

Contents

Profile

- 03 Corporate Philosophy and Management Policies
- 05 Fuji Electric's Energy and Environment Businesses
- 07 Value Creation at Fuji Electric

President's Message

- 09 Establish Foundations for Sustainable Growth



Growth Strategy

- 13 Progress of Management Reforms
- 14 FY2023 Medium-Term Management Plan "Reiwa Prosperity 2023"
- 15 Fiscal 2019 Review of Operations
- 17 Review of Segments
 - Power Electronics Systems
 - Energy/Industry
- 23 Electronic Devices
- 25 Food and Beverage Distribution
- 27 Power Generation

Measures to Reinforce the Operating Foundations

- 29 Measures to Reinforce the Operating Foundations
- 31 Environment
- 37 Human Resources
- 41 Corporate Governance



Round-table discussion among Outside Officers

- 53 Compliance
- 55 Risk Management
- 60 Supply Chain
- 62 Social Outreach

Corporate Information

- 63 Consolidated Financial and Non-Financial Highlights
- 65 Corporate Data
- 66 History

Regarding the Fuji Electric Report

Editorial Policy

Fuji Electric Report is an important communication tool that is prepared and published for the purpose of facilitating understanding of the Company's corporate activities among its shareholders, investors, and various other stakeholders.


Fuji Electric places great importance on clear communication of its initiatives to create medium- to long-term value and key issues on the environment, society, and governance.


Covered Organizations

In this report, Fuji Electric collectively refers to Fuji Electric Co., Ltd. and its consolidated subsidiaries in Japan and overseas.

Information Disclosure Venues

Fuji Electric Report includes highlights of financial information as well as non-financial information pertaining to social and environmental and governance issues. More detailed financial information can be found in the Company's financial results summaries and securities reports (Japanese only) on its investor relations website. Additional non-financial information is available in the form of detailed explanations of Fuji Electric's social and environmental initiatives and governance on the Company's corporate website.

 Investor Relations Website:
<https://www.fujielectric.com/ir/>

 Environmental, Social, and Governance Website:
<https://www.fujielectric.com/company/csr/>

About the Front Cover

Fuji Electric aims to contribute to achieving the SDGs through its energy and environment businesses. The front cover of this report reflects Fuji Electric's attitude towards achieving the SDGs through its four businesses working together as one.



Disclaimer Regarding Forward-Looking Statements

Statements made in this report regarding estimates or projections are forward-looking statements based on the Company's judgments and assumptions in light of currently available information. Actual results may differ materially from those projected as a result of uncertainties inherent in such judgments and assumptions as well as changes in business operations or other internal or external conditions. Accordingly, the Company gives no guarantee regarding the reliability of any information contained in these forward-looking statements. Investors are encouraged to also reference documents submitted by the Company in accordance with the Financial Instruments and Exchange Act of Japan and other disclosure materials.