

Compliance

Basic Policies

The Fuji Electric Code of Conduct states that Fuji Electric must “make global compliance a top priority.” In addition, we have defined the Fuji Electric Compliance Regulations, a guideline for compliance, under the supervision of the Board of Directors. We

Promotion System

The Fuji Electric Compliance Promotion Committee is headed by our President and COO as its Chairman, and it consists of control chiefs (managers of businesses and corporate department heads) responsible for applicable laws and acts, with Standing Audit & Supervisory Board Members and outside experts (attorneys) as observers. The Committee meets twice per year to deliberate on the implementation status of the Fuji Electric Compliance Program and the Fuji Electric Business Ethics Whistle-Blowing Systems as well as the plan for implementing the Fuji Electric Compliance Program and then reports to the Board of Directors. In the event of a compliance infraction, there is a system in place to take any necessary measures such as fact-finding investigations, corrective actions, recurrence prevention measures, internal punishments, and internal and external disclosure.

Status of Promotion

Fuji Electric Compliance Program

Fuji Electric has established the Fuji Electric Compliance Program for the Company and its Group companies in Japan and overseas, covering four aspects (rules, monitoring, auditing, and education) to be implemented for each of the 55 categories of the Japanese and overseas laws that are applicable to their business activities.

We review the Program in light of the latest developments in the enactment and revision of laws and regulations, thereby strengthening the organizational foundation for compliance activities across the Group.

Fuji Electric Compliance Program

A total of 55 categories of Japanese and foreign target laws

- Anti-corruption and competition laws
- Labor and human rights
- Product safety and the environment
- Taxation and accounting
- Information security
- Economic security

Rules

Establishment, revision, abolition, and dissemination of internal rules

Monitoring

Daily monitoring of the status of compliance with laws and internal rules

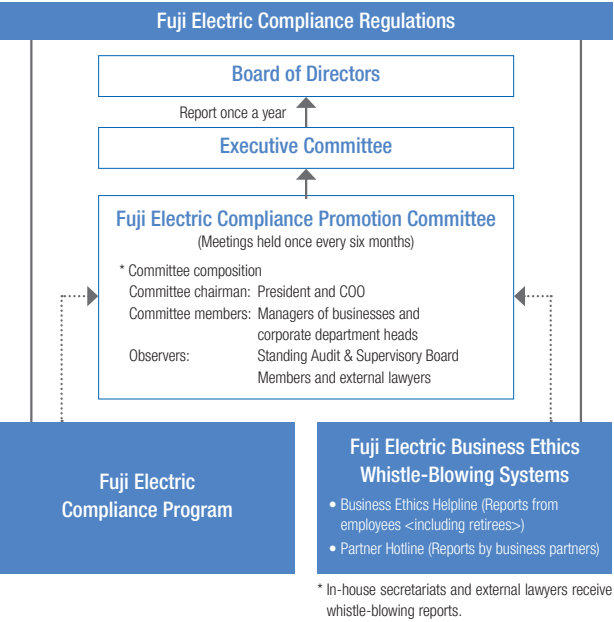
Auditing

Auditing by third parties

Education

Compliance education

also globally promote compliance through the Fuji Electric Compliance Program and the Fuji Electric Business Ethics Whistle-Blowing Systems.



Compliance education

We provide general training on topics such as the importance of compliance, starting when employees join the Company, and repeat this training when they are appointed as managers or executives. We also systematically provide training to applicable executives and employees for each of the 55 categories of Japanese and overseas laws specified in the Fuji Electric Compliance Program.

In fiscal 2025, we focused on credit management training for overseas subsidiaries and compliance training in connection with the enforcement of the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment. We also continue to provide annual training in each category of laws and regulations, including product safety, environmental protection, human rights protection, intellectual property rights, export management, information security, and personal information protection.

Fiscal 2025 Compliance Education Results

Training category	Participants		Details
General training	Newly appointed Directors and Audit & Supervisory Board Members of affiliated companies in Japan and overseas	34	Obligation to build Fuji Electric Compliance Program
	New employees and Newly appointed managers	513	Importance of compliance Fuji Electric's compliance system
Law-specific training [examples]	Compliance training on the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment	18,937	Key amendments and practical considerations
	Finance training	7,232	Credit management for overseas subsidiaries, etc.

Fuji Electric Group Compliance Awareness Survey

To implement more effective compliance measures, in fiscal 2025, we conducted our first compliance awareness survey of more than 20,000 employees at 73 Group companies in Japan and overseas, commissioning an external specialist research firm

Fuji Electric Business Ethics Whistle-Blowing Systems

For the purpose of preventing and detecting violations at an early stage, Fuji Electric has introduced and is operating the Fuji Electric Business Ethics Whistle-Blowing Systems, whereby relevant persons inside and outside the Company can report violations of laws and regulations or internal rules in the course of business operations, or facts of that may lead to such violations, to the President and COO of Fuji Electric via whistle-blowing contact points (in-house contact points and external lawyers). (Anonymous reporting is also possible.)

In fiscal 2025, we expanded the system, including establishing a whistle-blowing contact point in China, and distributed cards listing contact information for such contact points to more than 20,000 employees at major companies in Japan to raise awareness. As a result, the number of reports reached a record high of 55. Of these, five involved violations (three cases of harassment, one labor issue, and one accounting issue). In all cases, necessary measures, such as corrective actions and recurrence prevention, were taken.

Regarding our response to the reports, we work meticulously to protect whistle-blowers by keeping their personal information confidential and prohibiting disadvantageous treatment and

to run the survey. Based on the survey results and analysis compiled by the research firm, we will implement measures tailored to each company and work to further strengthen compliance across the Group going forward.

retaliatory or discriminatory acts on the grounds of whistle-blowing. In addition, we take all necessary steps to resolve issues raised by whistle-blowers, including fact-finding investigations, corrective actions, recurrence prevention measures, and disciplinary actions. We also provide the details of our response to the whistleblowers themselves as feedback. (We also strive to indirectly provide feedback through the above measures in the case of anonymous whistle-blowing.)

Business Ethics Helpline

The Business Ethics Helpline handles reports from our executives and employees in Japan and overseas (including retirees and dispatch employees).

Partner Hotline

The Partner Hotline handles reports from external stakeholders. (Whistle-blowing contact points and related information are posted on the following page of our website.)

Partner Hotline

<https://www.fujielectric.com/about/procurement/partnerhotline.html>

Results of Promotion

Under the Fuji Electric Compliance Program and the Business Ethics Whistle-Blowing Systems, in fiscal 2025, no compliance

Bribery prevention

With the article “Make global compliance a top priority” stated in the Code of Conduct, we have declared our commitment to bribery and corruption prevention, and we have disclosed the Fuji Electric Anti-Bribery Policy as part of the Fuji Electric Code of Conduct. This policy declares that we endeavor to prevent bribery throughout the supply chain, such as by ensuring that no Fuji Electric employee (including dispatch employees) ever engages in bribery or any act that could arouse the suspicion of bribery.

We have also established the Fuji Electric Anti-Bribery Guidelines as a set of rules for Fuji Electric employees (including dispatch employees) to help them prevent bribery during their daily business, and we endeavor to prevent bribery through the execution of the Fuji Electric Compliance Program. Fuji Electric will subject all employees involved in bribery to strict disciplinary actions based on our work rules.

In fiscal 2025, there were no violations of laws and regulations related to bribery and no incidents of executives or employees being subject to disciplinary actions due to such violations, and no fines, surcharges, or settlements arising from such violations were incurred.

Fuji Electric Anti-Bribery Policy

<https://www.fujielectric.com/company/box/doc/Anti-Bribery%20Policy.pdf>

infractions with the potential to seriously impact the management of Fuji Electric were identified.

Prevention of competition law infractions

In an effort to prevent the violation of competition laws, we have established and appropriately revise daily business rules, including our Antimonopoly Act Compliance Manual and Foreign Competition Law Compliance Manual. We also perform daily monitoring by confirming quotations and estimates via a comprehensive bidding information management system and extensive record-keeping. In addition, our internal auditing divisions perform audits in accordance with auditing guidelines, and we conduct extensive level-specific and job-specific training. Any employee who is involved in the violation of competition laws will be subject to strict disciplinary actions based on our work rules.

In July 2026, we underwent an on-site inspection by the Japan Fair Trade Commission on suspicion of violating the Antimonopoly Act. We will fully cooperate with the Japan Fair Trade Commission’s investigation and work to ascertain the facts through an internal investigation.