside Directors

within 100 million yen per year

The number of Directors at the conclusion of the 131st Ordinary General Meeting of Shareholders was eight (of which, two Outside Directors), the number of Directors at the conclusion of the 137th Ordinary General Meeting of Shareholders was ten (of which, three Outside Directors) and the number of Directors at the conclusion of the 146th and the 148th Ordinary General Meetings of Shareholders was ten (of which, four Outside Directors).

2. The amounts of remuneration for Audit & Supervisory Board Members were resolved as 120 million yen per year at the 131st Ordinary General Meeting of Shareholders held on June 26, 2007. The number of Audit & Supervisory Board Members at the conclusion of said General Meeting of Shareholders was five.

3. Representative Director, Chairman of the Board and Chief Executive Officer Michihiro Kitazawa decides the amount of remuneration for each Director based on the resolution to delegate the decision to him by the Board of Directors. The scope of his authority is to reflect evaluations of the performance in duties by each Director in line with the resolution passed in the Board of Directors, which is based on report by the Nomination and Remuneration Committee. The reason for delegating this authority to a Representative Director is that the Company judges a Representative Director most suitable to make comprehensively evaluations based on the operating environment, the Company's business results, and performance in direct duties by each Director. To ensure this authority be exercised appropriately, the Nomination and Remuneration Committee has decided on a range within which performance-related remuneration shall be determined based on individual evaluation and the delegated authority shall be exercised within said range.

4. The Company grants Directors (excluding Outside Directors) the Company's shares as share-based remuneration, and the conditions, etc. for their allotment are as described in "Policy on the Determination of Remuneration for Directors and Audit & Supervisory Board Members" on pages 43-44. The status of shares granted during the fiscal year ended March 31, 2026 is outlined in "Status of shares granted to the Company's Directors as consideration for their execution of duties during the current fiscal year" on page 46.

(Note) As used in this Business Report, the expression "Standing Directors" refers to executive directors as prescribed in Article 2, Item 15 of the Companies Act.

## [Corporate Overview]

### Share Information (as of March 31, 2026)

1. **Authorized shares:** **320,000,000**
2. **Issued shares:** **149,296,991**
3. **Number of shareholders:** **43,989**  
(a decrease of 3,041 from the end of the previous term)

#### 4. Shareholdings by type of shareholder

| Classification                          | Number of shareholders (persons) | Number of shares (shares) | Ratio of shareholding (%) |
|---|----------------------------------|---------------------------|---------------------------|
| Financial institutions/Securities firms | 134                              | 64,485,197                | 43.19                     |
| Other domestic corporations             | 560                              | 5,704,772                 | 3.82                      |
| Foreigners                              | 1,021                            | 63,545,461                | 42.56                     |
| Individuals and others                  | 42,274                           | 15,561,561                | 10.43                     |
| <b>Total</b>                            | <b>43,989</b>                    | <b>149,296,991</b>        | <b>100.00</b>             |

(Note) "Individuals and others" includes treasury shares.

#### 5. Top ten shareholders

| Name  | Number of shares (thousands of shares) | Ratio of shareholding (%) |
|---|--|---------------------------|
| The Master Trust Bank of Japan, Ltd. (Trust Account)              | 28,044                                 | 19.00                     |
| Custody Bank of Japan, Ltd. (Trust Account)                       | 16,426                                 | 11.13                     |
| National Mutual Insurance Federation of Agricultural Cooperatives | 5,099                                  | 3.45                      |
| Asahi Mutual Life Insurance Company                               | 3,983                                  | 2.70                      |
| FANUC CORPORATION   | 2,684                                  | 1.82                      |
| STATE STREET BANK AND TRUST COMPANY 505001                        | 2,348                                  | 1.59                      |
| CACEIS BANK, LUXEMBOURG BRANCH / UCITS CLIENTS ASSETS             | 2,097                                  | 1.42                      |
| JP MORGAN CHASE BANK 385781                                       | 2,018                                  | 1.37                      |
| STATE STREET BANK AND TRUST COMPANY 505025                        | 2,013                                  | 1.36                      |
| STATE STREET BANK AND TRUST COMPANY 505019                        | 1,935                                  | 1.31                      |

(Note) Ratio of shareholding is calculated by deducting treasury shares from the total number of issued shares based on the provisions of the Ordinance for Enforcement of the Companies Act.

#### 6. Status of shares granted to the Company's Directors as consideration for their execution of duties during the current fiscal year

|   | Number of shares (shares) | Number of recipients (persons) |
|---|---------------------------|--------------------------------|
| Directors (excluding Outside Directors) | 35,257                    | 6                              |

(Notes) 1. Details of the Company's share-based remuneration are outlined in "Policy on the Determination of Remuneration for Directors and Audit & Supervisory Board Members" on pages 43-44.

2. The above figure includes shares granted to the Company's Directors who retired.

### Type of Bonds with Share Acquisition Rights (as of March 31, 2026)

Not applicable.

## Status of Directors and Audit & Supervisory Board Members

### 1. Directors and Audit & Supervisory Board Members

| Name               | Positions and direct duties in the Company              |  |
|--------------------|---|--|
| Michihiro Kitazawa | Representative Director                                 | Nomination and Remuneration Committee member   |
|                    | Chairman of the Board and CEO (Chief Executive Officer) |  |
| Shiro Kondo        | Representative Director                                 | President  |
|                    | President and COO (Chief Operating Officer)             | Nomination and Remuneration Committee member   |
| Toshihito Tamba    | Outside Director  | Nomination and Remuneration Committee chairman   |
| Yukari Tominaga    | Outside Director  | Nomination and Remuneration Committee member   |
| Yukihiko Tachifuji | Outside Director  | Nomination and Remuneration Committee member   |
| Tomonari Yashiro   | Outside Director  | Nomination and Remuneration Committee member   |
| Toru Hosen         | Director  | Senior Managing Executive Officer<br>Corporate General Manager, Semiconductors Business Group  |
| Hiroshi Tetsutani  | Director  | Managing Executive Officer<br>Corporate General Manager, Industry Business Group   |
| Masashi Kawano     | Director  | Senior Managing Executive Officer<br>Corporate General Manager, Energy Business Group  |
| Yoshitada Miyoshi  | Director  | Senior Managing Executive Officer<br>Corporate General Manager, Corporate Management Planning Headquarters<br>General Manager, Export Control Office<br>In charge of compliance management |
| Junichi Matsumoto  | Standing Audit & Supervisory Board Member               |  |
| Jun Ohashi         | Standing Audit & Supervisory Board Member               |  |
| Hirohiko Takaoka   | Outside Audit & Supervisory Board Member                |  |
| Yuko Katsuta       | Outside Audit & Supervisory Board Member                |  |
| Noriyuki Uematsu   | Outside Audit & Supervisory Board Member                |  |

(Notes) 1. The term of Directors has been set as one (1) year in order to clarify the management responsibilities of individual Directors with regard to each given fiscal year and construct a management system that can quickly respond to changes in the operating environment.

2. The Company has established the Nomination and Remuneration Committee as an advisory body to the Board of Directors to further enhance corporate governance by strengthening the fairness, transparency and objectivity of the procedures relating to the nomination and remuneration of Directors and Audit & Supervisory Board Members. The majority of Nomination and Remuneration Committee members are Outside Directors and it is chaired by an Outside Director.

3. We expect Outside Directors to play roles in strengthening the management supervisory function and ensuring adequacy and appropriateness of decision-making related to the execution of business. To this end, Mr. Toshihito Tamba, Mr. Yukihiko Tachifuji, who are experienced managers in listed companies, Ms. Yukari Tominaga, who has extensive experience in corporate management, and Mr. Tomonari Yashiro, who is an expert in academic fields closely related to Fuji Electric's business, were selected as Outside Directors at the General Meeting of Shareholders as persons who have an understanding of the Fuji Electric's management, as well as insights and experience necessary for making multifaceted management decisions.

Mr. Toshihito Tamba, Ms. Yukari Tominaga, Mr. Yukihiko Tachifuji, and Mr. Tomonari Yashiro are reported as Independent Officers as stipulated by the Securities Listing Regulations of the Financial Instruments Exchanges.

4. We expect Outside Audit & Supervisory Board Members, along with Outside Directors, to be conducive to ensuring the adequacy and legality of decision-making related to the execution of business, as well as to play roles in strengthening the management audit function, by giving advice and making suggestions about the entire spectrum of management activities at meetings of the Board of Directors and on other occasions. To this end, Mr. Hirohiko Takaoka, who is an experienced Full-time Audit & Supervisory Board Member for a listed company, Ms. Yuko Katsuta, who is an attorney-at-law, and Mr. Noriyuki Uematsu, who is a certified public accountant, were selected as Outside Audit & Supervisory Board Members at the General Meeting of Shareholders upon obtaining approval at a meeting of the Audit &

Supervisory Board as persons who have expertise and experience necessary for performing audits.

Mr. Hirohiko Takaoka, Ms. Yuko Katsuta, and Mr. Noriyuki Uematsu are reported as Independent Officers as stipulated by the Securities Listing Regulations of the Financial Instruments Exchanges.

5. The financial, accounting and other expertise possessed by each Audit & Supervisory Board Member is as follows:
- Standing Audit & Supervisory Board Member Junichi Matsumoto is highly knowledgeable about financial and accounting matters and overall corporate management, which he has gained from his longstanding career in Fuji Electric as person in charge of finance and accounting division, including Director.
  - Standing Audit & Supervisory Board Member Jun Ohashi is highly knowledgeable about financial and accounting matters and overall corporate management, which he has gained from his longstanding career in Fuji Electric as person in charge of the Company's audit and corporate planning divisions and the finance and accounting divisions of subsidiaries.
  - Outside Audit & Supervisory Board Member Hirohiko Takaoka is highly knowledgeable about auditing and overall corporate management, which he has gained from his career history having been a management executive of a company and an Audit & Supervisory Board Member for a listed company.
  - Outside Audit & Supervisory Board Member Yuko Katsuta is highly knowledgeable about legal matters and overall corporate management, which she has gained from her experience as an attorney-at-law and an officer of a listed company.
  - Outside Audit & Supervisory Board Member Noriyuki Uematsu is highly knowledgeable about financial and accounting matters and overall corporate management, which he has gained from his experience as a certified public accountant and an officer of a listed company.
6. Effective April 1, 2026, the titles of the Company's executive officers have been revised as follows.
- |                   |                                   |
|-------------------|-----------------------------------|
| Shiro Kondo       | President Executive Officer       |
| Toru Hosen        | Senior Managing Executive Officer |
| Masashi Kawano    | Senior Managing Executive Officer |
| Yoshitada Miyoshi | Senior Managing Executive Officer |
| Hiroshi Tetsutani | Managing Executive Officer        |

## 2. Significant concurrent positions of Directors and Audit & Supervisory Board Members

### (1) Directors

| Name               | Significant concurrent positions                    |
|--------------------|---|
| Yukari Tominaga    | External Director, MORINAGA MILK INDUSTRY CO., LTD. |
| Yukihiro Tachifuji | Outside Director, artience Co., Ltd.                |
| Tomonari Yashiro   | President, Tokyo City University                    |

(Note) There is no noteworthy relationship based on Article 124 of the Ordinance for Enforcement of the Companies Act between the Company and the other companies where Outside Directors serve concurrent position.

### (2) Audit & Supervisory Board Members

| Name             | Significant concurrent positions   |
|------------------|--|
| Yuko Katsuta     | Attorney-at-law (Partner, N&O Partners)<br>Outside Director, Ferrotec Corporation [assumed office on June 27, 2025]  |
| Noriyuki Uematsu | Managing Director, Uematsu & Co.<br>Representative Director, SU Consultant Co. Ltd.<br>Outside Audit & Supervisory Board Member, Cybozu, Inc.<br>Outside Audit & Supervisory Board Member, GEOLIVE Group Corporation [assumed office on June 26, 2025] |

(Notes) 1. Information in brackets [ ] indicates the date on which the person began holding the concurrent position during the current fiscal year.

2. Besides the above, there is no noteworthy relationship based on Article 124 of the Ordinance for Enforcement of the Companies Act between the Company and the other companies where Outside Audit & Supervisory Board Members serve concurrent positions.

### **3. Overview of Directors and Officers liability insurance policy**

The Company has concluded a Directors and Officers liability insurance policy with an insurance company, under which if claim for damages is made against the insured when such damage is caused by actions (including inactions) taken when performing duties as a corporate officer, compensations for such damages and court costs, etc. shall be reimbursed by said insurance. Directors, Audit & Supervisory Board Members and Executive Officers of the Company and its subsidiaries are insured, and for all who are insured under this insurance, the insurance premium shall be fully borne by the Company.

#### 4. Status of Outside Directors and Outside Audit & Supervisory Board Members

##### (1) Major activities

##### (i) Outside Directors

| Name               | Number of attendance at the Board of Directors meetings (attended/held) | Opinions offered and overview duties performed regarding expected roles as an Outside Director  |
|--------------------|---|---|
| Toshihito Tamba    | 13/13   | <p>Mr. Toshihito Tamba is expected to fulfill the management supervisory function and has offered necessary opinions concerning the overall business management including the following items at the Board of Directors meetings as appropriate, based on his extensive experience and considerable insight as an experienced manager of a listed company. He has played an appropriate role in strengthening the management supervisory function and ensuring adequacy and appropriateness of important decision-making of Fuji Electric.</p> <ul style="list-style-type: none"> <li>- Formulation of business plans by taking into account changes in the market environment</li> <li>- Appropriate way of IR activities</li> </ul> <p>Moreover, he attended all four Nomination and Remuneration Committee meetings held in the current fiscal year as the chairman and led the supervisory function in appointment of candidates for Directors and Audit &amp; Supervisory Board Members and the process of determining remunerations for Directors and Audit &amp; Supervisory Board Members from an objective and neutral standpoint.</p>                 |
| Yukari Tominaga    | 13/13   | <p>Ms. Yukari Tominaga is expected to fulfill the management supervisory function and has offered necessary opinions concerning the overall business management including the following items at the Board of Directors meetings as appropriate, based on her extensive experience and considerable insight in corporate management. She has played an appropriate role in strengthening the management supervisory function and ensuring adequacy and appropriateness of important decision-making of Fuji Electric.</p> <ul style="list-style-type: none"> <li>- Appropriate way of promoting the advancement of diverse personnel</li> <li>- Appropriate way of IT investment initiatives</li> </ul> <p>Moreover, she attended all four Nomination and Remuneration Committee meetings held in the current fiscal year as a member of the committee and fulfilled the supervisory function in appointment of candidates for Directors and Audit &amp; Supervisory Board Members and the process of determining remunerations for Directors and Audit &amp; Supervisory Board Members from an objective and neutral standpoint.</p>                           |
| Yukihiro Tachifuji | 13/13   | <p>Mr. Yukihiro Tachifuji is expected to fulfill the management supervisory function and has offered necessary opinions concerning the overall business management including the following items at the Board of Directors meetings as appropriate, based on his extensive experience and considerable insight as an experienced manager of a listed company. He has played an appropriate role in strengthening the management supervisory function and ensuring adequacy and appropriateness of important decision-making of Fuji Electric.</p> <ul style="list-style-type: none"> <li>- Initiatives to optimize inventory</li> <li>- Strengthening of risk management in plant-related projects</li> </ul> <p>Moreover, he attended all four Nomination and Remuneration Committee meetings held in the current fiscal year as a member of the committee and fulfilled the supervisory function in appointment of candidates for Directors and Audit &amp; Supervisory Board Members and the process of determining remunerations for Directors and Audit &amp; Supervisory Board Members from an objective and neutral standpoint.</p>                      |
| Tomonari Yashiro   | 13/13   | <p>Mr. Tomonari Yashiro is expected to fulfill the management supervisory function and has offered necessary opinions concerning the overall business management including the following items at the Board of Directors meetings as appropriate, based on his professional standpoint and considerable insight in sustainable architecture and innovation management. He has played an appropriate role in strengthening the management supervisory function and ensuring adequacy and appropriateness of important decision-making of Fuji Electric.</p> <ul style="list-style-type: none"> <li>- Initiatives to realize a decarbonized society</li> <li>- Strengthening of risk management in plant-related projects</li> </ul> <p>Moreover, he attended all four Nomination and Remuneration Committee meetings held in the current fiscal year as a member of the committee and fulfilled the supervisory function in appointment of candidates for Directors and Audit &amp; Supervisory Board Members and the process of determining remunerations for Directors and Audit &amp; Supervisory Board Members from an objective and neutral standpoint.</p> |

**(ii) Outside Audit & Supervisory Board Members**

| Name             | Number of attendance at the Board of Directors meetings<br>Number of attendance at the Audit & Supervisory Board meetings (attended/held) | Opinions offered   |
|------------------|---|--|
| Hirohiko Takaoka | 13/13<br>9/9  | Offered necessary opinions at meetings of the Board of Directors as appropriate, concerning the contents of meeting items and the Fuji Electric's business activities, based on his extensive experience and considerable insight as an experienced Full-time Audit & Supervisory Board Member, etc. of listed Companies. Also, at meetings of the Audit & Supervisory Board, confirmed the legality of business activities overall from the viewpoint of ensuring legal compliance, and offered appropriate opinions. |
| Yuko Katsuta     | 13/13<br>9/9  | Offered necessary opinions at meetings of the Board of Directors as appropriate, concerning the contents of meeting items and the Fuji Electric's business activities, based on her professional experience as an attorney-at-law. Also, at meetings of the Audit & Supervisory Board, confirmed the legality of business activities overall from the viewpoint of ensuring legal compliance, and offered appropriate opinions.  |
| Noriyuki Uematsu | 13/13<br>9/9  | Offered necessary opinions at meetings of the Board of Directors as appropriate, concerning the contents of meeting items and the Fuji Electric's business activities, based on his professional experience as a certified public accountant. Also, at meetings of the Audit & Supervisory Board, confirmed the legality of business activities overall from the viewpoint of ensuring legal compliance, and offered appropriate opinions.   |

**(2) Outline of limited liability agreement with Outside Directors and Outside Audit & Supervisory Board Members**

In accordance with laws and regulations and the Articles of Incorporation of the Company, the Company has concluded a limited liability agreement with each Outside Director and Outside Audit & Supervisory Board Member stipulating that in the event that he or she bears liability with regard to the Company, the maximum amount of his or her liability to the Company will be the amount of 6 million yen or the minimum amount for damages stipulated in the Companies Act, whichever is higher, so long as he or she has carried out his or her duties in good faith and in absence of gross negligence.

In the agreement, the Company has set forth articles to provide instruction ensuring that duties of due diligence as Outside Director or Outside Audit & Supervisory Board Member are fulfilled and these duties are executed sincerely even after the conclusion of the agreement to ensure the propriety of duties of Outside Director and Outside Audit & Supervisory Board Member.

## Matters Related to Accounting Auditor

### 1. Designation of accounting auditor ERNST & YOUNG SHINNIHON LLC

### 2. Accounting auditor remuneration for the period

| Category   | Payment amounts<br>(million yen) |
|--|----------------------------------|
| (i) Remuneration and other amounts payable by the Company for the period                         | 200                              |
| (ii) Total profit on cash and other financial assets payable by the Company and its subsidiaries | 349                              |

(Notes) 1. In the audit contract between the Company and the accounting auditor, no distinction is made and no such distinction can be made substantially in the amounts of auditing fees under the Companies Act and audit fees under the Financial Instruments and Exchange Act. For this reason, the sum of these two is entered in the total amount under (i) above.

2. The Audit & Supervisory Board confirmed and deliberated on the details of the audit plan of the accounting auditor, the execution of duties regarding an accounting audit, and the calculation basis of remuneration estimates upon receiving necessary documents and reports from Directors, related divisions of the Company, and the accounting auditor. As a result, the Audit & Supervisory Board believes these are appropriate and agrees to the amount of remuneration and other amounts payable to the accounting auditor.

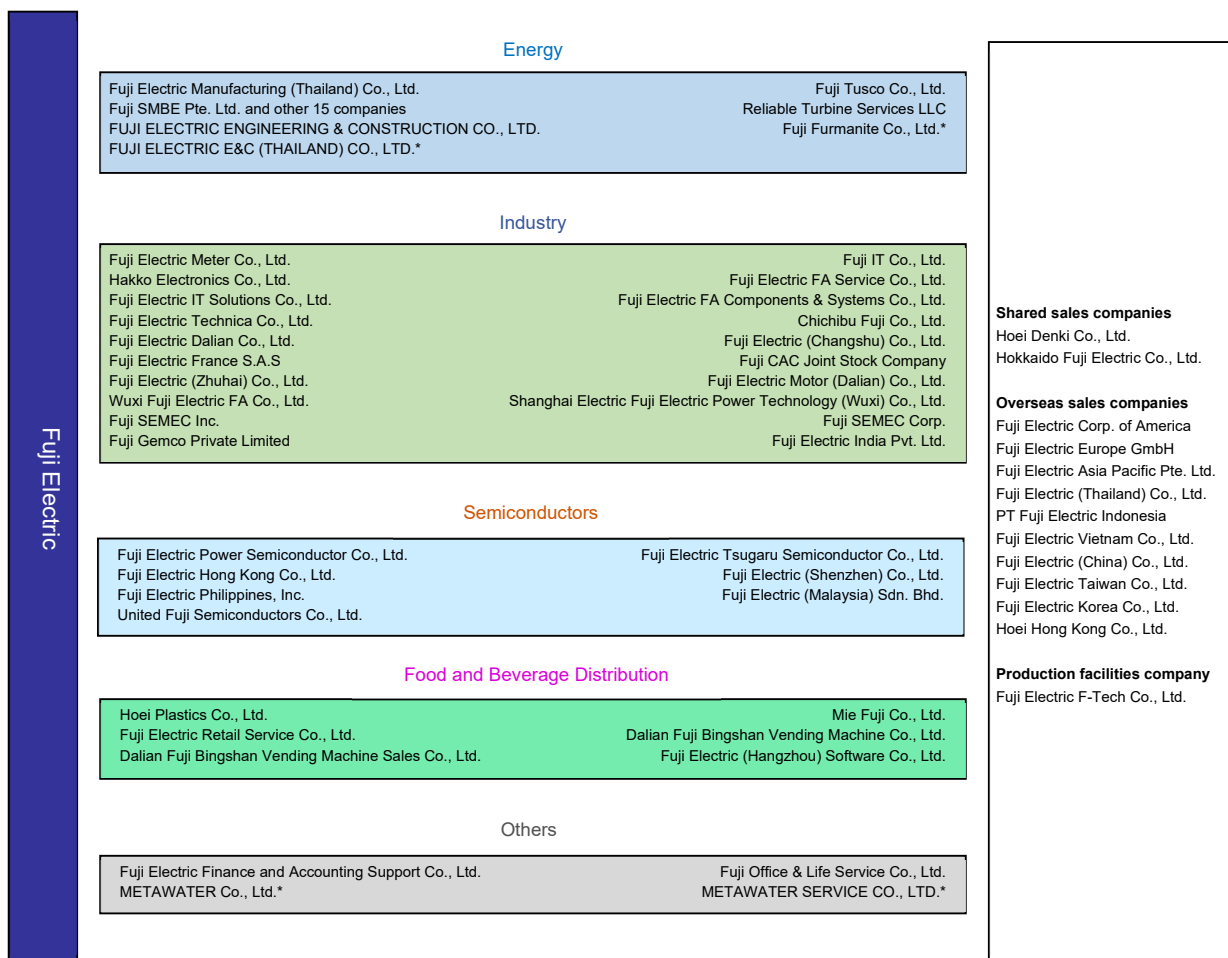
### 3. Policy for determining accounting auditor dismissal or non-reappointment

If any matters or circumstances surrounding the accounting auditor apply to any of the items under Article 340, Paragraph 1 of the Companies Act, and no improvement is expected, the Audit & Supervisory Board will dismiss the accounting auditor with the consent of all of the Audit & Supervisory Board Members.

In addition, if it is deemed impossible for the accounting auditor to perform its duties properly, the Audit & Supervisory Board may determine the content of a proposal concerning dismissal or non-reappointment of the accounting auditor which will be submitted to the Ordinary General Meeting of Shareholders.

# [The Fuji Electric Group] Group Companies

(as of March 31, 2026)



- (Notes) 1. The number of consolidated subsidiaries for fiscal 2025 including those above is 68 and the number of equity method affiliates is 4.
2. Companies marked with an asterisk (\*) are accounted for as equity method affiliates.

## Important Subsidiaries of the Corporate Group

(as of March 31, 2026)

|                                       |   |                          |      |
|---------------------------------------|---|--------------------------|------|
| Company name                          | <b>Fuji Electric FA Components &amp; Systems Co., Ltd.</b>  |                          |      |
| The Company's capital contribution    | 63.2%   |                          |      |
| Major business                        | Development, manufacturing and sales of control equipment and power receiving/distribution equipment. |                          |      |
| Net sales (billion yen)               | 52.2  | Net assets (billion yen) | 41.1 |
| Operating profit (loss) (billion yen) | 2.4   | Capital (billion yen)    | 7.6  |
| Profit (loss) (billion yen)           | 2.2   | Number of employees      | 830  |

|                                       |   |                          |       |
|---------------------------------------|---|--------------------------|-------|
| Company name                          | <b>FUJI ELECTRIC ENGINEERING &amp; CONSTRUCTION CO., LTD.</b>   |                          |       |
| The Company's capital contribution    | 100%  |                          |       |
| Major business                        | Designing and construction of plant facilities, air conditioning facilities, electrical engineering work, civil engineering work, solar power facilities, power transmission work, and information and communications work. |                          |       |
| Net sales (billion yen)               | 87.1  | Net assets (billion yen) | 46.4  |
| Operating profit (loss) (billion yen) | 12.6  | Capital (billion yen)    | 2.0   |
| Profit (loss) (billion yen)           | 8.8   | Number of employees      | 1,211 |

|                                       |  |                          |      |
|---------------------------------------|--|--------------------------|------|
| Company name                          | <b>Fuji Electric IT Solutions Co., Ltd.</b>  |                          |      |
| The Company's capital contribution    | 91.3%  |                          |      |
| Major business                        | Sales of computer and telecommunication equipment, development of information processing systems and provision of total solutions. |                          |      |
| Net sales (billion yen)               | 134.1  | Net assets (billion yen) | 21.1 |
| Operating profit (loss) (billion yen) | 11.0   | Capital (billion yen)    | 1.0  |
| Profit (loss) (billion yen)           | 7.6  | Number of employees      | 704  |

## Specified Wholly Owned Subsidiaries

Not applicable.

## Important Corporate Realignments

Not applicable.

## Main Facilities of the Group (as of March 31, 2026)

### 1. Energy

#### Domestic bases

|                  |   |
|------------------|---|
| Production bases | Kawasaki, Ichihara, Kobe, Ami machi (Ibaraki) |
|------------------|---|

#### Overseas bases

|  |
|--|
| Fuji Electric Manufacturing (Thailand) Co., Ltd., Fuji Tusco Co., Ltd. (Thailand), Fuji SMBE Pte. Ltd. (Singapore), Reliable Turbine Services LLC (U.S.A.), FUJI ELECTRIC E&C (THAILAND) CO., Ltd. |
|--|

### 2. Industry

#### Domestic bases

|                  |                               |
|------------------|-------------------------------|
| Production bases | Hino, Suzuka, Konosu, Otawara |
|------------------|-------------------------------|

#### Overseas bases

|  |
|--|
| Fuji Electric Dalian Co., Ltd. (China), Fuji Electric (Changshu) Co., Ltd. (China), Fuji Electric France S.A.S, Fuji CAC Joint Stock Company (Vietnam), Fuji Electric (Zhuhai) Co., Ltd. (China), Fuji Electric Motor (Dalian) Co., Ltd. (China), Wuxi Fuji Electric FA Co., Ltd. (China), Shanghai Electric Fuji Electric Power Technology (Wuxi) Co., Ltd. (China), Fuji SEMEC Inc. (Canada), Fuji SEMEC Corp. (U.S.A.), Fuji Gemco Private Limited (India), Fuji Electric India Pvt. Ltd. |
|--|

### 3. Semiconductors

#### Domestic bases

|                  |                                     |
|------------------|-------------------------------------|
| Production bases | Matsumoto, Minami Alps, Goshogawara |
|------------------|-------------------------------------|

#### Overseas bases

|  |
|--|
| Fuji Electric Hong Kong Co., Ltd. (China), Fuji Electric (Shenzhen) Co., Ltd. (China), Fuji Electric Philippines, Inc., Fuji Electric (Malaysia) Sdn. Bhd., United Fuji Semiconductors Co., Ltd. (China) |
|--|

### 4. Food and Beverage Distribution

#### Domestic bases

|                  |           |
|------------------|-----------|
| Production bases | Yokkaichi |
|------------------|-----------|

#### Overseas bases

|   |
|---|
| Dalian Fuji Bingshan Vending Machine Co., Ltd. (China), Dalian Fuji Bingshan Vending Machine Sales Co., Ltd. (China), Fuji Electric (Hangzhou) Software Co., Ltd. (China) |
|---|

### 5. Others, Common

#### Domestic bases

|             |   |
|-------------|---|
| Sales bases | Shinagawa-ku (Tokyo), Chiba, Saitama, Sapporo, Sendai, Toyama, Kanazawa, Nagoya, Shizuoka, Osaka, Kobe, Fukuoka, Hiroshima, Takamatsu, Naha |
|-------------|---|

#### Overseas bases

|  |
|--|
| Fuji Electric Corp. of America, Fuji Electric Europe GmbH (Germany), Fuji Electric Asia Pacific Pte. Ltd. (Singapore), Fuji Electric (Thailand) Co., Ltd., PT Fuji Electric Indonesia, Fuji Electric Vietnam Co., Ltd., Fuji Electric (China) Co., Ltd., Fuji Electric Taiwan Co., Ltd., Fuji Electric Korea Co., Ltd., Hoei Hong Kong Co., Ltd. (China) |
|--|

## Employees of Fuji Electric (as of March 31, 2026)

(Persons)

| Business segment                  | Number of employees | Year-on-year change |
|-----------------------------------|---------------------|---------------------|
| Energy                            | 6,965               | 112                 |
| Industry                          | 10,856              | -105                |
| Semiconductors                    | 5,822               | -376                |
| Food and Beverage<br>Distribution | 1,825               | -35                 |
| Others                            | 1,487               | -32                 |
| <b>Total</b>                      | <b>26,955</b>       | <b>-436</b>         |

(Note) The number of employees of the Company at the end of March 2026 is 10,901 (a decrease of 38 from the end of the previous fiscal year).

## Major Lenders (as of March 31, 2026)

| Name of lenders      | Balance of loans<br>(billion yen) |
|----------------------|-----------------------------------|
| Mizuho Bank, Ltd.    | 11.9                              |
| MUFG Bank, Ltd.      | 8.9                               |
| Resona Bank, Limited | 4.5                               |
| The Norinchukin Bank | 3.0                               |

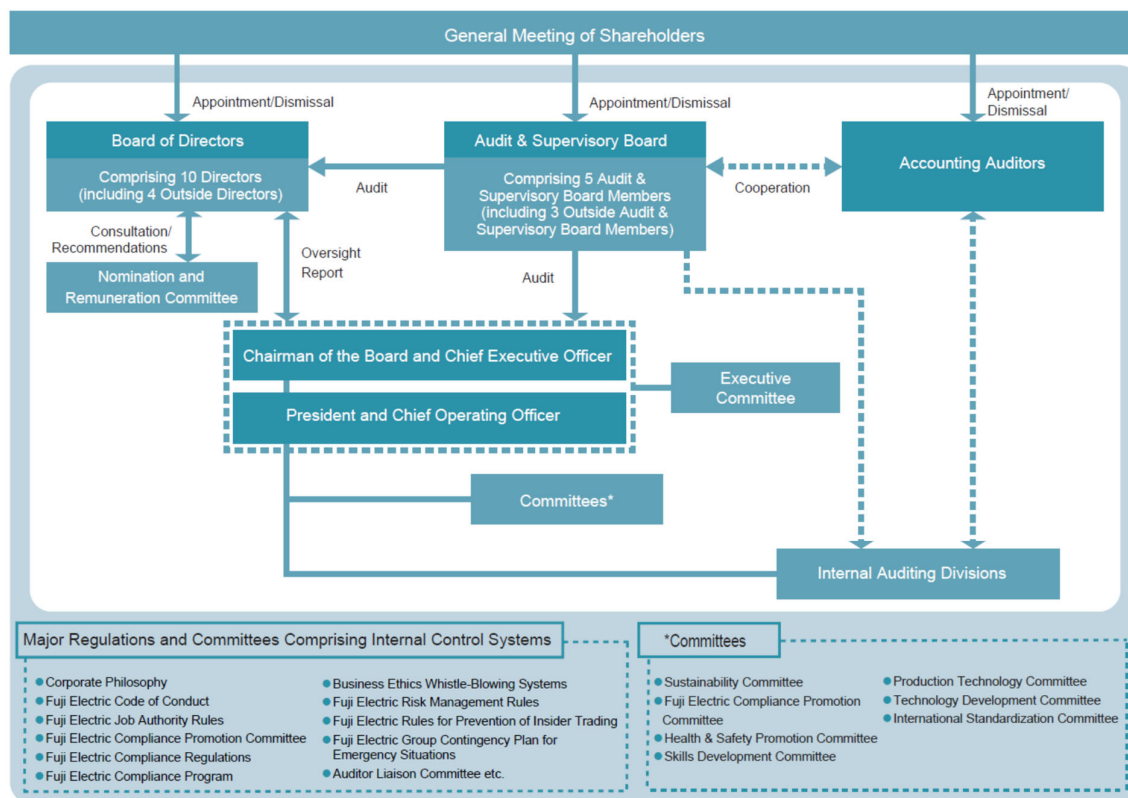
## (Reference) The corporate governance system and internal controls system of the Company

The Company's corporate governance system consists of the Board of Directors, which performs the management supervisory function and important decision-making, and Audit & Supervisory Board Members and the Audit & Supervisory Board, which are in charge of the management auditing functions. As a company employing the corporate auditor system, the Audit & Supervisory Board suitably undertakes audits of the Company's Directors and Executive Officers and guarantees objectivity and neutrality.

The Company actively appoints Outside Directors and Outside Audit & Supervisory Board Members that satisfy the requirements for Independent Officers, endeavors to strengthen management supervisory and management auditing functions, and has established the Nomination and Remuneration Committee comprising a majority of Outside Directors and Outside Audit & Supervisory Board Members as an advisory body to the Board of Directors.

Also, in order to separate the roles of management and execution, we have introduced the executive officer structure in an effort to clearly define the responsibilities of each business and streamline business execution. We are endeavoring to build an effective corporate governance system with the use of Executive Committee, which deliberates and reports on important matters related to management as an advisory body to the Chairman of the Board and Chief Executive Officer and the President and Chief Operating Officer as well as other committees tasked with planning and promoting key business strategy issues and key external issues, such as legal compliance.

Details on the internal controls system of the Company is as stated in the following pages.



(as of March 31, 2026)

## Basic Policy on System of Internal Controls and Operation of the Internal Controls System

### 1. Basic policy on system of internal controls

Based on the provisions of Article 362, Paragraph 5 of the Companies Act, as for the development of an internal control system as provided for in Article 362, Paragraph 4, Item 6 of the Companies Act and each Item of Article 100, Paragraphs 1 and 3 of the Ordinance for Enforcement of the Companies Act, the Board of Directors resolved to adopt the proposal as follows.

#### (1) System for ensuring that Directors and employees carry out their duties in accordance with laws, regulations, and the Articles of Incorporation

- (i) The Company will repeatedly give explanations to employees of the Company and its subsidiaries on the Corporate Philosophy applicable to the Company, and on the spirit behind the Criteria of Corporate Behavior, which serves as a code of behavior for all executives and employees, and ensure such principles and criteria are rigorously followed.
- (ii) The Company will establish and promote a compliance system as follows, based on internal regulations, to ensure the transparency and soundness of business execution.
  - The Compliance Promotion Committee is chaired by the Representative Director of the Company. It will ensure full compliance with laws, regulations, and social norms pertaining to the Company and its subsidiaries.
  - The Company will establish a compliance program that systematizes roles and responsibilities in terms of internal rules, daily monitoring, auditing, education, and other areas for each law and regulation, and carry out the program in accordance with the annual plan.
  - Compliance training is conducted for all full-time executives of the Company and its subsidiaries.
  - The Company will establish an internal reporting system that facilitates communication from employees of the Company and its subsidiaries to the President and COO of the Company and external attorneys-at-law, using a route that is independent of normal lines of communication. This is intended to prevent actions that violate laws, regulations, Articles of Incorporation, or internal rules before they occur, and aid the early discovery of such actions.
  - The establishment and promotion of the above systems will also enable the Company to provide an organized response aimed at rejecting antisocial forces and groups that threaten public order and the safety of private citizens.
- (iii) Internal auditing divisions of the Company under the jurisdiction of the President and COO conduct audits of the Company and subsidiaries. In addition, to ensure effective internal auditing, information on various activities is shared within the committee, which consists of members of internal auditing divisions of the Company and subsidiaries.

#### (2) System for retaining and managing information pertaining to the performance of Directors

Internal regulations will be formulated to ensure accurate retention and management of records of important business and to ensure that Directors and Audit & Supervisory Board Members acquire knowledge of records. The regulations establish procedures for Directors, Audit & Supervisory Board Members, and managers involved in saving and storing records regarding access to information. Audit & Supervisory Board Members are also consulted in advance with regard to formulating, amending, or eliminating regulations.

#### (3) Regulations for managing loss-related risk and other systems

- (i) The internal regulations will be formulated to systematically manage operational risks faced by the Company and its subsidiaries. Based on these regulations, the Company and its subsidiaries will establish appropriate risk management systems, and a system for managing specific group-wide risks will be established. The system involves the designation of departments to manage each category of risk.

- (ii) The Company will establish an emergency response manual to minimize damage incurred at the time of a crisis, such as a major disaster. The manual will prescribe the directors in charge of crisis management and establishment of a conference system and response headquarters to be activated when an emergency occurs.
- (iii) The internal auditing division audits the progress of risk management at the Company and its subsidiaries and reports the results to the President and COO.

**(4) System for ensuring effective execution of business by Directors**

- (i) The Company will adopt the executive officer structure to separate management and execution, and accelerate decision-making procedures. The division of duties of each executive officer will be clarified by a resolution of the Board of Directors.  
In addition, the internal regulations that prescribe the duties and authority of the Chairman of the Board and CEO, the President and COO, executive officers and employees will be formulated to clarify decision-making authority and locus of responsibilities with regard to business execution.
- (ii) Executive Committee will be established as a permanent corporate body to advise the Chairman of the Board and CEO and the President and COO. It will comprise the Chairman of the Board and CEO, the President and COO, the Company's executive officers and other individuals, and will deliberate and formulate reports on important matters pertaining to the management. The Company's Representative Director will communicate the deliberations and reports of Executive Committee to the Company's Board of Directors as necessary.
- (iii) To formulate annual and medium-term management plans for the Company and its subsidiaries and to share information, Executive Committee and the Company's Board of Directors will confirm, evaluate, and review progress for each business division on a monthly basis.

**(5) System to ensure reliable financial reporting**

The Company will formulate internal regulations to ensure the appropriateness of documents and other information related to financial settlements as stipulated by the Financial Instruments and Exchange Act. Based on these regulations, the Company will build internal controls for financial reporting, appropriately conduct evaluations and reporting, and report the results of evaluations to the Board of Directors.

**(6) System for ensuring the appropriate administration of the company group comprising the Company and its subsidiaries**

- (i) The Company will formulate internal regulations that prescribe authority and responsibilities pertaining to business execution of the Company and its subsidiaries. Based on these regulations, the Company will ensure systematic and efficient management.  
In addition, the Company will request subsidiaries to comply with these regulations and report to the Company or obtain approval from the Company regarding important matters pertaining to business execution of subsidiaries.
- (ii) The Company will enhance systems to ensure appropriate administration for the items discussed above, to maximize the corporate value of the entire company group comprising the Company and its subsidiaries.  
In addition, the Company will request the formulation of a basic policy on the establishment of a system that ensures subsidiaries conduct appropriate business activities as stipulated by the Companies Act, and will ensure the effectiveness of such systems.

**(7) Matters pertaining to employees assisting Audit & Supervisory Board Members, their independence from Directors, and ensuring the effectiveness of instructions to these employees**

- (i) Employees assisting Audit & Supervisory Board Members shall be designated and the treatments for said employees shall respect opinions of Audit & Supervisory Board Members and require consents thereof.
- (ii) Audit & Supervisory Board Members may request the assistance of employees other than the designated employees in (i) above as necessary. Employees carrying out this

work may do so independently of instructions or orders from Directors and prioritizing the business over other businesses.

**(8) System for reporting to Audit & Supervisory Board Members by Directors and employees, system for reporting to Audit & Supervisory Board Members by subsidiaries' Directors, Audit & Supervisory Board Members, and employees or those who have received report from these persons, and other matters pertaining to reporting to Audit & Supervisory Board Members**

Internal regulations will be established to ensure Audit & Supervisory Board Members acquire sufficient information for them to fulfill their duties. The regulations establish specific methods for ensuring Audit & Supervisory Board Members have opportunities to attend important meetings where decisions are made on business execution of the company group comprising the Company and its subsidiaries, for distributing regular reports and important documents from executives and employees of the Company and its subsidiaries to Audit & Supervisory Board Members, and for making it possible for Audit & Supervisory Board Members to otherwise collect information on the performance of duties by executives and employees of the Company and its subsidiaries.

**(9) System for ensuring that persons who report (8) above are not treated disadvantageously on the basis of making the report**

The Company shall prohibit disadvantageous treatment of persons who report (8) above on the basis of making the report.

**(10) Matters pertaining to procedures for advance payment or repayment of costs arising from the execution of duties by Audit & Supervisory Board Members and other matters pertaining to the policy for processing costs or liabilities arising from the execution of Audit & Supervisory Board Members' duties**

When Audit & Supervisory Board Members request the Company to make advance payment of costs, etc. pertaining to the execution of their duties, the Company will promptly process the payment, etc. except when it is deemed unnecessary for the execution of duties by Audit & Supervisory Board Members.

**(11) Other systems to ensure audits are conducted effectively by Audit & Supervisory Board Members**

A committee comprising Audit & Supervisory Board Members from the Company and subsidiaries, which are large companies as defined by the Companies Act, and a committee comprising Audit & Supervisory Board Members, members of internal audit divisions, and accounting auditors work to strengthen communication among all auditing bodies and ensure the effectiveness of auditing practices for the entire company group comprising the Company and its subsidiaries.

## **2. Overview of operation of the internal controls system**

An overview of the operation of the internal controls system for the Company in the current fiscal year is as provided below.

**(1) System for ensuring that Directors and employees carry out their duties in accordance with laws, regulations, and the Articles of Incorporation**

Regarding the compliance system, the Company holds the Compliance Promotion Committee chaired by the Representative Director twice a year. It deliberates on the operation of an internal reporting system as well as the implementation and implementation plan of a compliance program to make sure that there is no compliance violation that would have a material impact on the management of the Company and its subsidiaries.

In addition, the annual results and plans for the details deliberated at the Compliance Promotion Committee above are reported to the Board of Directors meeting twice a year.

The Company conducts internal audits on organizational management, risk management, compliance management, business execution, and accounting of the entire company group comprising the Company and its subsidiaries. This is done based on an internal audit plan and from the perspectives of compliance with laws and regulations related to business

activities, reliability of financial reporting, protection of assets, and effectiveness and efficiency of business.

**(2) System for retaining and managing information pertaining to the performance of Directors**

The Company appropriately retains and manages documents pertaining to the performance of Directors including minutes of the Board of Directors meetings and other related documents pursuant to the related laws and regulations as well as internal regulations.

**(3) Regulations for managing loss-related risk and other systems**

The Company systematically manages risks based on Fuji Electric Risk Management Rules. The Company strives to maximize the corporate value of the Company and its subsidiaries while minimizing the impact on management when risks materialize. It does so by fully and appropriately managing and addressing risks that may impact the management of the Company and its subsidiaries while preventing the materialization of risks (occurrence of critical situations) or reducing losses.

In preparation for the occurrence of major accidents, disasters, and other situations, the Company has established a business continuity plan (BCP), implemented drills based on the assumption of earthquakes and other disasters, and facilitated the dissemination, full enforcement, and increased efficiency of a BCP.

**(4) System for ensuring effective execution of business by Directors**

Matters deliberated on by the Board of Directors are deliberated on and reported at the Executive Committee comprising the Chairman of the Board and CEO, the President and COO and the Company's executive officers and other individuals prior to the Board of Directors meetings. In the current fiscal year, the Executive Committee met 24 times and business plans and important matters pertaining to the management of the Company and its subsidiaries were deliberated on and reported there appropriately based on the internal regulations that prescribe the duties and authority of the Chairman of the Board and CEO, the President and COO and executive officers and employees.

**(5) System to ensure reliable financial reporting**

Regarding the internal control evaluation pertaining to financial reporting, the Company evaluates the effectiveness of internal controls for financial reporting of the company group comprising the Company and its subsidiaries. It does so upon selecting the scope of evaluation pursuant to evaluation criteria generally deemed fair and appropriate. The results of the evaluation are reported to the Board of Directors meeting once a year.

**(6) System for ensuring the appropriate administration of the company group comprising the Company and its subsidiaries**

Based on internal regulations that prescribe authority and responsibilities pertaining to business execution of the Company and its subsidiaries, systematic and efficient management is ensured and important matters pertaining to business execution of subsidiaries are reported to the Company appropriately. Also, when needed, they are deliberated on and reported to Executive Committee or the Board of Directors meetings of the Company.

**(7) Matters pertaining to employees assisting Audit & Supervisory Board Members, their independence from Directors, and ensuring the effectiveness of instructions to these employees**

- (i) Employees assisting Audit & Supervisory Board Members shall be designated and the treatments for said employees shall respect opinions of Audit & Supervisory Board Members and require consents thereof.
- (ii) Employees carrying out assistance business based on requests from Audit & Supervisory Board Members are doing so independently of instructions or orders from Directors and prioritizing the business over other businesses.

**(8) System for reporting to Audit & Supervisory Board Members by Directors and employees, system for reporting to Audit & Supervisory Board Members by**

**subsidiaries' Directors, Audit & Supervisory Board Members, and employees or those who have received report from these persons, and other matters pertaining to reporting to Audit & Supervisory Board Members**

Each Audit & Supervisory Board Member conducts audits by attending the Board of Directors and other important meetings, collecting information on the performance of duties by Directors, internal auditing divisions and others, viewing important approval forms and other documents, investigating the situation of business and assets at major offices, and if needed, requesting subsidiaries to report on their business.

**(9) System for ensuring that persons who report (8) above are not treated disadvantageously on the basis of making the report**

The Company makes executives and employees well aware of the fact that it is prohibited to treat persons who report to Audit & Supervisory Board Members disadvantageously.

**(10) Matters pertaining to procedures for advance payment or repayment of costs arising from the execution of duties by Audit & Supervisory Board Members and other matters pertaining to the policy for processing costs or liabilities arising from the execution of Audit & Supervisory Board Members' duties**

The Company promptly processes costs arising from the execution of duties by Audit & Supervisory Board Members based on requests from Audit & Supervisory Board Members.

**(11) Other systems to ensure audits are conducted effectively by Audit & Supervisory Board Members**

The Audit & Supervisory Board meetings of the Company were held nine times in the current fiscal year. The Audit & Supervisory Board receives reports, deliberates on, and resolves important matters pertaining to auditing.

A committee comprising Audit & Supervisory Board Members from the Company and subsidiaries, which are large companies as defined by the Companies Act, and a committee comprising Audit & Supervisory Board Members, members of internal audit divisions, and accounting auditors are working to strengthen communication among all auditing bodies thereby ensuring the effectiveness of auditing practices for the entire company group comprising the Company and its subsidiaries.

## Basic Policy on Control of the Company

### 1. Details of the basic policy

In implementing the Corporate philosophy and continuing to improve corporate value, Fuji Electric amasses unique technologies, experience and know-how, and strives to develop and maintain good relations with various stakeholders, including customers, partners, communities, and employees.

These are the Fuji Electric's precious tangible and intangible assets, the Fuji Electric's DNA, and resources that support the creation of corporate value for Fuji Electric.

Based on that philosophy, the Company strives to manage in line with changes in the environment. The Company recognizes that the most effective countermeasures against share purchases that could damage the corporate value of Fuji Electric are increasing corporate value in the medium- to long-term vision and further raising the share of profits to shareholders, and strives to realize those aims.

Furthermore, the Company is actively engaging in a range of IR activities to ensure that the Fuji Electric's share value is properly understood. The Company will strive to further deepen understanding of Fuji Electric by issuing reports on its performance including quarterly financial reports and holding plant tour programs for the shareholders.

The Board of Directors recognizes that the free trade of shares by shareholders is a reality as a listed company, and believes that the question of whether or not large-scale purchases of shares in the Company by specific individuals should be permitted is a matter that should ultimately be delegated to the shareholders.

However, corporate acquisitions undertaken to profit unduly from selling a company's shares at the highest price do occur. The Board of Directors does not believe that any parties who engage in any such large-scale share purchases of the Company's shares or table proposals which do not contribute to the corporate value of Fuji Electric or the mutual benefit of the shareholders are suitable parties to control the Company's finances and the determination of its business policy.

At this point in time, no specific threat related to large-scale purchases of the Company's shares has emerged. Moreover, the Company has not yet put in place any specific preventative measures (so-called "poison pill") against the emergence of a takeover threat.

However, the Board of Directors will, as a managerial duty to the shareholders, establish an internal system to install measures against any large-scale purchases of the Company's shares that threaten the corporate value of Fuji Electric or the mutual benefit of the shareholders.

### 2. The Fuji Electric's measures to realize the basic policy

#### (1) Initiatives to improve corporate value of Fuji Electric

As our basic strategy for sustainable growth, Fuji Electric aims to create growth on the global market based on our "power electronics technologies" cultivated over many years, which handle electrical energy universally, backed by energy and environmental investments projected to take place in many countries.

To realize this, we will rapidly shift our managerial resources to the field of "energy and the environment," aiming to maximize our corporate value and contribute to the resolution of social and environmental issues as a "company that contributes to the global society through business."

#### (2) Measures to prevent control of the Company by undesirable parties as described in the basic policy

The Company will, based on 1. Details of the basic policy above, strive to establish an internal system in view of any potential or actual purchases of the Company's shares that threaten the corporate value of Fuji Electric or the mutual benefit of the shareholders.

Specifically, the Company will very carefully monitor daily trading movements and shareholder changes and at the same time put in place a first-response manual for contingencies, and establish a framework for collaboration with external experts. The Company will determine

specific preventative measures in a timely and appropriate manner, and strive towards the enhancement of internal systems.

Furthermore, the Company will continue to consider the introduction of a "poison pill," from the viewpoints of ensuring and increasing the corporate value of Fuji Electric or the mutual benefit of the shareholders, based on the opinions and judgments of the legal system and the relevant authorities, social trends, and the opinions of our stakeholders.

### **3. The decisions and rationale of the Board of Directors regarding the measures above**

Because the measures referred to in 2. (1) above mean: to maintain and enhance the corporate value of the Company over the medium-term, and ensure that the measures in 2. (2) establish internal systems to respond to large-scale purchases of the Company's shares that threaten the corporate value of Fuji Electric or mutual benefits of shareholders, the Board of Directors confirmed and resolved at its meeting that these measures comply with the basic policy in 1. above, and neither measure represents a threat to the mutual benefits of the shareholders or is a means to maintain the members of the current top management team in their positions.

Further, the resolution was unanimously agreed upon at an Audit & Supervisory Board meeting, provided that the specific operations of the measures described in 2. above are conducted properly.

- .....
- (Notes) 1. Amounts less than a unit are rounded to the nearest yen in the Business Report.
2. The number of shares shown in the Business Report are rounded down to the nearest whole unit.
3. As used in this Business Report, the expression "Fuji Electric" refers to the company group comprising the Company, its subsidiaries, and affiliates.
4. The business object in the future, stated in the Business Report is calculated based on given assumptions that we assess to be reasonable at the time of writing the Business Report. The description may differ from the actual results, and we cannot guarantee the accuracy of the content.
5. Photographs, etc., are for reference only.

## Consolidated Balance Sheets

(as of March 31, 2026)

(Millions of Yen)

| <b>[Assets]</b>                                 |                  | <b>[Liabilities]</b>  |                  |
|---|------------------|---|------------------|
| <b>Current assets</b>                           | <b>831,844</b>   | <b>Current liabilities</b>  | <b>434,047</b>   |
| Cash and deposits                               | 70,931           | Notes and accounts payable - trade                                      | 190,893          |
| Notes receivable - trade                        | 10,181           | Short-term borrowings   | 21,827           |
| Electronically recorded monetary claims - trade | 55,642           | Lease obligations   | 10,159           |
| Accounts receivable - trade                     | 273,200          | Accrued expenses  | 60,207           |
| Contract assets                                 | 105,640          | Income taxes payable  | 30,553           |
| Merchandise and finished goods                  | 98,282           | Contract liabilities  | 78,689           |
| Work in process                                 | 59,797           | Provision for product warranties  | 3,276            |
| Raw materials and supplies                      | 98,994           | Other   | 38,440           |
| Other   | 68,092           |   |                  |
| Allowance for doubtful accounts                 | -8,920           |   |                  |
| <b>Non-current assets</b>                       | <b>574,778</b>   | <b>Non-current liabilities</b>  | <b>129,685</b>   |
| <b>Property, plant and equipment</b>            | <b>348,865</b>   | Bonds payable   | 30,000           |
| Buildings and structures                        | 117,300          | Long-term borrowings  | 15,057           |
| Machinery, equipment and vehicles               | 101,530          | Lease obligations   | 7,502            |
| Tools, furniture and fixtures                   | 15,521           | Deferred tax liabilities  | 1,137            |
| Land  | 36,313           | Provision for retirement benefits for directors<br>(and other officers) | 126              |
| Leased assets                                   | 13,917           | Retirement benefit liability  | 60,775           |
| Construction in progress                        | 59,969           | Other   | 15,084           |
| Other   | 4,312            |   |                  |
| <b>Intangible assets</b>                        | <b>37,718</b>    | <b>Total liabilities</b>  | <b>563,732</b>   |
| Software  | 10,496           |   |                  |
| Other   | 27,222           | <b>[Net assets]</b>   |                  |
| <b>Investments and other assets</b>             | <b>188,194</b>   | <b>Shareholders' equity</b>   | <b>673,606</b>   |
| Investment securities                           | 120,733          | Share capital   | 47,586           |
| Long-term loans receivable                      | 3,681            | Capital surplus   | 63,784           |
| Deferred tax assets                             | 10,634           | Retained earnings   | 565,936          |
| Retirement benefit asset                        | 38,136           | Treasury shares   | -3,700           |
| Other   | 19,161           | <b>Accumulated other comprehensive income</b>                           | <b>126,555</b>   |
| Allowance for doubtful accounts                 | -4,154           | Valuation difference on available-for-sale securities                   | 57,031           |
| <b>Deferred assets</b>                          | <b>47</b>        | Deferred gains or losses on hedges                                      | 789              |
| Bond issuance costs                             | 47               | Foreign currency translation adjustment                                 | 54,737           |
|   |                  | Remeasurements of defined benefit plans                                 | 13,997           |
|   |                  | <b>Non-controlling interests</b>  | <b>42,775</b>    |
|   |                  |   |                  |
| <b>Total assets</b>                             | <b>1,406,669</b> | <b>Total net assets</b>   | <b>842,936</b>   |
|   |                  | <b>Total liabilities and net assets</b>                                 | <b>1,406,669</b> |

## Consolidated Statements of Income

(from April 1, 2025 to March 31, 2026)

(Millions of Yen)

|   |        |                  |
|---|--------|------------------|
| <b>Net sales</b>                                    |        | <b>1,227,595</b> |
| <b>Cost of sales</b>                                |        | <b>883,594</b>   |
| <b>Gross profit</b>                                 |        | <b>344,001</b>   |
| <b>Selling, general and administrative expenses</b> |        | <b>207,380</b>   |
| <b>Operating profit</b>                             |        | <b>136,620</b>   |
| <b>Non-operating income</b>                         |        |                  |
| Interest and dividend income                        | 3,342  |                  |
| Miscellaneous income                                | 4,794  | 8,136            |
| <b>Non-operating expenses</b>                       |        |                  |
| Interest expenses                                   | 3,067  |                  |
| Miscellaneous expenses                              | 2,378  | 5,446            |
| <b>Ordinary profit</b>                              |        | <b>139,310</b>   |
| <b>Extraordinary income</b>                         |        |                  |
| Gain on sales of non-current assets                 | 1,456  |                  |
| Gain on sales of investment securities              | 4,127  | 5,584            |
| <b>Extraordinary losses</b>                         |        |                  |
| Loss on disposal of non-current assets              | 1,347  |                  |
| Loss on valuation of investment securities          | 51     |                  |
| Impairment losses                                   | 2,947  |                  |
| Extra retirement payments                           | 456    | 4,802            |
| <b>Profit before income taxes</b>                   |        | <b>140,091</b>   |
| Income taxes - current                              | 40,801 |                  |
| Income taxes - deferred                             | -2,131 | 38,670           |
| <b>Profit</b>                                       |        | <b>101,421</b>   |
| Profit attributable to non-controlling interests    |        | 3,390            |
| <b>Profit attributable to owners of parent</b>      |        | <b>98,030</b>    |

**Consolidated Statement of Changes in Equity**

(from April 1, 2025 to March 31, 2026)

(Millions of Yen)

|   | Shareholders' equity |                 |                   |                 |                            |
|---|----------------------|-----------------|-------------------|-----------------|----------------------------|
|   | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at April 1, 2025  | 47,586               | 64,573          | 493,885           | -4,273          | 601,771                    |
| Changes of items during the period  |                      |                 |                   |                 |                            |
| Dividends of surplus  |                      |                 | -25,980           |                 | -25,980                    |
| Profit attributable to owners of parent   |                      |                 | 98,030            |                 | 98,030                     |
| Purchase of treasury shares   |                      |                 |                   | -33             | -33                        |
| Disposal of treasury shares   |                      | 1               |                   | 607             | 608                        |
| Change in ownership interest of parent due to transactions with non-controlling interests |                      | -790            |                   |                 | -790                       |
| Net changes of items other than shareholders' equity                                      |                      |                 |                   |                 |                            |
| Total changes of items during the period  | -                    | -788            | 72,050            | 573             | 71,834                     |
| Balance at March 31, 2026   | 47,586               | 63,784          | 565,936           | -3,700          | 673,606                    |

(Millions of Yen)

|   | Accumulated other comprehensive income                |                                    |   |   |  | Non-controlling interests | Total net assets |
|---|---|------------------------------------|---|---|--|---------------------------|------------------|
|   | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Foreign currency translation adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                           |                  |
| Balance at April 1, 2025  | 49,318  | -2                                 | 40,046                                  | 633                                     | 89,995                                       | 38,891                    | 730,658          |
| Changes of items during the period  |   |                                    |   |   |  |                           |                  |
| Dividends of surplus  |   |                                    |   |   | -  |                           | -25,980          |
| Profit attributable to owners of parent   |   |                                    |   |   | -  |                           | 98,030           |
| Purchase of treasury shares   |   |                                    |   |   | -  |                           | -33              |
| Disposal of treasury shares   |   |                                    |   |   | -  |                           | 608              |
| Change in ownership interest of parent due to transactions with non-controlling interests |   |                                    |   |   | -  |                           | -790             |
| Net changes of items other than shareholders' equity                                      | 7,712   | 792                                | 14,690                                  | 13,363                                  | 36,559                                       | 3,883                     | 40,443           |
| Total changes of items during the period  | 7,712   | 792                                | 14,690                                  | 13,363                                  | 36,559                                       | 3,883                     | 112,278          |
| Balance at March 31, 2026   | 57,031  | 789                                | 54,737                                  | 13,997                                  | 126,555                                      | 42,775                    | 842,936          |

## Non-Consolidated Balance Sheet

(as of March 31, 2026)

(Millions of Yen)

| <b>[Assets]</b>                                 |                | <b>[Liabilities]</b>   |                |
|---|----------------|--|----------------|
| <b>Current assets</b>                           | <b>473,555</b> | <b>Current liabilities</b>                                   | <b>314,313</b> |
| Cash and deposits                               | 1,180          | Accounts payable - trade                                     | 123,237        |
| Notes receivable - trade                        | 281            | Short-term borrowings  | 38,226         |
| Electronically recorded monetary claims - trade | 39,597         | Current portion of long-term borrowings                      | 15,000         |
| Accounts receivable - trade                     | 173,323        | Lease obligations  | 7,618          |
| Contract assets                                 | 78,336         | Accounts payable - other                                     | 9,245          |
| Merchandise and finished goods                  | 33,155         | Accrued expenses   | 36,652         |
| Work in process                                 | 38,448         | Income taxes payable   | 15,688         |
| Raw materials and supplies                      | 52,792         | Contract liabilities   | 50,392         |
| Advance payments - trade                        | 29,296         | Deposits received  | 8,943          |
| Short-term loans receivable                     | 795            | Provision for product warranties                             | 3,111          |
| Accounts receivable - other                     | 17,350         | Other  | 6,198          |
| Other   | 9,596          |  |                |
| Allowance for doubtful accounts                 | -601           |  |                |
| <b>Non-current assets</b>                       | <b>491,029</b> | <b>Non-current liabilities</b>                               | <b>124,271</b> |
| <b>Property, plant and equipment</b>            | <b>197,507</b> | Bonds payable  | 30,000         |
| Buildings                                       | 70,336         | Long-term borrowings   | 15,000         |
| Structures                                      | 2,712          | Lease obligations  | 4,703          |
| Machinery and equipment                         | 27,101         | Provision for retirement benefits                            | 55,482         |
| Vehicles  | 96             | Asset retirement obligations                                 | 1,989          |
| Tools, furniture and fixtures                   | 8,315          | Other  | 17,096         |
| Land  | 24,196         |  |                |
| Leased assets                                   | 9,933          |  |                |
| Construction in progress                        | 54,815         |  |                |
| <b>Intangible assets</b>                        | <b>22,854</b>  | <b>Total liabilities</b>                                     | <b>438,585</b> |
| Software  | 5,809          |  |                |
| Other   | 17,045         | <b>[Net assets]</b>  |                |
| <b>Investments and other assets</b>             | <b>270,667</b> | <b>Shareholders' equity</b>                                  | <b>468,347</b> |
| Investment securities                           | 99,489         | <b>Share capital</b>   | <b>47,586</b>  |
| Shares of subsidiaries and associates           | 135,856        | <b>Capital surplus</b>                                       | <b>91,945</b>  |
| Investments in capital                          | 382            | Legal capital surplus  | 56,777         |
| Long-term loans receivable                      | 3,244          | Other capital surplus  | 35,167         |
| Prepaid pension costs                           | 18,042         | <b>Retained earnings</b>                                     | <b>332,543</b> |
| Deferred tax assets                             | 11,717         | Legal retained earnings                                      | 11,515         |
| Other   | 3,895          | Other retained earnings                                      | 321,028        |
| Allowance for doubtful accounts                 | -1,961         | Reserve for promotion of open innovation                     | 17             |
|   |                | Retained earnings brought forward                            | 321,011        |
|   |                | <b>Treasury shares</b>                                       | <b>-3,727</b>  |
|   |                | <b>Valuation and translation adjustments</b>                 | <b>57,698</b>  |
| <b>Deferred assets</b>                          | <b>47</b>      | <b>Valuation difference on available-for-sale securities</b> | <b>56,908</b>  |
| Bond issuance costs                             | 47             | <b>Deferred gains or losses on hedges</b>                    | <b>789</b>     |
|   |                | <b>Total net assets</b>                                      | <b>526,046</b> |
| <b>Total assets</b>                             | <b>964,631</b> | <b>Total liabilities and net assets</b>                      | <b>964,631</b> |

## Non-Consolidated Statements of Income

(from April 1, 2025 to March 31, 2026)

(Millions of Yen)

|  |        |                |
|--|--------|----------------|
| <b>Net sales</b>   |        | <b>739,719</b> |
| <b>Cost of sales</b>                                       |        | <b>556,899</b> |
| <b>Gross profit</b>  |        | <b>182,820</b> |
| <b>Selling, general and administrative expenses</b>        |        | <b>126,506</b> |
| <b>Operating profit</b>                                    |        | <b>56,313</b>  |
| <b>Non-operating income</b>                                |        |                |
| Interest and dividend income                               | 26,853 |                |
| Other  | 2,376  | 29,229         |
| <b>Non-operating expenses</b>                              |        |                |
| Interest expenses  | 944    |                |
| Other  | 1,593  | 2,538          |
| <b>Ordinary profit</b>                                     |        | <b>83,004</b>  |
| <b>Extraordinary income</b>                                |        |                |
| Gain on sales of non-current assets                        | 302    |                |
| Gain on sales of investment securities                     | 4,063  | 4,365          |
| <b>Extraordinary losses</b>                                |        |                |
| Loss on disposal of non-current assets                     | 396    |                |
| Loss on valuation of shares of subsidiaries and associates | 787    |                |
| Other  | 820    | 2,004          |
| <b>Profit before income taxes</b>                          |        | <b>85,366</b>  |
| Income taxes - current                                     | 17,017 |                |
| Income taxes - deferred                                    | -1,320 | 15,696         |
| <b>Profit</b>  |        | <b>69,669</b>  |

### Non-Consolidated Statement of Changes in Equity

(from April 1, 2025 to March 31, 2026)

(Millions of Yen)

|  | Shareholders' equity |                       |                       |                       |                         |  |                                   |                         |                 |                            |
|--|----------------------|-----------------------|-----------------------|-----------------------|-------------------------|--|-----------------------------------|-------------------------|-----------------|----------------------------|
|  | Share capital        | Capital surplus       |                       |                       | Legal retained earnings | Retained earnings                        |                                   | Total retained earnings | Treasury shares | Total shareholders' equity |
|  |                      | Legal capital surplus | Other capital surplus | Total capital surplus |                         | Other retained earnings                  |                                   |                         |                 |                            |
|  |                      |                       |                       |                       |                         | Reserve for promotion of open innovation | Retained earnings brought forward |                         |                 |                            |
| Balance at April 1, 2025                             | 47,586               | 56,777                | 35,166                | 91,943                | 11,515                  | 17                                       | 277,321                           | 288,854                 | -4,300          | 424,083                    |
| Changes of items during the period                   |                      |                       |                       |                       |                         |  |                                   |                         |                 |                            |
| Dividends of surplus                                 |                      |                       |                       | -                     |                         |  | -25,980                           | -25,980                 |                 | -25,980                    |
| Profit for the year                                  |                      |                       |                       | -                     |                         |  | 69,669                            | 69,669                  |                 | 69,669                     |
| Purchase of treasury shares                          |                      |                       |                       | -                     |                         |  |                                   |                         | -33             | -33                        |
| Disposal of treasury shares                          |                      |                       | 1                     | 1                     |                         |  |                                   |                         | 607             | 608                        |
| Net changes of items other than shareholders' equity |                      |                       |                       |                       |                         |  |                                   |                         |                 |                            |
| Total changes of items during the period             | -                    | -                     | 1                     | 1                     | -                       | -  | 43,689                            | 43,689                  | 573             | 44,264                     |
| Balance at March 31, 2026                            | 47,586               | 56,777                | 35,167                | 91,945                | 11,515                  | 17                                       | 321,011                           | 332,543                 | -3,727          | 468,347                    |

|  | Valuation and translation adjustments                 |                                    |   | Total net assets |
|--|---|------------------------------------|---|------------------|
|  | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Total valuation and translation adjustments |                  |
| Balance at April 1, 2025                             | 49,219  | -2                                 | 49,216                                      | 473,299          |
| Changes of items during the period                   |   |                                    |   |                  |
| Dividends of surplus                                 |   |                                    | -   | -25,980          |
| Profit for the year                                  |   |                                    | -   | 69,669           |
| Purchase of treasury shares                          |   |                                    | -   | -33              |
| Disposal of treasury shares                          |   |                                    | -   | 608              |
| Net changes of items other than shareholders' equity | 7,689   | 792                                | 8,481                                       | 8,481            |
| Total changes of items during the period             | 7,689   | 792                                | 8,481                                       | 52,746           |
| Balance at March 31, 2026                            | 56,908  | 789                                | 57,698                                      | 526,046          |

## **Access to the Venue**

**Place:** Galaxy Room, 2nd Basement, Westin Hotel Tokyo  
4-1 Mita 1-chome, Meguro-ku, Tokyo  
(within Yebisu Garden Place)  
TEL: +81-3-5423-7000 (main number)

### Access by Train (JR)

Take the train to JR Ebisu Station (East Exit). The venue is about twelve minutes from the station via the "Yebisu Skywalk" moving walkway.

### Access by Subway

Take the Hibiya Line to Ebisu Station (Exit No. 1 in the JR direction). The venue is about fifteen minutes from the station via the "Yebisu Skywalk" moving walkway.

In the case of rain, note that you can reach the venue without having to use an umbrella by using the underground passageway that extends from the end of the "Yebisu Skywalk" moving walkway to the venue.

### Access by Car

Please note that heavy traffic is expected near the venue on the day. Where possible, other forms of transport are recommended.