

Contents

	Corporate Philosophy / Management Policies	01
	Fuji Electric's Energy and Environment Businesses	03
	Consolidated Financial Highlights	05
<hr/>		
President's Message		07
<hr/>		
Business Report	Review of Operations (By Segment)	13
	Review of Operations (Overseas Operations)	23
	Review of Operations (Capital Expenditures and R&D Expenditures)	24
	Research and Development / Intellectual Property	25
	Manufacturing / Procurement	27
<hr/>		
CSR Activities	Fuji Electric's CSR Activities	29
	Environment	31
	Social	33
	Corporate Governance	35
	Compliance	38
	Risk Management	39
<hr/>		
Corporate Information	List of Officers	40
	Corporate Data	41
	Global Network	43

Objectives of This Report

The Fuji Electric Report is published to help shareholders, investors, and other stakeholders gain deeper insight into the Company's management activities. The report provides wide-ranging coverage of key points regarding our management policies and strategies, as well as our business results, financial position, and our environmental and social initiatives for the realization of sustainable societies.



Detailed information is available on our website:
<https://www.fujielectric.com>

- About Fuji Electric
- Investor Relations
- CSR
- Research & Development

