Value Creation Process

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

Outcomes

(FY2024)*1 **Economic Value**

¥1.123.4 billion Net sales

Operating profit (ratio)

¥117.6 billion (10.5%)

(ratio)

Profit attributable to owners of parent

¥**92.2** billion (8.2%)

¥23.3 billion

Dividends

24.9% Dividend payout ratio

14.3% • ROF

12.9% • ROIC

Social Value

 Greenhouse gas emissions through production

> 330,000 t-CO2 (27% reduction from FY 2019)

• Contribution to CO2 reduction in a society through our products

58 million tons (58% increase from FY2019)

• Final waste disposal rate

0.15% (86% increase from FY2019)

Employee satisfaction with the company

3.8 pt / 5 pt

Well-being indicators

3.6 pt / **5** pt

• Number of female employees in supervisory positions

342

• Employment rate of differently abled people

3.0%

(Reference: Statutory employment rate of 2.5%)

Vision

SUSTAINABLE GALS

Energy and environment businesses contributing to creation of a sustainable society

FY2026 Medium-Term **Management Plan Targets**

Economic Value

¥1.250 billion Net sales

¥140 billion Operating profit (ratio)

(11.2%)Profit attributable to owners of parent

¥90 billion

Approx. 30%

Dividend payout ratio

12 % or more • ROE • ROIC

10% or more

Social Value

• Greenhouse gas emissions through production

320.000 t-CO2

(29% reduction from FY2019)

 Contribution to CO₂ reduction in a society through our products

> **58** million tons (59% increase from FY2019)

• Employee satisfaction with the company

3.8 pt or more / **5** pt

• Well-being indicators

3.6 pt or more / **5** pt

Fuii Electric's Business Activities

Manufacturing capital

Input

(FY2024)*1

- Plant and equipment investment: ¥85.2 billion
- Manufacturing bases: 48 bases in 11 countries

Intellectual capital

- R&D expenditure: ¥37.8 billion • Industrial property rights*2: 13,373
- Consolidated number of employees: 27,391 (Japan 17,368, overseas 10,023)

Human capital

- Training hours per employee: 36*3
- Education and training expenses: ¥2.6 billion

Social capital

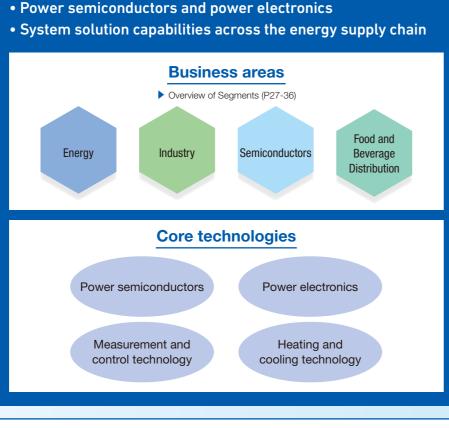
- Number of business partners*4: 875 Number of industry-academiagovernment technical collaboration
- organizations: 68 • Social contribution expenses*5:
- Approximately ¥330 million

Natural capital

- Environmental investment: Approximately ¥1.7 billion
- . Major materials: 80 thousand tons
- Energy consumption: 1,040 GWh
- Amount of gases handled: 70 tons
- Water intake: 10,140 m3 • Amount of chemical substances handled: 1.226 tons

Financial capital

- Equity: ¥691.8 billion
- Net interest-bearing debt: ¥42.2 billion



Strengths (Business model)

► Business Areas and Strengths (P5-6)

Materiality Important Issues for Management (P19-20) Promote energy and environment businesses Promote Environmental Strengthen corporate Achieve well-being Vision 2050 governance ► Environment (P45-50) ► Human Resources (P51-54) ► Governance (P55-68)

Reinvestment and strengthening of business capital

- *4 Number of business partners: Number of business partners accounting for the top 80% of purchases in the three years up
 - to FY2024

*5 Social contribution expenses: Expenses related to community activities, promotion of science and technology, promotion of school education, international exchanges, education, etc.

*6 Net sales are calculated based on amounts before elimination and adjustment of inter-segment transactions

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*3 Training hours per employee: Based on totals for Fuii Electric Co., Ltd. and Fuii Electric FA Components & Systems Co., Ltd. *2 Industrial property rights: Patent rights, utility model rights, design rights, and trademark rights

Value provided by products and services

(Output)

(FY2024)*6

Clean energy

eothermal power, hydro power, solar power, wind power, etc.

Net sales ¥80.2 billion

Stable energy supply

Uninterruptible power supply systems,

energy management systems, etc.

Net sales ¥392.2 billion

Energy savings and automation

Net sales ¥676.2 billion