

03

Profile

03

Fuji Electric’s Reason for Existence

05

Business Areas and Strengths

07


History of the Energy and Environment Businesses

09

Value Creation Process


11

Message from the Chairman of the Board and CEO



15

Interview with the President and COO



19

Important Issues for Management (Materiality)

21

Progress of Management Reforms

22

FY2026 Medium-Term Management Plan

23

FY2024 Overview and FY2025 Management Plan

25

Financial and Capital Strategies

27

Overview of Segments

27

Basic Information

29

Energy

31

Industry

33

Semiconductors

35

Food and Beverage Distribution

37

Cross-Functional Strategy Supporting Business Growth

37

Research and Development / Intellectual Property

41

Manufacturing and Procurement

45

Environment

51

Human Resources

55

Governance

55

Corporate Governance

65

Compliance

67

Risk Management

69

Basic Information

69

Consolidated Financial and Non-Financial Highlights

71

Corporate Data

Regarding the Fuji Electric Report

Fuji Electric Report is an integrated report that is prepared for the purpose of facilitating understanding of the Company’s whole corporate activities among its stakeholders, mainly shareholders and investors, and published after its content has been reported to and deliberated by the Company’s

Executive Committee and Board of Directors. We focus on clearly communicating about our energy and environment businesses, which aim to continuously enrich our corporate value, as well as our sustainability efforts.

Period covered by the report

April 1, 2024 to March 31, 2025

* Including activities from April 2025 onward.

Organizations covered by the report

Fuji Electric Co., Ltd. and its consolidated subsidiaries

Disclaimer Regarding Forward-Looking Statements

Statements made in this report regarding estimates or projections are forward-looking statements based on the Company’s judgments and assumptions in light of currently available information. Actual results may differ materially from those projected as a result of uncertainties inherent in such judgments and assumptions as well as changes in business operations or other internal or external conditions.

Accordingly, the Company gives no guarantee regarding the reliability of any information contained in these forward-looking statements. Investors are encouraged to also reference documents submitted by the Company in accordance with the Financial Instruments and Exchange Act of Japan and other disclosure materials.

Information Disclosure Framework

Type of information	Financial information	Non-financial information
Statutory disclosure	<div>• Consolidated financial report</div> <div>• Business report (Companies Act of Japan)</div>	<div>• Corporate governance report</div>
	Securities report (Financial Instruments and Exchange Act)	
Voluntary disclosure	Fuji Electric Report (integrated report)	
	<div>• Realization of our corporate philosophy and management policies</div> <div>• Overview of our business and sustainability activities aimed at enhancing corporate value</div>	
	IR site (Investor Relations)	Sustainability site

Guidelines Referenced

Global Reporting Initiative (GRI) “Sustainability Reporting Standards”

IFRS Foundation “International Integrated Reporting Framework”

Ministry of Economy, Trade and Industry “Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation”