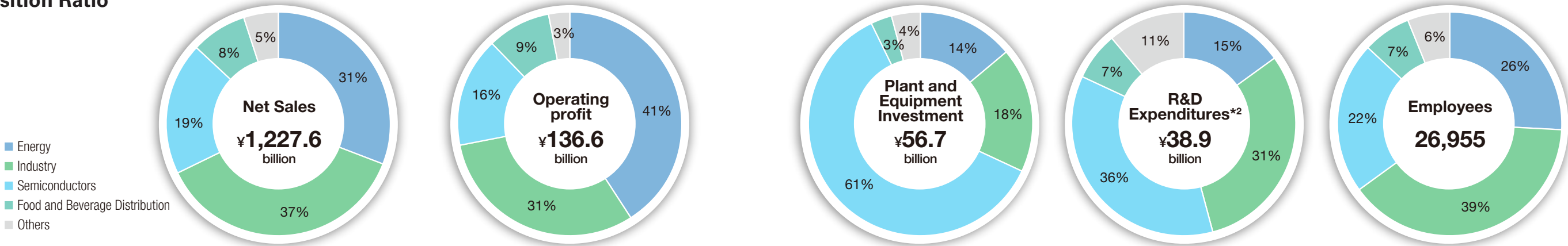


Overview of Segments

Basic Information

Composition Ratio*1



Information by Segment

	Energy	Industry	Semiconductors	Food and Beverage Distribution
	Creation of clean energy Stable supply of energy	Energy savings Automation		
Main business activities and ratio of net sales*1	We provide power infrastructure tailored to customer needs in a comprehensive package, including “power generation facilities” such as solar and geothermal power generation; “power distribution equipment” for safely delivering electricity; “storage battery systems” for storing electricity; “uninterruptible power systems (UPS)” for preventing power outages; and “energy management systems” that coordinate these facilities to optimize power operation and control. Equipment construction Electrical equipment construction, Air conditioning equipment construction 21% 21% 25% 33% Power supply and facility systems Uninterruptible power systems, Switchgear and controlgear Power generation Thermal power generation facilities, Geothermal power generation facilities, Hydropower generation facilities, Fuel cells, Nuclear power-related equipment ¥396.4 billion	We provide drive equipment such as “motors,” which power everything from factory equipment to trains, and “inverters,” which reduce power consumption through optimal motor control; “measuring instruments” that accurately capture operating conditions; “controllers” that enable safe and efficient automated operation; and systems that combine these products to ensure stable operation of factories and plants. We also provide solutions that utilize information and communications technologies to improve and optimize customers’ operations. IT solutions ICT-related equipment and software 26% 28% 17% 8% 21% ED&C components Power distribution and control equipment FA components Inverters, Motors, Servo systems, Compact power supplies, Measuring instruments, Sensors, Smart meters, Controllers, Human-machine interface Automation systems Drive control systems, Measuring and control systems, Factory automation systems, Industrial heating Social solutions Drive systems and door systems for railcars, Systems for ships and harbors, Radiation equipment and systems ¥465.0 billion	We provide “power semiconductors” that are built into equipment and efficiently control electricity to enable smaller size and lower power consumption in both the “industrial field,” which encompasses industrial equipment such as inverters, robots, and machine tools; power generation facilities such as solar and wind power; and consumer products such as air conditioners, and the “automotive field,” where we are targeting electrified vehicles such as battery electric vehicles (BEVs) and hybrid vehicles (HEVs/PHEVs). Industry IGBT modules, SiC modules, Discrete devices, Photoconductors 50% 50% Automotive IGBT modules, SiC modules, Discrete devices ¥237.4 billion	We provide “vending machines” that support society through everyday convenience and disaster relief; “DX application services” that help improve vending machine operational efficiency; “freezer and refrigerated showcases” that contribute to the safe and secure distribution of food products in stores; “automatic change dispensers” that help reduce workloads; “counter fixtures” that meet diverse consumer needs; and “store integrated controllers” that optimize power use throughout entire stores. Vending machines Beverage vending machines, Vending machines for food and other goods 41% 59% Store distribution Store facilities and equipment, Automatic change dispensers ¥108.0 billion
Major customers	Power companies, Material manufacturers (steel, chemical, etc.), Data center operators, Semiconductor manufacturers, Public agencies and Local governments	Air conditioning and water-treatment equipment manufacturers (or air conditioning and water-treatment service providers), Industrial machinery manufacturers, Power companies, Material manufacturers (steel, chemical, etc.), Railway companies, Shipbuilding companies, Public agencies and Local governments	Industrial equipment manufacturers (e.g., inverters and machine tools), Home appliance and air conditioning equipment manufacturers (e.g., air conditioners), Renewable energy equipment manufacturers, Railcar manufacturers, Automobile manufacturers, Automotive electronics manufacturers	Beverage manufacturers, Convenience stores, Restaurant chains, Supermarkets, POS manufacturers
Strengths	- Extensive delivery track record and engineering expertise in delivering clean energy solutions and ensuring both stable supply and optimization of energy - Package proposals from a wide range of products and systems to maintenance services and equipment construction, contributing to stable power supply and power optimization - Energy-saving expertise developed at Fuji Electric’s factories	- Early development of power electronics that use in-house power semiconductors - Extensive product lineup tailored to customer applications - Engineering capabilities built up over a substantial delivery track record - Expertise in energy-saving, automation, and electrification solutions based on electric and thermal energy technologies	- Industry-leading low-loss chips - Packaging technologies that achieve high heat dissipation and high reliability - Power semiconductors that contribute to increasing the efficiency, compactness, and reliability of power electronics	- Top market share of beverage vending machines in Japan and China (our estimate) - Extensive lineup of store fixtures and equipment - Energy-saving technologies centered on airflow control and freezing and heating, structural durability, mechatronics technology

*1 Based on fiscal 2025 results. Composition ratios are calculated based on the amounts before elimination and adjustment of inter-segment transactions.

*2 Figures for R&D expenditures are classified by segment according to theme and therefore differ from the figures stated in the consolidated financial report.