

Sustainability

Employee Related Data

August 31, 2025

Number of Full-Time Employees

(People)

Scope		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Consolidated	Male	20,822	20,301	20,455	20,548	20,714
	Female	6,771	6,456	6,668	6,777	6,677
	(Female Ratio)	(24.5%)	(24.1%)	(24.6%)	(24.8%)	(24.4%)
	Total	27,593	26,757	27,123	27,325	27,391
Non-Consolidated	Male	10,597	10,666	10,624	10,688	11,585
	Female	1,473	1,499	1,532	1,571	1,774
	(Female Ratio)	(12.2%)	(12.3%)	(12.6%)	(12.8%)	(12.5%)
	Total	12,070	12,165	12,156	12,259	13,359
	Ratio to Consolidated Number	44%	45%	45%	45%	49%
Fuji Electric and some of its group companies (six companies in total)*	Male	11,873	11,912	11,871	11,846	11,917
	Female	1,810	1,835	1,864	1,894	1,928
	(Female Ratio)	(13.2%)	(13.3%)	(13.6%)	(13.8%)	(13.9%)
	Total	13,683	13,747	13,735	13,740	13,845
	Ratio to Consolidated Number	50%	51%	51%	50%	51%
Fuji Electric and Fuji Electric FA Components & Systems	Male	11,414	11,463	11,417	11,437	11,611
	Female	1,635	1,656	1,689	1,722	1,782
	(Female Ratio)	(12.5%)	(12.6%)	(12.9%)	(13.1%)	(13.3%)
	Total	13,049	13,119	13,106	13,159	13,393
	Ratio to Consolidated Number	47%	49%	48%	48%	49%

* 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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Consolidated	Japan	Full-time	17,647	17,493	17,392	17,340	17,368
		Non-Full-Time	5,402	5,729	6,222	5,873	5,654
		Sub-Total	23,049	23,222	23,614	23,213	23,022
	Overseas	Full-time	9,946	9,264	9,731	9,985	10,023
		Non-Full-Time	497	812	764	704	455
		Sub-Total	10,443	10,076	10,495	10,689	10,478
	Total	Full-time	27,593	26,757	27,123	27,325	27,391
		Non-Full-Time	5,899	6,541	6,986	6,577	6,109
		ToTal	33,492	33,298	34,109	33,902	33,500

Average Age and Years of Service

Scope	Items		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Consolidated	Average Age(Years)	Male	45.0	45.1	45.5	45.6	45.5
		Female	43.2	42.9	44.1	43.9	43.9
	Average Years of Service	Male	20.8	21.0	21.3	21.4	21.2
		Female	19.5	19.3	20.3	20.1	20.0

Recruiting Results in Japan

(People)

Scope	Items		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Fuji Electric and some of its group companies (six companies in total)	Regular Recruiting : University and Technical College Graduates	Male	207	205	201	219	212
		Female	52	53	53	57	54
		(Ratio)	(20.1%)	(20.5%)	(20.9%)	(20.7%)	20.3%
		Sub-Total	259	258	254	276	266
	Regular Recruiting : High School Graduates	Male	74	64	63	80	100
		Female	11	14	7	14	10
		(Ratio)	(12.9%)	(17.9%)	(10.0%)	(14.9%)	9.1%
		Sub-Total	85	78	70	94	110
	Total (Regular Recruiting)	Male	281	269	264	299	312
		Female	63	67	60	71	64
(Ratio)		(18.3%)	(19.9%)	(18.5%)	(19.3%)	17.0%	
	Sub-Total	344	336	324	370	376	
Fuji Electric and Fuji Electric FA Components & Systems	Mid-Career Recruiting	Male	82	108	175	173	–
		Female	8	8	26	20	–
		(Ratio)	(8.9%)	(6.9%)	(12.9%)	10.4%	–
		Sub-Total	90	116	201	193	–
	Total (Regular + Mid-Career Recruiting)	Male	363	377	439	472	312
		Female	71	75	86	91	64
		(Ratio)	(16.4%)	(16.6%)	(16.4%)	16.2%	17.0%
	Total	434	452	525	563	376	

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 2024)

(People)

Scope		Lower than 30	30~39	40~49	50~59	60 or Above	Total
Fuji Electric and some of its group companies (six companies in total)	Male	1,733	2,057	2,061	5,149	917	11,917
	Female	364	288	362	818	96	1,928
	Total	2,097	2,345	2,423	5,967	1,013	13,845

Turnover/Turnover Ratio

Scope			FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Consolidated	Total Turnover (People)	Male	224	260	287	296	331
		Female	37	44	38	45	46
		Total	261	304	325	341	377
	Turnover except Retirement (People)	Male	131	180	201	218	219
		Female	27	33	33	33	30
		Total	158	213	234	251	249
	Total Turnover Ratio (%)		2.2%	2.5%	2.7%	2.8%	2.8%
	Turnover Ratio except Retirement (%)		1.3%	1.8%	1.9%	2.0%	1.9%

Diversity and Inclusion

Gender Composition of Assistant Manager or Higher Position

(People)

Scope	Items		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
Fuji Electric and some of its group companies (six companies in total)	Manager or Higher Position	Male	2,481	2,458	2,397	2,271	2,227	
		Female	63	72	79	83	89	
		(Ratio)	2.5%	2.8%	3.2%	3.5%	3.8%	
		Sub-Total	2,544	2,530	2,476	2,354	2,316	
	Assistant Manager or Equivalent Position	Sub-Total	Male	3,825	3,781	3,730	3,692	3,643
			Female	203	223	237	253	253
			(Ratio)	5.0%	5.6%	6.0%	6.4%	6.5%
		Sub-Total	4,028	4,004	3,967	3,945	3,896	
	Assistant Manager or Higher Position	Total	Male	6,306	6,239	6,127	5,963	5,870
			Female	266	295	316	336	342
			(Ratio)	4.0%	4.5%	4.9%	5.3%	5.5%
			Total	6,572	6,534	6,443	6,299	6,212

Wage ratio of women to men

(People)

Scope	Items	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Non-Consolidated	All workers	-	-	66.7%	68.3%	69.5%
	Full-time employee	-	-	68.8%	69.8%	70.9%
	Part-time/fixed-term workers	-	-	53.8%	61.6%	63.8%

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Total	2,544	2,530	2,476	2,354	2,316
	Non-Japanese Nationality (Ratio)	11 0.4%	9 0.4%	9 0.4%	10 0.4%	11 0.5%
	Mid-Career Recruiting (Ratio)	296 11.6%	306 12.1%	308 12.4%	297 12.6%	299 12.9%
Fuji Electric and some of its group companies (six companies in total)	Total	4,028	4,004	3,967	3,945	3,896
	Non-Japanese Nationality (Ratio)	24 0.6%	29 0.7%	27 0.7%	27 0.7%	28 0.7%
	Mid-Career Recruiting (Ratio)	743 18.4%	745 18.6%	734 18.5%	761 19.3%	784 20.1%
Assistant Manager or Higher Position	Total	6,572	6,534	6,443	6,299	6,212
	Non-Japanese Nationality (Ratio)	35 0.5%	38 0.6%	36 0.6%	37 0.6%	39 0.6%
	Mid-Career Recruiting (Ratio)	1,039 15.8%	1,051 16.1%	1,042 16.2%	1,058 16.8%	1,083 17.4%

Employment of People with Disabilities

Scope	Items	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fuji Electric and some of its group companies (six companies in total)	Number of Disabled Employees (People)	427	431	442	457	462
	Employment Rate of Disabled Employees(%)	2.92%	2.95%	3.02%	2.95%	2.99%
	Statutory Employment Rate(%)	2.30%	2.30%	2.30%	2.50%	2.50%

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

Employment of the Elderly

Scope	Items	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fuji Electric and some of its group companies (six companies in total)	Eligible Employees of the Selective System for Extended Employment (People)	285	308	329	352	326
	Employees taking advantage of the System (People)	241	254	270	301	266
	Rate	84.6%	82.5%	82.1%	85.5%	81.6%
	Employees Aged 60 or Over (People)	963	1,016	1,030	1,142	1,443

The Selective System for Extended Employment is a program for general employees that allows individuals to select their retirement age—ranging from 60 to 65 years old—through personal interviews. Beginning in fiscal year 2025, we transitioned to a uniform retirement age of 65.

Human Resource Development

Average time of education and training per employee

(Hour)

Scope	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fuji Electric and Fuji Electric FA Components & Systems	–	–	30.6	31.7	35.6

Total cost of employee education and training

(Millions of yen)

Scope	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fuji Electric and Fuji Electric FA Components & Systems	–	–	1,761	1,878	1,956

Work-Life Balance

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

Scope	Items	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fuji Electric and some of its group companies (six companies in total)	Average Number of Annual Paid Vacation Days Taken (Days)	17.3	17.5	18.5	18.1	18.3
	Average Percentage of Annual Paid Vacation Days Taken (%)	72.1%	72.9%	77.1%	75.4%	76.2%
	Average Overtime Work Hours (Hours)	18.90	20.80	20.80	19.89	18.60

Childcare and Nursing Care Related System

(People)

Scope	Items	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
Fuji Electric and some of its group companies (six companies in total)	Number of Childcare Leave Users	Male	18	21	43	60	59
		Male acquisition rate	8.2%	9.3%	21.1%	27.0%	29.2%
		Female	100	103	88	108	89
		Total	118	124	131	168	148
	Number of Shorter Working Hours for Childcare Users	Male	10	9	10	10	11
		Female	210	210	213	201	202
		Total	220	219	223	211	213
	Number of Nursing Care Leave Users	Male	2	2	8	12	4
		Female	2	3	3	5	8
		Total	4	5	11	17	12

Number of Paternity Leave and Male Childcare Leave

Scope	Items	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
Fuji Electric and some of its group companies (six companies in total)	Paternity leave after the birth	Users(People)	214	220	205	202	187
		Rate (%)	97.3%	97.8%	99.0%	91.0%	92.6%
		Average (day)	3.9	3.9	3.7	4.2	4.3
	Male Childcare leave	Users(People)	18	21	43	60	59
		Rate (%)	8.2	9.3	21.1	27.0	29.2
		Average (day)	61	73	66	75	109

Health and Safety

Scope	Items	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY2025 target
Fuji Electric and the consolidated subsidiaries in Japan	Accident Frequency Rate	0.07	0.00	0.10	0.14	0.16	0.14	0.00
	Accident Severity Rate	0.00	0.00	0.00	0.01	0.01	0.01	0.00
	Target Number of Fatalities	0	0	0	0	0	0	0
	Number of Fatalities	0	0	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