Fuji Electric's Reason for Existence

Fuji Electric's corporate philosophy hinges on a mission to contribute to prosperity, encourage creativity, and seek harmony with the environment, while the Company's management policies are centered on the notion of contributing to society through its energy and environment businesses. By putting this corporate philosophy and management policies into practice based on its Corporate Code of Conduct, which sets forth guidelines for the conduct of employees, Fuji Electric and its employees, together with customers and business partners, will aim to resolve social and environmental issues, create customer value, and contribute to the creation of a responsible and sustainable society.

SUSTAINABLE GALS



Contribute to the Creation of a Responsible and Sustainable Society

Resolution of Social and Environmental Issues

Creation of Customer Value

Corporate Philosophy

Contribute to prosperity Encourage creativity

Seek harmony with the environment

Management Policies

Expand Energy and Environment Businesses

Fuji Electric Code of Conduct

Corporate Philosophy

We, Fuji Electric, pledge as responsible corporate citizens in a global society to strengthen our trust with communities, customers and partners.

Contribute to prosperity

Encourage creativity

Seek harmony with the environment

Slogan

To be enthusiastic, ambitious and sensitive.

Management Policies

- 1. Through our innovation in energy and environment technology, we contribute to the creation of a responsible and sustainable society.
- 2. Achieve further growth through our global business expansion.
- 3. Maximize our strengths as a team, respecting employees' diverse ambition.

Fuji Electric Code of Conduct

In order to practice our corporate philosophy to fulfill social responsibility and act with high ethical standards while understanding and complying with relevant laws, regulations, international rules, and the spirit of such regulations and rules, both domestically and abroad, Fuji Electric and its employees have defined this code as a foundation for decision-making and behavior.

- 1. Respect and value all people
- 2. Respect and value our customers
- 3. Respect and value our business partners
- 4. Respect and value our shareholders and investors
- 5. Respect and value the global environment
- 6. Respect and value interaction with society
- 7. Make global compliance a top priority
 - 7-1. Thorough compliance
 - 7-2. Thorough risk management
- Top management will thoroughly practice this standard





Brand Statement

Innovating Energy Technology

Brand Promise

Through our pursuit of innovation in electric and thermal energy technology, we develop products that maximize energy efficiency and lead to a responsible and sustainable society.

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13 CLIMATE ACTION

through products

Business Areas and Strengths

Our energy and environment businesses are built around four core technologies, with a focus on power semiconductors and power electronics. We have the strength to offer system solutions to customers who support industrial and social infrastructure, from the energy supply side to the demand side. Through these capabilities, we contribute to the creation of clean energy, the stable supply of energy, energy savings, and automation.

Priority SDGs to Be Addressed through **Our Businesses**



Spread of

Improvement of energy efficiency



Reduction of CO₂ industrial processes

Reinforcement of social and industrial

Automation



Building safe and secure urban infrastructure services

Development of sustainable transport



Efficient use of

Rigorous management and reduction of Reducina GHG emissions of chemica emissions through substances and waste production

Energy and Environment Businesses

Clean energy Stable supply

Energy



Power generation



Energy management



Substation systems



Power supply and facility systems



Equipment construction



Factory automation components

Industry

Energy savings



Social Automation solutions



IT Solutions



ED&C components





Store distribution

Vending machines



turbines

Power conditioning systems



Switchgear Transformers



Switchgear



controlgear



Uninterruptible systems



Inverters Motors





Controllers

ductors



Measuring instruments



Smart



systems

Passenger door Dosimeters



and control equipment



Store integrated controllers



Store facilities and equipment

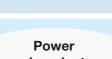


Vending machines



Industrial field





semiconductors



Semicon





Automotive field

Power electronics

Measurement and control technology

technology

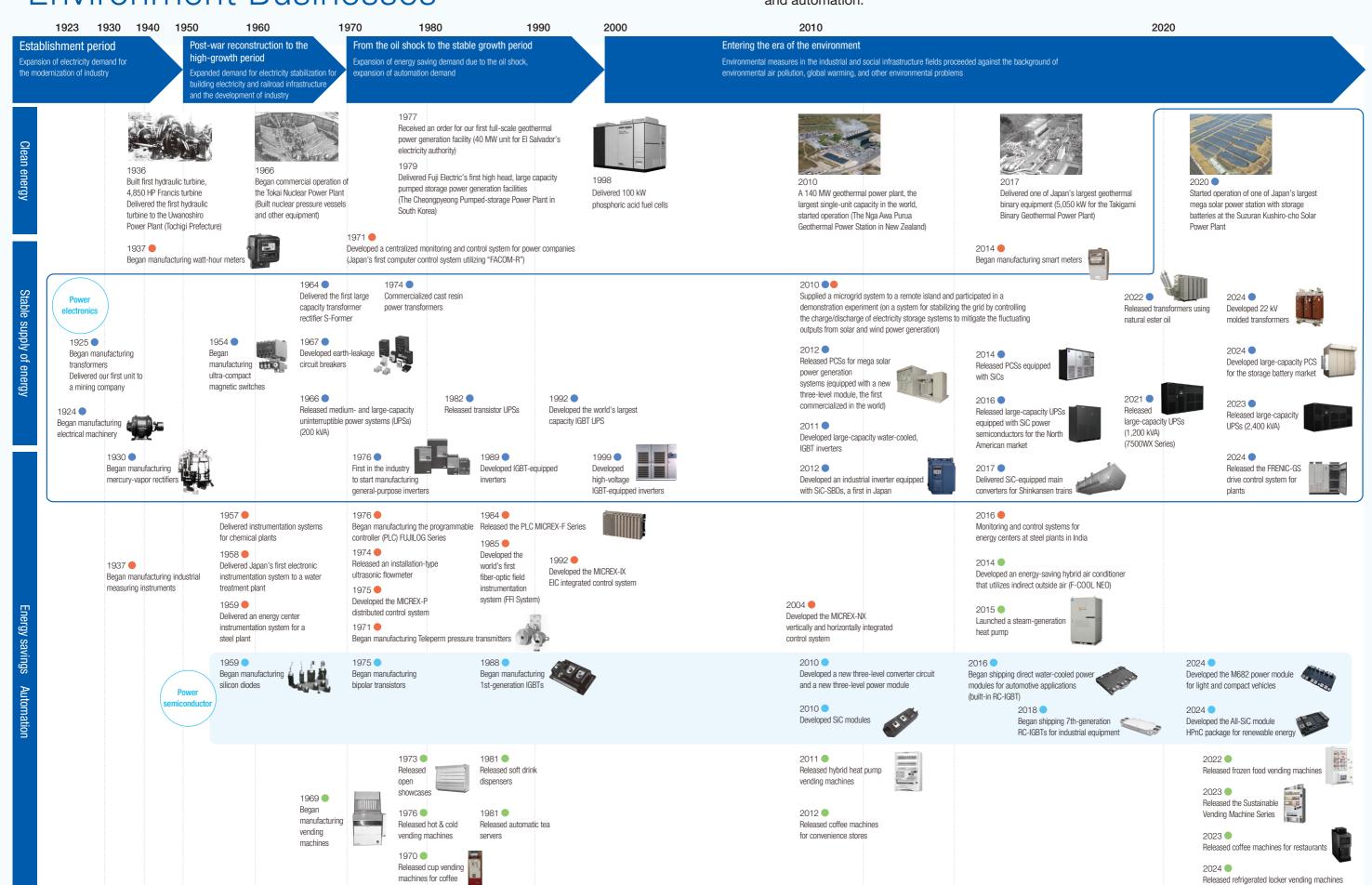


Heating and cooling

Fuji Electric Report 2025 Fuji Electric Report 2025

History of the Energy and Environment Businesses

Since its founding in 1923, Fuji Electric has continuously refined its core technologies, focusing on power semiconductors and power electronics. Over the years, we have developed and evolved products that contribute to clean energy, the stable supply of energy, energy savings, and automation.



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.

SUSTAINABLE GALS

















Input

(FY2024)*1

Manufacturing capital

- 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

Human capital

- Consolidated number of employees: 27,391 (Japan 17,368, overseas 10,023)
- 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

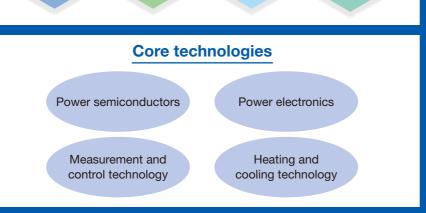
- Equity: ¥691.8 billion
- Net interest-bearing debt: ¥42.2 billion

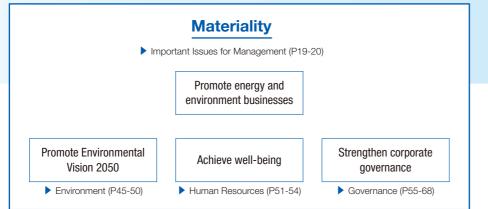
Fuii Electric's Business Activities

Strengths (Business model)

- ► Business Areas and Strengths (P5-6)
- Power semiconductors and power electronics
- System solution capabilities across the energy supply chain







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

Outcomes

(FY2024)*1 **Economic Value**

- ¥1.123.4 billion Net sales
- Operating profit (ratio)

¥117.6 billion (10.5%)

 Profit attributable to owners of parent (ratio)

¥**92.2** billion (8.2%)

24.9%

14.3%

12.9%

- Dividends
- ¥23.3 billion
- Dividend payout ratio
- ROF
- 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%)

Energy and environment businesses contributing to creation of a sustainable society

Vision

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

Reinvestment and strengthening of business capital

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

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^{*1} The figures are on a consolidated basis *2 Industrial property rights: Patent rights, utility model rights, design rights, and trademark rights

^{*3} Training hours per employee: Based on totals for Fuii Electric Co., Ltd. and Fuii Electric FA Components & Systems Co., Ltd. *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.