

Governance

Fuji Electric positions initiatives for global environmental protection as one of its highest priority management tasks. To ensure prompt and appropriate decision-making on sustainability issues, including climate change (TCFD) and natural capital (TNFD), we have established the following governance framework.

Promotion Framework (Executive Side)

We have established the Sustainability Committee as a company-wide, cross-functional deliberative body. The committee is chaired by the Director and Senior Managing Executive Officer (General Manager of the Corporate Planning Headquarters) and is composed of the heads of each business, sales, and corporate division (primarily Executive Officers). The committee conducts integrated discussions to evaluate measures for achieving "Environmental Vision 2050," promote Green Transformation (GX) strategies, identify risks and opportunities that climate change and natural capital pose to our business, and assess the progress of response measures.

Oversight Framework (Board of Directors)

Material matters deliberated and evaluated by the Sustainability Committee are reported to the Board of Directors via the Executive Committee*. Based on these reports, the Board of Directors oversees whether environmental strategies are aligned with the overall corporate management strategy and approves and decides on key initiatives and targets.

* Executive Committee : A body that deliberates on material matters regarding business execution.

In Fiscal 2025, the Sustainability Committee met twice (in June and January). All results of its deliberations, including evaluations related to TCFD and TNFD, were reported to the Board of Directors following discussions within the Executive Committee.



Fuji Electric positions "respect for human Rights" as a material management issue , alongside our initiatives for global environmental protection. We believe that protecting the human rights of relevant stakeholders in the process of addressing climate change and conserving natural capital is essential for sustainable business continuity. The first item of our corporate code of conduct, the "Fuji Electric Code of Conduct," states "We respect and value people," explicitly committing us to respecting human rights in our relationships with everyone involved in our business activities.

Accordingly, Fuji Electric supports internationally recognized human rights standards* and the United Nations Guiding Principles on Business and Human Rights. We respect the human rights of all stakeholders associated with our business, including indigenous peoples and local communities. To fulfill our responsibility to respect the human rights of all stakeholders involved in our business activities, we continuously conduct "human rights due diligence" to identify, prevent, mitigate, and address potential adverse impacts on human rights. The results of these assessments are reported to the Sustainability Committee.

* Internationally recognized human rights standards:

- Universal Declaration of Human Rights
- ILO Declaration on Fundamental Principles and Rights at Work, etc.

Corporate Code of Conduct

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| 1. Respect and value all people | 6. Respect and value interaction with society |
| 2. Respect and value our customers | 7. Make global compliance a top priority |
| 3. Respect and value our business partners | 7-1 Thorough compliance |
| 4. Respect and value our shareholders and investors | 7-2 Thorough risk management |
| 5. Respect and value the global environment | 8. Top management will thoroughly practice this standard |

In 2026, Fuji Electric revised the "Fuji Electric Biodiversity Action Guidelines" to elevate our contribution to the conservation and restoration of biodiversity to a higher level. While complying with the latest trends (2023) of the Keidanren (Japan Business Federation) "Declaration of Biodiversity and Action Policy," this revision expands the scope of natural capital management beyond our own business sites to the entire supply chain. By properly managing our dependencies and impacts on natural capital, we will proactively and concretely accelerate initiatives toward achieving a sustainable society that is in harmony with nature together with our stakeholders.

Fuji Electric Biodiversity Action Guidelines

(Established in 2010, revised in 2026)

Fuji Electric accelerates decarbonization and the transition to a circular economy through our energy and environment businesses, contributing to the realization of a society in harmony with nature throughout our entire supply chain.

1. Reduce Environmental Impact through Our Business and Promote Understanding and Management of Our Relationship with Biodiversity

Fuji Electric contributes to reducing the overall environmental impact of society and to preserving biodiversity by providing products and services that promote clean energy, ensure a stable energy supply, and save energy. In addition, across all business activities, including our global supply chain, we assess and manage our dependencies, impacts, risks, and opportunities related to natural capital (such as forests, soil, water, and air), including biodiversity and ecosystems.

2. Minimize the Impact on Biodiversity Throughout Our Supply Chain and Promote Sustainable Use

Taking into account our global supply chain and entire product lifecycles, Fuji Electric endeavors to preserve natural capital, including biodiversity and ecosystems, by reducing greenhouse gas emissions, effectively utilizing resources, reducing water intake, and ensuring the proper treatment of waste and pollutants.

3. Work with Stakeholders to Actively Promote Activities for Biodiversity Conservation

Fuji Electric collaborates with diverse stakeholders to promote social contribution activities related to the conservation and restoration of natural capital, including biodiversity and ecosystems, while striving to secure safe water resources in local communities. In addition, we actively disclose information regarding our various initiatives.