

Fuji Electric Co., Ltd. Sustainability Employee Related Data

August 31, 2026

Number of Full-Time Employees

(People)

Scope		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Consolidated	Male	20,301	20,455	20,548	20,714	20,379
	Female	6,456	6,668	6,777	6,677	6,576
	(Female Ratio)	(24.1%)	(24.6%)	(24.8%)	(24.4%)	(24.4%)
	Total	26,757	27,123	27,325	27,391	26,955
Non-Consolidated	Male	10,666	10,624	10,688	11,585	11,610
	Female	1,499	1,532	1,571	1,774	1,804
	(Female Ratio)	(12.3%)	(12.6%)	(12.8%)	(12.5%)	(13.4%)
	Total	12,165	12,156	12,259	13,359	13,414
	Ratio to Consolidated Number	45%	45%	45%	49%	50%
Fuji Electric and some of its group companies (six companies in total)*	Male	11,912	11,871	11,846	11,917	11,932
	Female	1,835	1,864	1,894	1,928	1,967
	(Female Ratio)	(13.3%)	(13.6%)	(13.8%)	(13.9%)	(14.2%)
	Total	13,747	13,735	13,740	13,845	13,899
	Ratio to Consolidated Number	51%	51%	50%	51%	52%
Fuji Electric and Fuji Electric FA Components & Systems	Male	11,463	11,417	11,437	11,611	11,632
	Female	1,656	1,689	1,722	1,782	1,812
	(Female Ratio)	(12.6%)	(12.9%)	(13.1%)	(13.3%)	(13.5%)
	Total	13,119	13,106	13,159	13,393	13,444
	Ratio to Consolidated Number	49%	48%	48%	49%	50%

* Fuji Electric and some of its group companies (six companies in total)

Fuji Electric and its group companies that adopt the same HR system as the company

Fuji Electric Co., Ltd. , Fuji Electric FA Components & Systems Co., Ltd. , Fuji Electric Finance and Accounting Support Co., Ltd. , Fuji Office & Life Service Co., Ltd. , Fuji Electric Frontier Co., Ltd. ,
Fuji Architects and Engineering Inc.

Employment

Number of Full-Time Employees and Non-Full-Time Employees by Region

(People)

Scope	Item		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Consolidated	Japan	Full-time	17,493	17,392	17,340	17,368	17,347
		Non-Full-Time	5,729	6,222	5,873	5,654	5,917
		Sub-Total	23,222	23,614	23,213	23,022	23,264
	Overseas	Full-time	9,264	9,731	9,985	10,023	9,608
		Non-Full-Time	812	764	704	455	364
		Sub-Total	10,076	10,495	10,689	10,478	9,972
	Total	Full-time	26,757	27,123	27,325	27,391	26,955
		Non-Full-Time	6,541	6,986	6,577	6,109	6,281
		ToTal	33,298	34,109	33,902	33,500	33,236

Average Age and Years of Service

Scope	Items		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Non-Consolidated	Average Age(Years)	Male	45.1	45.5	45.6	45.5	45.4
		Female	42.9	44.1	43.9	43.9	43.9
	Average Years of Service	Male	21.0	21.3	21.4	21.2	21.0
		Female	19.3	20.3	20.1	20.0	19.8

Recruiting Results in Japan

(People)

Scope	Items		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Fuji Electric and some of its group companies (six companies in total)	Regular Recruiting : University and Technical College Graduates	Male	205	201	219	212	210
		Female	53	53	57	54	58
		(Ratio)	(20.5%)	(20.9%)	(20.7%)	(20.3%)	(21.6%)
		Sub-Total	258	254	276	266	268
	Regular Recruiting : High School Graduates	Male	64	63	80	100	84
		Female	14	7	14	10	16
		(Ratio)	(17.9%)	(10.0%)	(14.9%)	(9.1%)	(16.0%)
		Sub-Total	78	70	94	110	100
	Total (Regular Recruiting)	Male	269	264	299	312	294
		Female	67	60	71	64	74
		(Ratio)	(19.9%)	(18.5%)	(19.2%)	(17.0%)	(20.1%)
		Sub-Total	336	324	370	376	368
Fuji Electric and Fuji Electric FA Components & Systems	Mid-Career Recruiting	Male	118	178	180	152	-
		Female	9	32	21	28	-
		(Ratio)	(7.1%)	(15.2%)	(10.4%)	(15.6%)	-
	Total (Regular + Mid-Career Recruiting)	Sub-Total	127	210	201	180	-
		Male	387	442	479	464	-
		Female	76	92	92	92	-
		(Ratio)	(16.4%)	(17.2%)	(16.1%)	(16.5%)	-
		Total	463	534	571	556	-

Regular Recruiting: New graduates hired on April 1st each fiscal year.

Mid-Career Recruiting: Mid-Career hiring from April 1st to March 31st each fiscal year.

Employees by Age Group(FY 2025)

(People)

Scope		Under 30	30~39	40~49	50~59	60 or Above	Total
Fuji Electric and some of its group companies (six companies in total)	Male	1,819	2,101	1,999	4,981	1,032	11,932
	Female	384	292	354	807	130	1,967
	Total	2,203	2,393	2,353	5,788	1,162	13,899

Turnover/Turnover Ratio

Scope			FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Non-Consolidated	Total Turnover (People)	Male	260	287	296	331	325
		Female	44	38	45	46	53
		Total	304	325	341	377	378
	Turnover except Retirement (People)	Male	180	201	218	219	208
		Female	33	33	33	30	37
		Total	213	234	251	249	245
	Total Turnover Ratio (%)		2.5%	2.7%	2.8%	2.8%	2.8%
	Voluntary turnover Ratio (%)		1.8%	1.9%	2.0%	1.9%	1.8%

Diversity and Inclusion

Gender Composition of Assistant Manager or Higher Position

(People)

Scope	Items		FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Fuji Electric and some of its group companies (six companies in total)	Manager or Higher Position	Male	2,458	2,397	2,271	2,227	2,175
		Female	72	79	83	89	92
		(Ratio)	2.8%	3.2%	3.5%	3.8%	4.1%
		Sub-Total	2,530	2,476	2,354	2,316	2,267
	Assistant Manager or Equivalent Position	Male	3,781	3,730	3,692	3,643	3,577
		Female	223	237	253	253	269
		(Ratio)	5.6%	6.0%	6.4%	6.5%	7.0%
		Sub-Total	4,004	3,967	3,945	3,896	3,846
	Assistant Manager or Higher Position	Male	6,239	6,127	5,963	5,870	5,752
		Female	295	316	336	342	361
		(Ratio)	4.5%	4.9%	5.3%	5.5%	5.9%
		Total	6,534	6,443	6,299	6,212	6,113

Wage ratio of women to men

(People)

Scope	Items	FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Non-Consolidated	All workers	-	66.7%	68.3%	69.5%	71.4%
	Full-time employee	-	68.8%	69.8%	70.9%	72.4%
	Part-time/fixed-term workers	-	53.8%	61.6%	63.8%	69.6%

Based on the provisions of the Act on Promotion of Women's Participation and Advancement in the Workplace (Act No. 64 of 2015), this figure is calculated as the ratio of the average annual wage of women to the average annual wage of men for all workers, full-time workers, and part-time/fixed-term workers. The wage gap between men and women arises from differences in the composition of the workforce, and our personnel treatment system is designed to be equal and operated equally, regardless of gender. We are working to reduce the wage gap through our efforts to promote women's participation and advancement.

Number of Assistant Manager or Higher Position of Non-Japanese Nationality and Mid-Careers

(People)

Scope	Items		FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Fuji Electric and some of its group companies (six companies in total)	Manager or Higher Position	Total	2,530	2,476	2,354	2,316	2,267
		Non-Japanese Nationality (Ratio)	9 0.4%	9 0.4%	10 0.4%	11 0.5%	13 0.6%
		Mid-Career Recruiting (Ratio)	306 12.1%	308 12.4%	297 12.6%	299 12.9%	312 13.8%
	Assistant Manager or Equivalent Position	Total	4,004	3,967	3,945	3,896	3,846
		Non-Japanese Nationality (Ratio)	29 0.7%	27 0.7%	27 0.7%	28 0.7%	24 0.6%
		Mid-Career Recruiting (Ratio)	745 18.6%	734 18.5%	761 19.3%	784 20.1%	807 21.0%
	Assistant Manager or Higher Position	Total	6,534	6,443	6,299	6,212	6,113
		Non-Japanese Nationality (Ratio)	38 0.6%	36 0.6%	37 0.6%	39 0.6%	37 0.6%
		Mid-Career Recruiting (Ratio)	1,051 16.1%	1,042 16.2%	1,058 16.8%	1,083 17.4%	1,119 18.3%

Employment of People with Disabilities

Scope	Items	FY 2022	FY 2023	FY 2024	FY 2025	FY2026
Fuji Electric and some of its group companies (six companies in total)	Number of Disabled Employees (People)	431	442	457	462	458
	Employment Rate of Disabled Employees (%)	2.95%	3.02%	2.95%	2.99%	2.95%
	Statutory Employment Rate (%)	2.30%	2.30%	2.50%	2.50%	2.50%

Number of Disabled Employees and Employment Rate of Disabled Employees are as of June 1st.

Employment of the Elderly

(People)

Scope	Items	FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Fuji Electric and some of its group companies (six companies in total)	Employees Reaching Age 60	308	329	352	326	331
	Re-employed Employees (60+)	254	270	301	266	270
	Rate	82.5%	82.1%	85.5%	81.6%	81.6%
	Employees Aged 60+	1,016	1,030	1,142	1,443	1,407

Education and training

Average time of education and training

(Hours)

Scope		FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Fuji Electric and Fuji Electric FA Components & Systems	Per employee	—	30.6	31.7	35.6	46.2
	Company- wide		354,299	367,410	423,637	541,675

Total cost of employee education and training

(Per employee: thousands of yen, Company-wide: Millions of yen)

Scope		FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Fuji Electric and Fuji Electric FA Components & Systems	Per employee	—	70.8	161.9	164.4	172.1
	Company- wide		1,761	1,878	1,956	2,019

Work-Life Balance

Average Number and Percentage of Annual Paid Vacation Days Taken/Average Overtime Work Hours

Scope	Items	FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Fuji Electric and some of its group companies (six companies in total)	Average Number of Annual Paid Vacation Days Taken (Days)	17.5	18.5	18.1	18.3	18.7
	Average Percentage of Annual Paid Vacation Days Taken (%)	72.9%	77.1%	75.4%	76.2%	78.1%
	Average Overtime Work Hours (Hours)	20.80	20.80	19.89	18.60	18.93

Childcare and Nursing Care Related System

(People)

Scope	Items		FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Fuji Electric and some of its group companies (six companies in total)	Number of Childcare Leave Users	Male	21	43	60	59	123
		Male acquisition rate	9.3%	21.1%	27.0%	29.2%	54.2%
		Female	103	88	91	89	96
		Female acquisition rate	100%	100%	100%	100%	100%
		Total	124	131	151	148	219
	Number of Spousal Paternity Leave Users*	Male	209	194	199	185	213
		Male acquisition rate	92.9%	95.1%	89.6%	91.6%	93.8%
	Number of Shorter Working Hours for Childcare Users	Male	9	10	10	11	10
		Female	210	213	201	202	192
		Total	219	223	211	213	202
	Number of Nursing Care Leave Users	Male	2	8	12	4	4
		Female	3	3	5	8	3
		Total	5	11	17	12	7

* Number of Spousal Paternity Leave Users: Total number of childcare leave users and spousal birth leave users

Health and Safety

Scope	Items	FY 2021	FY 2022	FY 2023	FY 2024	FY2025
Fuji Electric and the consolidated subsidiaries in Japan	Accident Frequency Rate	0.10	0.14	0.16	0.14	0.22
	Accident Severity Rate	0.00	0.01	0.01	0.01	0.01
	Target Number of Fatalities	0	0	0	0	0
	Number of Fatalities	0	0	0	0	0

- Accident frequency rate (Rate of lost-worktime injuries): Number of accidents resulting in casualties per 1 million work hours
= Number of accidents resulting in casualties ÷ Aggregate work hours × 1,000,000
- Accident Severity Rate: Number of lost workdays per 1,000 total hours worked
= Total lost workdays / Total actual hours worked × 1,000