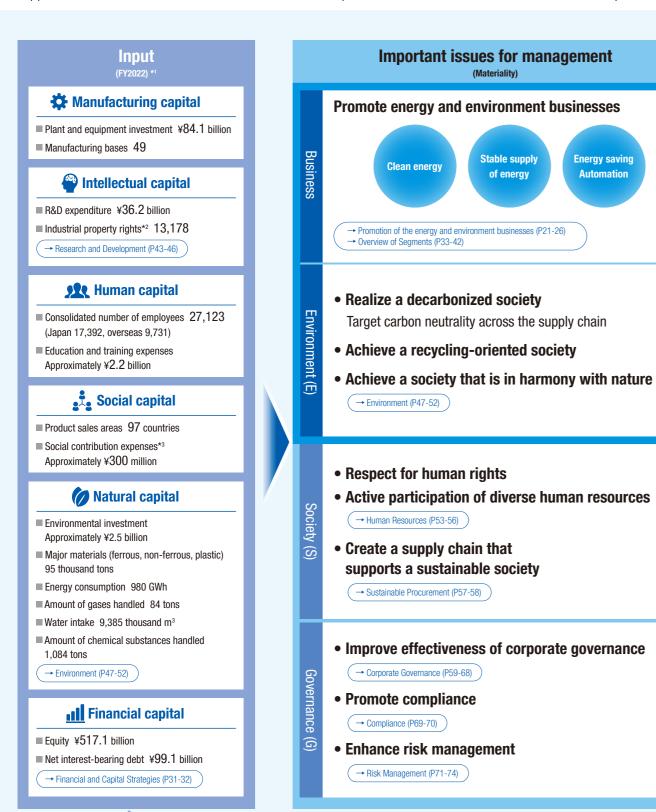
Value Creation Process

Fuji Electric is aiming for both the growth of our business and environmental contributions by taking full advantage of our financial and non-financial capital and promoting our energy and environment businesses and ESG initiatives that support these businesses. We aim to enhance sustained corporate value and contribute to the creation of a responsible and sustainable society through the virtuous cycle of returning the profits we earn through our business activities to our employees, our shareholders, and society.



Outcomes Growth of our business and (Reference values) FY2023 Medium-Term Management Plan target contribution to the environment Net sales ¥1 trillion ¥1.009.4 billion ¥80 billion Operating profit ¥88.9 billion Operating profit (8.8%) (Operating profit ratio) (Operating profit ratio 8.8%) Profit attributable to ¥55 hillion owners of parent ■ Profit attributable to owners of parent Sales outside Japan ¥350 billion ¥61.3 billion ¥292.1 billion ■ Sales outside Japan → Progress of the FY2023 Medium-Term ■ New product sales 1.4 times Management Plan (P27-30) → Research and Development (P43-46) (compared to FY2018) (Reduction of environmental impact) (Reference values) Environmental Vision 2050 Fiscal 2030 Target ■ Reduction of society's CO₂ emissions by products Reduction of society's CO2 Over 59 million tons/year emissions by products Greenhouse gas emissions throughout the supply chain Greenhouse gas emissions throughout the 177 million tons supply chain ■ Greenhouse gas emissions during production Greenhouse gas 334 thousand tons emissions during 25 million tons 20.7% ■ Water recycling rate ■ Amount of waste sent to landfills 200 tons → Environment (P47-52) Strengthening of human resources ■ Annual employee awareness surveys (satisfaction with the company) 3.8 pt / 5 pt Japan 3.2%, overseas consolidated ■ Ratio of female managers Cumulative total number registered 504 ■ Next-generation management → Human Resources (P53-56) Strengthening of the financial platform and enhancement of capital efficiency ¥66.7 billion ■ Free cash flow 10% ■ ROIC

Contribute to the creation of a responsible and sustainable Society

















→ Financial and Capital Strategies (P31-32)

*1 The figures are on a consolidated basis

*2 Patent rights, utility model rights, design rights, and trademark rights

*3 Community activities, science and technology promotion, school education promotion, international exchanges and education, and other activities

Reinvestment in our human resources and business/shareholder returns

Total dividends ¥16.4 billion (FY2022)*1

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