Achieving harmony with our environment

Further contribution to the global community
Global Fuji Electric is dedicated to the fields of energy and the environment.

The people at Fuji Electric are united in our desire to promptly meet the diverse needs of our customers, and by bringing together their vast array of individual talents they make the most of our strong suit- power electronics technologies, which unlock the potential of electricity.

By expanding our “energy and the environment” business, we seek to meet our goal of creating a “Global Fuji Electric” by working with our stakeholders around the world to foster harmony with the natural environment and build a sustainable society.

Michihiro Kitazawa
President and Representative Director
Corporate Philosophy

**Corporate Mission**

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

Our mission is to:

**Contribute to prosperity,**

**Encourage creativity**

**and Seek harmony with the environment.**

**Slogan**

To be enthusiastic, ambitious and sensitive.

**Management Policies**

1. Expand our business on a global scale and promote self-contained operational management based on a global perspective.

2. Expand business development with a focus on “energy and the environment.”

3. Respect employee ambitions and deploy a strong team of diverse human resources.
Brand Statement

As our “e-Front runners” statement attests, we work tirelessly to foment evolution, so as to accomplish the enrichment of society while seeking to achieve harmony with our environment.

We continue to take on new challenges as our customers’ partner for the future.
Continue to expect great things from Fuji Electric.
“Power Electronics” = “Technology to Unlock the Potential of Electricity” is our foundation

Fuji Electric has created a number of new businesses during the nearly 90 years since our founding. A single theme has linked each of these— that of “Power Electronics Technology” combining power semiconductors, circuits, control systems, and similar technologies.

Fuji Electric now aims to become a leading-edge company in “energy and the environment” by building upon our foundation, which consists of the five technology fields that unlock the potential of electricity: power generation/social infrastructure, industrial infrastructure, power electronics, electronic devices and food and beverage distribution.

Preservation of the global environment is our mission as members of the global community.

Fuji Electric seeks not only to reduce our own environmental impact, but also to reduce the environmental impact of society as a whole through our products and services.

We are focusing on power plants, especially geothermal power generation and high-efficiency thermal power generation.
We are also working to find ways to conserve energy in the fields of social and industrial infrastructure. Power semiconductors and power electronics are the core products we offer in contributing to the reduction of CO₂ emissions by factories, as well as to improve energy conservation at data centers, stores, environmentally-friendly vehicles and trains.
Energy creation
Environment-friendly clean energy

Energy management
Optimizing energy creation and energy saving

Energy saving
Using energy efficiently

Power electronics unlocks the potential of electricity

- Power electronics
- Power semiconductors
- Electrical distribution and control (ED&C) components
Power Generation / Social Infrastructure

We are making efforts across the globe to create safe, stable, eco-friendly power supplies by building world-class geothermal power plants and supplying leading-edge thermal power plant equipment.

Geothermal Power Generation

We are the world’s top manufacturer of geothermal power plants, offering not only turbine generators but comprehensive plant construction solutions covering everything from plant system design through engineering and construction, installation, and trial operation. We are also focusing on the growing field of geothermal binary generation, which makes low-temperature-source generation possible.

Thermal Power Generation

While we of course design and construct the steam turbine and generators which are the heart of any thermal power generation system, we also are engaged in the development of gas turbine/combined cycle generation systems. We are working to increase orders in Asian markets, such as Vietnam and Indonesia.

Fuel Cells

Fuel cells provide green electricity by converting hydrogen directly to electrical energy through a chemical reaction. Moreover, in addition to electricity they also generate heat, which can be captured and used effectively. Fuel cells also can be used at hospitals, public facilities, etc., where they reduce CO₂ emissions.
Hydroelectric Generation

Kansai Electric Power’s Kurobe Dam

Kaplan turbine runner

We offer a variety of turbines and other hydroelectric power equipments, including bulb turbines and vertical bulb turbines for ultra-low head hydraulic power generation. We also engage in comprehensive system development, from power distribution equipment through automated equipment.

Nuclear power

High-temperature gas-cooled reactor

We offer the major process equipment, such as MOX fuel production, for use in nuclear fuel cycle technology, radioactive waste treatment and nuclear power plant decommissioning. We are also considering hydrogen production through nuclear power, and are developing high-temperature gas-cooled reactors.
Power Generation / Social Infrastructure

We aim to develop micro- and smart grids based on key technologies for electric power stabilization and optimal energy operations.

Energy Management

The business of next-generation electric power networks (smart grids) is growing in tandem with the spread of renewable energy. The grid connection and distribution control technologies that control power transmission grids make up an important segment of the smart grid market. We intend to expand the systems and related equipment businesses by offering technologies for user grids for factory and commercial buildings, as well as for municipal-level smart communities.

- Power supply monitoring and control system
- Watt-hour meters
- Extra high-voltage substation equipment

Radiation

Fuji Electric has a long history of achievement in radiation instrument manufacturing. We provide our products and systems to nuclear facilities, institutes, hospitals, universities and regional governments in Japan.

- PA Post
- Electronic personal dosemeter
Transport Systems

In addition to the main converters and drive motors used to control the running of the Shinkansen and other rail lines, we also offer railway-use substation equipment, linear doors, tunnel ventilation systems, and remote highway monitoring systems. We aim to improve safety while reducing environmental impact.

We combine power electronics, electrical distribution control, and communications control technologies. The products we offer in this field provide excellent reliability at a reasonable price, and are based on our original equipment and other general products we manufacture.
Industrial Infrastructure

We offer the solution service providing optimal energy efficiency to our diverse industrial customers, centering on our electromotive power application technologies, measuring technologies, and power electronics technologies.

Industrial Plants

- Inverters for plant use
- Synchronous motor systems
- Control system (MICREX-NX)
- Gas analyzers

We offer manufacturing execution systems as well as energy usage monitoring systems and components providing visualization and analysis/evaluation of energy consumption. Our solutions revolve around our drive control systems consisting of inverters, motors, etc., and focus on optimizing the energy supply for the entire plant while reducing greenhouse gas emissions.
In addition to offering high-capacity rectification equipment for aluminum smelters and chemical plants, we also offer industrial equipment for applications such as electric heating and electric furnaces for a variety of plants, including steel mills. We also offer solutions for clean rooms used in the semiconductor and LCD industries, including clean room construction and pathway tunnel ventilation systems, which are designed to contribute to energy conservation.

Through our total solutions based on our uninterruptible power supply systems (UPS), power conditioners (PCS), and other equipment, we bring energy efficiency and stable power supplies to office buildings, Internet data centers (IDCs), and other facilities.
We offer general-purpose inverters, servo systems, motors/motor application products, synchronous motor systems, and other equipment which is indispensable to driving and controlling industrial machinery and machine tools for factories. While we continue to meet domestic demand, we also are expanding our overseas sales, focusing on China.

In addition to offering IGBT power semiconductors and other items used in increasingly popular hybrid and electric vehicles, we are preparing to enter the markets for inverters and motors.

We contribute to society by providing CO₂ emissions-reducing, high-efficiency power electronics combining power semiconductors, circuit technology, and control technology.
We offer information-processing equipment for servers and supercomputers, power supply systems for facility equipment, and mini-UPS systems as a countermeasure for power failures. Our products help stabilize equipment operation and save energy.

Electric distribution & control components

We offer power distribution and control equipment such as magnetic switches and molded-case circuit breakers for manufacturing equipment at plants and other machinery so as to meet our customers’ energy efficiency and safety needs.
We provide power semiconductors; photoconductive drums, which increase printing precision; film-type solar cells; and magnetic disks, which are used as storage media. These products contribute to advances in such areas as energy and the environment, automobiles, information devices and industrial devices.

**Semiconductors**

- IGBT module
- Power ICs
- Automotive IGBT
- Power MOSFETs
- Organic photoconductors
- Solar cell module

We provide organic photoconductors for fast, accurate home and office document copiers and printers, as well as light, flexible film-type solar cells.

**Magnetic disks**

We offer the magnetic disks (Hard Disks) for the hard disk drives (HDD) used in servers and personal computers (PCs). We employ the highest-level technology in the business to improve the function and memory capacity of information equipment.
Food and Beverage Distribution

We provide a total solution that stretches from agricultural production areas to consumers with the goal of bringing recycling-based concepts to the food distribution field.

Vending machines / Currency handling systems

Heat pump vending machines

Coin and banknote recycler

We are working hard to expand the use and popularity of environmentally-friendly vending machines in our capacity as Japan’s top manufacturer of beverage vending machines. We are also putting effort into peripheral businesses, such as vending machine refurbishment, repair, and installation.

Retail distribution

Refrigerated and freezer showcases

Ecolo panels

We offer our customers safety, stability, and energy efficiency throughout the entire power supply process, from production centers to food processing, storage, and the store. We provide all types of energy efficient systems, including the cold-chain equipment such as refrigerated and freezer showcases and unit assembly type store systems.
We are strengthening our overseas R&D structures so as to contribute to the realization of a low-carbon society as experts in the field of “energy and the environment.”

R&D Policy

R&D and technical innovation are the driving forces of our company’s growth. We are focusing our management resources on developing new businesses and products in the field of “energy and the environment.” Our core technology is in power electronics, which fuse our areas of expertise—power semiconductors, circuit technology, and control technology—and we are focusing on the research and development of future energy creation and energy conservation technologies. We are also engaged in globalization, and are strengthening our local R&D in China, the United States, Europe, and elsewhere.

R&D Structure

Fuji Electric Corporate R&D Headquarters is the central driver in our efforts to develop core technologies and invent new products in the energy and environmental fields. We are creating leading-edge technologies for the future by developing products that take advantage of synergies among our core technologies, such as semiconductors, power electronics, control, and measuring instruments. Fuji Electric is rapidly developing new energy and the environment technology products destined for the global markets.
Research and Development Successes

We have developed a proprietary power converter circuit which provides reduced size and energy conservation in power electronics used in power supplies and photovoltaic generation.

This is a power converter circuit used in power conditioners (PCS) for photovoltaic power generation systems, as well as uninterruptible power supply systems (UPS) for power supply backup. While 3-level power converters reduce power loss, technological problems in their development included the increase in the number of devices and circuit complexity. Fuji Electric assembled a Project Team in FY2009 composed of device, circuit, and controller technicians to grapple with these problems. They succeeded in developing a compact, energy-efficient 3-level converter module incorporating our proprietary RB-IGBT (Reverse-Blocking IGBT) power device. This breakthrough made us the industry leader in low-environmental-impact UPS and PCS.

We are contributing to the global environment by creating the optimal laser light for detecting concentrations of CO₂ and other greenhouse gases, as well as hazardous gases.

While the substances that can be detected and the luminescent color of the laser light used in sensors and light sources are determined according to wavelength, a limited number of wavelengths is found in nature. Achieving wavelengths not found in nature requires wavelength conversion. Fuji Electric, targeting the medical and environmental monitoring fields, has succeeded in arbitrary generation of mid-infrared to ultraviolet region laser light by pursuing research and development of QPM (Quasi-Phase-Matched) wavelength conversion technology using lithium niobate materials, driven by our technological abilities in everything from QPM components through light source module manufacturing. We are currently working with device manufacturers to develop products for use in preventative healthcare.

We are working toward achieving mass production of next-generation SiC power devices to achieve greater energy efficiency in power electronics and smart communities.

SiC (silicon carbide), which enables significantly reduced power loss in comparison with silicon, has great potential for use in next-generation power devices. Fuji Electric has continued to conduct basic research into SiC devices, and has been working on mass production technologies since 2009 in conjunction with Japan’s National Institute of Advanced Industrial Science and Technology and other Japanese companies. We established an in-house project in FY2010 which succeeded in developing a compact, highly-reliable, low-power-loss multi-SiC chip module. Our future plans include developing applications for power supplies, PCS, and electric vehicles.
Accomplishing this Mission with Sincerity as a Good Corporate Citizen in Global Society

In September 2010, we revised the Charter of Corporate Behavior to incorporate a CSR perspective, and improved and renamed it the Fuji Electric Code of Conduct. We strive to realize our Corporate Philosophy, with employees and the company having common values and working together to enhance corporate value based on the Code of Conduct.

Fuji Electric Code of Conduct

The Fuji Electric and its employees, from a global perspective always strives to meet our corporate mission of "We, The Fuji Electric, pledge as responsible corporate citizens in a global society to strengthen our trust with communities, customers and partners;"

1. Respect and value our customers
2. Respect and value all people
3. Respect and value the global environment
4. Respect and value our shareholders and investors
5. Respect and value interaction with society
6. Respect, value and conform with all applicable laws and regulations

UN Global Compact* Participation

Fuji Electric, as a corporation that globally promoting business in the field of energy and the environment, agrees with the 10 principles set forth in the UN Global Compact and pledged participation in February 2010.

*UN Global Compact
The United Nations Global Compact is a strategic policy initiative formulated in 1999 for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

Third-Party Evaluations of CSR Activities

In acknowledgement of our CSR efforts, Fuji Electric has been selected as one of the approximately 300 companies included in the Dow Jones Sustainability Indexes (DJSI) for the seventh consecutive year since 2005. The DJSI are a family of leading global SR (Socially Responsible Investment) indexes.
Examples of efforts based on the Code of Conduct

1. Respect and value our customers

Through collective efforts, steps will be taken to develop technologies that address customer needs and to deliver outstanding products and services in terms of both quality and safety. We will be better positioned to fully satisfy customers as well as product consumers.

Our minimum responsibility is to comply with legislation, regulations and safety standards that apply to our businesses, but above and beyond that we will endeavor to develop and supply products and services that are ever safer and of greater excellence. Our approach to quality is to secure industry-leading quality standards—an approach that we will carefully manage while thoroughly monitoring and verifying our results in actively seeking to enhance quality and secure safety.

2. Respect and value all people

Fuji Electric will work to provide human resource training and a workplace environment that allows each and every individual to reach the full potential of their capabilities.

Human Resources Development and Diversity

The Fuji Electric endeavors to develop and expand the skills of employees and increase investment in education, guided by the Fuji Electric Philosophy for Human Resources Development.

3. Respect and value the global environment

We have formulated “Environmental Vision 2020” with the goal of actively working to contribute to the establishment and development of a sustainable environment and biodiversity conservation.

Environmental Vision 2020

Stop Global Warming
Create a Recycling-Oriented Society
Meet our Corporate Social Responsibilities

In addition to our endeavors to reduce the environmental burden, we aim to be a corporation on the leading-edge of business in the field of “energy and the environment” by helping to lessen the environmental impact of society as a whole through our products.

4. Respect and value our shareholders and investors

Fuji Electric will actively disclose information to shareholders and investors in a sincere and conscientious manner. Through communication every effort will be made to ensure mutual understanding and relationship of deeper trust.

Factory Tours for Shareholders

In an attempt to deepen the understanding of our corporate activities, Fuji Electric has been conducting factory tours for our shareholders to look at our manufacturing and products.

5. Respect and value interaction with society

Fuji Electric will contribute to the development of local communities by proactively promoting interaction and information exchange.

Donation of solar modules in Indonesia

We actively cooperate with NPOs, NGOs and similar organizations so as to develop our social contribution activities globally, focusing on themes such as support for impoverished regions, environmental conservation, and youth development.

6. Respect, value and conform with all applicable laws and regulations

All subsidiary companies shall practice thorough compliance with laws, regulations and corporate ethics.

Compliance Training

We conduct overseas compliance training at all overseas subsidiaries with the goal of maintaining thorough global compliance. We are strengthening our oversight, checking, and education programs concerning global social norms, such as prohibitions on prejudice and human rights violations.
Fuji Electric continues to evolve along with society in step with the times, with technology as our driving force.

Corporate History

1923
Fuji Electric Manufacturing Co., Ltd. Established
Established as a capital and technology alliance between Japan Furukawa Electric Co., Ltd. and German Siemens AG. The result is a company with characteristics inherited from industry in both countries.

1924
Started the operation of Kawasaki factory

1925
Started manufacturing electrical machinery

1927
Began electric fan production

1930
Launched mercury-vapor rectifier production

1933
Started expansion circuit breaker production

1935
Established Fuji Tsushinki Manufacturing Co., Ltd. (present Fujitsu Limited) by spinning off the Telephone Department

1936
Built its first hydraulic turbine, 4,850HP Francis Turbine

1937
Began watt-hour meter production

1942
Started the operation of Matsumoto factory

1943
Started the operation of Fukiage and Toyota factories

1944
Started the operation of Mie factory

1945
Started ultra-compact magnetic switch production

1950
Began volume production of selenium rectifiers

1954
- In response to exploding demand for televisions and radios, Fuji Electric began the volume production of selenium rectifiers, electronic components that convert alternating current (AC) to direct current (DC). Soon, Fuji Electric had an 80%-90% share of the domestic selenium rectifier market.
- Started the operation of Chiba factory

1955
- Started manufacturing juicers
  - Sales of juicers take off from around 1961 on the back of nationwide health movement (campaign).

1958
Delivered the first electronic instrumentation system to a water treatment plant in Japan

1959
Began manufacturing silicon diodes

1961
Started the operation of Fukuoka factory

1965
Electric propulsion system fitted to Antarctic exploration vessel Fuji

1966
Tokai nuclear power station comes on stream

1967
Developed earth-leakage circuit breakers

1969
Vending machines enter production

1970
- Developed centralized monitoring and control systems for power utility companies
  - First computerized control system in Japan, using the FACOM-R minicomputer
- Started hybrid IC manufacture

1971
- Developed selenium photoconductive drums go into production

1973
Established its symbol mark

1974
- Started manufacturing general-purpose inverters
  - First in the industry to develop general-purpose inverters. Led the market in creating smaller, more responsive and functional components, resulting in their adoption in a range of fields due to their energy-saving characteristics.

1975
Developed transistor inverter FRENIC 5000G

1976
Began research of amorphous solar cells

Technology and Product History

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<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>Established Fuji Electric Corporate Research and Development Ltd.</td>
</tr>
<tr>
<td>1984</td>
<td>Changed company name to Fuji Electric Co., Ltd.</td>
</tr>
<tr>
<td>1981</td>
<td>Developed and commenced manufacture of electric propulsion system for ice-breaking vessel Shirase</td>
</tr>
<tr>
<td>1982</td>
<td>Developed 30kW phosphoric acid fuel cell</td>
</tr>
<tr>
<td>1985</td>
<td>1st generation mini UPS “M-UPS Series” launched</td>
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<tr>
<td>1987</td>
<td>New IC chip for auto-focus cameras completed</td>
</tr>
<tr>
<td>1989</td>
<td>Developed 1,000kW phosphoric acid fuel cell</td>
</tr>
<tr>
<td>1990</td>
<td>Released the programmable logic controller “MICREX-F Series”</td>
</tr>
<tr>
<td>1991</td>
<td>Developed 2.5-inch magnetic disks</td>
</tr>
<tr>
<td>1992</td>
<td>Laid down Basic Policies of the Fuji Electric on Environment Protection</td>
</tr>
<tr>
<td>1993</td>
<td>Delivered the first generator (600MW output) of Noshiro Power Station</td>
</tr>
<tr>
<td>1994</td>
<td>Successful launch of Japan’s first HIl rocket</td>
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<tr>
<td>1995</td>
<td>Successful field experiment of the world’s first linear-motor-driven vertical transport systems</td>
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<tr>
<td>1996</td>
<td>Order won for IGBT main conversion devices used in electric railways</td>
</tr>
<tr>
<td>1998</td>
<td>Delivered 100kW phosphoric acid fuel cell</td>
</tr>
<tr>
<td>1999</td>
<td>New mini-UPS “J-Series” launched</td>
</tr>
<tr>
<td>2000</td>
<td>Developed biogas-powered fuel cell power generation system</td>
</tr>
<tr>
<td>2001</td>
<td>Established Japan AE Power Systems Corporation (a joint venture with Hitachi and MITSUBISHI)</td>
</tr>
<tr>
<td>2002</td>
<td>Introduced group brands</td>
</tr>
<tr>
<td>2003</td>
<td>Changed name owing to shift to pure holding company system</td>
</tr>
<tr>
<td>2006</td>
<td>Started operation of solar cell factory in Kumamoto prefecture</td>
</tr>
<tr>
<td>2008</td>
<td>Established METAWATER Co., Ltd. (a joint venture with NGK Insulators, Ltd.)</td>
</tr>
<tr>
<td>2010</td>
<td>Fuji Electric Systems Co., Ltd., merged its uninterruptible power supply (UPS) operations with the TDK-Lambda Corporation</td>
</tr>
<tr>
<td>2011</td>
<td>Establishment of GE Fuji Meter Co., Ltd. (a joint venture with General Electric)</td>
</tr>
<tr>
<td>2011</td>
<td>Changed company name: Fuji Electric Co., Ltd. (Merger of Fuji Electric Holdings Co., Ltd. with Fuji Electric Systems Co., Ltd.)</td>
</tr>
<tr>
<td>2011</td>
<td>Fuji Electric Co., Ltd. merged Fuji Electric Device Technology Co., Ltd.</td>
</tr>
<tr>
<td>2011</td>
<td>High-Voltage Inverter with Water-Cooling System “FRENC 4800VMS” goes on sale</td>
</tr>
<tr>
<td>2011</td>
<td>140MW geothermal power plant, the largest single-unit capacity in the world, goes online</td>
</tr>
<tr>
<td>2011</td>
<td>High-speed electric vehicle battery charger goes on sale</td>
</tr>
<tr>
<td>2012</td>
<td>Installation and verification testing of micro-grid system on outlying islands of Kyushu and Okinawa</td>
</tr>
<tr>
<td>2012</td>
<td>Development of next-generation SiC module power semiconductor</td>
</tr>
</tbody>
</table>
Consolidated Subsidiaries (Japan)

Fuji Electric FA Components & Systems Co., Ltd.
Development, manufacture, marketing and service of electrical distribution & control equipment
Misumi Sumitomo Bank Ningyocho Bldg., 5-7, Nihonbashii Odemmacho, Chuoku, Tokyo 103-0011, Japan
Tel.: +81-3-5847-8000

Fuji Electric Retail Systems Co., Ltd.
Development, manufacture, marketing and service of vending machines and distribution information systems
1-20, Fuji-cho, Yokkaichi-shi, Mie 510-8631, Japan
Tel.: +81-59-330-1511

Fuji Furukawa Engineering & Construction Co., Ltd.
Plant construction, air conditioning and electricity, construction and auxiliary construction, planning and performance of telecommunication construction
Solk Square West Tower, 580 Horikawa-cho, Saiwai-ku, Kawasaki-shi, Kanagawa 212-0011, Japan
Tel.: +81-44-548-6500

Fuji Electric Technica Co., Ltd.
Marketing, repair services, maintenance services of power distributors, control equipment, drive systems and motors products
Misumi Sumitomo Bank Ningyocho Bldg., 5-7, Nihonbashii Odemmacho, Chuoku, Tokyo 103-0011, Japan
Tel.: +81-3-5847-8070

Fuji Electric Finance and Accounting Support Co., Ltd.
Handling of accounts receivable and payable functions for finance departments of Fuji Electric, and its group companies, loan provision and other financial services for Fuji Electric Group companies
Gate City Ohshi, East Tower, 11-2, Osaki 1-chome, Shinagawa-ku, Tokyo 141-0032, Japan
Tel.: +81-3-5435-7330

Hoel Denki Co., Ltd.
Marketing, installation and repair of electrical machinery, control systems and electronic components
5-60, Niitaka 2-chome, Yodogawaku, Osaka-shi, Osaka 532-0033, Japan
Tel.: +81-6-6394-1111

Hokkaido Fuji Electric Co., Ltd.
Marketing, installation and repair of electrical machinery, control systems and electronic components
1-118, Odori Higashi 7-chome, Chuo-ku, Sapporo-shi, Hokkaido 060-0041, Japan
Tel.: +81-11-221-5511

Fuji Office and Life Service Co., Ltd.
Printing, copying, document management, advertising, design, travel, insurance, real estate, salary computation outsourcing, personnel placement
Gate City Ohshi, East Tower, 11-2, Osaki 1-chome, Shinagawa-ku, Tokyo 141-0032, Japan
Tel.: +81-3-5435-7311

Chichibu Fuji Co., Ltd.
Manufacture and marketing of control equipment
755-1, Oogawasaka, Chichibu-ku, Saitama 368-0193, Japan
Tel.: +81-494-75-1111

Ibaraki Fuji Co., Ltd.
Manufacture and marketing of power distributors and control equipment
471, Shimo-kohoku, Ibaraki 308-0026, Japan
Tel.: +81-296-43-3131

Hoei Plastics Co., Ltd.
Processing of plastics and sheet molding
1-27, Fuji-cho, Yokaichishhi, Mie 510-8631, Japan
Tel.: +81-59-330-1572

Fuji IT Co., Ltd.
Total solutions for information systems, data control and electronic information equipment
TS Bldg., 4-3, Akebono-cho 2-chome, Tachikawa-shi, Tokyo 190-0012, Japan
Tel.: +81-42-540-5170

Shinshu Fuji Electric Co., Ltd.
Manufacture, development, design and repair of currency handling equipment
2535, Mitakedo, Ueda-ku, Nagano 386-0412, Japan
Tel.: +81-268-42-7111

Fuji Electric Power Semiconductor Co., Ltd.
Manufacture of semiconductor devices
18-1, Tsuchiura 4-chome, Matsuno-cho, Nagano 390-0821, Japan
Tel.: +81-263-27-7425

Tottori Electric Manufacturing Co., Ltd.
Manufacture of cleanroom equipment and control devices for vehicles
15, Nariishi-cho, Tottori-shi, Tottori 689-1121, Japan
Tel.: +81-857-53-3111

Fuji Electric IT Center Co., Ltd.
Consulting and training related to the development of computer and network-related software, computer and network processing, information services, etc.
Gate City Ohshi, East Tower, 11-2, Osaki 1-chome, Shinagawa-ku, Tokyo 141-0032, Japan
Tel.: +81-3-5435-7300

Fuji Electric Chiba Tech. Co., Ltd.
Maintenance, inspection and repair of substation equipment, manufacture and marketing of electrical machinery and equipment, and others
7, Yahata Kargandori, Ichihihara-shi, Chiba 290-8511, Japan
Tel.: +81-436-42-8165

Fuji Electric F-Tech Co., Ltd.
Design, manufacture and marketing of automatic equipment, labor-saving equipment, production lines, casts and jigs, semiconductor application devices, medical equipment and the design, production and repair of electric appliances
5-45, Minami 1-chome, Kohnosu-ku, Saitama 369-0192, Japan
Tel.: +81-48-548-5571

Hakko Electronics Co., Ltd.
Development, manufacture and marketing of operator interface panels
238, Kamikawasakamachi, Hikashidai, Ishikawa 924-0035, Japan
Tel.: +81-76-274-6911

Fuji Electric IT Solutions Co., Ltd.
Marketing of computer, and communication equipment, development of information processing systems and provision of related total solutions
Sotokanda Center Bldg., 15-12, Sotokanda 6-chome, Chiyodaku, Tokyo 101-0021, Japan
Tel.: +81-3-5817-5701

Mie Fuji Co., Ltd.
Manufacture of vending machines
1-27, Fuji-cho, Yokaichishhi, Mie 510-8631, Japan
Tel.: +81-59-330-1616

Fuji Electric Thermo Systems Co., Ltd.
Manufacturing and after-sale: services related to induction furnaces, induction heating equipment and environment-related equipment
5520, Minami Tamagakicho, Suzukachishi, Mie 513-8633, Japan
Tel.: +81-59-383-8833

Fuji Electric FA Service Co., Ltd.
After-sales service and maintenance/inspection, repair, remodeling and marketing of various kinds of drives such as inverters and motors
5520, Minami Tamagakicho, Suzukachishi, Mie 513-8633, Japan
Tel.: +81-59-383-1859

GE Fuji Meter Co., Ltd.
Design, manufacture, market, maintain, and repair electric meters (smart meters, meter-related products) for use by Japan’s electric utilities and other customers
Gate City Ohshi, East Tower, 11-2, Osaki 1-chome, Shinagawa-ku, Tokyo 141-0032, Japan
Tel.: +81-3-5435-6340

FESTEC Co., Ltd.
Service of electrical equipment, maintenance, inspection and construction contracting
Fujimichi 1-Banchi
Hino City, Tokyo 191-8502, Japan
Tel.: +81-42-585-6469
## Consolidated Subsidiaries (Overseas)

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fuji Electric Europe GmbH</strong></td>
<td>Sales of electrical/electronic machinery and components</td>
<td>Goetherting 58, 60367 Offenbach am Main, GERMANY Tel. +49-69-6690290</td>
</tr>
<tr>
<td><strong>Fuji Electric FA (Asia) Co., Ltd.</strong></td>
<td>Sales of electrical distribution and control equipments</td>
<td>Room 2015, 20/F., The Metropolis Tower, 10 Metropolis Drive, Hunghom, Kowloon, HONG KONG Tel. +886-2-2515-1850</td>
</tr>
<tr>
<td><strong>Fuji Electric Dalian Co., Ltd.</strong></td>
<td>Manufacture of low-voltage circuit breakers</td>
<td>No.111, Xue Jie Chang Rd., Taipei, TAIWAN Tel. +886-2-2516-9000</td>
</tr>
<tr>
<td><strong>Fuji Electric Taiwan Co., Ltd.</strong></td>
<td>Sales of semiconductor devices, electrical distribution and control equipments, drive control equipments</td>
<td>6F-1, No.111, Xue Jie Chang Rd., Taipei, TAIWAN Tel. +886-2-2515-1850</td>
</tr>
<tr>
<td><strong>Fuji Electric Corp. of America</strong></td>
<td>Sales of electrical machinery, semiconductor devices, drive control equipments and ED&amp;C components</td>
<td>50 Northfield Avenue, Edison, NJ 08837, U.S.A. Tel. +1-732-560-9410</td>
</tr>
<tr>
<td><strong>Fuji Electric Asia Pacific Private Ltd.</strong></td>
<td>Sales of electrical distribution and control equipments, drive control equipments and semiconductor devices</td>
<td>171, Chin Swee Rd., #12-01, San Centre, SINGAPORE 169877 Tel. +65-6533-0010</td>
</tr>
<tr>
<td><strong>Fuji Electric Malaysia Sdn. Bhd.</strong></td>
<td>Manufacture of semiconductor devices</td>
<td>107 Enterprise Drive, Special Export Processing Zone I, Carmelray, Industrial Park, Canlubang, Calamba, Laguna, PHILIPPINES Tel. +63-2-844-6183</td>
</tr>
<tr>
<td><strong>Fuji Electric (Malaysia) Sdn. Bhd.</strong></td>
<td>Manufacture of magnetic disks and aluminum substratum for magnetic disks</td>
<td>Lot 5, Industrial Zone Phase 1, Kulim Hi-Tech Industrial Park, 09000 Kulim, Kedah Darul Aman, MALAYSIA Tel. +60-4-403-1111</td>
</tr>
<tr>
<td><strong>Fuji Electric (China) Co., Ltd.</strong></td>
<td>Marketing of locally manufactured or imported products in China, and export of locally manufactured products</td>
<td>F217, International Corporate City, No.3000 Zhongshan North Road, Shanghai 200063 THE PEOPLE'S REPUBLIC OF CHINA Tel. +86-21-5496-1177</td>
</tr>
<tr>
<td><strong>Fuji Electric (Shenzhen) Co., Ltd.</strong></td>
<td>Manufacture and sales of small to mid-size UPS and internal electrical parts</td>
<td>5079 Moo 19 Navanakorn Ind.Est., Phase 2, Klong Muang, Klong Luang, Pathumthani 12120 Thailand Tel. +66-0-2909-5998</td>
</tr>
<tr>
<td><strong>Fuji Electric Taiwan Co., Ltd.</strong></td>
<td>Manufacture and marketing of various equipment and electric equipment for various plants</td>
<td>1559 Hangman Rd., Nanqiao, Fengxian, Shanghai 201400, THE PEOPLE'S REPUBLIC OF CHINA Tel. +86-21-5718-1234</td>
</tr>
<tr>
<td><strong>Fuji Electric Motor (Dalian) Co., Ltd.</strong></td>
<td>Manufacture of industrial motors</td>
<td>No. 3-2 Northeast 3rd, Dalian Economic &amp; Technical Development Zone, Dalian 116000, THE PEOPLE'S REPUBLIC OF CHINA Tel. +86-411-8763-6555</td>
</tr>
<tr>
<td><strong>Fuji Electric Semiconductor (Malaysia) Sdn. Bhd.</strong></td>
<td>Manufacture of semiconductor devices</td>
<td>Lot 4, Industrial Zone Phase 1, Kulim Hi-Tech Industrial Park, 09000 Kulim, Kedah Darul Aman, MALAYSIA Tel. +60-4-494-5800</td>
</tr>
<tr>
<td><strong>Hoei Hong Kong Co., Ltd.</strong></td>
<td>Sales of electrical/electronic components</td>
<td>Unit 310-311, Minor Tower 61 Macph Rd, Tsim Sha Tsui East, Kowloon, HONG KONG Tel. +852-2369-8186</td>
</tr>
<tr>
<td><strong>Fuji Electric (Changshu) Co., Ltd.</strong></td>
<td>Manufacture and sales of molded case fuses</td>
<td>1557 Hangman Rd., Nanqiao, Fengxian, Shanghai 201400, THE PEOPLE'S REPUBLIC OF CHINA Tel. +86-21-5718-7705</td>
</tr>
<tr>
<td><strong>Fuji Electric Power Supply (Thailand) Co., Ltd.</strong></td>
<td>Manufacture and sales of small to mid-size UPS and internal electrical parts</td>
<td>5079 Moo 19 Navanakorn Ind.Est., Phase 2, Klong Muang, Klong Luang, Pathumthani 12120 Thailand Tel. +66-0-2909-5998</td>
</tr>
<tr>
<td><strong>FUJI ELECTRIC FRANCE S.A.S.</strong></td>
<td>Manufacture and sales of measuring and control devices</td>
<td>46, rue Georges Besse, ZI du Brezet, 63019 Clermont-Ferrand, CEDEX 2, FRANCE Tel. +33-4-73-56-26-98</td>
</tr>
</tbody>
</table>

### Equity-method Affiliates

**METAWATER Co., Ltd.**

Manufacture and marketing of various equipment and electric equipment for facilities in the water environment field, and design, construction and outsourcing of various plants

Shiroyama Trust Tower, 3-1, Toranomon 4-chome, Minato-ku, Tokyo 105-6029, Japan Tel. +81-3-6403-7500

**FUJI FURUKAWA E&C (THAILAND) Co., Ltd.**

Goethering 58, 60367 Offenbach am Main, GERMANY

**FUJI FURMANITE Co., Ltd.**

Sealing (leakage of laying pipes) for plumbing

Khwang, Bangkok 10310, Thailand

**FUJI ELECTRIC FRANCE S.A.S.**

Manufacture and sales of measuring and control devices

66, rue Georges Besse, Z1 du Brezet, 63019 Clermont-Ferrand, CEDEX 2, FRANCE Tel. +33-4-73-56-26-98
Sales and Service Offices and Domestic Manufacturing Sites

Domestic Sales and Service Offices

Head Office region

Head Office
Kanda Office
TEL: +81-3-5435-7111
TEL: +81-3-5816-7901

Hokkaido

Hokkaido Division
Donan Branch
TEL: +81-11-261-7231
TEL: +81-198-26-5161
TEL: +81-17-777-7802
TEL: +81-18-824-3401
TEL: +81-24-932-0879

Tohoku Region

Tohoku Division
Iwate Branch
TEL: +81-22-225-5351
TEL: +81-45-476-7841
TEL: +81-43-266-7622
TEL: +81-48-834-3111
TEL: +81-27-251-4577

Kanto Region

Shin-yokohama Service Center
Higashikanto Department
Kashima Service Center
Hitachinaka Service Center
Maebashi Branch
TEL: +81-45-476-1000
TEL: +81-52-746-1000
TEL: +81-566-83-9915
TEL: +81-54-280-6673
TEL: +81-55-976-3331
TEL: +81-53-413-6161
TEL: +81-59-353-3471

Chubu Region

Chubu Division
Toyoda Department
Shizuoka Branch
Mishima Branch
Hamamatsu Branch
Mie Branch
TEL: +81-76-441-1231
TEL: +81-72-466-0590
TEL: +81-6455-7233
TEL: +81-78-991-2151
TEL: +81-6-6452-5028
TEL: +81-770-22-0262

Kansai Region

Kansai Division
Minamiosaka Branch
Kobe Branch
Kobe Service Office
Nakatsu Office
TEL: +81-6-6455-3800
TEL: +81-72-466-0590
TEL: +81-6-6452-7333
TEL: +81-78-991-2151
TEL: +81-6-6452-5028

Chugoku Region

Chugoku Division
Yamaguchi Branch
Higashichugoku Branch
Shunan Service Center
Fukuyama Service Center
TEL: +81-82-247-4231
TEL: +81-86-422-0922
TEL: +81-834-32-1780
TEL: +81-84-957-0747

Hokuriku Region

Hokuriku Division
Niigata Branch
Fukui Service Center
Hokuriku Office, Chubu Div.
TEL: +81-76-291-7550
TEL: +81-25-284-5325
TEL: +81-776-21-7170
TEL: +81-76-291-7550

Shikoku Region

Shikoku Division
Matsuyama Branch
Kochi Branch
Tokushima Branch
TEL: +81-88-657-4110
TEL: +81-76-441-1231
TEL: +81-89-933-9100
TEL: +81-88-824-8122

Main Domestic Manufacturing Sites

Kawasaki Factory
1-1, Tanabe-kita, Kawasaki-ku, Kawasaki-shi, Kanagawa 210-9530
Products: Steam turbines, waterwheels, generators, rotary machines, nuclear power plant equipment, dust collectors, etc.

Suzuka Factory
5520, Minamitamagaki-cho, Suzuka-shi, Mie 513-8633
Products: General use inverters, servo systems, motors, generators, ozonizers, etc.

Matsumoto Factory
4-18-1 Minami, Matsumoto-shi, Nagano 390-0821
Products: Semiconductor devices, photoconductors

Yamanashi Factory
221-1 Iino, Minami-Alps-shi, Yamanashi 400-0222
Products: Electronic Devices

Kumamoto Factory
4033-1 Koe, Nankinmachi, Tamana-gun, Kumamoto 861-0814
Products: Photovoltaic cells

Tokyo Branch
1 Fujimachi, Hino-shi, Tokyo 191-8502
Products: Distributed controllers, data transmission equipment, guard/control monitoring equipment, distribution boards, radiology equipment and systems, IMM, MEMS

Kobe Factory
4-1-1, Takatsukadai, Nishi-ku, Kobe, Hyogo 651-2271
Products: Power distributors, control equipment, control devices for railcars, high-voltage inverters, uninterruptible power supply systems

Chiba Factory
7, Yawatakagandori, Ichihara-shi, Chiba 290-8511
Products: Substation equipment, rectifiers, fuel cells, and others

Tsukuba Factory
1-1, Kasumiosato, Aoi-machi, Inashiki-gun, Ibaraki 300-0396
Products: Uninterruptible power supply systems, generators

Matsumoto Technical Center
4010-31 Minamimishimahara Wadaaza Ooaza, Matsumoto-shi, Nagano 390-1242
Products: Switch-mode power supply

Fukiage Factory
1-5-45 Minami, Konosu-shi, Saitama 369-0192
Products: Magnetic contacts, high-voltage vacuum circuit breakers, control relays

Otawara Factory
1043 Nakadawara, Hita-shi, Oita 870-1190
Products: Earth-leakage circuit breakers, molded case circuit breakers, timers, counters, gas-related equipment, limit switches

Mie Factory
1-27 Fujichou, Yokkaichi-shi, Mie 510-8631
Products: Vending machines, Cold chain equipment

FUJI ELECTRIC CO., LTD.
Corporate Outline (As of April 1, 2012)

Company Name: FUJI ELECTRIC CO., LTD.

Established: August 29, 1923

Registered Address: 1-1, Tanabeshinden, Kawasaki-ku, Kawasaki-shi, Kanagawa 210-9530, Japan

Head Office: Gate City Ohsaki, East Tower, 11-2, Osaki 1-chome, Shinagawa-ku, Tokyo 141-0032, Japan

Directors
Michihiro Kitazawa
President and Chairman of the Board of Directors
Mitsunori Shirakura
Representative Director
Tadashi Kudo
Outside Director
Hiroaki Kurokawa
Outside Director
Motouyuki Suzuki
Outside Director
Hisao Shigekane
Director
Yoshio Okuno
Director
Michio Abe
Director
Naoto Yoneyama
Director
Naoya Eguchi
Director
Junichi Matsumoto
Director

Auditors
Keiichi Hirata
Standing Auditor
Toshio Shinozaki
Standing Auditor
Yuzuru Fujita
Outside Auditor
Takahiko Ito
Outside Auditor
Kunio Morikiyo
Outside Auditor

Executive Officers
Michihiro Kitazawa
President and Chairman of the Board of Directors
General Management
Yoshio Okuno
Executive Vice President and Elected Corporate Director
Assistant to the President
Sales Management
Corporate General Manager, Global Business Group
Hisao Shigekane
Executive Vice President and Elected Corporate Director
Assistant to the President
Corporate General Manager, Corporate Management Planning Headquarters
General Manager, Export Administration Office
Compliance Management
In charge of crisis management
Michio Abe
Senior Managing Executive Officer
Corporate General Manager, Production & Procurement Group
Takamichi Hamada
Senior Managing Executive Officer
In charge of external affairs and marketing
Naoto Yoneyama
Managing Executive Officer
Corporate General Manager, Power and Social Infrastructure Business Group
In charge of construction business
Kenzo Sugai
Executive Officer
Corporate General Manager, Sales Group
Takashi Kusaka
Executive Officer
Corporate General Manager, Industrial Infrastructure Business Group
Motofumi Matsumura
Executive Officer
Corporate General Manager, Power Electronics Business Group
Kuniaki Yanagisawa
Executive Officer
Corporate General Manager, Electronic Devices Business Group
Hidehiko Asahi
Executive Officer
Corporate General Manager, Food and Beverage Distribution Business Group
Naoya Eguchi
Executive Officer
Corporate General Manager, Corporate R&D Headquarters
Toshihiko Ishihara
Executive Officer
General Manager, Human Resources and General Affairs Office
Junichi Matsumoto
Executive Officer
General Manager, Corporate Finance Office, Corporate Management Planning Headquarters
Fumio Ito
Executive Officer
General Manager, ED&C Division, Power Electronics Business Group
President and Representative Director, Fuji Electric FA Components & Systems Co., Ltd.

Capital Stock: ¥47.5 billion (Year ended March 31, 2011)
Number of Employees (consolidated) 24,562 (As of March 31, 2011)
Net Sales (consolidated) ¥689.1 billion (Year ended March 31, 2011)